

Fairfax County, Virginia

LINES OF BUSINESS

Volume 3: Public Works and Environmental Services and General Government

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January 2008

Prepared by the
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County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County.

January 31, 2008

Honorable Board of Supervisors
County of Fairfax
Fairfax, Virginia

Chairman and Board Members:

In September 2007, I initiated a review of the County's discrete Lines of Business (LOBs). This LOBs process utilizes budgetary data from the FY 2008 Adopted Budget Plan since the FY 2009 Advertised Budget Plan will not be completed by the time the LOBs are presented to the Board of Supervisors for review. I anticipate that this exercise will be the first year of a two-year process and is designed to meet several distinct objectives. Beginning in January 2008, staff will use the LOBs to provide the newly elected Board of Supervisors with a comprehensive overview of County services and to provide our residents with a comprehensive educational tool regarding the array of programs and services the County is responsible for providing as well as their cost and implications related to service delivery. Later in 2008 and in 2009, I anticipate that the LOBs will be reviewed for potential program adjustments, along with other strategies, as we work to balance the FY 2010 budget in light of early projections which indicate we will be facing a constrained real estate market over a multi-year period.

As the Board is aware, the County has completed LOBs exercises or other program inventory reviews in previous years and I have used these exercises as well as the enhanced budget document, our Mandates Report and the Performance Measurement process to design this next version of LOBs. The first LOBs process was conducted in 1993 with a follow-up in 1996. In addition, the County provided the Board with an Inventory of County Activities, Programs and Services (ICAPS) in 2001. These previous analyses were instrumental in identifying the wide variety of services and responsibilities addressed by county agencies as well as performance and cost data regarding the efficiency and effectiveness of these services. At times, these exercises were used as part of the annual budget process to identify potential modification, reductions or elimination of selective programs.

The last time a comprehensive review of County programs and services was conducted was FY 2001 as part of the Inventory of County Activities Programs and Services (ICAPS). Since that time that County has experienced significant growth as a result of economic and demographic forces such as inflation and population growth and diversity but also as a result of external forces that have required that County to adapt to complex factors/issues and provide programs and services in the most efficient and effective manner possible. Since FY 2001, the County's budget increased \$1.17 billion or approximately 54 percent. The transfers to Fairfax County Public Schools (FCPS) for operations and debt service required \$654 million or 56 percent of the increase. Other areas requiring an increased County investment include public safety, which makes up nearly 17 percent of the overall increase in the County budget, and human services, which accounts for nearly 8 percent. Our current economic data indicates that the housing market may not rebound for the next two to three years. As a result, the updated financial forecast indicates that overall revenues will remain flat or even possibly will go negative in the fiscal period from FY 2010 to FY 2012. I think it is fair to assume that information in the FY 2008 LOBs review will provide a starting point as we attempt to size critical county service requirements to our available resources, in future budget cycles.

I look forward to working with the Board of Supervisors and county staff as we review county services and programs.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'A.H. Griffin' with a stylized flourish at the end.

Anthony H. Griffin
County Executive

How to Read the Lines of Business Documents

The January 2008 Lines of Business (LOBs) presentation is available and ready for distribution in hard copy, as a CD and online at http://www.fairfaxcounty.gov/dmb/2008_LOBs.html. There are a limited number of hard copy documents available. If you wish a hard copy or compact disc (CD) version of the documents, please contact the Department of Management and Budget (office hours are 8:00 a.m. to 4:30 p.m., Monday to Friday) at the following:

12000 Government Center Parkway, Suite 561
Fairfax, VA 22035
703-324-2391

The January 2008 LOBs are organized into four volumes, comprising of 1,268 pages detailing 310 discrete LOBs. The first volume is an Index which includes the following sections:

- a *Volume Summary Index* of all of the LOBs grouped as presented in subsequent three volumes;
- an *Alphabetical Index* (which provides an alphabetical listing of all agencies and funds with corresponding LOBs with page references);
- a *Volume Detail Index* (which includes the LOB agency, number, title, page number, positions, total expenditures, total revenues and net LOB cost as well as subtotals each agency); and
- the *Mandate Report* (which includes the January 2007 federal/state mandates)

To assist the reader by trying to group similar County agencies and services together, the volumes each include:

Volume 1 - Public Safety, Courts and Community Development

- Public Safety
- Courts
- Development and Planning
- Transportation

Volume 2 - Human Services

- Health and Welfare
- Parks, Recreation and Library
- Community Centers
- Housing
- Community Based Organizations

Volume 3 - Public Works and Environmental Services and General Government

- Department of Public Works and Environmental Services (DPWES)
- Debt Service
- Legislative-Executive/Central Services
- Technology
- Benefits/Retirement

LINEs OF BUSINESS

It is important to note several points when viewing the Lines of Business. The first is that this presentation is a point in time, for the purposes of this exercise, the point in time is the FY 2008 Adopted Budget Plan. In those instances where significant changes have occurred organizationally or new services have been provided footnotes have been provided to explain, for example at the FY 2007 Carryover Review, the new Office for Community Revitalization and Reinvestment was placed in the Office of the County Executive and funding was moved from the Department of Housing and Community Development among other places. Given the significance of this refocusing of commercial revitalization efforts, the reader will find the detailed explanation of what the office does in the Office of the County Executive narrative and then footnotes identifying where funding came from for this new organization. The context of net cost is typically used to define the net cost to the General Fund of the County. The General Fund refers to agencies or departments that provide general government services which are funded from general tax revenue such as real estate and personal property taxes. For many of the Other Funds which may or may not receive County funding, footnotes are included to identify what the net cost is for them in particular. Other Funds refer to County departments, agencies, construction projects and programs which are funded from non-General Fund revenue sources, or from a mix of General Fund and non-General Fund sources, such as federal or state grants, proceeds from the sale of bonds, user fees and special tax districts.

There are two types of LOBs documents. Type One LOBs refer to LOBs prepared by General Fund agencies and several Other Funds. Type Two contain some different information more appropriate to Capital, Housing, and some other funds which are not supported by General Fund dollars. The first type, also known as "Type One LOBs" captures position, user fee, performance measurement and mandate information, along with other data. The second type, also known as "Type Two LOBs" collect data such as funding availability and project statuses, as well as mandate information, and is designed primarily for capital project funds, although there are a few exceptions to this rule.

Type One LOBs

The Type One LOB contains the following sections:

- ***Organization Chart:***

The organization chart is as defined by the agency to represent visually what it does and is presented as printed in the FY 2008 Adopted Budget Plan.

- ***Mission:***

The mission provides the general description of the agency and what it does and is presented as printed in the FY 2008 Adopted Budget Plan.

- ***Focus:***

The agency focus section will provide a "big picture" description of the agency's purpose as well as a discussion of elements from the agency strategic planning document, including outcomes, initiatives and/or key economic, political, or environmental components driving the agency budget or impacting future planning. Information may include:

- Trends impacting agency programs and service delivery;
- Relationship with Boards, Commissions, and Authorities, etc.;
- General Fund or Other Fund revenue sources; and
- Key drivers influencing how an agency conducts business.

LINES OF BUSINESS

- **Budget and Staff Resources:**

This section includes the FY 20007 actuals data and FY 2008 Adopted Budget Plan data for the agency or fund as a whole. *Note: The FY 2007 actuals data shown here is for context purposes only. Data shown is as of Month 12 and does not include final audited information. For final audited FY 2007 actual information please refer to the Comprehensive Annual Financial Report (CAFR).*

- **Summary of All Agency LOBs:**

This table pulls in the general summary data from the individual Summary LOB tables which follow.

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
50-01	Youth, Seniors, and Families Activities	\$3,099,399	27	27.0
50-02	Teen Prevention, Recreation, and Community Service Activities	\$5,833,159	25	24.3
50-03	Recreation Therapy, Leisure & Social Skill Development, Inclusion Support	\$3,449,999	7	7.0
50-04	Senior Activities: Health, Wellness, Recreation Enrichment, and Congregate Meal Activities	\$1,650,411	24	24.0
50-05	Scheduling and Monitoring Community Use of County Athletic Facilities	\$2,185,314	7	7.0
50-06	Youth Sports Subsidy and Scholarship	\$270,000	0	0.0
50-07	4-H, Children, Youth, and Family Programs	\$104,223	0	0.0
50-08	Human Services Transportation Support	\$1,931,921	13	13.0
50-09	Marketing, Planning, Information, and Resource Development	\$1,191,816	5	5.0
50-10	Community & Neighborhood Initiatives	\$584,991	6	6.0
50-11	Agency Leadership	\$453,985	5	5.0
TOTAL		\$20,755,218	119	118.3

Note: Some funds such as Housing, Community Services Board (CSB), and several General Fund agencies, including Department of Family Services, Fire and Rescue, Police, Circuit Court, Juvenile and Domestic Relations District Court, General District Court, and Office of Emergency Management, are supported by County merit regular positions in addition to also being supported by some grant funded positions and, in a few cases, positions supported by non County appropriated funds. The total positions and SYEs shown in the above “Summary of All Agency LOBS” above are solely the County merit regular positions. Therefore, grant funded positions are not reflected in the total LOB count shown above. For further details regarding programs supported by grant funded positions please refer to the LOB summary pages of these agencies and funds.

LINEs OF BUSINESS

- **LOB Summary Table:** (For each LOB)

This table contains the detailed funding and position information for the Line of Business. It is important to note that in this table, but not in the other tables in the LOB documents, positions which are classified as State or Grant are identified to provide the reader with a fuller picture of the LOB.

LOBS SUMMARY

50-01: Youth, Seniors, and Families Activities

<i>Fund/Agency: 001/50</i>		<i>Department of Community and Recreation Services</i>
LOB #: 50-01	<i>Youth, Seniors, and Families Activities</i>	
Personnel Services		\$2,617,654
Operating Expenses		\$572,145
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$3,189,799
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$90,400
Other Revenue		\$0
Total Revenue:		\$90,400
Net LOB Cost:		\$3,099,399
Positions/SYE involved in the delivery of this LOB		27 / 27.0

► LOB Summary (for each LOB)

This section is designed to provide a summary for the individual LOB, focusing on purpose, background, initiatives, and accomplishments. This section provides the agency with an opportunity to bring attention to issues that may not be easily explained by reviewing the numbers. If relevant, this section also includes the funding sources for the LOBs. In addition, any trends, future issues, or other relevant issues impacting the LOBs are also discussed in this section. If applicable, participant characteristics relative to this LOB also appear in this section.

► Method of Service Provision (for each LOB)

This section is designed to describe how this LOB is provided. For example, if applicable, information is provided to note whether the LOB is contracted out or provided directly by County staff. In addition, the hours of operation are also cited. Finally, this write-up also indicates if there is coordination with other agencies in providing this service.

LINEs OF BUSINESS

► Mandate Information (for each LOB)

The County has an annual mandates document that reports on the federal and state mandates for each agency and fund. Consequently, in this section, it will be noted whether the agency or fund has any mandates or if it doesn't, for example:

“This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 20 percent. See the *January 2007 Mandate Study*, reference page 19 for the specific federal or state code and a brief description.” If there are no relevant mandates, the following phrase will appear in the LOBs: “There is no federal or state mandate for this LOB.”

Note: A hard copy of the Mandate document is included in the Index volume of the LOBs.

AGENCY PERFORMANCE MEASURES (One table for the fund/agency)

This is a summary table of all the related performance measurement objectives and indicators for the fund/agency. All the PM objectives are listed in bulleted fashion, followed by a single table for each fund/agency rather than by cost center as in the budget. Each PM measure which is relevant to a particular LOB will be identified as such by the LOB number in the “LOB Reference Number” column.

- To increase by 2 percent the number of participants in all Extension programs in order to provide opportunities for community involvement and personal development.
- To increase by 2 percent the number of volunteers recruited to support programs and services.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Attendance at CRS community planning sessions	3,540	3,714 / 3,833	4,025	4,226	50-11
Merit staff attending two or more training programs	102	100 / 117	101	101	50-11
Community leaders and volunteers supporting the provision of programs, services and activities	2,815	2,956 / 3,334	3,501	3,676	50-10

LINEs OF BUSINESS

Type Two LOBs

The second or "Type Two LOB" is designed for capital projects and other types of expenditures for which the detailed discussion included in Type one is not relevant. The information included in Type Two includes:

- ***Expenditure and Revenue Chart:***

This chart includes FY 2008 Adopted Budget Plan funding.

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 301, Contributed Roadway Improvement Fund</i>	
Total Expenditures:	\$4,240,199
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$4,350,199
Total Revenue	\$4,350,199

► **Summary of Program**

Provides summary description of the Fund or Program, focusing on the purpose, background, initiatives, and accomplishments. This section provides an opportunity to bring attention to issues that may not be easily explained by reviewing the numbers. In addition, describe any trends, future issues, or other relevant issues impacting this Fund. If necessary, the fund may be divided into program areas (i.e., Stormwater planning vs. Stormwater Implementation, Park Maintenance vs. Athletic Field Maintenance, TAC Spot Improvement vs. Four Year Plan Program).

► **Funding Availability and Future Considerations**

Describes any recent cost escalation issues or funding availability issues associated with this fund.

► **Status of Program**

Provides information regarding how many projects are included in this Fund or Program.

LINEs OF BUSINESS

► **Mandate Information**

The County has an annual mandates document that reports on the federal and state mandates for each agency and fund. Consequently, in this section, it will be noted whether the agency or fund has any mandates or if it doesn't, for example:

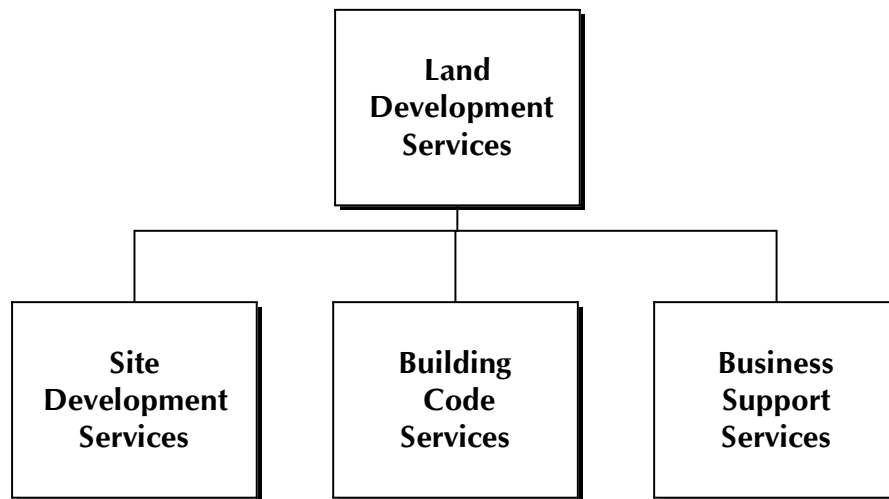
“This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 20 percent. See the *January 2007 Mandate Study*, reference page 19 for the specific federal or state code and a brief description.” If there are no relevant mandates, the following phrase will appear in the LOBs: “There is no federal or state mandate for this LOB.”

Note: A hard copy of the Mandate document is included in the Index volume of the LOBs.



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Land Development Services



Mission

Land Development Services is committed to the protection of the environment, and the health, safety and welfare of all who live in, work in and visit Fairfax County. Through partnerships with all stakeholders, LDS achieves excellence in service by balancing the needs, rights and interests of the community in the building and land development process.

Focus

Land Development Services (LDS) enforces safety, health and environmental protection standards set forth in applicable codes for land development and building construction such as the Virginia Uniform Statewide Building Code, the International Code Council's family of construction codes, Fairfax County ordinances, and the Public Facilities Manual. LDS is comprised of three cost centers: Site Development Services (SDS), included in the County's Community Development Program Area; Building Code Services (BCS), included in the County's Public Safety Program Area; and a Business Support Services component that provides oversight by the Director's Office and manages the administrative responsibilities of Human Resources, Information Technology, and Financial Management. Additionally, Code Analysis helps to develop effective regulations to achieve the County's goals; and code enforcement takes action against non-compliant construction and land disturbing activities in the County. The Forest Integrated Pest Management Program, a component of Fund 116 is also managed by this agency. LDS reviews all rezoning applications, site and subdivision plans, inspects site development, and is responsible for the plan review, bonding, permitting, and inspection of new and existing structures. LDS also provides technical training and conducts customer outreach programs to help homeowners, builders, and contractors comply with land development and building code regulations. LDS also supports the County's Environmental Improvement Program (EIP), Tree Action Plan, and the Tree Canopy Goals through specific projects, code development, and public outreach and education.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Identify and address key environmental issues such as low impact development techniques; and
- Optimize information technology to improve service delivery and operational efficiency.

Land Development Services

Land Development Services uses several economic indicators, including the quantity and types of plans and permits submitted for processing to predict future workload and resource needs. During the last few years, the number of site and subdivision submissions has gradually decreased. Over the past 12 months, plan submissions for residential construction have slowed while plan submissions for new commercial construction and commercial alterations have risen slightly. Site inspection requirements have remained constant as the active construction sites remain high and the County strives to comply with state mandated E&S inspection requirements. A specific focus was applied to the County's default program to resolve backlogged default projects and take quicker action on projects whose development agreements are in default. This effort required more staff support and will result in ensuring developers complete promised public improvements. There has been a continued shift in development towards more in-fill and redevelopment/revitalization of older communities and less desirable sites (such as problem soils), and of more multiuse and multifamily types of buildings. The workload associated with regulating these types of developments has increased tremendously due to more complex plans, exceedingly more stringent mandates, and increasingly difficult development due to the characteristics of the land and infill lots. For example, in-fill development and revitalization projects are more complex in nature due to stormwater management challenges, erosion and sedimentation issues, deficient infrastructure, and the need to minimize impacts on adjoining property owners. Additionally there has been a move towards large transit oriented developments and large mixed use developments such as Metro West, Tyson's Corner Center Expansion and Merrifield Town Center. These trends will require even more time and staff resources per project to review plans, process permits, and inspect construction. To address these issues, LDS continues to partner with the development community to review and formulate recommendations for making improvements to the land development approval processes.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	330/ 330	330/ 330
Expenditures:		
Personnel Services	\$20,120,187	\$21,933,131
Operating Expenses	5,084,829	4,489,308
Capital Equipment	67,024	0
Subtotal	\$25,272,040	\$26,422,439
Less:		
Recovered Costs	(\$248,122)	(\$184,111)
Total Expenditures	\$25,023,918	\$26,238,328
Income:		
Permits/Plan Fees	\$10,101,033	\$13,246,705
Permits/Inspection Fees	14,018,556	13,407,884
Total Income	\$24,119,589	\$26,654,589
Net Cost to the County	\$904,329	(\$416,261)

Land Development Services

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
31-01	Site Plan Review and Processing	(\$1,213,777)	60	60.0
31-02	Site Inspections and Enforcement	(\$616,945)	70	70.0
31-03	Building Plan Review and Permit Processing	\$212,359	56	56.0
31-04	Building Inspections	(\$565,147)	99	99.0
31-05	Business Support Services	\$1,767,249	45	45.0
TOTAL		(\$416,261)	330	330.0

LOBS SUMMARY

31-01: Site Plan Review and Processing

<i>Fund/Agency: 001/31</i>	<i>Land Development Services</i>
<i>LOB #: 31-01</i>	<i>Site Plan Review and Processing</i>
Personnel Services	\$4,453,113
Operating Expenses	\$875,281
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$5,328,394
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$6,542,171
Other Revenue	\$0
Total Revenue:	\$6,542,171
Net LOB Cost:	(\$1,213,777)
Positions/SYE involved in the delivery of this LOB	60 / 60.0

► LOB Summary

This LOB ensures that land disturbance, and public and private facility construction conform to the Code of the County of Fairfax, Virginia and to policies adopted by the Board of Supervisors with respect to the quality of new public infrastructure; control of erosion and sedimentation, storm drainage, storm water management, tree preservation; and protection of public waters. Site Plan Review and Processing provides land development review, working to ensure the environment is protected, and coordinates with development professionals and citizens to ensure that both interests are considered in proposed land development projects. As the County is further developed and new communities and services are introduced into existing neighborhoods and commercial districts, close coordination of these interests becomes of even greater importance. Site Plan Review and Processing ensures that the proposed new construction addresses existing area infrastructure issues including transportation, sanitary sewer, and stormwater, as well as issues relating to tree cover, screening, stream and watershed quality, and other environmental concerns.

Land Development Services

Site Plan Review and Processing includes the Environmental and Site Review Divisions (East and West), Urban Forest Management Division and Plan and Document Control, of Land Development Services. The Environmental and Site Review Divisions serve as the primary review authority for proposed construction plans and plats and provide overall coordination of numerous other reviews by other agencies and specialty fields. The Urban Forest Management Division is one such specialty area, which focuses on ensuring that proffered tree preservation, landscaping, and screening is satisfactorily addressed on the construction plans and during construction. Additionally, the Urban Forest Management provides input on rezoning applications to improve tree preservation during the planning stages preceding the site plan and construction processes. Urban Forest also supports a number of key environmental initiatives in the County including the Tree Action Plan, Natural Landscaping Policy, and the County's Tree Canopy Goal. The Plan and Document Control Section checks plan and plat applications for submission acceptance, administers the distribution of those documents to relevant reviewing authorities, and tracks progress to ensure that they are processed within the mandated timeframes.

As stated above, the site plan review process is a critical component of land development that involves a coordinated effort to ensure that public and private infrastructure is designed to meet the needs of the community and to support emergency services along with ensuring that the environment is protected. Without this coordinated review, additional burdens would be placed upon the property owners as well as public maintaining authorities. Public safety could be jeopardized due to insufficient fire protection and inadequate emergency access. Through proper planning and design, flooding and drainage problems are averted, environmental degradation due to inadequate water quality or erosion and sediment control measures can be avoided, and structural damages to buildings and structures from landslide prone or other soils related problem soil can be reduced.

Specific services that this LOB provides include:

- Review of engineering plans to ensure that the environment is protected through the implementation of properly designed stormwater, erosion and sedimentation controls.
- Promotion of tree preservation and planting by providing technical expertise on arboricultural issues to County staff and County citizens.
- Review and process engineer plans submitted for land development for conformance with federal, state and local ordinances, and Board of Supervisors policies.
- Administer the intake, tracking and processing of construction plans and documents and respond to customer inquiries and request for reproduction of documents.
- Review studies related to proposed developments in problem soils, in proximity to floodplains, and in densely developed neighborhoods.
- Collaborate with the Engineers and Surveyors Institute (ESI) a public/private professional organization representing the engineering industry, and other County agencies involved in land development to seek improvements in the quality and timeliness of plan preparation and review.

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- Conduct community outreach and training programs, such as meetings with industry representatives, and Open House sessions to disseminate design methods, development standards, conservation, and tree preservation information.
- Provide support to religious and community groups, the development community, citizens and other County agencies throughout the site development process and to be a mediator for site development issues.
- Identify potential deficiencies in proposed development projects during plan review so that no development process ceases construction as a result of deficiencies identifiable on the plans.
- Serve in an advisory role on tree related issues ranging from site plan and zoning case review to assistance with final inspections.

Funding Sources

Under state law, reasonable fees may be charged in-line with costs. Consistent with the policy adopted by the Board of Supervisors in April 2005, DPWES collects fees for plan review, and inspections, designed to recover 90 percent of the Land Development Services' costs. It should be noted that actual costs incurred by this program include imputed rent, fringe benefits, support services and information technology which are not included in the Adopted Budget Plan expenditures.

Customers Include

Homeowners, builders, developers, engineers, architects, land surveyors, attorneys, contractors, other County agencies, as well as the Counties Boards, Authorities, and Commissions.

However, since ensuring safe buildings, dwellings and infrastructure and enforcing quality development standards are DPWES' primary goal, all County citizens are recipients of DPWES' services.

Trends

As open space continues to diminish in the County, development is occurring on more complex sites, which had been overlooked previously for economic reasons. Considerations including problem soils, proximity to flood plains, inadequate infrastructure, and densely developed surrounding neighborhoods created additional financial expenditures that made development in those areas less attractive in years past. These areas are now subject to development resulting in greater technical challenges for both the design engineers and Site Plan Review and Processing. 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.

Key Initiatives

- Environmental protection through the implementation of the Stormwater and Erosion and Sedimentation Control Recommendations and Tree Preservation Recommendations of the In-fill and Residential Development Report Study.
- Developing and implementing procedures to address proposed County Code and Public Facilities Manual modifications.

Land Development Services

- Implementing recommendations to improve record management by eliminating document duplications and initiating an electronic imaging program.
- The Urban Forest Management Division participated on a multi-agency work group to develop and implement the Tree Action Plan which is a 20-year strategic plan to conserve and manage the county's tree and forest resources. Implementation of the Tree Action Plan will have a significant impact on Urban Forest Management's work activities and program direction.
- The Natural Landscaping Committee continued its work to identify landscaping policies and practices that will improve air quality and reduce energy consumption. As a kick-off project, the Urban Forest Management Division began an effort to plant approximately 500 shade trees on the grounds of County governmental, park and school facilities. This project also complements the County's newly adopted 30-year tree canopy goal.

Accomplishments

- Completed enhancements to the computer system supporting the land development process, Land Development System (LDS), to leverage new technologies to improve the plan review process, including placing LDSnet on the Internet at www.co.fairfax.va.us/ldsnet. Through LDSnet, customers and citizens can retrieve information on site development related plans and studies.
- Established a Tree Preservation Task Force Team to examine and implement methodologies and practices that can be used to maximize the preservation of existing trees and forests during the land development process.
- Developed additional on-line service for customers, providing, among other things, an on-line Public Facilities Manual (PFM).
- Responded to the Board of Supervisors' request for timely processing of religious and community group projects by creating from an existing position, an Ombudsman position to assist these groups through the development process from zoning to residential occupancy.
- Implemented enhancements to existing processes and Code requirements to improve Storm water, Erosion and Sedimentation Control, and Tree preservation during development.
- Developed the County's tree cover goals pertaining to the results of the Tree Cover Study, which was commissioned by the Tree Preservation Task Force.

Future Initiatives

- Develop a Citizens Guide to the land development process in Fairfax County, which could be helpful to design professionals, citizens and staff.
- Revise Zoning Ordinance Article 13, Landscaping and Screening to bring the screening ordinance up to date so that the requirements will be more in alignment with the needs of infill lot development.
- Adapt to challenges associated with infill land development and increasing complexity in analyzing its impact on existing neighborhoods.

Land Development Services

- Develop expertise to further our stewardship of environmental resources.
- Improve quality control program in plan review to ensure processes and procedures are adequate for increasing complex development.

► Method of Service Provision

Regular merit County employees provide the services of this County activity and program.

Hours of operation are Monday through Friday, 8:00 a.m.—4:30 p.m.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 38 for the specific federal or state code and a brief description.

31-02: Site Inspections and Enforcement

<i>Fund/Agency: 001/31</i>	<i>Land Development Services</i>
<i>LOB #: 31-02</i>	<i>Site Inspections and Enforcement</i>
Personnel Services	\$5,101,827
Operating Expenses	\$1,021,160
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$6,122,987
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$6,739,932
Other Revenue	\$0
Total Revenue:	\$6,739,932
Net LOB Cost:	(\$616,945)
Positions/SYE involved in the delivery of this LOB	70 / 70.0

► LOB Summary

This LOB is responsible for the administration and enforcement of land development construction agreements to ensure that the environment is protected during land development and that public improvements are satisfactorily completed and in compliance with all required development obligations in accordance with applicable state and County regulations and standards. Staff accepts, reviews, executes, monitors, and releases all land-development surety agreements between the County and the developers. Additionally, through on-site inspections and enforcement actions, staff ensures that land disturbing activities and construction of public improvements are in accordance with the approved plans and applicable state and County regulations.

Land Development Services

Staff is also responsible for the intake, review, resolution or prosecution of complaints and violations of The Virginia Building Code and Chapters 61, 104, 118 and 119 of the Code of the County of Fairfax. Staff coordinates multi-issue complaints for the entire Land Development Services' Line of Business, performs onsite inspections as needed, mediates complaint issues when appropriate, and prepares and presents criminal court cases on behalf of DPWES. In addition to primary responsibility for criminal prosecution of the above referenced codes, the staff of this program coordinates with other state and County agencies including the police and fire marshal's offices for the resolution of contractor issues, health and zoning issues.

Specific services that this LOB provides include:

- Ensure compliance with state-mandated erosion and sediment control inspection requirements.
- Ensure that roadways, storm sewers, sanitary sewers, trails, sidewalks, street lights, grading, trees, parking lots and proffered elements are constructed in accordance with the approved plans and applicable County and state requirements.
- Ensure that public and proffered improvements are bonded to the extent that state law allows.
- Develop lists of outstanding obligations and process bond reduction and release requests within state mandated timeframes in order to avoid release or return of bond funds before the public improvements are completed.
- Implement strategies that proactively obtain completion of public and proffered improvements that have been abandoned by developers, commonly referred to as developer defaults, at the least cost to the County.
- Provide training to citizen groups and industry on the County's erosion and sediment control requirements in an effort to obtain greater compliance with regulatory requirements and better stewardship of the County's natural resources.
- Enforce the County's grass and lawn code ordinance.
- Enforce the County's Chesapeake Bay Ordinance and illegal land disturbance violations.
- Determine the applicability of state and County codes to complaints and citizen inquiries associated with new construction activity (both structural and land development), unlicensed contracting activity, work performed without permits, land disturbances (notably Chesapeake Bay violations) to determine appropriate investigative authority or agency response.
- Facilitate equitable resolution to complex technical code compliance issues, through mediation and negotiation.
- Review and compile evidence and interview witnesses to determine if there is sufficient probable cause to issue criminal summons.

Land Development Services

- Prepare necessary court documents, prepare witnesses and represents DPWES in criminal court prosecution of building code, land disturbing, un-permitted and unlicensed contractor violations.
- Monitor court orders to ensure compliance with court decrees and pursues further legal action, if necessary.
- Administer the Home Improvement Contractor Licensing Program in addition to the enforcement of the Ordinance.

Customers include:

- Homeowners, builders, developers, engineers, architects, contractors, other County agencies, as well as the County boards, elected officials, authorities, and commissions

However, since ensuring safe building, dwellings and infrastructure and enforcing quality development standards are DPWES' primary goal, all County citizens are recipients of DPWES' services.

Funding Sources

Under state law, reasonable fees may be charged in line with costs. Consistent with the policy adopted by the Board of Supervisors in April 2005, DPWES collects fees for plan review, and inspections, designed to recover 90 percent of the Land Development Services' costs.

Accomplishments

- Developed guidelines for processing developer's requests for conservation deposit reductions.
- EFID worked collaboratively with the Northern Virginia Building Industry Association (NVBIA) and the Engineers and Surveyors Institute (ESI) to obtain BOS approval of substantive changes to the County's Development Agreement and Performance Bond documents.
- In collaboration with Site Plan Review and Processing, the Division of Solid Waste, DPWES, the Health Department and DPZ, EFID obtained an agreement to streamline and clarify the chain of authority regarding bonding and enforcement of landfill agreements.
- Developed and issued a Project Completion Checklist to aid industry in completing development projects.
- Staff organized and conducted several presentations and formal training sessions on the County's erosion and sediment control requirements to the construction and design industry at a local construction exhibition and trade show and the Engineers and Surveyors Institute. One of the presentations was conducted in Spanish.
- Staff organized and conducted the 2006 Land Conservation Awards program and ceremony in collaboration with the Northern Virginia Soil and Water Conservation District and the Virginia Department of Conservation and Recreation.

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- Developed formal operating procedures for site inspection staff in the event of a hurricane or severe tropical storm.
- Reduced developer defaults by 10 percent.
- Code Enforcement developed cross training initiatives with the Land Development Services' (LDS) staff, the Department of Health and the Department of Planning and Zoning to effectively and efficiently address citizen complaints.
- The Code Enforcement implemented the Fairfax Inspections Database On-Line (FIDO) complaint tracking system module to better enable administration of code enforcement activities as well as collaboration with other similar enforcement agencies also utilizing this system.
- Code Enforcement and Residential Inspections Division (RID) staff continued their collaboration to investigate and correct an increasing volume of code violations stemming from un-permitted construction and construction work done by unlicensed contractors. Also in FY 2007 and continuing, the County's new Strike Force was deployed in a collaborative countywide code-enforcement program. Code Enforcement and RID have provided various resources including three full-time staff positions to this effort.
- Code Enforcement contributed to and participated in the multi-agency Strike Force, both on the operational and planning processes. This countywide effort has shown great success in identifying illegal boarding houses, un-permitted and unsafe construction, and then bringing compliance to those properties. Further analysis of the long term code enforcement approaches is on-going and yields great potential to improve enforcement services in the county.
- EFID worked collaboratively with NVBIA and ESI Fairfax Committee and obtained BOS approval of four PFM amendments to strengthen site inspection and bond requirements.
 - a. Certification requirement for survey monuments
 - b. Implement stricter bond requirements for developers that have defaulted on previous Development Agreements
 - c. Require notification if surety falls below a minimum rating and replacement if they fall to a B-VX or lower.
 - d. Eliminate replacement fee if surety falls below minimum rating and the replacement is submitted and approved prior to the expiration date of the agreement.

Key Initiatives

- Developed and delivered a training program on erosion and sedimentation and tree conservation to inspection staff and private industry in FY 2007.
- In collaboration with industry develop and obtain Board of Supervisor approval of a new Comprehensive Unit Price Schedule that is used to establish bond amounts that must be posted with the County as part of development projects.

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- Establish an agreement with the Town of Clifton to provide site inspection and erosion and sediment control enforcement services.
- Continue efforts to enhance the County's Erosion and Sediment control program and regulations.
- Continue efforts to reduce the number of developer default projects.
- Continue efforts to provide outreach and training to citizen groups and industry on the County's erosion and sediment control regulations.
- Develop and provide a citizens guide on the bond release process.
- Continue to refine the FIDO complaints module and add a web interface function (Dynamic Portal) to enable citizens to submit and monitor progress on complaints administered by the Code Enforcement Branch.
- Serve as a resource to BOS members and expand outreach and proactive education to home owners' associations and civic associations to assist construction issues affecting their communities.

Trends

- Greater use of electronic technology to improve communication with County citizens, the development community and other agencies.
- Site Inspections will become more automated.
- Emphasis and expectations on environmental protection during the land-development process will increase.
- Increased responsibility 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 un-permitted construction activity.
- Increased accountability for project completion and bond release.
- Increased in-fill development. As open space continues to diminish, more development is taking place in previously avoided locations, such as problem soils, in proximity to flood plains, and in densely developed neighborhoods. This in-fill development is more difficult to design and review, and to process code complaints.

► Method of Service Provision

Regular merit County employees provide the services of this County activity and program.

Hours of operation are Monday through Friday, 8:00 a.m. – 4:30 p.m.

Land Development Services

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 39 for the specific federal or state code and a brief description.

31-03: Building Plan Review and Permit Processing

<i>Fund/Agency: 001/31</i>		<i>Land Development Services</i>	
<i>LOB #: 31-03</i>		<i>Building Plan Review and Permit Processing</i>	
Personnel Services			\$4,209,526
Operating Expenses			\$816,928
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$5,026,454
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$4,814,095
Other Revenue			\$0
Total Revenue:			\$4,814,095
Net LOB Cost:			\$212,359
Positions/SYE involved in the delivery of this LOB			56 / 56.0

► LOB Summary

This LOB is a combination of two programs within Land Development Services. Both the Permits Branch and the Building Plan Review Division protect the health and safety of County citizens and the environment through mandated enforcement of the Virginia Uniform Statewide Building Code (VUSBC) and County Codes.

Specific services that this LOB provides include:

- The Permits Branch processes applications and issues permits for building, site- and utility-related work. Permits also issues amusement device (carnival ride) permits, assigns street names and addresses for properties in the County, validates the licenses of contractors applying for permits, schedules inspections for permitted work, maintains approved plans and permit records, and researches Freedom of Information Act requests.
- The Building Plan Review Division works closely with architects, engineers and developers in the design phase of construction projects to ensure compliance with the multitude of codes and standards adopted by reference into the VUSBC.
- Preliminary and post-submission conferences are offered to ensure that major code issues are identified earlier rather than later during the plan review stage. These early contacts

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between plan reviewers and customers also ensure that submissions are complete and contain the level of detail necessary to ascertain compliance with the VUSBC.

- The plan review process saves project owners both time and money by minimizing change work orders and any attendant reconstruction necessitated by errors identified, for example, during field inspections of completed work.
- Staff also coordinates plan review with other County and state agencies and provides technical assistance to permit applicants, designers, builders, contractors and the general public regarding code requirements.

Customers include:

- Homeowners, builders, developers, engineers, architects, permit services, and contractors seeking permit, plan and other construction information.
- Attorneys and contract dispute mediators seeking permit records.
- Commercial building owners and design professionals seeking historic records necessary to design improvements to existing structures.

All citizens, however, are the ultimate recipients of a safe and quality environment.

Funding Sources

Under state law, fees may be charged to defray the costs of enforcing the VUSBC. Pursuant to Board of Supervisors' policy, fees were set to recover 90 percent of the costs of this LOB which are incorporated into Chapter 61 of the County Code.

Accomplishments

- Developed a computerized database to expedite the review and processing of requests for permit refunds.
- Substantial progress has been made on initiatives to implement a customer workflow management tool similar to the model currently used in the Virginia Department of Motor Vehicles. After further exploration of alternatives, staff determined that it would be fiscally responsible to broaden our options for the deployment of such a system beyond the options available through standard contract measures. The RFP has been completed and is awaiting review through DPSM for release for bids in the next several months, with selection and implementation to occur sometime in the end of FY 2008.
- In FY 2005, implemented project and fax tracking databases to better manage permits submitted by mail, fax, or as projects left for processing. In addition, completed an audit in FY 2006 with the assistance of the Financial Management Branch to insure that matters pertaining to financial transactions related to such permits are compliant with best practices for cash, check and credit handling procedures.
- Initiated an organizational development study in FY 2007 that identified three key areas of opportunity for the Permit Branch. Teams are currently addressing the issues identified with the objective of significantly enhancing customer service through improved processes with

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respect to training, policies and procedures. Additionally, the branch has been engaged in a series of meetings with the purpose of aligning branch standards of conducts and code of ethics in practical application to the County Code of Ethics. This work is already showing marked results in communication, employee morale, teamwork and improved professionalism in advance of the initiative from the County Executive.

- In 2005, Permits Branch began the implementation of several cross training initiatives to facilitate the understanding of the relationships and partnerships in the development process. Cross training programs like the inspector ride-along program provide insights for all staff to allow us to better serve our customers' needs while fulfilling our code enforcement mission.
- Permits Branch continues to develop the concept of the "Super-Tech" as a means of providing a truly one-stop-shop to customers on simpler projects. The concept incorporates the notion of a single case worker who would perform limited review functions for application intake, licensing, zoning, site, and building plan review. Efforts in the area of cross training are currently contributing to this initiative, and additional training concepts from the organizational development training team are designed to further this objective.
- Implementation of a new permitting and inspection internet application, Fairfax Inspections Database Online (FIDO) occurred in FY 2006. This project replaced the legacy Inspection System Information Systems (ISIS) mainframe system in LDS, replaced multiple stand alone databases in other agencies, and will provide a foundation for future e-Government applications related to land development, building construction, Fire Inspection Services, Environmental Health Services and Complaints Management
- The Insurance Services Office (ISO), a commercial corporation that collects data used by insurance companies for underwriting purposes, concluded its most recent review of Fairfax County's effectiveness in building code enforcement during FY 2007. On a scale of "1" to "10" ("1" being best), Fairfax County received an overall effectiveness rating of "3." Of the more than 8,500 jurisdictions across the nation that have undergone a similar evaluation, only 1.7 percent were rated better than "3," and 84 percent were rated lower than "3."
- The Building Plan Review Division reorganized to allow individual supervisors to be readily available at public counters to answer questions and provide better customer service.
- Implemented interactive transactions on the DPWES web site for:
 - 1) Scheduling inspections for issued permits;
 - 2) Tracking permit, plan and inspection status; and
 - 3) Estimating building permit fees.
- Modified the process for demolition permits to address erosion and sediment control issues related to the demolition of larger structures.
- Enhancements continued to be made to the permitting, plan review, and inspections module of FIDO that was implemented in March of 2006.

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- LDS staff played a major role in the events surrounding the Huntington flooding in June 2006. When events, weather or otherwise, cause extensive property damage, LDS is tasked first with damage assessment responsibility to evaluate the structural safety status of all affected structures. Additionally, LDS did detailed assessments of the most severely damaged structures and, in cooperation with the Washington Gas Company, evaluated damage to household appliances. Afterwards, to facilitate getting permits and inspections for reconstructive work, LDS staffed a satellite permitting and inspection office in the immediate vicinity of the most heavily impacted area. As an initiative for the coming year, LDS intends to work with FEMA and neighboring jurisdictions to standardize the procedures by which financial estimates of the extent of property losses are determined, for better consistency, accuracy and confidence in the values so determined.
- The Permits Branch developed a definition of “addition” in FY 2007 into the County Code to ensure that existing homes that are substantially altered are properly reviewed from a building code and safety perspective in conjunction with the new addition.
- To promote consistent building code enforcement among regional jurisdictions, area building officials and key staff meet bi-monthly to discuss plan review issues and general code interpretation questions.
- A weekly in-service training program to improve customer service, staff consistency and accuracy in code interpretation/application, as well as provide opportunities for professional development.
- Customer waiting area improvements which include providing access to the County’s computerized information, providing wait time and staffing information, and installing a new photocopy machine that better accommodates customers’ copying needs.

Initiatives

- The Permits Branch is currently developing for implementation a customer routing and monitoring system that will better enable customers to enter and track their own permit applications through the permitting process as well as enable staff to better route and cue applicants based on their specific application types and current workloads. This system or similar systems have been deployed by other sister jurisdictions as well as VDOT to better manage permitting and applicant cue lines and improve customer service. Implementation of this system will also enable management to track and monitor performance.
- In addition, a number of other initiatives will be pursued, including the potential replacement of building and site microfiche with a digital imaging system, the enhancement of the Urban Forest application to improve mapping and field inspection activities, the implementation of a customer queuing system, and continuing enhancement of the FIDO application and its Web capabilities. In FY 2007, the complaints management module of FIDO was implemented for the Code Enforcement Branch of Land Development Services. Additionally, enhancements continued to be made to the permitting, plan review, and inspections module of FIDO that was implemented in March, 2006. In FY 2008 the team will focus on implementation of wireless inspection capabilities for new construction, online permitting, and the addition of several LDS application types that were not included in the initial phases of the project. In addition, the implementation of a customer queuing system is planned for FY 2008 and FY 2009.

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- Two committees that include public/private participants were formed to investigate the use of unique design concepts that may soon become part of the land development process. While neither concept, Universal Design or Green Buildings, is code-driven at this point, the concentration of the committees will be to ensure that aspects of these concepts do not conflict with current code requirements. The committees will also educate the public, staff and the design community on the need for and application of these concepts.
- Additionally, Permits is reviewing processes for minor additions to existing homes, based on feedback from the Fairfax County Code Enforcement Strike Team, to ensure that the necessary associated studies and/or plans are required prior to permitting.
- FIDO will simplify existing permitting processes by creating the capability to:
 - 1) Issue a single permit for new residential construction that covers building, electrical, mechanical and plumbing work.
 - 2) Issue simple, individual trade permits via the internet.
 - 3) Accept plan submissions electronically.
 - 4) Adjust or modify fees more regularly to be reflective of the changing nature of the industry and economic conditions, keeping Fairfax County competitive with neighboring jurisdictions with whom we benchmark.
- In FY 2008 this program will focus on implementation of wireless inspection capabilities for new construction, online permitting, and the addition of several LDS application types that were not included in the initial phases of FIDO. In addition, the implementation of a customer queuing system is planned for FY 2008 and FY 2009.

Trends

- New construction methods and materials will challenge plan reviewers
- Customers expect 24 hours a day/7 days a week service
- Customers expect to do business with the county from their own home or business.
- Construction of new residential projects in Fairfax County has decreased about 15 percent over the past year and projections indicate that this trend may continue into FY2010. However, homeowners have continued to alter and expand their existing homes requiring greater scrutiny of the technical aspects of the proposed alterations and/or additions to ensure compliance and safety. These renovation and addition projects are expected to continue in the future at nearly the same levels.

Future Initiatives

The Building Plan Review and Permits Branch envision a future characterized by:

- Expand e-services including e-permitting
- Emergency preparedness

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- In-fill construction will increase
- Community education and outreach to leverage citizen resources and create an informed public.

► Method of Service Provision

The services of the Permits Branch and Building Plan Review Division are provided directly by County employees.

The general hours of operations are: Monday through Thursday 8:00 a.m. to 4:30 p.m.; Friday 9:15 a.m. to 4:30 p.m. and public counters close at 4:00 p.m. to new customers.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 39 for the specific federal or state code and a brief description.

31-04: Building Inspections

<i>Fund/Agency: 001/31</i>	<i>Land Development Services</i>
<i>LOB #: 31-04</i>	<i>Building Inspections</i>
Personnel Services	\$6,548,933
Operating Expenses	\$1,444,311
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$7,993,244
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$8,558,391
Other Revenue	\$0
Total Revenue:	\$8,558,391
Net LOB Cost:	(\$565,147)
Positions/SYE involved in the delivery of this LOB	99 / 99.0

► LOB Summary

This LOB includes two divisions and one program area within Land Development Services. Both the Residential and Commercial Inspections Divisions protect the health and safety of County citizens and the environment by providing field inspections of all new building construction in the County to ensure compliance with the Virginia Uniform Statewide Building Code (VUSBC), approved plans and permit conditions. Additionally, Code Enforcement has a presence in this LOB. The Building Inspections LOB also conducts as-required inspections of existing commercial structures to ensure they are maintained in accordance with Part III of the VUSBC, "Virginia Maintenance Code," and Chapter 61 of the Code of Fairfax County. This activity ensures the

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functionality and integrity of structural elements of buildings, as well as their infrastructure systems (fire protection, plumbing, mechanical and electrical). Enforcement of mandated design criteria for building accessibility is also a function of this LOB.

Staff is also responsible for the intake, review, resolution or prosecution of complaints and violations of the Virginia Building Code and Chapters 61, 104, 118 and 119 of the Code of the County of Fairfax. Staff coordinates multi-issue complaints for the entire Land Development Services' Line of Business, coordinates with the County's Strike Team, performs onsite inspections as needed, mediates complaint issues when appropriate, and prepares and presents criminal court cases on behalf of DPWES. In addition to primary responsibility for criminal prosecution of the above referenced codes, the staff of this program coordinates with other state and County agencies including the police and fire marshal's offices for the resolution of contractor issues, health and zoning issues.

As prescribed by state laws and County code, this LOB also oversees the recurring safety inspections of all in-service elevators, escalators, and other vertical transportation equipment within the County; and conducts recurring inspections of cross connection protection features that safeguard public potable water supplies; conducts annual electrical safety inspections of all public swimming pools; and conducts inspections of all regulated amusement devices (carnival rides) within the County.

The Land Development Services Training Academy is another component of this LOB. The training academy allows staff to be trained on-site when codes change due to modifications or adoption of new codes. The code mandates that either the entity provide training via an accredited body or pay a levy to the Commonwealth of Virginia to provide such training.

Customers include:

- Homeowners, builders, developers, engineers, architects, and contractors
- County staff
- Attorneys and contract dispute mediators seeking permit records

Funding Sources

Under state law, fees may be charged to defray the costs of enforcing the VUSBC. Pursuant to Board of Supervisors' policy, fees were set to recover 90 percent of the costs of this LOB which are incorporated into Chapter 61 of the County Code.

Key Accomplishments

- Beginning in FY 2007 and continuing into FY 2008 and beyond, an inter-agency team of staff from LDS, OEM, F&R, and the Health Department collaborated in the development of a program of Emergency Preparedness Training intended to heighten the awareness of county staff about their damage assessment responsibilities during and after an event. The training course, first delivered to internal staff in the spring/summer of 2007 covers everything from preparation for emergencies to post-event activities. In September, 2007, LDS offered this emergency preparedness information to other County agencies as well as to neighboring jurisdictions for their consideration and use.
- Insurance Services Office (ISO), a commercial corporation that collects data used by insurance companies for underwriting purposes, concluded its most recent review of Fairfax County's effectiveness in building code enforcement during FY 2007. On a scale of "1" to

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“10” (“1” being best), Fairfax County received an overall effectiveness rating of “3.” Of the more than 8,500 jurisdictions across the nation that have undergone a similar evaluation, only 1.7 percent were rated better than “3,” and 84 percent were rated lower than “3.”

- LDS staff continues to engage in community outreach efforts. Presentations on building code procedures and enforcement regulations are periodically made to homeowner associations. In addition, building code officials across the region come together during Building Safety Week to staff information booths at area home improvement stores. Prominent national experts in the areas of building codes, engineering and the construction industry are invited to make presentations at special kickoff events arranged to promote “Building Safety Week”. At the 2007 Celebrate Fairfax, for the third time, LDS had a display to educate residents on the whole picture related to design and construction in the County. This included both the horizontal land-related regulations as well as the vertical, which include issues related to the development of structures on the land.
- In an ongoing effort to promote consistent building code enforcement among regional jurisdictions, area building officials and key staff meet bi-monthly to discuss plan review issues and general code interpretation questions. Standardizing permit and plan review administration and inspection enforcement processes to the extent possible across the region improves the rapport among builders and regulators and improves the quality of the end products for consumers. During FY 2007 the inter-jurisdictional group developed a regional policy on soil stabilization methods for problem soils. Other topics discussed included: interpretation of means of egress from basements; requirements for sprinklers in 3-story townhouses reviewed under commercial building code standards; numbers of exits required from large multi-family housing projects; and strategies to encourage pool contractors to call for final inspections.
- Two committees that include public/private participants were formed to investigate the use of unique design concepts that may soon become part of the land development process. While neither concept, Universal Design or Green Buildings, is code-driven at this point, the concentration of the committees will be to ensure that aspects of these concepts do not conflict with current code requirements. The committees will also educate the public, staff and the design community on the need for and application of these concepts.
- In FY 2007 the complaints management module of the Fairfax Inspections Database Online (FIDO) system was implemented for the Code Enforcement Branch of LDS. Additionally, enhancements continued to be made to the permitting, plan review, and inspections module of FIDO that was implemented in March of 2006. In FY 2008 the team will focus on implementation of wireless inspection capabilities for new construction, online permitting, and the addition of several LDS application types that were not included in the initial phases of the project. In addition, the implementation of a customer queuing system is planned for FY 2008 and FY 2009.
- In FY 2007 supervisors and other critical emergency staff attended National Incident Management System (NIMS) training to become more familiar with and prepared for national or regional incident management needs.
- In FY 2007, a regional policy for the construction of residential foundation walls came to fruition. Also, this inter-jurisdictional group focused on soil stabilization methods and

Land Development Services

techniques in an effort to transform clay soils into another type of soil that is classified as code compliant and more construction-friendly.

- In FY 2006, LDS deployed the Fairfax County Building Official to New Orleans to assist in the command center set up there in the aftermath of Hurricane Katrina. Additionally, LDS deployed a team of inspectors to Mississippi, also in response to Katrina. This team assisted local officials in damage assessment and other field operations.
- LDS staff played a major role in the events surrounding the June 2006 flooding. When events, weather or otherwise, cause extensive property damage, LDS is tasked first with damage assessment responsibility to evaluate the structural safety status of all affected structures. LDS did detailed assessments of the most severely damaged structures and, in cooperation with the Washington Gas Company, evaluated damage to household appliances. Afterwards, to facilitate getting permits and inspections for reconstructive work, LDS staffed a satellite permitting and inspection office in the immediate vicinity of the most heavily impacted area. As an initiative for the coming year, LDS intends to work with FEMA and neighboring jurisdictions to standardize the procedures by which financial estimates of the extent of property losses are determined, for better consistency, accuracy and confidence in the values so determined.

Initiatives

- Development of inspector wireless technologies to improve the efficiency and customer service of inspection services.
- LDS staff will continue to engage in community outreach efforts. Presentations on building code procedures and enforcement regulations are periodically made to homeowner associations. In addition, building code officials across the region come together during Building Safety Week to staff information booths at area home improvement stores.
- In an ongoing effort to promote consistent building code enforcement among regional jurisdictions, area building officials and key staff meet bi-monthly to discuss plan review issues and general code interpretation questions. Standardizing permit and plan review administration and inspection enforcement processes to the extent possible across the region improves the rapport among builders and regulators and improves the quality of the end products for consumers.
- Two committees that include public/private participants will continue to investigate the use of unique design concepts such as Universal Design or Green Buildings that may soon become part of the land development process.

Trends

- Beginning in FY 2005, Fairfax County has been experiencing a decline in the level of residential construction while at the same time experiencing a leveling in the yet robust commercial construction environment. Inspections of alterations to existing residential and commercial building are expected to remain steady. Long term with continued strong local economy and job growth, these trends will reverse as the need for homes and commercial office and retail exceed existing stock. Also, with an aging stock of homes and commercial buildings, there will be an ongoing robust revitalization effort.

Land Development Services

- Build-out will force more construction on infill properties throughout the county, causing inspectors to travel more miles per inspection and make more inspection stops per day, which makes the inspection processes less efficient.
- Construction will increase on sites that require more engineered design, for example, sites with poor soils/critical slopes. Such sites require more staff time and efforts to ensure safety.

Future Initiatives

- Continuation of the technological evolution so that laptops will utilize wireless connections to the County mainframe and the Internet and have printing capabilities. Eventually, this technology will allow instantaneous updates and on-site printing of inspection results. The former will allow instant inspection data uploads to the County's mainframe; the latter will permit approval and rejection reports, as well as stop work orders, to be issued directly in the field, as appropriate.
- When wireless technology becomes a reality inspectors will reduce administrative and travel time. This time savings can be invested in inspection activities to assist in rebalancing the inspection workload that has shifted away from tract development to infill and addition work.
- Expansion of the Construction Safety training program for Inspections personnel.
- The Residential Inspections Division activity will transition from inspecting new detached single family dwelling tract homes to higher density housing projects. Additionally remodeling and addition work will become and remain a large staple in our daily work as the County reaches build out.
- Emergency preparedness training and practice is now part of LDS' work culture and will develop further over time.

Where Code Enforcement is Headed in the Future

The resources and services of the Code Enforcement Branch (CEB) are greatly challenged and were redefined over the past year as construction and property maintenance problems in the community evolved. CEB has experienced a dramatic increase in un-permitted construction, illegal land disturbing activities and grass ordinance violations this year which is projected to continue over the next few years. Overall, a decline in residential new construction will occur as the lending industry tightens its requirements, and numerous foreclosures over the next year or two will result in greater property ownership and maintenance challenges. Currently, CEB is working with the County Executive's office along with other related County enforcement agencies to review countywide delivery of code enforcement functions.

Future Issues

- Increased number of grass/lawn area complaints
- Increasing number of un-permitted construction complaints for both structural issues and land disturbing issues
- Increasing numbers of vacant/abandoned houses due to mortgage crisis and foreclosures

Land Development Services

► Method of Service Provision

Regular County employees within this activity conduct most building inspections.

Supplemental inspections by professional engineers and architects are accepted and/or required in specialized areas, such as foundations and critical structural components.

Periodic inspections of elevators, escalators and other vertical transportation equipment are provided by County contract.

The hours of operations are: 7:00 a.m. to 4:00 p.m. with inspectors working until 5:30 p.m.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 40 for the specific federal or state code and a brief description.

31-05: Business Support Services

<i>Fund/Agency: 001/31</i>		<i>Land Development Services</i>
<i>LOB #: 31-05</i>	<i>Business Support Services</i>	
Personnel Services		\$1,619,731
Operating Expenses		\$331,629
Recovered Costs		(\$184,111)
Capital Equipment		\$0
Total LOB Cost:		\$1,767,249
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$1,767,249
Positions/SYE involved in the delivery of this LOB		45 / 45.0

► LOB Summary

Business Support provides support services to the Land Development Services, Business Planning and Support; and department-wide advice and counsel in administrative matters, particularly in information technology, human resources, and financial management. This LOB also includes the Director's Office and Code Analysis. Code Analysis is responsible for administration of the relevant sections of the County Code, Zoning Ordinance and Public Facilities Manual pertaining to the land development process.

Land Development Services

The function of the Information Technology Services (IT Services) is to provide information technology (IT) support for LDS and Business, Planning & Support (BPS) and to act as an authority for department-wide IT issues.

IT Services supports and develops automated systems used by LDS/BPS to provide faster and more efficient service to its customers. These systems, including the Plans and Waivers System (PAWS) and the Fairfax Inspections Database Online (FIDO) as well as numerous small to moderately sized applications, directly impact customer service and operational efficiency. Staff in IT Services also directly supports network and PC operations for 331 users, 465 workstations, 9 servers and numerous peripherals.

On a department-wide scale, IT Services leads and facilitates the prioritization and budget strategy for large scale IT initiatives, provides direction for IT policy affecting the department's 1,272 users, leads efforts to ensure the integrity and security of the various IT systems, and delivers guidance and direction to the DPWES Director and Senior Management Team in the development and execution of the department's strategic IT plan. In addition with a department-wide IT staff of 28, the branch participates in the evaluation of workplace planning initiatives related to IT positions and provides assistance the recruitment process for the department's IT professionals.

The function of the Human Resources Branch is to provide training and comprehensive human resources support for the Land Development Services (LDS) and Business, Planning & Support (BPS) business areas of DPWES and to act as an authority for department-wide HR issues.

The Branch is also responsible for developing, implementing, coordinating, and overseeing DPWES-wide human resources policies, practices and to ensure that they are in conformance with county regulations. The HR Branch also manages the Training Center on a daily basis; provides the full range of employment services to include recruitment, interviewing, developing selection processes, and employing and providing new employee orientation; processes personnel actions into the Fairfax County PRISM system and counsels management and employees on a variety of personnel actions such as employee benefits, promotions, reassignments, reclassifications, retirement, etc.; conducts job analyses; oversees the development, implementation and evaluation of personnel/training programs; prepares budget requests involving training needs; and provides guidance in the area of employee relations. The HR Branch also serves as a resource to DPWES regarding interpretation of personnel regulations, resolution of complex personnel issues and consultation services for sensitive management and employee issues.

The function of the Financial Management Branch (FMB) is to provide financial management for the Land Development Services (LDS) and Business Planning and Support (BPS) with a total annual budget of \$26 million. FMB operates a centralized Cashier's Office for collection of development-related fees for several county agencies, accounting for approximately \$50 million of revenue annually. The Branch also forecasts workload in order to estimate revenue and examines staffing levels within each business area. The Financial Management Branch serves as a liaison on department-wide financial matters.

FMB determines and recommends operational requirements for the annual budget submission and quarterly budget reviews by soliciting information from the appropriate managers. FMB is also responsible for initiating all procurement actions and establishing and monitoring service contracts. Additionally, the branch ensures sound financial procedures and policies are in place to safeguard resources.

Land Development Services

DPWES' Freedom of Information Act (FOIA) coordinator is also part FMB. The coordinator oversees that FOIA is followed properly (i.e., 5-day response time); manages distribution of requests within LDS; provides guidance to staff in responding to requests; manages interaction with Public Affairs, County Attorney and citizens; works to assure that records are maintained properly; and manages requests involving more than one division in DPWES. Additionally, all subpoenas received by LDS are dealt with centrally by the Coordinator. The coordinator maintains records of all subpoenas delivered to LDS; coordinates responses to subpoenas between LDS and County Attorney; provides guidance to staff in responding to subpoenas; and oversees that subpoenas are responded to properly.

Management and workload indicators for the agency are also managed centrally. Staff tracks workload patterns and trends and report results to management; works closely with the County's revenue team on revenue projections; compares workload and processing time with other jurisdictions; guides staff in establishing workload/performance measures; provides performance measure activity in the County's annual budget submission; provides indicators to Department of Management and Budget, George Mason University, Census Bureau and other organizations; coordinates responses to building activity surveys; and maintains current and historical data relative to workload and revenue. Staff also develops initiatives for improving business practices based on a balanced scorecard approach managed by FMB.

As part of its role in preparing and processing amendments to the Public Facilities Manual (PFM) and other relevant sections of the County Code and Zoning Ordinance, Code Analysis monitors pending state legislation for impacts on County regulations and policies, and participates on technical committees at the state level during the development of statewide regulations. Code Analysis is the designated liaison with the state's Chesapeake Bay Local Assistance Division (CBLAD) and coordinates CBLAD's mandated review of the County's Chesapeake Bay Preservation Program for compliance with relevant state laws and regulations. Code Analysis provides administrative support for the Engineering Standards Review Committee (ESRC). The ESRC is a Board appointed committee created under the Subdivision Ordinance to advise the Board in matters related to the design and construction standards in the PFM.

Accomplishments

Implementation of a new internet application, Fairfax Inspections Database Online (FIDO) occurred in FY 2006. This project replaced the legacy Inspection Services Information Systems (ISIS) mainframe system in LDS as well as multiple stand alone databases in other agencies. FIDO will provide a foundation for future e-Government applications related to land development, building construction, Fire Inspection Services, Environmental Health Services and Complaints Management.

- In FY 2007, the Complaints Management module of FIDO was implemented. This module provides the ability to share complaints-related data with the Department of Planning and Zoning, the Health Department, and the Strike Force, and allows Code Enforcement staff to work more efficiently with the Residential and Commercial Inspections Divisions of LDS.
- In FY 2007, the LDS IT Advisory Group was created with representatives from the development community, DIT, and LDS staff. The Group's objectives are to review land development workflow situations that may be improved by the acquisition of technology. The group also makes recommendations to the leadership of LDS to assist in the prioritization of information technology tasks for the agency.

Land Development Services

- In FY 2007, automated email notification functionality was developed and implemented for the site plan review process. This functionality enables customers submitting plans to receive email messages notifying them of site plan status as plans progress through the review process, eliminating the need for submitters to manually research site plan status by phoning county staff.
- Human Resources developed and implemented a comprehensive plan to transition the role of DPWES supervisors and managers to one that aids the department to adapt quickly to a changing environment, including changing customer needs and services. Components of the plan include training and development, performance management, recruitment and hiring, rewards and recognition, coaching and mentoring, and discipline. Significant achievements include the development and implementation of six modules of Out in Front – a supervisory and management development program and two cohort programs of Leader Talk – a leadership development program.
- Human Resources lead a team which ultimately chartered the DPWES Engineering and Technical Professions Committee to define a new set of principles and strategies that served as the foundation for new policies for engineering and other technical professions within the DPWES. Based on the consultant's findings and recommendations, two changes became effective July 1, 2007: 1) an engineering career ladder with six levels was established and 2) the identification of positions requiring Professional Engineer Licenses because their primary duties involve the performance of engineering services as defined in the Code of Virginia.
- DPWES started the development of a comprehensive workforce planning process to ensure that the department has the right people in the right place at the right time to meet current and future workforce needs. Components of the workforce plan that will be evaluated include competencies, succession, knowledge management, recruitment, hiring, retention, staff development, compensation, benefits and workforce support. DPWES has conducted phase one of a pilot succession planning process designed to collect workforce data for key positions in DPWES. Also the department is participating with the Department of Human Resources in designing a succession planning process for County government.
- Authored internal controls for online purchase of office supplies that were used by other DPWES business areas.
- Routinely updated LDS on changes to county-wide financial policies and procedures.
- Successfully executed FIDO cashiering module in March 2006.
- Initiated a dialog with Prince William County Government to standardized construction management indicators which resulted in ongoing jurisdictional meetings.
- Culminating a multi-year effort, developed and processed amendments to the PFM to incorporate six low impact development (LID) practices and provided training to industry and staff after adoption by the Board of Supervisors.

Land Development Services

- In cooperation with the Northern Virginia Regional Commission and other local jurisdictions, participated in the development of an LID Supplement to the Northern Virginia BMP Handbook.
- Developed and processed an amendment to the County Code to incorporate a Tree Conservation Ordinance, a new chapter in the County Code, which enhances the County's ability to preserve trees and furthers the Board's Environmental Vision.
- Facilitated CBLAD's review of the County's Chesapeake Bay Preservation Program to demonstrate compliance with the state's Chesapeake Bay Act and the Chesapeake Bay Preservation Area Designation and Management Regulations. In September 2007, the County's program was officially recognized as being fully compliant.

Initiatives

- A cross training initiative is underway to inform all LDS staff about the functions of other branches/divisions within Land Development Services.
- Each Division within Land Development Services developed initiatives to enhance customer service and enhance the LDS strategic plan.
- Development of the mobile building inspections module for FIDO continues in FY 2008, with completion anticipated by summer, 2008. This module will include wireless functionality that will enable building inspectors to receive and update inspection related data from the field, eliminating the need to "dock" their mobile devices twice per day at county facilities, which will significantly improve the efficiency of inspection processes. Updating inspection data from the field will also provide office staff and customers with real-time access to inspection results, thereby enabling better customer service.
- An initiative is underway to enable citizens to apply for and receive certain permits online via the Internet. Online permitting capabilities will eliminate the need for some customers to travel to the Herrity Building to obtain permits, providing a convenience for citizens and reducing wait times at the Permit Application Center.
- Implementation of a customer queuing system in the Permit Application Center is anticipated in 2008. This system, which is similar to the queuing system used by the Virginia Department of Motor Vehicles, will significantly improve customer service by providing tools for managing the flow of customers through the permitting process and by reducing bottlenecks that can occur in the absence of such tools.
- An effort is underway to improve the LDS website by providing better customer education of land development processes, timelines, and other related information for citizens and developers who lack experience with the Fairfax County land development and building construction process.

Trends

- Staff in LDS continues to monitor the emergence of technology that may enable electronic submission and review of site and building plans. Research into enabling technology as well as a review of other jurisdictions' efforts to achieve electronic plan submission and review capabilities will be a focus in FY 2008. Pending funding availability, a pilot project will

Land Development Services

commence in FY 2009 to explore the feasibility of these capabilities for both Fairfax County Government and the land development industry. This pilot project is a product of the LDS IT Advisory Group and is supported by other county/industry committees. If the pilot is successful, the capability will be implemented to a fuller extent starting in FY 2010, pending funding availability.

- The need for staff within DPWES to collaborate on projects and tasks, whether as a part of standing workgroups or on an ad hoc basis, continues in earnest. As a result, collaboration technologies will be researched and implemented in FY 2008. These technologies are expected to improve the efficiency of workgroups and individual staff alike as shared documents can be quickly located, modified, and archived using a common DPWES portal. These technologies will be demonstrated in FY 2008 and are anticipated to expand in scope in the coming years.
- There are several ongoing initiatives at the state level to revise state regulations, such as those related to stormwater management and subdivision street standards, which have the potential for substantive impacts to the County. Staff is participating on state level technical committees associated with these efforts to ensure that the County's interests and concerns are considered. It is anticipated that the revisions to the state regulations are going to require substantive amendments to County codes and regulations.
- Ongoing efforts to further the County's environmental stewardship, including but not limited to implementation of the Board's Environmental Vision, continually affect how land development is regulated in the County and result in an ongoing need for amendments to relevant ordinances and regulations.

► Method of Service Provision

Regular merit employees provide the services of this line of business. Private vendors through state or County contracts provide aerial and ground treatment.

Hours of Operations are Monday through Friday, 8:00 a.m. – 4:30 p.m.

► Mandate Information

There is no federal or state mandate for this LOB exists except for the administration of FOIA request. There are 1.5 SYE's devoted full-time to this effort. See the January 2007 Mandate Study, reference page 39 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To resolve default situations so that no more than three percent of defaults are deemed developer irresolvable and must be completed by the County.

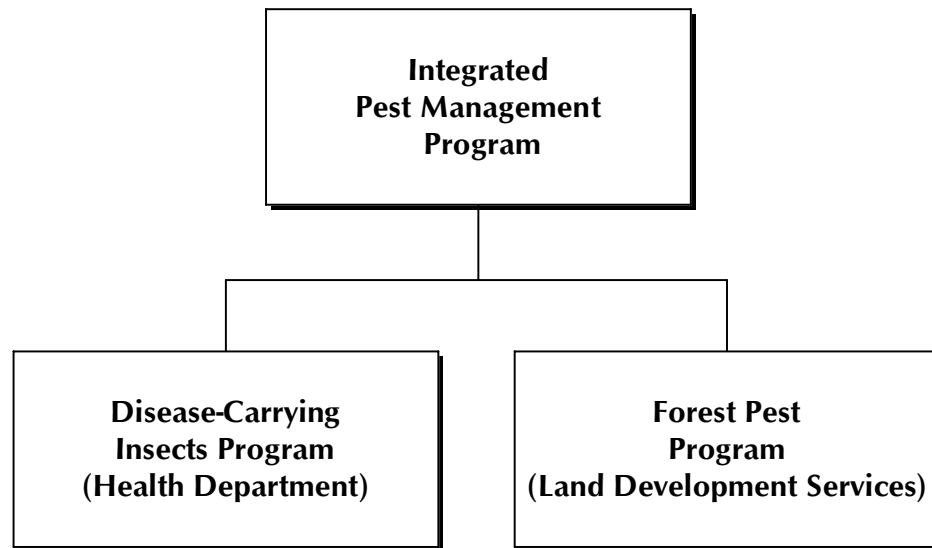
Land Development Services

- To review site and subdivision-related plans within target timeframes, while continuing to identify potential deficiencies in proposed development projects so that none of the development projects cease construction as a result of these deficiencies.
- To provide inspection service on the day requested 96 percent of the time, while ensuring that 0 percent of buildings experience catastrophic failure as a result of faulty design.
- To issue 60 percent or more of building permits on the day of application, while ensuring that 0 percent of buildings experience catastrophic failure as a result of faulty design.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Bonded projects at year-end	1,292	1,292 / 1,188	1,188	1,188	31-02
Site and subdivision reviews processed	372	372 / 313	313	313	31-01
Minor plans and special studies processed	2,591	2,591 / 1,828	1,828	1,828	31-01
Building inspections	218,631	218,631 / 180,471	180,471	180,471	31-04
Permits issued	82,029	82,029 / 73,719	73,710	73,719	31-03
Efficiency:					
Bonded projects per staff	129	129 / 99	99	99	31-02
Plan reviews completed per reviewer	165	165 / 119	119	119	31-01
Inspections completed per inspector	3,416	3,146 / 2,986	2,986	2,986	31-04
Permits issued per technician	7,457	7,457 / 6,143	6,143	6,143	31-03
Service Quality:					
Average days to review a major plan	55	50 / 60	50	50	31-01
Percent of inspections completed on requested day	94%	96% / 98%	96%	96%	31-04
Outcome:					
Percent of projects in irresolvable default which must be completed by the County	1%	3% / 2%	3%	3%	31-02
Construction projects required to cease as a result of deficiencies identifiable on the plan	0	0 / 0	0	0	31-01
Percent of buildings experiencing catastrophic system failures as a result of building design	0%	0% / 0%	0%	0%	31-03,04
Percent of permits issued on day of application	60%	60% / 60%	60%	60%	31-03

Fund 116

Integrated Pest Management Program



Mission

To suppress forest pest infestation and insect transmitted human disease throughout the County through surveillance, pest and insect control, and public information and education, so that zero percent of the County tree cover is defoliated and human morbidity and mortality are minimized while protecting the environment.

Focus

Fund 116, Integrated Pest Management Program, includes two separate programs – the Forest Pest Program managed by Land Development Services (Department of Public Works and Environmental Services) and the Disease-Carrying Insects Program managed by the Health Department. The Forest Pest Program currently focuses on preventing the spread of gypsy moth caterpillars, cankerworms, and emerald ash borers in the County. The Disease-Carrying Insects Program focuses on controlling the spread of the West Nile virus and Lyme disease, as the prevention of epidemics and the spread of disease is one of the core functions of the Health Department.

A countywide tax levy financially supports Fund 116 activities and this levy is subject to change annually due to funding requirements based on the level of infestation. Since FY 2001, the Board of Supervisors-approved tax rate has been \$0.001 per \$100 assessed value and has provided support for both the Forest Pest and the Disease-Carrying Insects Programs. In FY 2008, the same tax rate, along with the existing fund balance, will continue to support both programs.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Coordinating inter-jurisdictional and multi-agency activities to maximize program results;
- Preventing and/or minimizing the occurrence of West Nile virus cases through surveillance, management, public education activities and inter-jurisdictional cooperation ; and
- Preventing defoliation from forest pests while minimizing any resulting environmental impacts.

Fund 116

Integrated Pest Management Program

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	10/ 10	10/ 10
Expenditures:		
Personnel Services	\$823,878	\$836,351
Operating Expenses	1,067,769	1,707,847
Capital Equipment	0	0
Total Expenditures	\$1,891,647	\$2,544,198

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	LOB Number of Positions	LOB SYE
116-71	Disease-Carrying Insects Program	\$945,780	3	3.0
116-31	Forest Integrated Pest Management Program	(\$692,327)	7	7.0
TOTAL		\$253,453	10	10.0

116-01: Disease-Carrying Insects Program

Fund/Agency: 116/71	
LOB #: 116-01	Health Department Disease-Carrying Insects Program
Personnel Services	\$329,804
Operating Expenses	\$1,208,442
Recovered Costs	
Capital Equipment	\$0
Total LOB Cost:	\$1,538,246
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$592,466
Total Revenue:	\$592,466
Net LOB Cost¹:	\$945,780
Positions/SYE involved in the delivery of this LOB	3 / 3.0

¹Net cost is supported by revenue to the fund as well as fund balance.

Fund 116

Integrated Pest Management Program

► LOB Summary

The West Nile virus (WNV) is transmitted from birds to humans through the bite of infected mosquitoes, and it continues to be a public health concern. The first sign of the virus in Fairfax County was in 2000 when a positive bird was detected, and subsequently it has been found in mosquitoes, horses and eventually in humans. To date there have been 21 human cases detected in the County (13 in FY 2003, three in FY 2004, one in FY 2005, zero in 2006, three in 2007 and one in 2008), with two fatalities, one occurring in FY 2003 and one in FY 2005.

In order to address the presence of emerging diseases, the County established a multi-agency mosquito surveillance and management committee and the Health Department secured contract services in 2002 to carry out specialized activities in avian (bird) and mosquito surveillance and mosquito control. In FY 2003, the County hired a medical entomologist to further develop and guide the WNV program. Currently the program consists of three major components: surveillance, control and outreach/education. Inter-jurisdictional cooperation is also a key component of the WNV program, allowing for coordination of surveillance and management activities on public lands and with surrounding jurisdictions.

Since the 2004 WNV season (May to October), avian and mosquito surveillance activities have been performed by County staff in lieu of contracted services. However, the contracted services have been retained for the more labor-intensive preemptive control activities that require a significant fleet of vehicles and specialized equipment. The County continues to proactively treat the storm water catch basins in an effort to reduce the population of *Culex* mosquitoes that transmit WNV. Catch basins are treated in several six week cycles from May through October. Treatment cycles totaling 115,000 catch basins are projected to ensure the aggressive suppression of the disease. Weather conditions are the principal factors that determine the number of catch basins that will be treated any given year. Inspection and larviciding activities are carried out in targeted areas of the County identified as significant mosquito breeding areas. A comprehensive larval surveillance program was carried out in FY 2005 and FY 2006 to evaluate the actual extent of breeding sites in the County. The cost per capita reflects the combined funding of West Nile virus activities provided under the Health Department (General Fund) and Fund 116, Integrated Pest Management Program.

As WNV is an emerging disease in the County, the response to the virus is relatively new and will be adjusted as time progresses. This has already been demonstrated by the adjustment of the timing of catch basin treatment cycles and larval surveillance program. Program activities will continue to be modified in order to better conform to new information and data as it becomes available, allowing the WNV program to have a more focused approach to managing WNV in the County.

The outreach and education component of the WNV program is aimed at increasing residents' awareness of actions that can be taken for self protection and reduction of potential mosquito breeding areas on private property. The program continues to produce and distribute outreach material in English, Chinese, Farsi, Korean, Spanish, Urdu and Vietnamese. In FY 2007, the program produced and printed a third edition 18-month calendar with complementary captions, facts, figures, important dates, and helpful reminders of things for readers to do around the home to manage mosquitoes and ticks and protect residents from mosquito and tick-borne diseases. General facts, local figures and brief descriptions of the County's efforts were included to educate the public about basic mosquito biology and inform them specifically about mosquitoes and West Nile virus in

Fund 116

Integrated Pest Management Program

Fairfax County. Early in FY 2008 the program updated and printed four new brochures, replacing some of the old ones. All of the newly produced material is also posted on the Web.

A pilot tick surveillance program was added to the Disease Carrying Insects Program in 2005 and has continued on a yearly basis. The program involves the collection and identification of tick species in the County to determine their distribution and infection rate with Lyme disease, as well as an outreach and education component aimed at increasing public awareness of actions that can be taken for self protection. Outreach and education of ticks and tick borne diseases was enhanced in FY 2007.

► Method of Service Provision

Regular merit and limited term employees provide the services of this line of business. Hours of Operations are Monday through Friday, 8:00 a.m. – 4:30 p.m.

► Mandate Information

There is no federal or state mandate for this LOB.

116-02: Forest Integrated Pest Management Program

<i>Fund/Agency: 116/31</i>		<i>Land Development Services</i>	
<i>LOB #: 116-02</i>		<i>Forest Integrated Pest Management Program</i>	
Personnel Services			\$506,547
Operating Expenses			\$499,405
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$1,005,952
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$1,698,279
Total Revenue:			\$1,698,279
Net LOB Cost¹:			(\$692,327)
Positions/SYE involved in the delivery of this LOB			7 / 7.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

As part of a Federal-State-County Cooperative Program, the Fairfax County Forest Integrated Pest Management Program locates tree-damaging gypsy moth, emerald ash borer, and fall cankerworm infestations countywide and selects appropriate control activities to minimize tree defoliation, tree mortality, and forest insect nuisance. The program is effective because staff has the technical

Fund 116

Integrated Pest Management Program

knowledge to treat the appropriate areas at the correct time. The program is environmentally sound because it spot-treats only endangered areas and uses minimum concentrations of the most environmentally sound insecticides. Gypsy moth and fall cankerworm infestations can be extensive. A government program can treat these large infestations at a cheaper cost than individual homeowners due to economies of scale. All citizens and businesses in Fairfax County benefit from this program since public and private land is monitored and treated when necessary. Citizen organizations and individual citizens are educated to protect their property from low-level infestations.

The Forest Integrated Pest Management Program is funded by a countywide tax levy. The amount of the tax rate has varied annually due to the cyclical nature of the gypsy moth and fall cankerworm populations. For example, the rate was at \$0.0010 per \$100 assessed value in FY 1997. From FY 1998 through FY 2000, no tax assessment was necessary. For FY 2001, the Board-approved tax rate was \$0.001 per \$100 assessed value to provide for treatment of the cankerworm as well as the gypsy moth. Since FY 2002 the tax rate has remained at \$0.001 per \$100 assessed value.

The Forest Integrated Pest Management Program began in the early 1980's, as the Gypsy Moth Program, and was formed in response to the arrival of the gypsy moth caterpillar into Virginia. The gypsy moth caterpillar is a forest pest that was accidentally introduced from Europe and attacks most of the species of hardwood trees found in Fairfax County. After repeated defoliations, wide spread tree mortality is possible. Large gypsy moth infestations were not found in the county until the mid 1980's and large amounts of defoliation were not evident until the early 1990's. In 1999, large infestations of the fall cankerworm appeared in the Mount Vernon and Lee Districts prompting the Board of Supervisors to add fall cankerworm to the list of insects that the program can control. The fall cankerworm is a native insect that feeds on many of the same tree species as the gypsy moth. Though not usually a serious pest, periodic outbreaks require control. As a result of this program, tree mortality, defoliation, and homeowner nuisance have been kept to a minimum.

The emerald ash borer is an exotic beetle from Asia and was discovered feeding on ash trees in the state of Michigan in 2002. It has since spread to several mid-western states, killing more than 20 million ash trees. Unfortunately, a tree nursery from an infested area of the Midwest shipped infested ash trees to a nursery in Maryland. During the summer of 2004, 13 of these ash trees were planted at the Colvin Run Elementary School site located in Dranesville District. These trees were subsequently removed by the Virginia Department of Agriculture and Consumer Services (VDACS) and inspected for life stages of EAB.

The removed trees contained evidence that adult beetles escaped into the environment. In order to prevent the beetles from becoming established in Fairfax County, the federal government and VDACS, in cooperation with the Fairfax County Forest Pest Program (FPP), conducted an Emerald Ash Borer Eradication Program. It was ordered by the federal government that all ash trees within a one-half mile radius of the school site be removed and incinerated. This area included a total of 278 ash trees, 90 of which were on 29 residential properties. All of the ash trees in the removal area were cut down and incinerated in March of 2005. Staff of the FPP in cooperation with VDACS has implemented monitoring programs in the Vienna and Fort Hunt areas of Fairfax County every year since the initial trees were removed. Staff of the Maryland Department of Agriculture (MDA) implemented similar monitoring and control programs.

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Integrated Pest Management Program

Funding

Originally the program was funded through the General Fund. In 1993 the Board of Supervisors created the “Special Service District for the Control of Gypsy Moth Infestations.” This is a countywide service district and continues to be the funding vehicle for this program. Federal and state agencies contribute to some treatment efforts and are instrumental in providing technical guidance. The tax rate since FY 2002 has been \$0.001 per \$100 of assessed value.

Key Accomplishments

- Completed and maintained a Geographic Information System (GIS) layer of the forest cover types in Fairfax County. This layer is used by the Forest Pest Program as a management tool to identify those areas highly susceptible to forest insect pests and to analyze and evaluate the proper means in controlling forest insects. This layer is also used by other agencies within the County to meet their program needs.
- Completed and maintained a GIS layer delineating the community associations located within Fairfax County. This layer is used by the Forest Pest Program to facilitate the communication between the office and community associations in regards to matters concerning all aspects of forest pest control. This layer is also used by other County agencies, including the Board of Supervisors, to help meet their program needs.
- Initiated and implemented legislation that allowed local service districts to control gypsy moth, emerald ash borer (EAB) fall cankerworm infestations.
- Accomplished, annually, the program goal of zero percent tree defoliation in Fairfax County by monitoring the gypsy moth population, educating homeowners, and by successfully implementing a spray program.
- Planned and implemented a program to address the fall cankerworm in Fairfax County. In the spring of 2000, the Forest Integrated Pest Program successfully treated 7,000 acres in the Mount Vernon and Lee Districts. Subsequent surveys for the fall cankerworm indicate that populations are down significantly.
- Enhanced the gypsy moth treatment program by using a Global Positioning System, a computerized tracking and positioning system to define the treatment areas. This system benefits the citizens of Fairfax County by increasing spray accuracy and reducing the amount of staff needed to treat gypsy moth infested areas, thus reducing overall treatment costs.
- Developed documents to go on the Land and Development Services’ (LDS) Web Page, which provides information about the forest pest, spray locations for the current year, and spray materials used for treatment.
- Planned and implemented an EAB monitoring and control program.

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Integrated Pest Management Program

Key Initiatives

- Development and implementation of a customer service forest pest outreach program. Such as placing documents on the Land Development Services' (LDS) Web Page, having a booth at the Fairfax County Fair, and meeting with civic associations.
- Provide resources and information to civic organizations, homeowners, the Board of Supervisors, and other agencies when insect related issues arise.
- Offer GIS assistance and resources to the LDS' Divisions, along with other County agencies, and private organizations.

Future Initiatives

Expand web-based applications to include more comprehensive treatment history pages, more brochures, and to create forms that homeowners can fill-out via the Internet and submit on-line. In addition, this program would like to explore the possibility of including Forest Integrated Pest Program information on the County's Intranet page.

Trends

Since the late 1990's, gypsy moth populations have been low. Recent surveys indicate that the Northeastern United States is once again on the verge of a large outbreak. Staff predicts large treatment programs in the coming years for gypsy moth caterpillars as well as the corresponding response from citizens who will demand this service.

Fall cankerworm populations appear to be stable and staff will continue monitoring efforts.

► Method of Service Provision

Regular merit employees provide the services of this line of business. Private vendors through state or County contracts provide aerial and ground treatment.

Hours of Operations are Monday through Friday, 8:00 a.m. – 4:30 p.m.

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To control the infestation of gypsy moths, cankerworms, and emerald ash borers through detection and abatement programs so that County tree defoliated is minimal in a given year.
- To suppress the transmission of West Nile virus from infected mosquitoes to the human population, holding the number of human infections to no more than three.

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Integrated Pest Management Program

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Gypsy moth/cankerworm field surveys completed annually in areas known or suspected to be infested	3,200	4,000 / 3,200	4,000	4,000	116-02
Mosquito larvicide treatments of catch basins to control West Nile virus	113,117	125,000 / 101,118	115,000	115,000	116-01
Efficiency:					
Gypsy moth/cankerworm field surveys conducted per staff	800	1,000 / 800	1,000	1,000	116-02
West Nile virus program cost per capita (1)	\$1.05	\$1.10 / \$1.66	\$1.63	\$1.63	116-01
Service Quality:					
Percent of County households in gypsy moth and cankerworm treatment areas notified of abatement efforts	100%	100% / 100%	100%	100%	116-02
Percent of targeted catch basin areas treated with mosquito larvicide within the scheduled timeframe	100%	100% / 100%	100%	100%	116-01
Outcome:					
Percent of County tree defoliation resulting from gypsy moth and cankerworm infestation	0%	0% / 0%	1%	1%	116-02
Confirmed human cases of West Nile virus in Fairfax County, Fairfax City and Falls Church City as reported by VDH (2)	0	3 / 1	3	3	116-01

(1) Cost per capita in FY 2004, FY 2005, and FY 2006 was calculated by dividing the total WNV program budget by the service area population. Beginning in FY 2007, Cost per capita will be calculated based on estimated expenditures divided by the service area population.

(2) VDH = Virginia Department of Health

Fund 400 Sewer Revenue

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 400, Sewer Revenue</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$122,101,794
Total Revenue	\$122,101,794

► Summary of Program

This revenue fund is used to credit all operating revenues of the sanitary sewer system, as well as most of the interest on invested fund balances. Receipts include availability charges, connection charges, sewer service charges, delinquent charges, interest on investments, lateral-spur fees, and sales of service. Revenues recorded in this fund are transferred to Funds 401, 402, 403, 406, 407, and 408 to finance operations, debt service, and construction. Any balance after transfers remains in Fund 400 and is used for future year requirements and required reserves.

The major sources of revenue for the System are sales to existing customers for continuing sewer service. Most residential customers are charged for sewer service based on metered, winter quarter water usage. Non-residential customers are charged based on actual quarter water usage. Sewer service charges are designed to recover the costs of operation and maintenance of the System, as well as debt service and capital project costs attributable to supporting or improving wastewater treatment services to the System customers.

Nearby counties, cities, and towns served by the System receive service through sales of service agreements. The System currently has agreements with the Counties of Loudoun and Arlington, Fort Belvoir, the Cities of Fairfax and Falls Church, and the Towns of Herndon and Vienna. As prescribed by each service agreement, each entity shares in the cost of operating the System. Each entity's share is determined on the basis of actual wastewater flows or reserved treatment capacity.

New customers connecting to the System are required to pay an availability fee before obtaining a building permit in the County. Availability fees are used to recover the construction and financing costs associated with expanding System capacity.

The System maintains the majority of its available cash in a cash and investment pool administered by the County. Such amounts are considered to be cash equivalents for purposes of the statements of cash flows. To optimize investment returns, the System's funds are invested together with all other County pooled funds, all of which are fully insured or collateralized. The County allocates, on a monthly basis, any investment earnings based on the System's average balance in pooled cash and investments, less an administrative charge.

Fund 400 Sewer Revenue

► Funding Availability and Future Considerations

The Sewer Service Charge and the Availability Fee are calculated and approved annually using the Program's Five Year Financial Forecasting model and presented in the annual Five Year Financial Forecast Report. The following tables include the current approved rate schedules.

<i>Availability Fee (New Customers)</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
Single Family	\$6,506	\$6,896	\$7,310	\$7,750
Townhouses and Apartments	\$5,205	\$5,517	\$5,848	\$6,200
Nonresidential (per fixture unit)	\$337	\$357	\$378	\$401

<i>Sewer Service Charge</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
Rate per 1,000 gallons of water consumed	\$3.74	\$4.10	\$4.50	\$4.94

Atypically high increases in Sewer Service Charges are based on federally mandated requirements for the renovation and rehabilitation of existing treatment facilities. New Chesapeake Bay water quality program requirements include reductions in the amount of nutrient pollutants discharged from wastewater treatment facilities. In December 2004, the state notified the County that the renewal of County's National Pollutant Discharge Elimination System (NPDES) permit will include a requirement that nutrient removal be performed at the "Limits of Technology." Current technology allows for discharge limits of less than 3.0 milligrams per liter of nitrogen and 0.1 milligrams per liter for phosphorus. The County currently has the capability to meet a voluntary nitrogen removal standard of 8.0 milligrams per liter. A phased approach is being recommended to renovate and upgrade current plant facilities to accommodate these more stringent nutrient discharge requirements.

► Status of Program

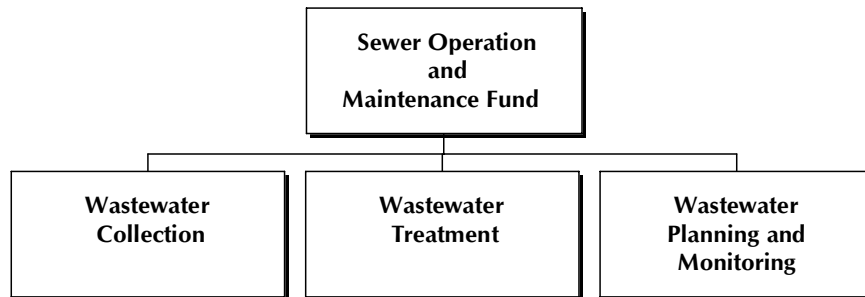
The program anticipates generating approximately \$119.6 million through user fees and \$2.5 million through interest on investments in FY 2008. In FY 2007, the program generated approximately \$115.3 million through user fees and \$4.2 million through interest on investments.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 401

Sewer Operation and Maintenance



Mission

To safely collect and treat wastewater in compliance with all regulatory requirements using state-of-the-art technology in the most cost-effective manner in order to improve the environment and enhance the quality of life in Fairfax County.

Focus

The Wastewater Management Program includes wastewater collection and conveyance, wastewater treatment, and planning and monitoring program areas. The primary functions are to strategically plan, efficiently operate and effectively maintain the wastewater system in the best interest of the County and its customers. Funding for sewer operations and maintenance are financed by a transfer from Fund 400, Sewer Revenue which is used to credit all system revenues collected, including availability fees and sewer service charges associated with the program.

The functions of the Wastewater Management Program are carried out by three divisions under the supervision of the Director of the Department of Public Works and Environmental Services (DPWES), as follows:

1. *Wastewater Collection Division (WCD)*: Operates and maintains the sewers, force mains, pumping stations, and metering stations.
2. *Wastewater Treatment Division (WTD)*: Operates and maintains the County's advanced wastewater treatment plant, the Noman M. Cole, Jr. Pollution Control Plant (NCPCP).
3. *Wastewater Planning and Monitoring Division (WPMD)*: Operates the County's laboratory facility, administers the Industrial Pretreatment Program for the County, performs engineering planning and analysis, provides financial management, and manages service agreements with nearby jurisdictions.

This program operates and maintains nearly 3,330 miles of sewer, 65 pump stations and 54 flow-metering stations. Treatment of wastewater generated is provided primarily through five regional wastewater collection and treatment plants. The regional treatment approach takes advantage of economies of scale in wastewater treatment and ensures the economical and efficient operation and management of the program.

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Sewer Operation and Maintenance

One of the five regional plants is the County's owned and operated Noman M. Cole, Jr. Pollution Control Plant (NCPCP), which is currently permitted to treat 67 million gallons per day (mgd) of flow. Other regional facilities include the District of Columbia Water and Sewer Authority's Blue Plains Treatment Plant with 31 mgd capacity; Alexandria Sanitation Authority's Treatment Plant with 32.4 mgd capacity; Upper Occoquan Sewage Authority's Treatment Plant with 27.6 mgd capacity; and Arlington County's Treatment Plant with 3 mgd capacity. Fairfax County utilizes all of these facilities to accommodate a total capacity of 161 mgd.

In FY 2008, the County is projected to provide for the treatment of 111.15 million gallons of wastewater per day. Approximately 40 percent of this flow is treated at the NCPCP. The flow is distributed between the NCPCP and the interjurisdictional facilities as detailed in the following table. The table also includes the capacity utilization percentage and the available (unused) capacity for each plant.

Treatment Plant	Capacity (MGD)	FY 2008 Projected Daily Average (MGD)	Capacity Utilization (%)	Available Capacity (MGD)
DCWASA Blue Plains	31.0	28.93	93%	2.07
Noman M. Cole, Jr.	67.0	44.37	66.2%	22.63
Alexandria Sanitation Authority	32.4	22.80	70.4%	9.6
Arlington County	3.0	2.30	76.7%	.70
Upper Occoquan Sewage Authority	27.6	12.75	46.2%	14.85
Total	161.0	111.15	69%	49.85

To ensure that the Wastewater Management Program remains competitive and provides a high performance operation including improvements to the technical and managerial capacities that will continue to enhance service quality, customer service and financial planning, Wastewater Management closely monitors the following areas:

	FY 2006 (Actual)	FY 2007 (Actual)	FY 2008 (Projection)
Sewer Service Charge, \$/1,000 gallons	\$3.28	\$3.50	\$3.74
Treatment Plant Costs, \$/MGD	\$1,137	\$1,137	\$1,300
Sewer System Overflows, Number/1,000 Miles of Sewer	13	14	20
Odor Complaints per year	21	16	40

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Sewer Operation and Maintenance

The County allocates expenses, interest income, bond proceeds, debt service payments, capital improvement project costs and funding, and operating transfers between existing and new users of the system. In accordance with the County's "Growth Pays for Growth Policy", both existing and new customers must pay for their share of the system's total annual revenue requirements.

The Wastewater Management Program (WWM) is funded by revenues generated by the customers of the sanitary sewer system and recorded in Fund 400, Sewer Revenue. Sewer service charges support system operation and maintenance costs, debt service payments, and capital projects that is attributable to supporting and improving wastewater treatment services for existing customers. Availability fees support a proportional share of system costs and capital projects attributable to growth of the system required to support new customers. Existing customers are defined as those who have paid an availability fee for access to the system and receive wastewater treatment services. New customers are those who have not paid the availability fee. Upon payment of the availability fee and connection to the system, a new customer becomes an existing customer.

The agency has identified a number of trends that influence the operation and maintenance of the sanitary sewer system. The major trends over the next two to five years include the following:

THINKING STRATEGICALLY

Strategic issues for the department include:

- Providing superior wastewater services to achieve a pure and natural state of air and water;
- Improving customer service, customer strategy and satisfaction by providing more comprehensive employee training;
- Expanding the Health and Safety Program through the improvement of the Emergency Planning and Response areas to ensure a safe work environment;
- Evaluating the program's financial management strategies to ensure proper cash management and debt capacity; and
- Utilizing automated technologies to enhance the existing computer systems to increase infrastructure rehabilitation projects in the most effective manner.

Chesapeake Bay Water Quality Program Requirements - The new Chesapeake Bay water quality program requires reductions in the amount of nutrient pollutants discharged from wastewater treatment facilities. In December 2004, the state notified the County that the renewal of County's National Pollutant Discharge Elimination System (NPDES) permit will include a requirement that nutrient removal be performed at the "Limits of Technology." Current technology allows for discharge limits of less than 3.0 milligrams per liter of nitrogen and 0.1 milligrams per liter for phosphorus. The County has the capability to meet the current nitrogen removal standard of 8.0 milligrams per liter. A phased approach is recommended to renovate and upgrade current plant facilities to accommodate new more stringent nutrient discharge requirements. The Sewer Service Charge rate will increase from \$3.50 to \$3.74 per 1,000 gallons of water consumption in FY 2008. This equates to a 6.75 percent increase in rates and will result in an anticipated increase in the annual cost to the typical household of \$18.24. The higher increase in Sewer Service Charges is a direct result of the Chesapeake Bay federally mandated requirements which will result in the renovation and rehabilitation of existing treatment facilities. Funding of \$150 million was recommended through the sale of bonds and was anticipated to occur in FY 2007 to meet new state regulatory requirements in (WWM). However, based on the timing of revised project schedules and alternate

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Sewer Operation and Maintenance

shorter-term financing options, a bond sale is no longer anticipated. Rather, it is anticipated that projects will be financed on an as needed basis using a line of credit to allow for flexibility in the timing of planned projects.

Capacity, Maintenance, Operation, and Management (CMOM) - The United States Environmental Protection Agency (USEPA) has been planning for several years to promulgate sanitary sewer overflow (SSO) regulations, which would require municipalities to develop and implement a CMOM program to eliminate any sewer overflows and backups from the wastewater collection systems. The proposed SSO rule and the CMOM program would significantly affect program costs.

Integration of Information Technology - The Geographic Information System (GIS), the Supervisory Control and Data Acquisition (SCADA) System and the Infrastructure Computerized Maintenance Management System (ICMMS) will eventually require integration for optimal use. Computing and information technology are an integral part of every aspect of the Wastewater Management Program operations. Today's high customer expectations and increasing reliance on consistent 24-hour services, lead to an increasing dependence on and expectation for stable and reliable integrated information technologies that infuse the business process. Presently, the GIS, the SCADA system, the ICMMS system and other critical business systems operate independently and do not share information. Future customer service needs will require a full enterprise integration of the critical information technology systems to reduce total cost of ownership, increase availability of critical business data in the right format, and improve the quality and delivery of services to sewer customers.

Capital Improvements - Reinvestment in the sewer system infrastructure ensures optimum operation of all wastewater facilities. This initiative, closely related to CMOM endeavors, emphasizes capital improvements to wastewater collection and treatment facilities to meet requirements of the future sanitary sewer overflow regulations by the USEPA. The program continues to take a proactive stance toward infrastructure rehabilitation; however, CMOM regulations could greatly affect operations.

Asset Management Program - As a result of evaluating the program's financial management strategies, an Asset Management Program was developed. The first phase aligned the program's capital asset policies and procedures with the County's fixed asset policies and developed a process in which to evaluate the program's infrastructure. The second phase developed criteria to identify the program's critical assets. After the criteria was tested and accepted it was applied to all program assets. Phase three will be the condition assessment of all assets beginning with the most critical assets.

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Sewer Operation and Maintenance

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	326/ 325.5	326/ 325.5
Expenditures:		
Personnel Services	\$20,646,288	\$26,761,386
Operating Expenses	53,061,948	57,927,447
Capital Equipment	528,675	450,500
Subtotal	\$74,236,911	\$85,139,333
Less:		
Recovered Costs	(\$624,334)	(\$628,409)
Total Expenditures	\$73,612,577	\$84,510,924

Note: All expenditures in sewer operations and maintenance are supported by a Transfer In from the Sewer Revenue Fund.

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
401-01	Wastewater Collection	\$14,140,911	142	142.0
401-02	Wastewater Treatment	\$23,331,024	141	141.0
401-03	Wastewater Planning and Monitoring	\$47,038,989	43	42.5
TOTAL		\$84,510,924	326	325.5

Fund 401

Sewer Operation and Maintenance

LOBS SUMMARY

401-01: Wastewater Collection

<i>Fund/Agency: 401</i>	<i>Sewer Operation and Maintenance</i>
LOB #: 401-01	Wastewater Collection
Personnel Services	\$10,384,623
Operating Expenses	\$3,893,203
Recovered Costs	(\$471,915)
Capital Equipment	\$335,000
Total LOB Cost:	\$14,140,911
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:¹	\$14,140,911
Positions/SYE involved in the delivery of this LOB	142 / 142.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

Wastewater Collection is responsible for the operation, maintenance, repair, and rehabilitation of the County's wastewater collection and conveyance system consisting of approximately 3,330 miles of sanitary sewers and force mains, 65 pumping stations and 54 metering stations. Fairfax County has one of the nation's largest sanitary sewer systems serving 234 square miles. The WCD has a proactive sewer system maintenance program that facilitates a safe and effective wastewater collection system. Each year, over 800 miles of sewer lines are inspected and about 400 miles of sewer lines are cleaned to ensure maximum flow carrying capacity and reduce sewer backups and overflows. Over the last five years, WCD has rehabilitated 120 miles of sewer lines to protect the environment and residents of Fairfax County.

WCD initiatives include:

- Utilization of trenchless technologies for sewer rehabilitation. These technologies provide significant cost savings over traditional open cut repairs with the additional benefits of reduced disruption to citizens, the surrounding environment, and traffic.
- In-house Inflow & Infiltration (I/I) and flow monitoring programs to enable the Wastewater Management Program to identify problem areas. The I/I program has continued to focus on locating problem areas in the system's older sewer service areas, which are then addressed in the comprehensive sewer rehabilitation program. The flow monitoring program provides valuable data to determine problem areas and for billing requirements for interjurisdictional flows. These data are utilized by the Wastewater Planning and Monitoring Division to track

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Sewer Operation and Maintenance

the accuracy of the flow projections and to aid in determining treatment plant expansion needs.

- Greater efforts in sewer inspection and cleaning activities. These activities result in decreasing numbers of overflows and backups in the system.

► Method of Service Provision

Wastewater Collection uses a combination of County employees and contractors to perform the duties of the various aspects of operating, maintaining, and rehabilitating the sanitary sewer system. The normal hours of operation is Monday – Friday 8:00 a.m. – 4:30 p.m., however emergency crews are available 24 hours a day, seven days a week, including holidays.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB resources utilized to satisfy this mandate is 100. See the January 2007 Mandate Study, reference page 65 for the specific state code and a brief description.

401-02: Wastewater Treatment

<i>Fund/Agency: 401</i>		<i>Sewer Operation and Maintenance</i>	
<i>LOB #: 401-02</i>		<i>Wastewater Treatment</i>	
Personnel Services			\$12,196,531
Operating Expenses			\$11,064,493
Recovered Costs			\$0
Capital Equipment			\$70,000
Total LOB Cost:			\$23,331,024
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:¹			\$23,331,024
Positions/SYE involved in the delivery of this LOB			141 / 141.0

¹Net cost is supported by revenue to the fund as well as fund balance.

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Sewer Operation and Maintenance

► LOB Summary

The Wastewater Treatment Division (WTD) is responsible for operating and maintaining the County's wastewater treatment facility, the Noman M. Cole, Jr. Pollution Control Plant (NCPCP). In FY 2005, the NCPCP expanded capacity from 54 mgd to 67 mgd. This expansion includes improvements for odor control and nitrogen removal to meet requirements of the Chesapeake Bay agreement. The WTD continues to produce a quality effluent to meet regulatory and permit requirements.

WTD initiatives include:

- Plant expansion and upgrades. Expansion of the main plant to 67 mgd began on January 12, 1998 and a certificate to operate the new improvements was obtained in July 2005. The improvements included work on the existing preliminary and primary treatment systems; upgrade and expansion of the activated sludge system and secondary clarifiers; addition of a tertiary clarifier; and ancillary improvements related to the primary, secondary, and advanced wastewater treatment systems, including odor control systems. These improvements provide a biological nutrient removal (BNR) process to meet the plant's new Virginia Pollutant Discharge Elimination System (VPDES) permit limits for ammonia nitrogen.
- Odor Control Measures. As part of the Main Plant Improvements, covers were installed on primary tanks, and air withdrawn from the tanks is treated in a new two-stage wet chemical scrubbing system. These components were brought on-line in July 2002. In addition, a three-stage wet chemical scrubber has been installed on the sludge storage tanks, a grit hopper enclosure is complete, and ventilation improvements were made to several existing buildings with carbon adsorption systems. These improvements went on-line in FY 2005. The new centrifuges also have an odor control scrubber. Since construction, one of the chemical scrubbers has been modified to improve hydrogen sulfide removal from 99 to 99.9. A vent has also been eliminated on the Accotink trunk sewer near the plant.
- Environmental Management System (EMS). Environmental Enterprise (E2) status was achieved in March 2004; Exemplary Environmental Enterprise (E3) status was achieved in July 2007 as part of the County-wide EMS initiative. Work towards Extraordinary Environmental Enterprise (E4) status is in progress. In addition, a pollution prevention program has also been implemented through a cross-functional Wastewater Management Program team.
- Replacement of membrane filter presses with centrifuges. The project was bid in FY 2004 and the facilities came online during FY 2006 and FY 2007.

WTD awards include:

- **NACWA Platinum Peak Performance Award** – The System's Noman M. Cole, Jr. Pollution Control Plant received the Platinum 9 Peak Performance Award from National Association of Clean Water Agencies (NACWA), recognizing the facility's accomplishments in protecting water quality in the County. This distinction was given to only 76 of the approximately 16,500 municipal wastewater treatment plants across the nation. The award recognizes plants that meet 100 of federal standards for preventing pollution for more than

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Sewer Operation and Maintenance

five consecutive years. The plant has protected the water quality of the County streams and watersheds, as well as the Chesapeake Bay. Last year, the plant was honored for the 20th consecutive time for its efforts to protect the Bay.

- **Businesses for the Bay Environmental Excellence Award** – For the second year in a row, Fairfax County's Wastewater Management Program received a Business for the Bay Environmental Excellence Award for the Outstanding Achievement for Nutrient Reduction by Local Government. The Noman M. Cole, Jr. Pollution Control Plant's nutrient reduction program achieved an average total phosphorus concentration of 0.08 mg/l in contrast to a permit requirement of 0.18 mg/l. Therefore, the total phosphorous loading to Pohick Creek, a tributary to the Chesapeake Bay, was 15,382 pounds less than required permit levels. The average total nitrogen discharge concentration was 4.5 mg/L, nearly half the voluntary target of 8.0 mg/L.

► Method of Service Provision

The NCPCP is operated 24 hours a day, 365 days a year.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB resources utilized to satisfy this mandate is 100. See the January 2007 Mandate Study, reference page 65 for the specific state code and a brief description.

401-03: Wastewater Planning and Monitoring

<i>Fund/Agency: 401</i>		<i>Sewer Operation and Maintenance</i>	
<i>LOB #: 401-03</i>		<i>Wastewater Planning and Monitoring</i>	
Personnel Services			\$4,180,232
Operating Expenses			\$42,969,751
Recovered Costs			(\$156,494)
Capital Equipment			\$45,500
Total LOB Cost:			\$47,038,989
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:¹			\$47,038,989
Positions/SYE involved in the delivery of this LOB			43 / 42.5

¹Net cost is supported by revenue to the fund as well as fund balance.

Fund 401

Sewer Operation and Maintenance

► LOB Summary

The Wastewater Planning and Monitoring Division (WPMD) is responsible for the agency's fiscal planning, engineering planning and wastewater monitoring. The WPMD continues to effectively monitor the long-term planning needs for the Wastewater Management Program in terms of infrastructure upgrades, maintenance and expansions. The WPMD ensures that all financial requirements are fulfilled by maintaining a rate structure to adequately recover all operating and maintenance costs, capital improvements and debt service obligations. The WPMD also plans for system capacity, both in the conveyance system and treatment facilities, by initiating expansion and improvement projects to keep pace with increased wastewater flows. The WPMD safeguards the environment by ensuring compliance with water quality standards and prevention of toxic discharges into the collection system.

WPMD is currently monitoring the new Chesapeake Bay water quality program requirements which require reductions in the amount of nutrient pollutants discharged from wastewater treatment facilities. In December 2004, the state notified the County that the renewal of County's National Pollutant Discharge Elimination System (NPDES) permit will include a requirement that nutrient removal be performed at the "Limits of Technology." Current technology allows for discharge limits of less than 3.0 milligrams per liter of nitrogen and 0.1 milligrams per liter for phosphorus. The County has the capability to meet the voluntary nitrogen standard of 8.0 milligrams per liter. A phased approach has been recommended to renovate and upgrade current plant facilities to accommodate new more stringent nutrient discharge requirements. The Sewer Service Charge rate will increase from \$3.50 to \$3.74 per 1,000 gallons of water consumption in FY 2008. This equates to a 6.75 percent increase in rates and will result in an anticipated increase in the annual cost to the typical household of \$18.24. The higher increase in Sewer Service Charges is a direct result of the Chesapeake Bay federally mandated requirements which will result in the renovation and rehabilitation of existing treatment facilities. Due to the significant level of requirements, the FY 2007 budget reflected an anticipated bond sale in FY 2007 in the amount of \$150 million to provide maximum flexibility to meet new state regulatory requirements at Wastewater Management facilities. However, based on revised project schedule timelines, a bond sale is no longer anticipated. Rather, projects will be financed on an as-needed basis with shorter-term financing options in FY 2008.

The system supplements the capacity of its own collections and treatment facilities through "Treatment by Contract" agreements with the District of Columbia Water and Sewer Authority (DCWASA), the Alexandria Sanitation Authority (ASA), the Upper Occoquan Sewage Authority (UOSA) and Arlington County. As stated in the individual agreements, the County pays its share of operating, capital and/or debt costs of each entity's system based on actual wastewater flows and allocated capacity, respectively.

WPMD initiatives include:

- Water Environment Federation Teach (WEFTEACH) Sewer Science Program. This program was implemented in Fairfax County High Schools. All 25 High Schools had a science teacher trained at WEFTEC 2005 in Washington, D.C. County staff coordinates the program and provides the approved workbooks and laboratory modules as well as serves as mentors to assist the teachers in the classroom for up to a 5-day period per class. This program is a partnership with Fairfax County Schools and is expected to increase awareness

Fund 401

Sewer Operation and Maintenance

and understanding of wastewater's function in the community, and may even lead to student and community improvements to the environment.

- Initiate the training of engineers on the new hydraulic modeling software (InfoSewer™). Apply the model to areas in the County where anticipated development may require adjustments to the existing sanitary sewer facilities. Contingent on the success of Fairfax County's ArcIMS program, create a web application to provide on-line public access to as-built sewer information from the GIS sewer database.

WPMD awards include:

- **GFOA Certificate of Achievement for Excellence in Financial Reporting** – For the fourth consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the System for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2006. In order to be awarded a Certificate of Achievement, a government entity must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable financial reporting requirements.

A Certificate of Achievement is valid for a period of one year only. The Wastewater Management Program believes that their current CAFR continues to meet Certificate of Achievement Program's requirements, and are submitting it to the GFOA to determine eligibility for another certificate. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards of state and local government financial reports.

► Method of Service Provision

Normal business hours are 8:00 a.m. - 4:30 p.m. Monday – Friday.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy this mandate is 90 (for Treatment by Contract expenses). See the January 2007 Mandate Study, reference page 65 for specific state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To comply with Title V air permit and state water quality permit requirements 100 percent of the time in order to contribute to a pure and natural state of air and water in Fairfax County.
- To maintain sewer infrastructure effectively in order to experience no more than 25 sewer back-ups, which is less than the 5-year rolling annual average of 34.

Fund 401

Sewer Operation and Maintenance

- To ensure efficient wastewater collection and treatment services by providing service to customers at rates that are the lowest in the area.
- To provide excellent financial and asset management by ensuring a debt coverage ratio of 1.20 or greater.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Total average daily wastewater flow treated (million gallons)	102.4	110.5 / 107.2	110.0	112.0	401-02
Emergency repair work orders processed (1)	99	2,100 / 197	200	200	401-01
Service trouble calls received	1,404	1,500 / 1,236	1,500	1,500	401-03
Operating Reserve maintained (millions)	\$18.8	\$19.5 / \$19.0	\$19.3	\$19.6	401-03
Efficiency:					
Percent of treatment capacity available for growth	36%	33% / 33%	33%	35%	401-02
Emergency repairs, as a percent of total work orders	0.5%	0.5% / 0.8%	1.0%	1.0%	401-01
Sewer Service Billing Rate, \$/1,000 gallons	\$3.28	\$3.50 / \$3.50	\$3.74	\$4.10	401-03
Service Quality:					
Sanitary sewer overflows (SSOs) per year (FY 2005, 5-yr. avg. = 20)	13	20 / 14	20	20	401-02
Percent of customers responded to within 24 hours	100%	100% / 100%	100%	100%	401-03
Percentage of sewage back-ups responded to within 2 hours	100%	100% / 100%	100%	100%	401-01
Odor complaints per year (FY 2005, 5-yr. avg. = 45)	21	40 / 16	40	40	401-03
Percent Capital Improvement Program funded	100%	100% / 100%	100%	100%	401-03
Outcome:					
Compliance with Title V air permit and State water quality permit	100%	100% / 100%	100%	100%	401-02
Blockages causing sewer back-ups per year (FY 2005, 5-yr. avg. = 34)	7	25 / 12	25	25	401-01
Average household sewer bill compared to other providers in the area	Lowest	Lowest / Lowest	Lowest	Lowest	401-03
Debt Coverage Ratio: (Revenue - Operating Cost/Debt)	1.90	1.30 / 1.70	1.30	1.20	401-03

(1) The agency redefined the definition of emergency repairs to include only true emergency work and no longer includes unscheduled work orders in this performance measurement.

Fund 402

Sewer Construction Improvements

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 402, Sewer Construction Improvements</i>	
Total Expenditures:	\$13,550,000
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$13,550,000
Total Revenue	\$13,550,000

Note: All expenditures in sewer operations and maintenance are supported by a Transfer In from the Sewer Revenue Fund.

► Summary of Program

Fund 402, Sewer Construction Improvements, provides funding for wastewater System infrastructure projects. All projects are supported by sewer system revenues and are included in the Capital Improvement Program (CIP). Projects in this Fund are mainly for repair, rehabilitation, and improvement requirements for pumping stations, sewer lines, force mains, and facilities of the entire program.

System capital improvements provide for the efficient and effective provision of public facilities to meet long-term service commitments. Programming capital facilities over time promotes better use of the County's limited financial resources, assists in the coordination of public and private development, and increases opportunities for coordination and leveraging of joint planning and development of facilities. By looking beyond year-to-year budgeting and projecting what, where, when and how capital investments should be made, capital programming enables public organizations to maintain an effective level of service for present and future populations.

The result of this continuing programming process is the Capital Improvement Program (CIP), which is a 10-year roadmap for funding future infrastructure requirements. The CIP addresses the Wastewater Management Program's needs relating to the acquisition, expansion, and rehabilitation of facilities and systems. It serves as a planning instrument to identify needed capital projects and coordinate the financing and timing of improvements in a way that utilizes financial resources in a responsive and efficient manner. It serves as a "blueprint" for the future of the community and is a dynamic tool, not a static document.

The underlying strategy of the CIP is to plan for land acquisition, construction, and maintenance of public facilities necessary for the safe and efficient provision of public services in accordance with broad policies and objectives adopted in the County's Comprehensive Plan. In keeping with this strategy, the primary goals of the Wastewater Management Program's CIP may be summarized as follows:

1. Provide treatment facilities that meet applicable effluent discharge standards using state-of-the-art technology in the most cost-effective manner possible.
2. Provide a system of conveyance and treatment facilities that can accommodate projected residential and nonresidential growth over the planning period.

Fund 402

Sewer Construction Improvements

3. Renovate and improve facilities to maintain a high level of efficiency, ensure cost-effective long-term operations, and provide a sufficient level of service.
4. Extend the sewer service within approved areas to those sections of the County where failed or failing septic systems pose a potential threat to the health of County citizens.

While the CIP serves as a long range plan, it is reviewed semi-annually and revised based on current circumstances and opportunities. Priorities may be changed due to funding opportunities or circumstances that cause a more rapid deterioration of an asset. Projects may be revised for significant costing variances as the needs of the community become more defined and projects move closer to final implementation.

► Funding Availability and Future Considerations

Funds are made available through the transfer of funds from Fund 400, Sewer Revenue. Projects are evaluated based on critical needs, service improvements and operational efficiencies. Funds generated through Sewer Service Charges are used to support existing customer projects, while funds generated through Availability Fees are used to support new customer projects.

► Status of Program

There are currently 19 projects in Fund 402 in some phase of implementation including preliminary scoping, engineering design or construction by county staff or by developers. Of these 19 projects, three received funding in FY 2008. The remaining 16 projects were funded in previous years. The adopted budget for FY 2008 is \$13,550,000. The current budget is \$40.5 million due to the carryover of unexpended balances from FY 2007 into FY 2008. The FY 2008 expenditures are currently \$7.8 million and encumbrances are currently \$6.3 million.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 403, Sewer Bond Parity Debt Service

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 403, Sewer Bond Debt Parity Service</i>	
Total Expenditures:	\$6,642,531
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$6,650,160
Total Revenue	\$6,650,160

Note: All expenditures in sewer operations and maintenance are supported by a Transfer In from the Sewer Revenue Fund.

► Summary of Program

The Sewer System issues bonds under the 1985 General Bond Resolution (Resolution) adopted by the County Board of Supervisors. The Resolution includes a rate covenant under which the System has agreed that it will charge reasonable rates for the use of services rendered by the System. Furthermore, the System will adjust the rates, from time to time, to generate net revenues sufficient to provide an amount equal to 100 percent of its annual principal and interest requirements and the System's annual commitments to fund its proportionate share of other jurisdictions' debt service requirements. In the opinion of the Wastewater Management Program Directors, the System is in compliance with all Resolution covenants.

Payment of the principal and interest on all Sewer revenue bonds is secured by a pledge of gross revenues derived from the System after provisions for payment of the operating expenses of the System. The bonds do not constitute general obligations of the County, and authorization to issue any additional debt rests with the Board. In addition, the System is required to adhere to and is in compliance with the rebate and reporting requirements of the federal regulations pertaining to arbitrage.

In August 1986, the System issued \$75 million of revenue bonds (the Series 1986 Bonds) payable from the net revenues generated through the System's operations. The proceeds of the bonds were used primarily to fund the expansion of the System's Noman M. Cole, Jr. Pollution Control Plant and the System's share of the expansion of Blue Plains. On May 18, 1993, the System issued \$72,100,000 of variable rate revenue bonds (the Series 1993 Bonds) to advance refund the outstanding Series 1986 Bonds. The net proceeds of \$70,806,000 (net of a discount of \$232,000 and after payment of \$1,062,000 in underwriting fees, insurance, and other issuance costs) were used to purchase U.S. government securities which were deposited in an irrevocable trust with an escrow agent to provide the resources for all future debt service payments on and to redeem the Series 1986 Bonds. As a result, the advance refunded Series 1986 Bonds are considered to be defeased and the liability for these bonds has been removed from the System's statements of net assets. On November 15, 2003, the System used available resources to redeem all of the outstanding Series 1993 Bonds in the total principal amount of \$55,330,000. Although this redemption resulted in the recognition of an accounting loss of \$1,813,460, reported as a special item in the statement of revenues, expenses, and changes in net assets, the System reduced its aggregate interest payments over the next 13 years by approximately \$20.9 million and obtained an economic gain (the present value of the debt service savings) of approximately \$4.4 million.

Fund 403, Sewer Bond Parity Debt Service

On July 24, 1996, the System issued \$104,000,000 of Sewer Revenue Bonds (the Series 1996 Bonds), to fund plant expansion at the Noman M. Cole, Jr. Pollution Control Plant and other system improvements. On October 14, 2004, the System issued \$94,005,000 of Series 2004 Sewer Revenue Refunding Bonds with an average interest rate of 4.61 percent (true interest cost of 4.33 percent) to advance refund \$91,430,000 of the outstanding Series 1996 Bonds with an average interest rate of 5.82 percent. Net proceeds of \$96,287,570 together with \$3,257,766 of the System's resources being held in reserve for debt service on the Series 1996 Bonds were used to purchase U.S. government securities which were deposited into an irrevocable escrow account to provide the resources for future debt service payments on and to redeem the Series 1996 Bonds on July 15, 2006. As a result, the advance refunded Series 1996 Bonds are considered defeased, and the liability for these bonds has been removed from the System's statements of net assets. Although the reacquisition prices exceeded the net carrying values of the refunded bonds by \$9,119,135, which is being amortized over the life of the refunding bonds, the System reduced total debt service payments over future years by approximately \$16.8 million and obtained an economic gain (the difference between the present values of the debt service payments on the old and new debt) of approximately \$7.7 million.

► Funding Availability and Future Considerations

Funds are made available through the transfer of funds from Fund 400, Sewer Revenue. Transfers are based on the debt service schedule established by the 2004 Bond series.

► Status of Program

The 2004 Bond Series will be paid off in 2029.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 406 Sewer Bond Debt Reserve

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 406, Sewer Bond Debt Reserve</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$0

► Summary of Program

Sewer Bond Debt Reserve fulfills the County's legal requirement to maintain Reserve Funds pursuant to the issuance of Sewer Revenue and Revenue Refunding Bonds, Series 1986, 1993, 1996, and 2004.

The System issues bonds under the 1985 General Bond Resolution (Resolution) adopted by the County Board of Supervisors. The County is required to maintain a Depository, for the Reserve Subfund. The Reserve Subfund Requirement is equal to the lesser of the maximum Principal and Interest Requirements for any Bond year and 125 percent of the average annual Principal and Interest Requirements for such bonds for any bond year as specified in the applicable Series Resolution. In the opinion of the Wastewater Management Program Directors, the System is in compliance with all Resolution covenants.

In August 1986, the System issued \$75 million of revenue bonds (the Series 1986 Bonds). The proceeds of the bonds were used primarily to fund the expansion of the System's Noman M. Cole, Jr. Pollution Control Plant and the System's share of the expansion of Blue Plains. On May 18, 1993, the System issued \$72,100,000 of variable rate revenue bonds (the Series 1993 Bonds) to advance refund the outstanding Series 1986 Bonds. On November 15, 2003, the System used available resources to redeem all of the outstanding Series 1993 Bonds in the total principal amount of \$55,330,000.

On July 24, 1996, the System issued \$104,000,000 of Sewer Revenue Bonds (the Series 1996 Bonds), to fund plant expansion at the Noman M. Cole, Jr. Pollution Control Plant and other system improvements.

On October 14, 2004, the System issued \$94,005,000 of Series 2004 Sewer Revenue Refunding Bonds to advance refund \$91,430,000 of the outstanding Series 1996 Bonds.

Fund 406

Sewer Bond Debt Reserve

► Funding Availability and Future Considerations

The reserve fund is established utilizing bond proceeds. The current reserve requirement for the Sewer Revenue Refunding Bonds, Series 2004 is \$6,893,125.

► Status of Program

The current Fund Balance of \$6,900,348 meets the Sewer Revenue Bond Resolution requirements.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 407

Sewer Bond Subordinate Debt Service

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 407, Sewer Bond Subordinate Debt Service</i>	
Total Expenditures:	\$21,923,527
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$21,923,527
Total Revenue	\$21,923,527

Note: All expenditures in sewer operations and maintenance are supported by a Transfer In from the Sewer Revenue Fund.

► Summary of Program

Sewer Bond Subordinate Debt Service Fund provides debt service funding for the Upper Occoquan Sewage Authority (UOSA) Bond Series based on the County's portion of the plant expansion to 54 million gallons per day (mgd) pursuant to the Sewer Bond Resolution and the UOSA service agreement. The County's obligations to UOSA are subordinate to the County's Sewer Revenue Bonds. The Subordinate Debt Service Fund also provides debt service funding for two subordinated sewer revenue bonds, to the Virginia Water Facilities Revolving Fund, acting by and through the Virginia Resources Authority (VRA) for capital funding support based on the County's portion of improvements at the Alexandria Sanitation Authority Wastewater Treatment Plant..

There are 5 revenue bonds outstanding: In January 1993, UOSA, a joint venture, issued \$63,310,000 of Regional Sewer System Revenue Refunding Bonds to refund certain outstanding bonds that had been issued to refund earlier bonds. In January 1995, UOSA issued \$288,600,000 of Regional Sewer System Revenue Bonds to finance the cost of expanding the capacity of its wastewater treatment facilities from 32 (mgd) to 54 (mgd) and \$42,260,000 of Regional Sewer System Revenue Refunding Bonds to refund certain outstanding bonds that had been issued to finance a prior expansion. On December 15, 2003, UOSA issued \$58,150,000 of Regional Sewer System Revenue Refunding Bonds, of which the System's share is \$36,848,116, to advance refund the outstanding Series 1993 bonds, resulting in a \$1,514,494 accounting gain, which is being amortized over the life of the Series 2003 Bonds. On November 9, 2004, UOSA issued \$49,395,000 of Regional Sewer System Revenue Refunding Bonds, of which the System's share is \$31,866,527, to advance refund a portion of the outstanding Series 1995 Bonds, resulting in a \$619,329 accounting gain, which is being amortized over the life of the Series 2004 Bonds. On July 1, 2005, UOSA issued \$82,465,000 of Regional Sewer System Revenue Refunding Bonds, of which the System's share is \$53,201,198, to advance refund another portion of the outstanding Series 1995 Bonds, resulting in a \$1,909,604 accounting gain, which is being amortized over the life of the Series 2005 Bonds. In February of 2007, UOSA issued \$90,315,000 of Regional Sewer System Revenue Refunding Bonds, of which the System's share is 58,265,521, to advance refund another portion of the outstanding Series 1995 Bonds, resulting in a \$83,868 accounting loss, which is being amortized over the life of the Series 2007 Bonds. The System's share of UOSA's total outstanding debt at June 30, 2007, is \$209,858,982, and it is subordinate to the sewer revenue bonds issued by the System.

Fund 407

Sewer Bond Subordinate Debt Service

In June 2001 and June 2002, the System issued 20-year subordinated sewer revenue bonds in the amounts of \$40,000,000 and \$50,000,000, respectively, to the Virginia Water Facilities Revolving Fund, acting by and through the VRA. The proceeds have been used to finance a portion of the System's share of the expansion and upgrade costs of the Alexandria Sanitation Authority's wastewater treatment facilities, which provide service to certain County residents. These bonds bear interest rates of 4.10 percent per annum and 3.75 percent per annum, respectively, and require semi-annual debt service payments of \$1,499,642 and \$1,818,894, respectively. These bonds are subordinated to all outstanding prior bond issues of the System and payments for operation and maintenance expenses.

► Funding Availability and Future Considerations

Funds are made available through the transfer of funds from Fund 400, Sewer Revenue. Transfers are based on the debt service schedule established by the UOSA and VRA Bond series.

► Status of Program

The two VRA bond series will be paid off by 2022.; the current UOSA bond series will be paid off by 2029. However, additional bond issuances are being considered by UOSA, which will increase the amount of future debt service payments as well as extend payments beyond 2029.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 408

Sewer Bond Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 408, Sewer Bond Construction</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$750,000
Total Revenue	\$750,000

► Summary of Program

This Sewer Bond Construction Fund was established to fund major treatment plant upgrades. Projects funded by this fund are specifically identified in the Integrated Sewer System's Capital Improvement Program (CIP). The major purposes for these wastewater treatment plant upgrades are to fund Enhance Nutrient Removal (Nitrogen and Phosphorus), equipment renovations and replacements, and projects at Non-County wastewater treatment plants serving the System.

System capital improvements provide for the efficient and effective provision of public facilities to meet long-term service commitments. Programming capital facilities over time promotes better use of the County's limited financial resources, assists in the coordination of public and private development, and increases opportunities for coordination and leveraging of joint planning and development of facilities. By looking beyond year-to-year budgeting and projecting what, where, when and how capital investments should be made, capital programming enables public organizations to maintain an effective level of service for present and future populations.

The result of this continuing programming process is the Capital Improvement Program (CIP), which is a 10-year roadmap for funding future infrastructure requirements. The CIP addresses the Wastewater Management Program's needs relating to the acquisition, expansion, and rehabilitation of facilities and systems. It serves as a planning instrument to identify needed capital projects and coordinate the financing and timing of improvements in a way that utilizes financial resources in a responsive and efficient manner. It serves as a "blueprint" for the future of the community and is a dynamic tool, not a static document.

The underlying strategy of the CIP is to plan for land acquisition, construction, and maintenance of public facilities necessary for the safe and efficient provision of public services in accordance with broad policies and objectives adopted in the County's Comprehensive Plan. In keeping with this strategy, the primary goals of the Wastewater Management Program's CIP may be summarized as follows:

1. Provide treatment facilities that meet applicable effluent discharge standards using state-of-the-art technology in the most cost-effective manner possible.
2. Provide a system of conveyance and treatment facilities that can accommodate projected residential and nonresidential growth over the planning period.

Fund 408

Sewer Bond Construction

3. Renovate and improve facilities to maintain a high level of efficiency, ensure cost-effective long-term operations, and provide a sufficient level of service.
4. Extend the sewer service within approved areas to those sections of the County where failed or failing septic systems pose a potential threat to the health of County citizens.

While the CIP serves as a long range plan, it is reviewed semi-annually and revised based on current circumstances and opportunities. Priorities may be changed due to funding opportunities or circumstances that cause a more rapid deterioration of an asset. Projects may be revised for significant costing variances as the needs of the community become more defined and projects move closer to final implementation.

► Funding Availability and Future Considerations

Funds are made available through the sale of Sewer Revenue Bonds and the transfer of funds from Fund 400, Sewer Revenue. Funds generated through Sewer Service Charges are used to support existing customer projects and related debt service payments, while funds generated through Availability Fees are used to support new customer projects and related debt service payments. Bond proceeds are deposited directly into this fund to support major treatment plant projects at the Noman M. Cole, Jr. Pollution Control Plant (NCPCP), the Arlington Wastewater Treatment Plant, the DC Water and Sewage Authority's Blue Plains Plant, the Alexandria Wastewater Treatment Plant, and the Loudoun County Sanitation Authority's Broad Run Wastewater Treatment Plant. Regulatory requirements for the removal of Nitrogen to levels less than 3.0 mg/l are significantly increasing CIP funding needs in this fund.

► Status of Program

Noman M. Cole, Jr. Pollution Control Plant

The NCPCP plant serves the Accotink, Pohick, Long Branch, Little Hunting, and Dogue Creek drainage basins. In addition to flows originating within the County, the plant also treats sewage from the City of Fairfax, Fort Belvoir, and part of the Town of Vienna. The Noman M. Cole, Jr. Plant was put on line in 1970 with an initial design capacity of 18 million gallons daily (MGD), which was subsequently increased to a rating of 36 MGD of advanced treatment in 1978, 54 MGD in 1995, and again increased to a rating of 67 MGD in 2005.

In order to meet the anticipated needs for sanitary sewage service in sheds that contribute to the NCPCP as well as meet new water quality standards for nitrogen control, the program to expand the plant to 67 MGD was initiated in 1992. Construction began in 1997 and was completed in 2005. However, additional facilities will be needed to enhance the removal of nitrogen to current limits of technology. The Noman M. Cole, Jr. Pollution Control Plant is capable of handling anticipated flows from its contributory sheds through 2030. This capacity will meet the future demands until 2030 for the Accotink, Pohick, and Long Branch drainage basins and the City of Fairfax, the Town of Vienna and Fort Belvoir. It is anticipated that approximately \$137 million will be needed during the next ten years to continue the rehabilitation and replacement of the plant's assets. Projects proposed to improve the plant's assets include the following: prepare Master Plan; repair and replace pumps, motors, mixers, chemical feed systems, valves, and other plant equipment; renovate and upgrade

Fund 408

Sewer Bond Construction

roads, floors, walls, tank sidewalls & bottoms, and other grounds-, building-, and structure-related facilities; replace or rehabilitate tertiary clarifiers used to remove phosphorous; replace or install additional back-up electrical generators; construct additional odor control facilities; construct site improvements to direct stormwater runoff to wastewater treatment facilities; install bio-filter devices to supplement odor control systems; rehabilitate incinerator hearths; complete replacement of plate and frame dewatering units with centrifuges; pave pond no. 1; and replace elevator in Solids Processing building. It is estimated that \$97.6 million will be required to upgrade the plant to meet the limit of technology (LOT) requirements for nitrogen removal associated with the Chesapeake Bay Program. Proposed project will include construction of new chemical storage and feed facilities to add methanol for improved nitrogen removal, denitrification filters or equivalent technology such as moving bed biofilm reactors; construction of additional equalization tanks; replacement of the existing bar screens; conversion of the gravity thickeners to fermentors; modifications to the activated sludge tanks; and rehabilitation of the monomedia filters.

Alexandria Sanitation Authority

The Cameron Run and Belle Haven watersheds and the City of Falls Church are served by the Alexandria treatment plant. The Alexandria plant is owned and operated by the Alexandria Sanitation Authority (ASA). Sixty percent of its capacity is contractually allocated to Fairfax County. The ASA plant has been expanded and upgraded to provide 54 MGD of advanced secondary treatment capacity. Fairfax County is allotted 32.4 MGD of capacity. By 2005, flows from Cameron Run, Belle Haven and Falls Church should approach 23 MGD which will leave Fairfax County with unused capacity of several years beyond that time. By reactivating the Braddock Road and Keene Mill Road pumping stations, the County has the capability to divert flow from the Accotink watershed to ASA. These diversions will increase the County's wastewater management alternatives in the entire eastern portion of the County by off loading the NCPCP and Blue Plains Treatment Plant to the ASA plant. The ASA plant completed a major rehabilitation project in 2005 to meet water quality standards for nitrogen removal. As with other treatment plants in the area, additional facilities will be needed to enhance the removal of nitrogen to current limits of technology. The County's existing capacity at the ASA plant is capable of handling anticipated flows from its contributory sheds through 2030. Preliminary estimates indicate that the County requirement is anticipated to be \$50 million during FY 2008 through FY 2017 for the County's share of improvements at the Alexandria wastewater treatment plant. Included is renovation of the carbon absorption system, scum collection system, the dechlorination system and the nitrogen removal system to meet the enhanced total nitrogen standard of three parts per million, which includes the purchase of land for equalization tanks.

Blue Plains

With a current capacity of 370 MGD, the District of Columbia Water and Sewer Authority (DCWASA) treatment plant at Blue Plains is the largest plant in the area. In addition to the District of Columbia, it treats flows from Maryland, Virginia, and several federal installations. Wastewater flows originating in the Sugarland Run, Horsepen Creek, Difficult Run, Scotts Run, Dead Run, Turkey Run, and Pimmit Run watersheds are treated at Blue Plains. Fairfax County is presently allocated 31 MGD at the plant. Blue Plains will be undergoing a major renovation of the chemical additions and sludge disposal systems over the next several years. The County's existing capacity at the Blue Plains plant is now capable of handling anticipated flows from its contributory sheds through 2030. Preliminary estimates indicate that the County requirement is anticipated to be \$109 million during FY 2008 through FY 2017 for the County's share of upgrading the 370 MGD of capacity at the Blue Plains treatment plant. This upgrade includes major plant renovations,

Fund 408

Sewer Bond Construction

specifically including the chemical addition, Enhanced Nitrogen Removal (ENR) facilities, and sludge disposal systems.

Arlington County Pollution Control Plant

The Arlington County pollution control plant serves that portion of Fairfax County within the Four Mile Run watershed. The plant has been expanded and upgraded to 30 MGD of advanced secondary capacity. Over the next five to ten years, the Plant will be upgraded again to comply with the water quality standards for nitrogen removal, and expanded to 40 MGD, which should be completed by the end of 2010. The Arlington plant currently receives approximately 2.1 MGD of flow from Fairfax County. The County's contractual capacity is 3.0 MGD. The County's existing capacity at the Arlington plant is capable of handling anticipated flows from its contributory sheds through 2030. The County's estimated share of the plant upgrade costs is anticipated to be approximately \$45 million during FY 2008 through FY 2017 for these upgrades. This project is the result of a new Interjurisdictional Sewer Service Agreement which requires funding from participating jurisdictions, on the basis of their share of sewerage capacity and to meet the one part per million ammonia-nitrogen discharge standard.

Upper Occoquan Sewage Treatment Authority

The southwestern part of Fairfax County is served by a regional plant owned and operated by the Upper Occoquan Sewage Authority (UOSA). This plant became operational in 1978 and replaced five small treatment plants in Fairfax County (Greenbriar, Big Rocky Run, Flatlick Run, Upper Cub Run, and Middle Cub Run) and six in Prince William County. This plant was originally certified to operate at 15 MGD. Fairfax County's initial 30.83 percent share of the plant was increased to 36.33 percent in 1978 with the purchase of additional capacity from Manassas Park. When the plant expanded to 54 mgd, the County's share increased to 51.1 percent. The following summarizes the County's capacity in the plant:

- Original plant capacity of 15 MGD- County capacity of 5.45 MGD
- Plant capacity expansions to 27 MGD- County capacity of 9.915 MGD
- Additional plant capacity expansions to 54 MGD- County capacity of 27.6 MGD
- The County is considering the sale of 3.0 MGD of capacity to other UOSA users, which will reduce County capacity to 24.6 MGD in FY 2008
- UOSA is planning for major plant improvements during the next 10 years, and will issue additional debt to finance the capital improvements.

Even with the sale of County capacity, the UOSA Plant is capable of handling anticipated flows from the Fairfax County contributory sheds through 2030. Although the County has funded UOSA projects in the past, currently, UOSA prefers to issue bonds for capital improvements at the UOSA treatment facility and bill Fairfax County for its share of debt service.

Fund 408

Sewer Bond Construction

Loudoun County Sanitation Authority

The western part of Fairfax County is currently served by Blue Plains and Noman Cole Pollution Control Plants. To provide sufficient capacity for the western service area of Fairfax County, the County is considering the purchase of 1.0 MGD of capacity from the Loudoun County Sanitation Authority (LCSA) by 2010 and may need up to an additional 2.0 MGD by 2025. Because lower growth resulting in reduced wastewater generation in the Blue Plains pump-over may occur, the County is only committing to 1.0 MGD of capacity. The flows in Blue Plains will be continually monitored to see if any additional capacity will be required from the LCSA in the planning period. Fairfax County anticipates spending \$20 million for the purchase of 1.0 MGD at Loudoun County's new wastewater treatment plant.

► Mandate Information

This LOB is federally or state mandated, and is required to satisfy Chesapeake Bay Agreements for Enhanced Nutrient Removal. The percentage of this LOB resources utilized to satisfy the mandate is in the range of 50-60 percent. See the January 2007 Mandate Study, reference page 65 for specific state code and a brief description.

Fund 108

Leaf Collection

Mission

To provide vacuum leaf collection service at the streetline for all customers within designated sanitary leaf districts on three separate occasions during the leaf collection season (the period from October through December) in order to enhance the County's aesthetic environment.

Focus

The Division of Solid Waste Collection and Recycling provides for leaf collection and disposal within 34 approved Fairfax County Leaf Districts. Leaf Districts are established and abolished through a petition process approved by the Board of Supervisors. This process could result in an increase or a decrease in the number of residential or commercial properties within a specific collection district, or a district could be totally eliminated. Petition approvals affect the number of units serviced in a given year.

All leaves collected are mulched and provided free to citizens at various sites. If there are any leaves beyond the capacity of local storage, they are transported to a composting facility in Loudon County or Prince William County. Revenue is derived from a collection levy (service fee) that is charged to homeowners and businesses within the districts. The FY 2008 levy is \$0.015 per \$100 of assessed real estate value, an amount that is unchanged from the FY 2007 level. This will generate an estimated \$2,341,892 in revenue in FY 2008.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Expenditures:		
Operating Expenses	\$1,687,886	\$2,155,228
Capital Equipment	15,941	732,000
Total Expenditures	\$1,703,827	\$2,887,228

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	LOB Number of Positions	LOB SYE
108-01	Leaf Collection	\$328,679	0	0.0
TOTAL		\$328,679	0	0.0

Fund 108 Leaf Collection

LOBS SUMMARY

108-01: Leaf Collection

<i>Fund/Agency: 108</i>	<i>Solid Waste</i>
<i>LOB #: 108-01</i>	<i>Leaf Collection</i>
Personnel Services	\$0
Operating Expenses	\$2,155,228
Recovered Costs	\$0
Capital Equipment	\$732,000
Total LOB Cost:	\$2,887,228
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$2,341,892
Other Revenue	\$216,657
Total Revenue:	\$2,558,549
Net LOB Cost¹:	\$328,679
Positions/SYE involved in the delivery of this LOB ²	0 / 0.0

¹Net cost is supported by fund balance.

²Positions supporting Leaf Collection are budgeted in Fund 109, Refuse Collection.

► LOB Summary

The Division of Solid Waste Refuse Collection and Recycling provides vacuum leaf collection and disposal to enhance the aesthetic surroundings of residential and commercial developments and to reduce the threat to public safety represented by leaves on County streets and drainage ways.

Leaf Collection Districts are typically heavy forested areas where residents have massive amounts of leaves in the fall. Vacuum leaf collection is a service provided to approximately 25,000 property owners and prevents leaves from impacting storm drains, and water quality in lakes and streams.

The current levy is \$0.015 per \$100 of assessed real estate value for property within leaf districts. The last rate change was in FY 2005, when the fee was increased from \$0.010 to \$0.015 to offset increasing expenditure requirements. The current rate generates \$2,341,892 in revenues or 81 percent of the expenditure requirements. The fund balance is used to offset the shortfall in order to meet current expenditure needs. The FY 2008 unreserved ending balance is \$1,034,331. If the real estate tax base continues to decrease and operating costs increase, an increase in the leaf assessment rate may be required in future years.

Fund 108

Leaf Collection

► Method of Service Provision

Positions supporting Leaf Collection are budgeted in Fund 109, Refuse Collection. County-owned equipment and regular full-time staff are supplemented by seasonal labor and rental dump trucks provided with contract drivers to provide three separate collection rounds to each sanitary leaf district during the leaf season. The normal collection is provided from 6:00 a.m. to 5:00 p.m., Monday through Saturday during the period of October through January

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To remove at least 95 percent of the leaves placed at the curb by citizens, within each leaf collection district, during the specified leaf collection period.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Tons of leaves collected (1)	8,875	9,000 / 7,544	7,600	7,600	108-01
Efficiency:					
Net cost per home for leaf collection (2)	\$65.27	\$77.21 / \$60.17	\$106.36	\$87.57	108-01
Service Quality:					
Percent of leaf customers rating service good or better (3)	85.0%	85.0% / NA	88.0%	88.0%	108-01
Outcome:					
Percent of customers' leaves removed from curb	95.0%	95.0% / 95.0%	95.0%	95.0%	108-01

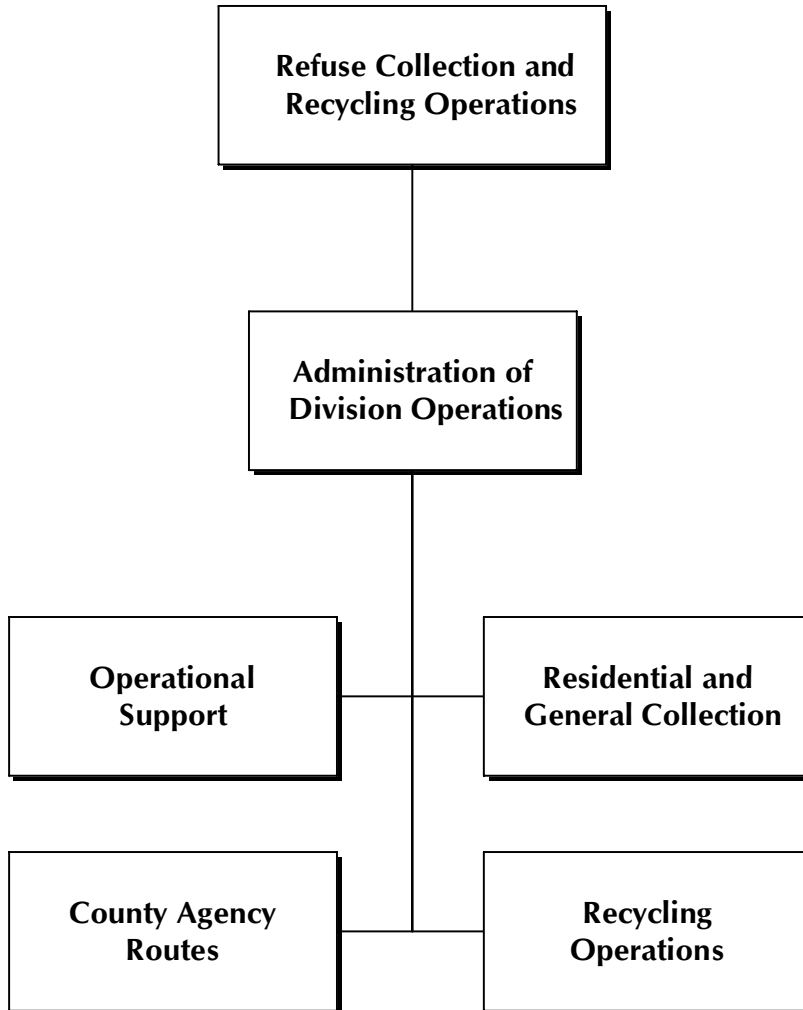
¹The leaf customer base continues to grow but the weight of leaves collected appears to be decreasing primarily due to dry collection seasons. The agency will also begin collecting and reporting volume by metric measurements of cubic yards in future years.

²The change in the net cost per home for leaf collection calculations are influenced by the expected Capital Equipment expenditure level. In FY 2007, Capital Equipment expenditures were \$15,941, in FY 2008 the Capital Equipment costs are expected to be \$732,000 and in FY 2009 \$105,000.

³Due to a re-evaluation of customer outreach within DPWES, leaf customers were not surveyed after the FY 2007 collection season, and therefore, no data was collected.

Fund 109

Refuse Collection and Recycling Operations



Fund 109

Refuse Collection and Recycling Operations

Mission

To protect Fairfax County citizens against disease, pollution, and other contamination associated with the improper disposal of refuse, by providing efficient and economical refuse collection services to citizens in 74 refuse collection sanitary districts and to Fairfax County agencies. To reduce the County's municipal solid waste stream through the effective development, implementation and management of comprehensive waste reduction and recycling programs to ensure that Fairfax County meets or exceeds the Commonwealth of Virginia's mandated goal of recycling 25.0 percent of the solid waste stream.

Focus

The Division of Solid Waste Collection and Recycling (DSWCR), (Fund 109, Refuse Collection and Recycling Operations), is responsible for the collection of refuse and recyclable materials within Fairfax County's sanitary districts and from County agencies. The agency coordinates the County's waste reduction and recycling program. It is also responsible for the administration and program operations of the Solid Waste General Fund Programs (e.g., Health Department Referrals, Community Cleanups, Evictions and Court-Ordered Cleanups) on behalf of the County.

DSWCR implemented two continuing programs in FY 2006 which are geared to managing oversized quantities of materials placed at the curb either by homeowners or through illegal dumping throughout the County. Both of these programs have been successful.

The first program is entitled "Megabulk" and assists residents with the disposal of very large piles of refuse that are typically not included with normal curbside refuse collection service. This program provides customers with a convenient and cost competitive way to remove oversized piles of wastes while providing a revenue stream for the collection program. County sanitary district customers and all other County residents are provided with a cost estimate for the service prior to collection and the resident may pay by check or credit card. This service is provided by DSWCR operational staff and is billed individually to each customer based on the size of the pile of refuse that is placed at the curb.

The second program entitled "Clean Streets Initiative" (CSI) responds to complaints of unsanitary or improper disposal of trash, garbage, refuse, debris, other solid waste or hazardous waste illegally dumped in the public-right-of-way throughout the County. The Department of Public Works Environmental Services is designated as the Health Official's agent to enforce those provisions of Chapter 46 of the Code of the County of Fairfax. Further authority exists under Code of the County of Fairfax Section 109.1-5-5(f).

The Health Department refers the majority of complaints to DSWCR and then sends an inspector to validate the complaint and to determine who owns the property. If a property owner can be identified, then DSWCR contacts the person, provides a cost quote and the owner is given 10 days to remove the material. If the owner does not remove the material or fails to pay, steps are then taken to recover the costs from the property owner for the value of the service. The minimum cost for a CSI cleanup is \$250 for 12 cubic yards and increases at a rate of \$20 per cubic yard for additional materials encountered.

Residents within sanitary refuse collection districts, which are created by the Board of Supervisors upon citizen petition, are charged an annual fee for service through the semi-annual property tax

Fund 109

Refuse Collection and Recycling Operations

collection system. The current fee is \$330 in FY 2008 and is recommended to increase by 4.54 percent to \$345 per unit in FY 2009 as the division anticipates increases in operating expenditures based on personnel adjustments, increasing disposal tipping fees, maintenance and fuel charges, and replacement equipment costs.

County Agency Routes (CAR) is responsible for the collection of refuse from County agencies and a small number of organizations associated with County agencies. Revenue is derived from billings to County agencies based on the cubic yard capacity of the containers assigned to individual agencies. The cost per cubic yard is formula-driven and is based on fiscal year operating requirements. For FY 2008, the calculated rate is \$4.54 per cubic yard, an increase of \$0.30 from the FY 2007 Adopted Budget Plan rate of \$4.24 per cubic yard. In FY 2008, the number of cubic yards collected on CAR is projected to be 286,724 cubic yards.

Recycling Operations is responsible for providing the overall management of solid waste reduction and recycling programs that are required by the County and for developing plans for future recycling programs and waste reduction systems. The goal for FY 2008 is to maintain the recycling rate in the municipal solid waste stream at or above the Commonwealth of Virginia mandated goal of 25 percent. Revenue is generated from the sale of recyclable materials (aluminum cans, newspaper, cardboard, glass and scrap metal) which serves to partially offset expenditure requirements. In addition, revenue and program support is provided by Fund 110, Refuse Disposal, through billings by Fund 109 for administration and coordination of recycling operations on behalf of Fund 110.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	138/ 138	138/ 138
Expenditures:		
Personnel Services	\$7,828,390	\$8,560,867
Operating Expenses	9,099,619	9,891,661
Capital Equipment	1,748,401	2,458,000
Capital Projects	240,547	225,000
Subtotal	\$18,916,957	\$21,135,528
Less:		
Recovered Costs	(\$704,687)	(\$795,296)
Total Expenditures	\$18,212,270	\$20,340,232

Fund 109

Refuse Collection and Recycling Operations

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
109-01	Recycling Program	\$15,534	13	13.0
109-02	Refuse Collection	\$943,960	125	125.0
109-03	Capital Project	\$225,000	0	0.0
TOTAL		\$1,184,494	138	138.0

LOBS SUMMARY

109-01: Recycling Program

<i>Fund/Agency: 109/45</i>		<i>Refuse Collection and Recycling Operations</i>
<i>LOB #: 109-01</i>		<i>Recycling Program</i>
Personnel Services		\$1,081,188
Operating Expenses		783,398
Recovered Costs		0
Capital Equipment		320,000
Total LOB Cost:		\$2,184,586
Federal Revenue		\$0
State Revenue		0
User Fee Revenue		0
Other Revenue		2,169,052
Total Revenue:		\$2,169,052
Net LOB Cost¹:		\$15,534
Positions/SYE involved in the delivery of this LOB		13 / 13.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

Fairfax County's recycling program provides a comprehensive technical assistance and education/outreach program for all residents, businesses and schools and institutions. The program is responsible for collecting recycling data from a myriad of in-county sources to prepare the countywide recycling rate report. The countywide recycling rate is prepared to comply with Virginia Department of Environmental Quality requirements mandating that at least 25 percent of all solid waste generated within the county be recycled.

During calendar year 2006, Fairfax County recycled nearly 500,000 tons of material for a recycling rate of 35 percent. During calendar year 2006, Fairfax County also experienced substantial increases in the amount of paper (11 percent increase from 2006) and bottles and cans (83 percent increase

Fund 109

Refuse Collection and Recycling Operations

from 2006) collected in the county for recycling. In addition to these increases, the Fairfax County Board of Supervisors took a significant step towards increasing the recycling rate by approving changes to the countywide recycling requirements (Chapter 109.1 of the Code of the County of Fairfax) requiring all non-residential properties and residential properties to recycle – at a minimum – all paper and cardboard on their properties effective July 10, 2007.

The outreach and education component of the recycling program provides this service for the entirety of the County's solid waste management program. This includes the development of a variety of publications with detailed information about the County's solid waste management program and services, and hosting recycling and waste reduction events planned at regular intervals for different locations around the County which are billed back to Fund 109. In addition, this program provides speakers for a wide array of events, and in-class and other teaching opportunities at both private and public schools in the County.

In FY 2008, outreach staff is focusing on creative messaging and outreach tools for reaching business owners, property owners, property managers and other entities responsible for managing non-residential and multi-family residential properties. The goal has been to offer an easy guide to becoming completely compliant with the newly approved recycling requirements which went into effect on July 10, 2007. The resulting "Recycling Requirements Guide" has been widely distributed and lauded as an effective tool in identifying pertinent requirements for a specific property type and for aiding in the implementation of an appropriate recycling program. Additionally, outreach staff has produced award-winning displays and activities (Best Show – Celebrate Fairfax, Fall for Fairfax and Earth Day/Arbor Day).

Staff from the countywide recycling program also provides the following services: management and operation of eight recycling drop off centers, management of the County's pollution prevention program (which includes recycling of electronic wastes, participation in Celebrate Fairfax and Fall for Fairfax, as well as Earth Day/Arbor Day); oversight of the Litter Fund Grant which is administered by the Virginia Department of Environmental Quality; and collaborative work with Clean Fairfax Council.

The strategic initiatives that relate to this line of business include the following:

- increase overall recycling quantities in Fairfax County to minimize waste disposal;
- expand types of materials collected and recycled to increase recycling quantities;
- revise County ordinances to support increased recycling;
- promote the provision of facilities for the sanitary, efficient and economical management of recyclables;
- promote public/private partnerships to increase program efficiency and minimize County costs; and
- increase public awareness to increase participation in recycling initiatives.

Fund 109

Refuse Collection and Recycling Operations

► Method of Service Provision

Access to countywide recycling service is provided at eight Recycling Drop-Off Centers (RDOCs) located throughout the County. Information on all waste reduction and recycling topics, including composting, is available to the public through pamphlets, brochures, and speaking presentations. Citizens have access to information twenty-four hours a day by telephone or via the County website. Additionally, technical assistance is available to all businesses, including the private haulers, as needed, to develop or maintain required recycling programs and services.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 14 percent. See the January 2007 Mandate Study, reference page 63, for the specific federal or state code and a brief description.

Fairfax County adopted a comprehensive 20-year Solid Waste Management Plan (SWMP) on May 10, 2004. The state accepted the SWMP and therefore, the County must adhere to the SWMP provisions.

109-02: Refuse Collection

<i>Fund/Agency: 109/45</i>		<i>Refuse Collection and Recycling Operations</i>
<i>LOB #: 109-02</i>		<i>Refuse Collection</i>
Personnel Services		\$7,479,679
Operating Expenses		9,108,263
Recovered Costs		(\$795,296)
Capital Equipment		2,138,000
Total LOB Cost:		\$17,930,646
Federal Revenue		\$0
State Revenue		0
User Fee Revenue		14,165,910
Other Revenue		2,820,776
Total Revenue:		\$16,986,686
Net LOB Cost¹:		\$943,960
Positions/SYE involved in the delivery of this LOB		125 / 125.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

The Division of Solid Waste Collection and Recycling is responsible for the collection of refuse and recyclable materials from approximately 44,000 households within the sanitary refuse collection districts as created by the Board of Supervisors upon citizen petition. The citizens are charged an annual levy/collection fee of \$330 per household unit in FY 2008. Within this line of business,

Fund 109

Refuse Collection and Recycling Operations

there are four cost centers including Administration, Operational Support, Residential/General Collections and County Agency Routes.

The Administration cost center provides the overall direction of the division including management, human resources, accounting, and information technology and safety issues. This section also formulates long-range strategic planning and develops the budget submission and justifications.

The Operational Support cost center provides administration and management support for the daily public refuse collection operations which are provided to 44,000 residences and County agencies. This cost center also provides the necessary planning and management for enhancement of existing collection programs and develops plans for future collection programs.

The Residential/General Collections cost center provides weekly refuse collection services for the 44,000 County residences within the sanitary refuse collection districts. The strategic initiatives that relate to this line of business include the following: improving the waste collection service efficiencies, reducing collection truck traffic impacts on County air quality and promoting a more homogenous service level to support unified recycling and collection messages.

The County Agency Routes cost center provides refuse and recyclable materials collection at 232 County facilities and other local government and other local government institutions (such as George Mason University). It should be noted that this number of collections increase as new facilities come on board. County agencies and other entities are billed for these services. County staff provides all services and equipment, including six and eight cubic yard refuse collection containers, as well as compactor containers. Services are provided Monday through Friday and on weekends as needed or requested.

► Method of Service Provision

Residential and General Collection (R&G) staff and equipment provide refuse collection services. A vendor supplies recycling collection services within the county's sanitary districts. Regular collection of refuse, recyclables and yard debris (10 months of the year collected separately) is provided weekly. Special collection of brush or bulky items is provided upon request by the customer.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 109

Refuse Collection and Recycling Operations

109-03: Capital Project

<i>Fund/Agency: 109/45</i>		<i>Refuse Collection and Recycling Operations</i>
LOB #: 109-03		Capital Project
Personnel Services		\$0
Operating Expenses		0
Recovered Costs		0
Capital Project		225,000
Total LOB Cost:		\$225,000
Federal Revenue		\$0
State Revenue		0
User Fee Revenue		0
Other Revenue		0
Total Revenue:		\$0
Net LOB Cost¹:		\$225,000
Positions/SYE involved in the delivery of this LOB		0 / 0.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

This on-going project funds the infrastructure improvements, electrical upgrades and maintenance of the Newington facility and operations. The entire process is anticipated to be performed over the next several years and the work will be done in phases including building and pavement repairs. The first phase was designed to conserve energy and improve the efficiency of the operations. This phase was completed in FY 2007 and consisted of lighting and electrical system upgrades, the replacement/upgrade of the infrared heating system (included a new heating system in the storage building), waste oil heater installation and roof/skylight maintenance.

The second phase will repave the asphalt over much of the 20-year old parking lot at the facility resulting from the usage of large heavy trucks, remodel the reception area and maximize one administrative area, and construct additional office space to accommodate all existing staff.

► Method of Service Provision

The work will be completed by outside contractors.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 109

Refuse Collection and Recycling Operations

AGENCY PERFORMANCE MEASURES

Objectives

- To provide high quality refuse collection services ensuring the removal of trash in County sanitary districts while maintaining a customer service rating of good or better at 95 percent or above.
- To provide high quality refuse collection services to designated Fairfax County agencies while limiting program cost increases where possible in FY 2009.
- To continue to exceed the state-mandated recycling rate of 25 percent by at least 5 percent.

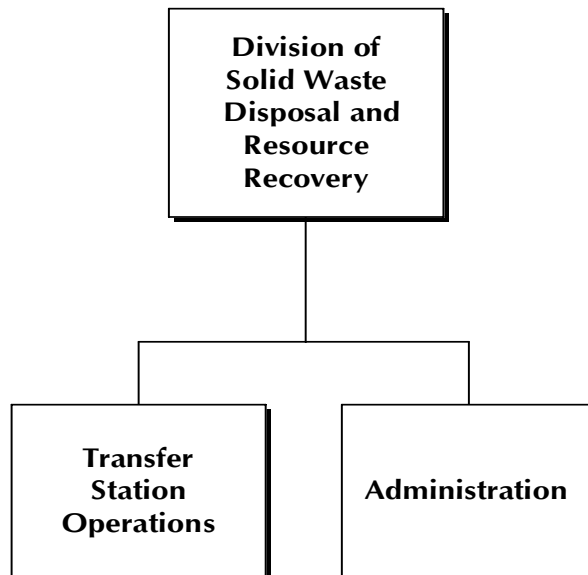
Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Tons of refuse collected from residential customers (1)	71,254	75,857 / 74,924	76,617	76,422	109-2
Tons of refuse collected from County agencies	9,948	10,680 / 9,557	9,557	9,557	109-2
Total tons recycled (2)	424,923	456,000 / 498,139	456,000	456,000	109-1
Efficiency:					
Net cost per home per year for residential refuse collection	\$264.09	\$310.48 / \$266.86	\$291.94	\$314.14	109-2
Net cost per ton for refuse collected from County agencies	\$102.57	\$103.22 / \$101.63	\$108.83	\$110.91	109-2
Net cost per home per year for residential recycling collection	\$32.42	\$38.66 / \$36.72	\$46.37	\$47.65	109-1
Service Quality:					
Percent of residential refuse customers rating service good or better	97.9%	95.0% / 97.3%	95.0%	95.0%	109-2
Percent of County agencies rating services good or better	100.0%	95.0% / 100.0%	95.0%	95.0%	109-2
Percent of residential recycling customers rating services good or better	95.8%	89.0% / 95.4%	89.0%	89.0%	109-1
Outcome:					
Percentage point change in residential refuse customers rating services good or better	4.9%	(2.9%) / (0.6%)	(2.3%)	0%	109-2
Percent change in cost per ton for County agencies	0.90%	0.60% / (1.50%)	7.08%	1.90%	109-2
Total County recycling rate (2)	30.0%	30.0% / 35.0%	30.0%	30.0%	109-1

(1) The agency continues to aggressively promote recycling in County Agency Routes. Additional recycling decreases tons of refuse while keeping recycling tonnage constant.

(2) The tonnage recycled by private haulers is only reportable on a calendar year basis. Therefore, the actual year reported is the calendar year preceding the fiscal year; that is, the FY 2007 actual reflects CY 2006 data. The total County recycling rate reported is consistent with the private hauler tonnage data.

Fund 110

Refuse Disposal



Mission

To protect Fairfax County citizens against disease, pollution and other contamination associated with the improper disposal of refuse, through safe and sanitary transportation of solid waste from the I-66 Transfer Station to the I-95 Sanitary Landfill and the Energy/Resource Recovery Facility (E/RRF). The agency also transports debris generated through the Yard Waste program to disposal facilities in Prince William and Loudoun Counties. In addition, this agency operates the Household Hazardous Waste program and the Citizen's Disposal Facilities, including all associated technical and administrative functions.

Focus

Fund 110, Refuse Disposal, has the primary responsibility for coordinating the disposal of solid waste generated within Fairfax County by channeling the collected refuse to the E/RRF. Refuse that cannot be burned in the E/RRF is directed to a landfill or disposed of through a contractor. Yard debris is transported to Prince William County or a private compost facility. Other operations coordinated within this fund are the Citizen's Disposal Facilities (CDF), the Household Hazardous Waste (HHW) program, the Ordinance Enforcement program, the White Goods program and the Battery program. The Administrative Cost Center performs the tasks associated with the overall administrative, technical and management functions for those funds that comprise the Division of Solid Waste Disposal and Resource Recovery. These funds are: 110, Refuse Disposal; 112, E/RRF; and 114, I-95 Refuse Disposal.

The County's solid waste disposal program has come under significant financial pressure due to a number of factors, most notably a United States Supreme Court decision affecting solid waste flow control which could potentially limit the County's control of the waste stream, as well as the development of several large landfills within Virginia and in neighboring states which are less expensive disposal options than the comprehensive Solid Waste Management system offered by the County. Under the current industry environment, the County has implemented a competitive pricing system. The pricing has proved to be sufficient to cover a majority of system costs, however public interest and non-revenue generating programs have been partially funded through a General

Fund 110 Refuse Disposal

Fund Transfer to subsidize the fund. The FY 2008 General Fund Transfer remains unchanged at \$2.5 million. In FY 2008, the system disposal charge is set at \$52 per ton, an increase of \$2 over FY 2007. The Citizen Disposal Facility system fee remains at \$57 per ton. The contractual disposal rate for FY 2008 is \$49.95 per ton, an increase of \$3 over the \$46.95 per ton in FY 2007. Revenue increases are therefore projected based on this disposal charge increase. The total FY 2008 revenue for the fund is projected to be \$61,753,572, an increase of \$1,908,616 or 3.2 percent over the FY 2007 Adopted Budget Plan total of \$59,844,956.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	138/ 138	138/ 138
Expenditures:		
Personnel Services	\$8,552,820	\$9,613,710
Operating Expenses	47,827,980	53,087,129
Capital Equipment	1,706,589	2,497,600
Capital Projects	195,268	0
Subtotal	\$58,282,657	\$65,198,439
Less:		
Recovered Costs	(\$635,690)	(\$649,992)
Total Expenditures¹	\$57,646,967	\$64,548,447

¹ Net cost is supported by \$2.5 million General Fund Transfer and fund balance.

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
110-01	Citizen's Recycling and Disposal Facilities	\$262,437	18	18.0
110-02	Transfer Station Operations	\$1,863,898	115	115.0
110-03	Household Hazardous Waste	\$668,540	5	5.0
TOTAL		\$2,794,875	138	138.0

Fund 110 Refuse Disposal

LOBS SUMMARY

110-01: Citizen's Recycling and Disposal Facilities

<i>Fund/Agency: 110</i>	<i>Refuse Disposal</i>
<i>LOB #: 110-01</i>	<i>Citizen's Recycling and Disposal Facilities</i>
Personnel Services	\$1,071,514
Operating Expenses	\$4,107,047
Recovered Costs	\$0
Capital Equipment	\$159,597
Total LOB Cost:	\$5,338,158
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$5,075,721
Other Revenue	\$0
Total Revenue:	\$5,075,721
Net LOB Cost¹:	\$262,437
Positions/SYE involved in the delivery of this LOB	18 / 18.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

The Citizen's Disposal Facilities (CDF) are part of Fund 110, Refuse Disposal. The fund has the primary responsibility for operating two facilities where citizens can dispose of their refuse and recyclable materials.

The Disposal Division operates two Citizen's Recycling and Disposal Facilities that are open seven days a week to accept normal household refuse for disposal and the following materials for recycling: brush/leaves/grass, glass bottles, aluminum cans, newspaper, used motor oil, tires, automobile batteries, appliances/metal, telephone books, cardboard, antifreeze, plastic, and mixed paper. The facilities are located at the I-66 Transfer Station Complex and the I-95 Landfill Complex.

Citizens using the Disposal Facilities pay disposal fees to dispose of their waste and yard debris, however most recyclables are accepted free of charge. Disposal fees and fund balance meet the net cost of this LOB.

Key Accomplishments

- Provided to local residents a convenient place to dispose their waste and yard debris, and for recycling of many materials.
- Established the new commercial cash program for small companies that generate waste as part of their businesses; companies do not have to post a bond since they are now able to pay cash/credit for transactions as they occur.

Fund 110

Refuse Disposal

- Finalized a re-design of the I-66 CDF to increase convenience and control.
- Implemented credit card acceptance program.
- Linked CDF use data into main data collection/billing program.

Initiatives

- The renovation of the I-66 CDF will begin in late FY 2008 and is anticipated to be completed in FY 2009.
- Continue to explore opportunities to expand recycling and toxicity reduction programs.
- Evaluate CDF at the I-95 Landfill Complex and identify potential improvement areas.

Source of Revenue

Fees are charged based on the type of material being disposed. In FY 2008, the CDF system rate is \$57/ton for waste disposal. Charges for small amounts of waste are \$6 for one to five bags, \$9 for six to ten bags.

Strategic Planning

Improvements at the facilities are consistent with the agency goal/strategy to improve the efficiency of the County's Solid Waste Management System.

Continuing efforts to identify additional opportunities for expansion of recycling and toxicity reduction programs are an integral part of the strategic plan and supported by the County's adopted Solid Waste Management Plan.

Future Trends/Issues

With improvements made at the I-66 CDF, emphasis will be in promoting strategic initiatives to slow the increase in waste disposal needs.

► Method of Service Provision

This service is provided by County employees.

Hours of Operations:

I-66 Transfer Station Complex

Monday thru Saturday	6:00 a.m. – 6:00 p.m.
Sunday	9:00 a.m. – 6:00 p.m.

I-95 Landfill Complex

Monday thru Friday	7:00 a.m. – 6:00 p.m.
Saturday and Sunday	7:00 a.m. – 4:00 p.m.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 110 Refuse Disposal

110-02: Transfer Station Operations

<i>Fund/Agency: 110</i>	<i>Refuse Disposal</i>
<i>LOB #: 110-02</i>	<i>Transfer Station Operations</i>
Personnel Services	\$8,184,569
Operating Expenses	\$48,683,836
Recovered Costs	(\$649,992)
Capital Equipment	\$2,251,336
Total LOB Cost:	\$58,469,749
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$55,145,789
Other Revenue	\$1,460,062
Total Revenue:	\$56,605,851
Net LOB Cost¹:	\$1,863,898
Positions/SYE involved in the delivery of this LOB	115 / 115.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

Transfer Station Operations is part of Fund 110, Refuse Disposal and has the primary responsibility of channeling refuse collected throughout Fairfax County to either the Energy/Resource Recovery Facility, a private debris landfill, a private or public sanitary landfill, a metal recycling facility, or a composting facility. Transfer Station Operations is also responsible for the Code Enforcement Program, brush grinding operations, and the acceptance and removal of yard waste. Revenue to support Fund 110 is derived primarily from fees collected from users of the transfer station and other facilities. The disposal charges support operations of the transfer station and many of the other programs in Fund 110. However, the current fee structure will not fully support all of the public benefit program expenses. Disposal fees, the General Fund Transfer of \$2,500,000 and fund balance meet the net cost of this LOB in FY 2008.

Key Accomplishments

- Developed and implemented a commercial drivers license training program for in-house staff.
- Developed the Quality Customer Service Standards in conjunction with the Solid Waste Taste Force.
- Completed a rewrite of the County Code Chapter on Solid Waste Management.
- Identified opportunities for utilization of methane generated by the closed I-66 Landfill.
- Initiated a new program of issuing Solid Waste Advisories to the regulated solid waste industry.

Fund 110

Refuse Disposal

- Developed a Code Enforcement Manual.
- Attained state Environment Excellence status and achieved recognition as a Business for the Bay.

Initiatives

- Replacement of temporary employee facilities with a permanent building will begin with design in FY 2008 and construction in FY 2009.
- With successful completion of a pilot program, additional road tractors will be procured through lease rather than purchase in FY 2008 and 2009.
- Landfill gas utilization facilities will be constructed and operational in FY 2008, providing energy to heat the Transfer Station shop and truck wash, and a neighboring Department of Vehicle Services garage.

Source of Revenue

Fees are charged based on the type of waste. In FY 2008, the system fee is \$52 per ton, and the contract discounted rate is \$49.95 per ton. Various other rates apply for tire, brush, leaves, construction debris, etc.

Strategic Planning

Current initiatives support strategic planning goals in the areas of environmental stewardship and corporate stewardship.

Future Trends/Issues

The current and planned facilities will meet the needs of the County for management of the materials traditionally handled. Changes in the private Construction/Demolition/Debris (CDD) disposal industry, as existing local CDD landfills reach capacity and close, may lead to the need for new initiatives in the area of recycling and disposal of these materials if alternate private initiatives are not developed.

► Method of Service Provision

County employees with contractor support in the hauling operations.

Hours of Operations:

Commercial:

I-66 Transfer Station Complex

Monday thru Friday	4:30 a.m. – 6:00 p.m.
Saturday	4:30 a.m. – 2:00 p.m.
Sunday	Closed

Fund 110 Refuse Disposal

► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 63 for the specific federal or state code and a brief description.

110-03: Household Hazardous Waste

<i>Fund/Agency: 110</i>	<i>Refuse Disposal</i>
LOB #: 110-03	Household Hazardous Waste
Personnel Services	\$357,627
Operating Expenses	\$296,246
Recovered Costs	\$0
Capital Equipment	\$86,667
Total LOB Cost:	\$740,540
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$72,000
Other Revenue	\$0
Total Revenue:	\$72,000
Net LOB Cost¹:	\$668,540
Positions/SYE involved in the delivery of this LOB	5 / 5.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

The Household Hazardous Waste (HHW) program is part of Fund 110 and is responsible for accepting, processing, and shipping for disposal, all types of household hazardous items. This program is limited to non-commercial generators of HHW, however the program coordinates hazardous waste collection days for commercial generators of small quantities of material.

The program was initially operated by the Fire Department, but due to insufficient funding, was transferred to the Division of Solid Waste Disposal and Resource Recovery in FY 1993. The program accepts HHW from citizens, free of charge, and is funded by the user fees from refuse disposal and a transfer from the General Fund.

There are currently two permanent sites for the disposal of household hazardous waste: The I-66 Transfer Station Complex and the I-95 Landfill Complex.

In 2006 a program was initiated, through funding in the County's Environmental Initiatives Program, wherein five remote HHW collection events are conducted each year to make the proper disposal of these materials more convenient.

Fund 110

Refuse Disposal

Key Accomplishments

- Conducted five Household Hazardous Waste (HHW) collection events per year at various remote locations around the County to provide residents with a convenient and free way to properly dispose of HHW.
- Sponsored three business hazardous waste collection events per year for businesses in Fairfax County to conveniently and economically dispose of small quantities of hazardous waste generated by their operations.
- Expanded hours of operation from three to four days per week.
- Added collection of fluorescent lamps including compact fluorescent lamps (CFL).

Initiatives

- Continue to evaluate additional opportunities for toxicity reduction through acceptance of additional materials.
- Expand outreach efforts for permanent sites similar to outreach used for remote events.

Source of Revenue

The HHW Program is free to Fairfax County residents. As mentioned above, this program is funded through a combination of disposal fees and General Fund support. A fee is charged to businesses for participation in the collection events.

Strategic Planning

Continued provision of facilities/services for proper disposal of hazardous materials that are convenient for residents, and minimize cost to businesses, is consistent with the agency's major toxicity reduction effort and the County's efforts in the area of Environmental Stewardship.

Future Trends/Issues

Experience has shown that convenience plays a key part in program participation. Continued support of remote collection events will be needed, especially as the County continues to develop and traffic issues exist.

The program must continue to monitor new technology, and be prepared to react to provide an avenue for proper disposal of materials with toxicity concerns, as it did in adding CFLs to the list of materials accepted.

► Method of Service Provision

County employees, with contractor support for the transport and disposal of materials provide the service for this LOB.

Fund 110 Refuse Disposal

Hours of Operations:

I-66 Transfer Station Complex

Thursday 1:00 p.m. – 5:00 p.m.
 Friday 8:00 a.m. – 12:00 noon
 Saturday 8:00 a.m. – 4:00 p.m.
 Sunday 9:00 a.m. – 4:00 p.m.

I-95 Landfill Complex

Thursday 8:00 a.m. – 12:00 noon
 Friday 1:00 p.m. – 5:00 p.m.
 Saturday 8:00 a.m. – 4:00 p.m.
 Sunday closed

► **Mandate Information**

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 10 percent. See the January 2007 Mandate Study, reference page 63 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

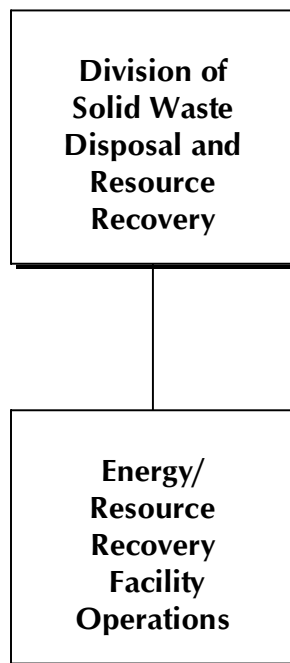
- To provide a sanitary facility for receiving, loading and transporting commercial and residential refuse by the most feasible and economical method available, while maintaining a 100 percent satisfactory rating from state inspections at the I-66 Transfer Station.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Tons of material processed at the I-66 Transfer Station (1)	956,868	980,682 / 914,872	918,527	943,894	110-2
Efficiency:					
Cost per ton of material processed at the I-66 Transfer Station	\$15.94	\$16.21 / \$17.24	\$18.88	\$20.73	110-2
Service Quality:					
Number of satisfactory State DEQ ratings at the I-66 Transfer Station	4	4 / 4	4	4	110-2
Outcome:					
Percent satisfactory State DEQ inspection ratings at the I-66 Transfer Station	100%	100% / 100%	100%	100%	110-2

(1) Material includes combustible waste, yard waste, white goods, tires, debris and brush. Tonnage increase is based upon citizen population increase and anticipated contract fulfillment from neighboring jurisdictions.

Fund 112

Energy Resource Recovery Facility



Mission

To serve Fairfax County citizens by providing effective and environmentally-sound solid waste disposal by converting waste-to-energy; by reducing the need for landfill space through volume reduction of solid waste; and by managing the operational contract in the best interests of the citizens

Focus

Fund 112 manages the contract for the I-95 Energy/Resource Recovery Facility (E/RRF), owned and operated by Covanta Fairfax, Inc. (CFI). Under the terms of the Service Agreement, the County is required to deliver a guaranteed 930,750 tons of municipal solid waste (MSW) per year for which it pays a disposal fee to CFI. The facility can dispose up to 1,095,000 tons of waste annually to produce approximately 80 megawatts of electricity that is sold to Dominion Virginia Power. This is enough electricity to power about 75,000 homes.

For the first time in FY 2006, Fairfax County residents generated all of the guaranteed annual tonnage (GAT) of waste required under the Service Agreement. The County also accepts additional MSW from other regional jurisdictions and through the Supplemental Waste program. Refuse is exchanged with Prince William County under a mutually beneficial agreement. Efforts by the fund to maximize revenues through additional MSW from other jurisdictions and the refuse exchange agreement with Prince William County have significantly increased revenues in those categories and have reduced the burden on Fairfax County ratepayers.

The County charges users of the E/RRF a disposal fee and subsequently pays the contractual disposal fee to CFI from these revenues. Revenues from the sale of electricity, recycled ferrous and nonferrous metals, and supplemental waste are used to offset the cost of the disposal fee paid to CFI. When the E/RRF is unable to handle the amount of waste delivered, some waste is diverted to

Fund 112

Energy Resource Recovery Facility

Virginia landfills. Staff must be constantly vigilant in balancing waste as a commodity to ensure that it is disposed of efficiently and cost-effectively.

Pursuant to an agreement between Dominion Virginia Power and CFI signed in 1987 and amended in 1996, Dominion Virginia Power began purchasing electrical capacity from CFI at a lower rate starting in May 2005. However, the price of electricity has increased somewhat offsetting this reduced payment. As the E/RRF is able to generate higher amounts of electricity, revenues should continue to increase and these County credits will help keep the tip fee low.

Careful management of the operations contract with CFI has allowed the County to hold down disposal fee increases in recent years. The FY 2008 rate is \$33 per ton and is projected to decrease to \$32 per ton for FY 2009. Funding from the Rate Stabilization Reserve will be used, as planned, to supplement any difference between this revenue and the actual expenditures of Fund 112.

The June 2007 annual stack test verified that the overall air emissions from the E/RRF, significantly reduced by the Clean Air Act retrofits installed in FY 2000, remained well below permit limits. The ash conditioning system that was added to the E/RRF in FY 2005 is providing the anticipated ash stabilization for ash that will be placed in the I-95 Landfill.

Execution of the Solid Waste Management Plan continues with recycling as a primary focus. The program has increased the amounts of cardboard, mixed paper and plastics being removed from the waste stream. Increased recycling is needed so that capacity at the E/RRF can be maintained for waste that requires processing.

In addition, removal of materials from the waste stream that are constituents of concern has increased with the expanded partnership between the County and the Rechargeable Battery Recycling Corporation. The County also helped establish a program *KnowToxics* in conjunction with the Northern Virginia Regional Commission to educate citizens about removing pollutants from the waste stream. Removal of computers, other electronic equipment, and household hazardous waste through remote recycling/collection events are further improving the fuel source for the E/RRF.

The County's Solid Waste Management Plan recommends continued use of the E/RRF. Negotiation of a Service Agreement for facility use beyond the end of the contract extension through 2016 has begun with CFI. The negotiation will address how the relationship with CFI will be structured after the facility's initial term and pre-established extension are over.

Fund 112

Energy Resource Recovery Facility

Budget and Staff Resources

Fund Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	9/ 9	9/ 9
Expenditures:		
Personnel Services	\$610,135	\$666,197
Operating Expenses	34,331,437	39,907,419
Capital Equipment	12,827	0
Total Expenditures	\$34,954,399	\$40,573,616

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
112-01	Energy/Resource Recovery Facility	\$3,796,755	9	9.0
TOTAL		\$3,796,755	9	9.0

LOBS SUMMARY

112-01: Energy/Resource Recovery Facility

Fund/Agency: 112		Solid Waste
LOB #: 112-01	Energy/Resource Recovery Facility	
Personnel Services		\$666,197
Operating Expenses		39,907,419
Recovered Costs		0
Capital Equipment		0
Total LOB Cost:		\$40,573,616
Federal Revenue		\$0
State Revenue		0
User Fee Revenue		35,979,498
Other Revenue		797,363
Total Revenue:		\$36,776,861
Net LOB Cost¹:		\$3,796,755
Positions/SYE involved in the delivery of this LOB		9 / 9.0

¹Net cost is supported by revenue to the fund as well as fund balance.

Fund 112

Energy Resource Recovery Facility

► LOB Summary

Fund 112 manages the long term contract for the I-95 Energy/Resource Recovery Facility (E/RRF), owned and operated by Covanta Fairfax, Inc. (CFI), that burns municipal solid waste to produce 80 megawatts of electricity, which is sold to Dominion Virginia Power. Under the terms of the Service Agreement, the County is required to deliver at least 930,750 tons of waste per year, for which it pays a disposal fee to CFI. The County charges a disposal fee to users of the E/RRF and subsequently pays the contractual disposal fee to CFI from these revenues. Revenues from the sale of electricity and recovered ferrous and non ferrous metals are also used to offset the cost of the disposal fee paid to CFI.

Key Accomplishments

- Agency closely monitored CFI's efforts to obtain a Title V (Air) Permit for the facility.
- Facilitated a project that will allow the E/RRF to serve as emergency supplemental power for the Griffith Water Treatment Plant and the Noman Cole Pollution Control Plant.
- Monitored facility emissions (ash, air, particulate) so that the environmental footprint of the facility remained minimal.
- Continued to process over 1 million tons of waste annually to serve the needs of all Fairfax County residents and other regional jurisdictions.
- Completed and had approved by the Virginia Department of Environmental Quality a 20-year Solid Waste Management Plan that retains the E/RRF as the centerpiece of waste disposal activities for the County.
- Installed an ash conditioning system that ensures that any metals are chemically bound in the ash residue before it is landfilled, reducing the possibility of leaching of the metal from the ash.
- Monitored the operations of the facility so that Service Agreement performance measures were met/exceeded: since 2001 the availability of the facility exceeded 92 percent; ash residue averaged 26 percent; electrical generation exceeded the contract by more than 10 percent; carbon remaining after processing was about 2 percent; always operated within the projected budget; and tip fee remained one of the lowest in the region.

FY 2008 Initiatives

- Renegotiate the Power Purchase Agreement between Dominion Virginia Power and Covanta Fairfax Inc. that will allow the facility to generate more than 80 megawatts of electricity to be sold to the grid.
- Replace the original scales at the Energy/Resource Recovery Facility with state-of-the-art above ground scales that will improve service to customers and reduce maintenance costs.
- Continue negotiation of a Service Agreement extension between Covanta Fairfax, Inc. and Fairfax County, extending the County's disposal capacity through another 10-15 years.

Fund 112

Energy Resource Recovery Facility

- Explore ways for the E/RRF to contribute further to maintaining the environment in Fairfax County such as: using tertiary wastewater for its makeup water instead of using potable water--this could save millions of gallons of potable water annually; reducing internal electrical load to minimums and selling additional electricity to the grid; employing enhanced combustion practices to further reduce NOx emissions; and employing other technological changes to the processing of waste.

Source of Revenue

Fees are charged based on the type of waste material entering the E/RRF. In FY 2008, the disposal rate is \$33/ton and total projected refuse disposal revenue is \$35,979,498. Under the terms of the service agreement, the County is obligated to ensure sufficient operating revenues to meet expenses and pay the debt service associated with the 20 year Economic Development Authority bond issue.

► Method of Service Provision

Staff maintains oversight of facility operations by participating in monthly Operations Meetings with Covanta staff and reviewing technical reports of an independent engineering firm contracted for by the County. The contracted engineer analyzes stack test reports, and Covanta reports to the Virginia Department of Environmental Quality on ash tests and other documentation that shows how the facility operates compared to its permits. Likewise the County's Health Department conducts quarterly ambient air emissions tests from 3 sites near the facility. All reports indicate that the E/RRF is operating within its permitted emissions limits and agreement terms.

Hours of Operation:

Facility Receiving Hours

Monday thru Friday	5:00 a.m. to 7:00 p.m.
Saturday	5:00 a.m. to 4:00 p.m.
Sunday	Closed

Administrative

Monday thru Friday	8:00 a.m. to 4:30 p.m.
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In FY 2006 and FY 2007 Fairfax County residents generated more waste than the guaranteed annual tons. Prior to FY 2006, out-of-county waste was needed to ensure that the GAT was met. Waste from the District of Columbia and Prince William and Loudoun Counties is still processed, helping to keep the tip fee low.

Environmental Benefits of Facility

With the emphasis on reducing the environmental impact of infrastructure facilities, the E/RRF excels in addressing several significant environmental concerns:

- Disposes safely over 1 million tons of waste per year.
- Generates electricity for sale, utilizing a renewable resource.
- Offsets carbon emissions that would be incurred if the waste were landfilled. The offset is one ton of carbon dioxide (greenhouse gas) for each ton of waste processed at the E/RRF.

Fund 112

Energy Resource Recovery Facility

- Produces no methane gas (another greenhouse gas released by landfills that is 20 times more potent in contributing to global warming than carbon dioxide).
- Recovers ferrous and nonferrous metals from the ash residue (enough metal in FY 2007 to build over 20,000 hybrid cars).

Strategic Planning

- In compliance with the Solid Waste Management Plan (SWMP), the E/RRF should remain the County's primary disposal site for the next 20 years. The SWMP describes the holistic needs of the County for waste management during the period 2004 through 2024 and includes waste reduction and reuse, recycling, collection, transportation, and disposal, primarily through waste to energy.
- Compliance with the environmental initiatives within the Division of Solid Waste Disposal and Resource Recovery and the Department of Public Works and Environmental Services' Strategic Plans. The E/RRF operates with minimal environmental impact as documented through close monitoring of ash and air emissions. The E/RRF pricing strategy and its place within the County overall solid waste management system allows the tip fee to remain competitively priced while providing necessary waste disposal capacity for the next 20 years.

Future Trends/Issues

- Future trends that will impact the E/RRF and Fund 112 are:
 - Increased recycling will change the composition of the fuel for the E/RRF, potentially lowering the Higher Heating Value of the fuel, which would require burning more trash to produce the same amount of electricity.
 - Continued emphasis on reducing Greenhouse Gases may further reduce the amount of carbon dioxide that the E/RRF can produce, notwithstanding the overall carbon offset capability of burning waste rather than landfilling it.
 - Increased removal of Household Hazardous Waste and other materials, such as electronics, will continue to improve the quality of the waste as a fuel and help to reduce the environmental impact potential.
 - Increased sale of electrical power will increase revenues to help offset increases in Operations and Maintenance and other costs, keeping the tip fee lower than most disposal sites in the region.
 - Technological improvements are in development that may further reduce the emissions of the E/RRF and its environmental impact on the region.
 - The relationship between Fairfax County, the Solid Waste Authority and CFI fundamentally changes when the current Service Agreement ends in 2016. The intervening renegotiation of the Service Agreement will be critical to maintain the County's partnership with CFI.
 - E/RRF is being adequately maintained and has a useful life until at least 2030.

Fund 112

Energy Resource Recovery Facility

- The following statistics can be shown for Fund 112 and the E/RRF since 2001:
 - Tons disposed varied annually from a low of 1,027,878 tons in FY 2002 to a high of 1,084,712 tons in FY 2004.
 - Tip fee has increased from \$28 per ton to \$33 per ton or 18 percent over the seven fiscal years (FY 2001-FY 2008).
 - Fairfax County has exceeded GAT by at least 10 percent each year.
 - Emissions reductions remain well below permit limits and in compliance with expectations following the installation of the Clean Air Act Retrofits in 2000.

► Mandate Information

The E/RRF and Fund 112 have a state mandate to monitor air emissions near the facility. A very small portion of the budget, \$115,600 or 0.3 percent pays for the Health Department to conduct its quarterly monitoring. See the January 2007 Mandate Study, reference page 64 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

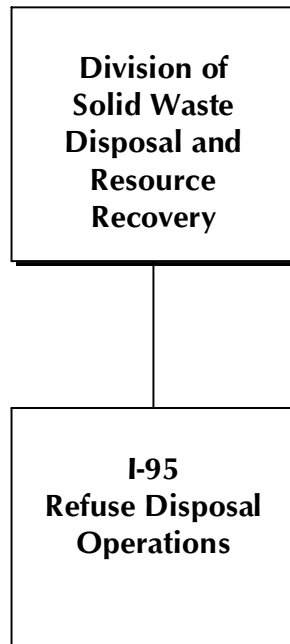
Objectives

- To deliver no less than the Guaranteed Annual Tonnage (GAT) amount of 930,750 tons of municipal solid waste to the E/RRF as required under the contractual obligations of the Service Agreement between Covanta Fairfax, Inc. and Fairfax County.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Tons of material delivered to the E/RRF	1,050,012	1,085,000 / 1,058,988	1,023,825	1,023,825	112-01
Efficiency:					
Cost per ton of material processed at the E/RRF	\$33.97	\$36.45 / \$33.20	\$39.70	\$36.98	112-01
Service Quality:					
Tons delivered to the E/RRF in excess of GAT	119,262	154,250 / 128,238	93,075	93,075	112-01
Outcome:					
Percent of GAT met	112.81%	116.57% / 113.78%	110.00%	110.00%	112-01

Fund 114

I-95 Refuse Disposal



Mission

To manage the I-95 Landfill in a manner to provide a site where solid waste and recyclable materials from County citizens are gathered and properly disposed, and a deposit site where ash from the Energy/Resource Recovery Facility (E/RRF) and other participating municipalities can be properly disposed.

Focus

The County has operated the I-95 Sanitary Landfill for more than two decades, and has served the solid waste disposal needs of the residents of the participating jurisdictions utilizing the facility. The municipal solid waste (MSW) section of the I-95 Landfill closed in December 1995, and since that time the facility has accepted only ash material for land burial. The I-95 Sanitary Landfill continues to operate as a model facility – meeting permit requirements, inspection criteria, and availability requirements for the participating jurisdictions and customers of the facility. The I-95 Complex also serves as the focal point for the management of non-combustible material, which is redirected to debris landfills for final disposal.

The fee for Fund 114, I-95 Refuse Disposal, is \$11.50 per ton. The fee is expected to accommodate operating expenditures, as well as provide adequate reserve funding required for future landfill closure.

Fund 114

I-95 Refuse Disposal

Budget and Staff Resources

Fund Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	38/ 38	38/ 38
Expenditures:		
Personnel Services	\$2,588,856	\$2,867,008
Operating Expenses	3,972,271	4,283,783
Capital Equipment	1,539,597	1,171,700
Capital Projects	3,046,186	0
Total Expenditures	\$11,146,910	\$8,322,491

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
114-01	I-95 Refuse Disposal	\$1,218,088	38	38.0
TOTAL		\$1,218,088	38	38.0

LOBS SUMMARY

114-01: I-95 Refuse Disposal

Fund/Agency: 114		I-95 Refuse Disposal
LOB #: 114-01	I-95 Refuse Disposal	
Personnel Services		\$2,867,008
Operating Expenses		4,283,783
Recovered Costs		0
Capital Equipment		1,171,700
Total LOB Cost:		\$8,322,491
Federal Revenue		\$0
State Revenue		0
User Fee Revenue		4,900,100
Other Revenue		2,204,303
Total Revenue:		\$7,104,403
Net LOB Cost¹:		\$1,218,088
Positions/SYE involved in the delivery of this LOB		38 / 38.0

¹Net cost is supported by revenue to the fund as well as fund balance.

Fund 114

I-95 Refuse Disposal

► LOB Summary

The I-95 Sanitary Landfill provides a site where ash from the Energy/Resource Recovery Facility and other participating municipalities can properly be disposed, coordinates capital projects required for landfill operations, and ensures compliance with all federal, state, and County regulations for the processing of solid waste. Participating municipalities include Fairfax County Government, Arlington County, the City of Alexandria, and the cities and towns within Fairfax County.

The I-95 Sanitary Landfill has operated over 35 years, the last 25 under County operation. The municipal solid waste (MSW) section of the I-95 Landfill closed in December 1995, and since that time the facility has accepted only ash material for land burial. The I-95 Sanitary Landfill continues to operate as a model facility, meeting permit requirements, inspection criteria, and availability requirements for the participating jurisdictions and customers of the facility.

Key Accomplishments

- Placed the final cap on the last section of the Municipal Solid Waste (MSW) landfill and parts of the ash landfill. This project has been completed by partnering with dirt hauling companies and it resulted in several million dollars of cost saving. The landfill closure project received an award from the American Public Works Association.
- Processed landfill gas for the County's energy partner, Michigan Co-generation Systems, exceeding the target delivery criteria of 96 percent by a factor of 2.4 percent. Gas is used for electricity generation, heating and industrial purposes at the County's wastewater treatment facility.
- Received E-2 certification from the Virginia Department of Environmental Quality (DEQ) for environmental excellence.
- Achieved recognition as a Business for the Bay, a voluntary team of business, industrial, governmental and other organizations within the Chesapeake Bay watershed committed to Chesapeake Bay pollution prevention in our daily operations.
- Received a Landfill-Methane Outreach Program award from USEPA for a new landfill gas utilization project which utilizes landfill gas for space heating at the landfill maintenance facility.

FY 2008 Initiatives

- Continue to provide an outreach program to residents of the Lorton community, whereby residents meet with staff to discuss topics of mutual community/County interest.
- Continue construction work on Area 3 lined landfill for ash disposal.
- Expand the landfill gas collection system in recently closed portion of the landfill.

Fund 114

I-95 Refuse Disposal

Source of Revenue

A refuse disposal fee is charged to public/private refuse collectors and other participating jurisdictions to fund landfill operations.

Strategic Plan

Continued landfill operation and project development consistent with County's Environmental Initiatives and the Solid Waste Management Plan.

Future Trends/Plans

The landfill is planned to be utilized to its ultimate capacity which is anticipated to be approximately another 20 years.

Currently the I-95 landfill gas is being used to heat the I-95 complex to use in the after-burners of the sludge incinerators at the Noman Cole Pollution Control Plant and to run the Gas-to-Energy engines which produce 6 megawatts which are in-turn sold to Dominion Virginia Power. A plan to explore additional gas utilization continues.

► Method of Service Provision

Landfill staff is utilized to assure proper disposal and maintenance of the landfill and to maintain records required for billing purposes.

Hours of Operation:

	<u>Commercial:</u>	<u>Ash Disposal</u>
Monday – Friday	7:00 a.m. – 6:00 p.m.	5:00 a.m. – 5:00 p.m.
Saturday	7:00 a.m. – 4:00 p.m.	5:00 a.m. – 4:00 p.m.
Sunday	Closed	5:00 a.m. – 2:00 p.m.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 114

I-95 Refuse Disposal

AGENCY PERFORMANCE MEASURES

Objectives

- To manage the I-95 Landfill in an efficient, environmentally safe manner, meeting 100 percent of the regulatory standards; and to provide a permitted site where ash resulting from the E/RRF and other participating jurisdictions can be properly disposed.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Tons of ash disposed at the I-95 Landfill (1)	367,814	379,501 / 369,560	364,066	363,656	114-01
Efficiency:					
Cost per ton to dispose ash at the I-95 Landfill (2)	\$11.50	\$11.50 / \$11.50	\$11.50	\$11.50	114-01
Service Quality:					
Number of satisfactory State DEQ ratings at the I-95 Landfill	6	6 / 6	6	6	114-01
Outcome:					
Percent satisfactory State DEQ inspection ratings at the I-95 Landfill	100%	100% / 100%	100%	100%	114-01

(1) The FY 2009 estimate reflects the current slowing down of economic conditions.

(2) Calculation includes operational cost of landfill and estimated cost necessary for landfill closure.

Unclassified Administrative Expenses – DPWES

Mission

To provide funding support for programs administered/operated on behalf of the General Fund. This support provides refuse collection and disposal services to citizens, communities and County agencies through the Solid Waste General Fund programs consisting of the Community Cleanups, Court/Board-directed Cleanups, Health Department Referrals and Evictions Programs. In addition, funding also provides a contribution to the Colchester Wastewater Treatment Facility for wastewater treatment services in the Harborview community.

Focus

Solid Waste Refuse Collection and Recycling operates four programs on behalf of the General Fund for the collection and disposal of refuse that presents a hazard to health, safety and welfare of County citizens. These programs include the Community Cleanup Program, the Health Department Referral Program, the Evictions Program and the Court/Board-directed Cleanup Program. Fund 109, Refuse Collection and Recycling Operations, provides staff and equipment for program operations. All charges incurred by Fund 109 for providing collection/disposal services for these programs are billed to the General Fund. The overall cost to the General Fund is reduced by the amount of cleanup fees recovered from property owners for cleanup work performed on their property at the direction of the Fairfax County Health Department or the County courts. The recovered funds are returned to the General Fund by way of the revenue stream.

Funding is also provided in this agency for the contribution of miscellaneous sewage treatment for the County's Harborview community. Since this community is located outside of the County's sewage treatment service area, their wastewater is treated by the Colchester Wastewater Treatment Facility, a publicly-owned firm that bills the County for its services. The Miscellaneous Contributions represent the difference in cost of sewage treatment services provided by the private facility. Residents of the Harborview community make water and sewer payments to the County. In FY 2008, an amount of \$145,600 is included to cover the difference between the fees collected from the citizens and the full cost of the wastewater treatment.

Unclassified Administrative Expenses – DPWES

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Solid Waste General Fund Programs		
Community Cleanups	\$505,238	\$309,785
Health Department Referral	485	2,341
Evictions	7,244	14,380
Court/Board-Directed Cleanups	54	31,819
Subtotal	\$513,021	\$358,325
Misc. Contributions for Sewage Treatment	\$145,600	\$145,600
Total Expenditures	\$658,621	\$503,925
Income		
Cleanup Fees ¹	\$0	\$2,500
Total Income	\$0	\$2,500
Net Cost to the County	\$658,621	\$501,425

¹The overall cost to the General Fund is reduced by fees recovered from property owners who are charged for cleanup work performed on their property at the direction of the Health Department, or by sanctions imposed at the direction of the County Court for cleanups stemming from zoning violations.

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
87-01	Community Cleanups	\$355,825	0	0.0
87-02	Harborview Sewage Treatment	\$145,600	0	0.0
TOTAL		\$501,425	0	0.0

Unclassified Administrative Expenses – DPWES

LOBS SUMMARY

87-01: Community Cleanup

<i>Fund/Agency: 001/87</i>		<i>Unclassified Administrative Expenses - DPWES</i>	
LOB #: 87-01		Community Cleanup	
Personnel Services			\$0
Operating Expenses			\$358,325
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$358,325
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$2,500
Total Revenue:			\$2,500
Net LOB Cost:			\$355,825
Positions/SYE involved in the delivery of this LOB			0 / 0.0

► LOB Summary

The Solid Waste Collection and Recycling Division operates several programs on behalf of the General Fund for the collection and disposal of refuse that present a hazard to the health, safety and welfare of County citizens including Community Cleanups, Evictions, Health Department Referrals, Court/Board Directed Cleanups, and Emergency/Disaster Cleanup Incidents.

The Community Cleanup Program provides equipment and staff from Fund 109, Refuse Collection and Recycling Operations, to communities and civic organizations requesting collection and cleanup support. Communities and associations are eligible to receive a permit twice a year, which is valid for a period of three days. There is no cost to the community for this service.

The Evictions Program collects and disposes of materials left by evicted tenants upon the request of the Sheriff's Department. Typically, if the evicted tenant has not reclaimed materials 24 hours after an eviction is complete, collection and disposal services are requested.

The Health Department Referrals' Program provides support for the mitigation of environmental health violations under Chapter 46, Health or Safety Menaces, of the Code of the County of Fairfax, through the removal and disposal of refuse, debris, and other hazardous/non-hazardous waste from properties that are cited by the Health Department. The scope of each cleanup is incident and site specific as determined by the Health Official. The General Fund is billed by Fund 109, Refuse Collection and Recycling Operations for the cost of labor and equipment, however the General Fund is able to recover the cost of cleanup from the owner of the cited property.

Unclassified Administrative Expenses – DPWES

The Court/Board Directed Cleanups Program coordinates task assignments and resource management to rectify zoning violations and other potentially hazardous situations at the direction of the County courts and the Board of Supervisors. When directed to perform the cleanup by the Circuit Court, costs are generally recovered from the property owner that is responsible for the health or safety menace as permitted by Section 46-1.4 of the Code of the County of Fairfax.

The Division of Solid Waste Collection and Recycling also coordinates emergency/disaster cleanup incidents with the Office of Emergency Management and Virginia Department of Environmental Quality (VDEQ). This includes the removal, processing and disposal of debris materials from public roads, rights-of-way, and private property within the County that is generated by any type of emergency or disaster. This program provides clean-up and disposal services for citizens to return an area back to pre-disaster conditions, as well as perform debris removal measures to eliminate or reduce immediate threats to the public or the impact of natural hazards on people and property. In addition, this line of business responds to the Health Department to remove debris for health reasons caused by interrupted disposal of sanitary wastes, and performs restoration of temporary debris management sites to pre-disaster conditions, including any remedial measures necessary to meet state and federal environmental requirements due to the nature of the staging or reduction operation.

► Method of Service Provision

Generally, refuse collection equipment and personnel from the Residential and General Collection Cost Center of Fund 109, Refuse Collection and Recycling Operations collect these materials. The General Fund is billed for the actual cost of this service.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is eight percent. See the January 2007 Mandate Study, reference page 29 for the specific federal or state code and a brief description.

Unclassified Administrative Expenses – DPWES

87-02: Harborview Sewage Treatment

<i>Fund/Agency: 001/87</i>		<i>Unclassified Administrative Expenses - DPWES</i>
<i>LOB #: 87-02</i>		<i>Harborview Sewage Treatment</i>
Personnel Services		\$0
Operating Expenses		145,600
Recovered Costs		0
Capital Equipment		0
Total LOB Cost:		\$145,600
Federal Revenue		\$0
State Revenue		0
User Fee Revenue		0
Other Revenue		0
Total Revenue:		\$0
Net LOB Cost:		\$145,600
Positions/SYE involved in the delivery of this LOB		0 / 0.0

► LOB Summary

Funding is provided in this agency for the contribution of miscellaneous sewage treatment for the County's Harborview community. Since this community is located outside of the County's sewage treatment service area, their wastewater is treated by the Colchester Wastewater Treatment Facility, a publicly-owned firm that bills the County for its services. The Miscellaneous Contributions represent the difference in cost of sewage treatment services provided by the private facility. Residents of the Harborview community make water and sewer payments to the County. In FY 2008, an amount of \$145,600 is included to cover the difference between the fees collected from the citizens and the full cost of the wastewater treatment.

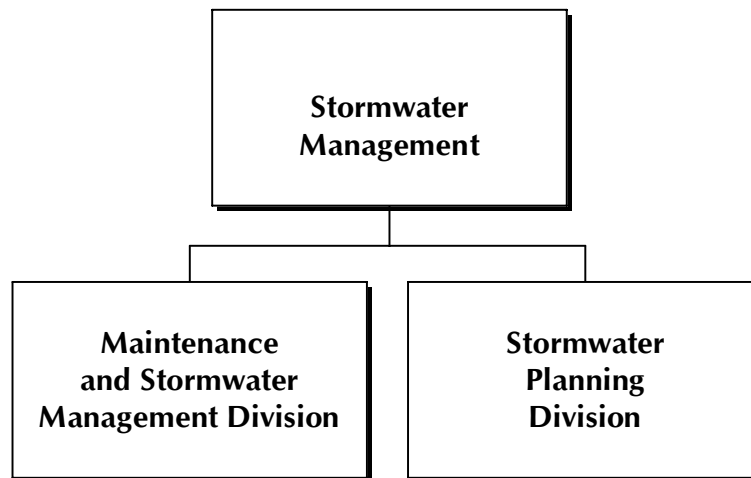
► Method of Service Provision

The Colchester Wastewater Treatment Facility provides the sewage treatment for this community.

► Mandate Information

There is no federal or state mandate for this LOB.

Stormwater Management



Mission

To develop and maintain a comprehensive watershed and infrastructure management program to protect property, health and safety; to enhance the quality of life; to preserve and improve the environment for the benefit of the public. To plan, design, construct, operate, maintain and inspect the infrastructure, and perform environmental assessments through coordinated stormwater and maintenance programs in compliance with all government regulations utilizing innovative techniques, customer feedback and program review; and to be responsive and sensitive to the needs of the residents, customers and public partners.

Focus

Stormwater Management (SWM) consists of the Maintenance and Stormwater Management Division and the Stormwater Planning Division. The two divisions develop, promote and implement strategies that protect the County's stormwater infrastructure and preserve and improve the natural ecosystem. In addition, the agency has an intricate supporting role in emergency response to flooding and other designated emergencies, as well as supporting functions in ongoing transportation and commercial revitalization initiatives. Planning, designing and maintenance efforts are provided through a combination of in-house County staff and contracted services.

Proper management of stormwater is essential to protect public safety; preserve property values; ensure environmental sustainability; and support environmental mandates, such as those aimed at protecting the Chesapeake Bay and the water quality of other local waterways. The construction of flood walls and berms, stabilization and restoration of streams, rehabilitation of dams, implementation of new Low Impact Development techniques and regional detention ponds are some of the techniques used to manage stormwater. The County's stormwater system, which includes 1,800 miles of storm drainage conveyance systems, 45,000 stormwater drainage structures, 1,104 publicly maintained stormwater management ponds and 2,261 privately maintained

THINKING STRATEGICALLY

Strategic issues for the department include:

- Prioritizing maintenance requirements to identify and address the most critical needs;
- Improving communication with all customers in the County; and
- Developing, implementing, and maintaining a comprehensive watershed management program to protect property and ensure environmental quality.

Stormwater Management

stormwater management ponds, is strained by an aging infrastructure and rapid urbanization that has occurred over the last twenty years. This, in combination with higher water quality standards that must now be addressed by local governments, necessitates a more significant, multiyear investment in terms of funding and staff resources. In response to this challenge, in FY 2006 the Board of Supervisors designated the approximate value of one penny from the County's Real Estate tax, to Fund 318, Stormwater Management Program. In FY 2008 the estimated value of one penny from the County's Real Estate tax, \$22.7 million, was again dedicated to the Stormwater Management Program. Program objectives in FY 2008 will continue to assess and make needed repairs and enhancements to the County's storm drainage and stormwater management systems. The program objectives for FY 2008 include identification and prioritization of stormwater projects, and provides for accelerated implementation on projects that have already been identified by Stormwater Management. As watershed management plans are completed throughout the County, the list of stormwater control projects is updated. Project implementation strategies and goals are developed on a watershed basis. As projects are identified, revised project implementation funding requirements and implementation strategies are adjusted in the overall stormwater program goals.

Recognizing the growth in the Stormwater Management Program, and the projected growth in the number of construction projects generated from the completion of watershed management plans, continued staffing and resource management needs require innovative project management between County staff and contracted services. The internal and external partnerships created through outsourced efforts are providing increased opportunity for direct community involvement, and an overall increased understanding of critical challenges and issues related to stormwater management. The responsibilities and overall objectives for each division follow.

Maintenance and Stormwater Management Division

The Maintenance and Stormwater Management Division (MSMD) provides maintenance and rehabilitation services on existing stormwater infrastructure such as, stormwater pipes, catch basins, drainage channels, stormwater management facilities and dams. Stormwater maintenance services are provided in an effort to manage the conveyance of stormwater runoff, mitigate flooding and improve water quality entering water bodies as required by local ordinances and codes, as well as state and federal laws. MSMD provides inspection and oversight of privately maintained stormwater management facilities as required by the state and federal water quality permits.

In FY 2008 MSMD staff, with the assistance of contracted resources will continue the goal of digitally video inspecting, and video taping approximately 5 percent of the storm drainage systems for internal pipe joint separation, and pipe alignment failures. In addition to the internal pipe inspections, MSMD will physically walk and inspect 20 percent of the storm drainage inventory for external pipe system failures and deficiencies such as, cave-ins, blockages and structural failures. MSMD will design and construct approximately 50 drainage rehabilitation projects that are identified by the storm drainage inspection and assessment program. The stormwater assessment and inspection program will continue to focus on data collection, and field verification of approximately 1,500 undocumented facility locations, as well as move toward a focused and aggressive contracted inspection program. The inspections focus on regulatory requisites for the five-year inspection cycle of privately maintained facilities. The five-year private inspection cycle involves inspection of 20 percent, or approximately 452 privately maintained facilities with private maintenance agreements annually. In addition to the private inspection program, and part of the regulatory inspection requirement, the entire inventory of public detention pond facilities will be inspected in FY 2008. The annual public facility inspection cycle includes approximately 1,104 publicly maintained stormwater detention facilities. The use of contracted field inspectors, and additional contracted

Stormwater Management

technical research staff in this program will offset internal staffing shortfalls in the Stormwater assessment and inspection program. This outsourced effort will ensure compliance with regulatory requirements of the County's Municipal Separate Storm Sewer System (MS4) permit associated with the annual cycle of stormwater inspections. The stormwater assessment and inspection program is providing the identification and prioritization of needed facility retrofit and rehabilitation projects for the publicly maintained facilities, and the documentation of stormwater easements and maintenance agreement data for privately maintained facilities.

Additionally, MSMD maintains transportation facilities such as, commuter rail stations, park-and-ride lots, bus transit stations, and roadway segments that have not been accepted into the Virginia Department of Transportation (VDOT). Other transportation operations maintenance services include: maintaining public street name signs, repairing trails and sidewalks, which are upgraded to meet American with Disabilities Act (ADA) code requirements when necessary, and landscaping services along transportation routes in commercial revitalization districts.

In FY 2006, under the direction of the Fairfax County Board of Supervisors, maintenance service levels for the County owned bus shelter program were increased. In conjunction with the increased service levels in the bus shelter program and beginning in FY 2007, a joint effort between MSMD and the Fairfax County Office of the Sheriff related to bus shelter maintenance in Fairfax County, increased resources to the maintenance program through added assistance and support provided by the Community Labor Force (CLF). This effort will continue in FY 2008 with Fairfax County owned and operated bus shelters receiving more frequent trash removal, cleaning and maintenance services to provide cleaner and safer conditions for riders at these bus shelters.

MSMD provides support during emergency response operations. The division is responsible for snow removal from all County owned and maintained facilities including fire stations, police stations, mass transit facilities, government centers, libraries, health centers, and recreation centers. The division also provides equipment, labor and technical support to the Fire and Rescue Department, Police Department, Health Department and other agencies in response to emergency conditions (e.g. hazardous material spills, demolition of unsafe structures, removal of hazardous trees, etc.).

Stormwater Planning Division

The Stormwater Planning Division (SPD) provides stormwater planning, monitoring, and capital project design and floodplain management. This division administers the federally mandated National Pollutant Discharge Elimination System (NPDES) program, or the Municipal Separate Storm Sewer System (MS4) permit, and coordinates the work from various agencies in support of meeting the requirements of the permit. The MS4 permit is a five-year permit that regulates the discharge of local stormwater entering the state waterways. Negotiations between the state and County staff are currently ongoing, with the expiration of the current permit in January 2007. The permit renewal is anticipated to include increased regulatory requirements.

The Division is currently working with the Fairfax County Public Schools (FCPS) to assume the responsibility of the FCPS MS4 permit requirements. This consolidation effort will add approximately 225 additional stormwater management facilities to the County's existing inventory. Additional staff and resources have been provided to revise the County's current stormwater program and permit application process, complete the inventory of the School's facilities and initiate joint contracting programs. It is anticipated that developing a consolidated program will result in more effective delivery of services.

Stormwater Management

A component of the MS4 permit is to inspect and ensure effective maintenance of public and private stormwater facilities. As part of the MS4 permit, the division also conducts bio-assessment and bacteria monitoring to identify and correct non-stormwater discharges (illegal discharge and improper dumping) to the state waters. The monitoring program is being expanded to provide statistical performance data for existing and new stormwater control structures. The statistical data will aid in future project design strategies, and project implementation. In addition to the monitoring activities, the division's ecology branch also performs physical stream assessments on an inventory that consists of over 800 miles of streams in support of planning efforts, and maintains the GIS hydrological layer of the stream network. This GIS layer was recently enhanced through the perennial stream identification project.

This division also coordinates state mandated dam safety operation and maintenance certificates, emergency action plans related to flooding, watershed management efforts, public education and awareness initiatives, stream monitoring, physical stream assessments, and implementation of the County's drainage plan. SPD provides the design and general oversight of capital projects to correct drainage deficiencies, mitigate existing flooding conditions, rehabilitate failing storm drainage systems, retrofit older stormwater management facilities and stabilize eroding stream banks through innovative bioremediation methods.

SPD is responsible for the development and oversight of Fairfax County's Comprehensive Stormwater Management Program. The division remains current with a multitude of state and federal regulatory stormwater management requirements. As part of the MS4 permit, the division is in the phased process of completing planning in the 30 watersheds located in the County. In FY 2006 the current watershed planning process was evaluated. The evaluation provided an in-depth review of existing watershed planning processes and provides recommendations for improvements to the internal procedures as well as makes recommendations to improve external partnerships with public and special interest groups involved in the watershed planning efforts. In conjunction with the evaluation of the planning processes, an expedited planning schedule began in FY 2007. By the end of FY 2007, all 30 watersheds were in an active planning stage, and no additional funding for watershed planning is required as part of the FY 2008 budget recommendation. The benefit of the expedited schedule will ensure that Fairfax County meets its commitment to the Chesapeake Bay 2000 Agreement, by completing the watershed planning process by the year 2010. As watershed management plans throughout the County are completed, the project implementation strategies and goals for the project list are developed.

The division participates in several regional partnering efforts such as the Chesapeake Bay Preservation Area Designation and Management, and the 2000 Chesapeake Bay Agreement in support of removing the bay from the U.S. EPA's impaired waters list by the year 2010. These joint regional efforts assist in the management and reduction of nutrient and sediment loads to the Chesapeake Bay. The division oversees regulatory Clean Water Act requirements as they pertain to Total Maximum Daily Loads (TMDLs), in an effort to define, monitor and control the number of pollutants in streams that violate state water standards.

SPD also oversees and implements the County's Dam Safety program. Federal and state regulations provide inspections and engineering certification of dams to insure public safety. Currently there are 14 known water-impounding facilities (dams) in the County requiring state certification. There are 10 additional dams under consideration for state certification at this time. With increased funding for stormwater initiatives in FY 2008, SPD will continue to work toward bringing all state-regulated dams into compliance with state dam safety regulations. Additionally, in FY 2008 the effort to

Stormwater Management

install electronic flood control signalization to the County's largest hazard dam facilities will continue. The signalization process will provide greater flood monitoring capabilities through instantaneous water level condition assessment. This public safety improvement will provide an enhanced warning system that will link to an automated notification system for down stream property owners in the event of a potential catastrophic dam failure. The division is also responsible for coordination and providing assistance for floodplain management regulations pertaining to floodplain residential building requirements and national flood insurance standards.

To complete the regulatory and maintenance requirements of the agency, both divisions utilize the use of in-house County work forces and contracted services. In an effort to remain a leader in the stormwater management industry, the agency focuses on the increasing stormwater management requirements of an aging stormwater system inventory and the increased environmental performance requirements. The challenge of the agency is to maintain existing systems, while enhancing and retrofitting the degraded systems to meet stormwater management regulations as the County moves toward a full urban development in which the aged stormwater systems are approaching expected life spans. The County continually seeks public outreach opportunities to inform the public of water quality matters and environmental effects of stormwater runoff through various educational venues, public notices, and community support functions. The educational opportunities provide an understanding of environmental impacts related to stormwater runoff, and are geared toward youth involvement. The increased funding for stormwater management has provided significant opportunities for Fairfax County to improve deficient drainage systems and complete innovative stormwater control systems.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	132/ 132	132/ 132
Expenditures:		
Personnel Services	\$6,823,161	\$7,724,031
Operating Expenses	4,761,776	3,222,678
Capital Equipment	304,120	390,500
Subtotal	\$11,889,057	\$11,337,209
Less:		
Recovered Costs	(\$863,455)	(\$863,666)
Total Expenditures	\$11,025,602	\$10,473,543
Income:		
Street Sign Fabrication Fees	\$3,470	\$3,400
Miscellaneous Revenue	29,831	16,000
Total Income	\$33,301	\$19,400
Net Cost to the County	\$10,992,301	\$10,454,143

Stormwater Management

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
29-01	Storm Drainage Program	\$3,953,654	56	56.0
29-02	Stormwater Management Program	\$3,396,137	53	52.5
29-03	Transportation Services Program	\$1,540,347	10	10.5
29-04	Snow / Emergency Response Program	\$1,583,405	13	13.0
TOTAL		\$10,473,543	132	132.0

Note: Miscellaneous revenues of \$19,000 are not included in LOB calculations.

LOBS SUMMARY

29-01: Storm Drainage Program

<i>Fund/Agency: 001/29</i>	<i>Stormwater Management</i>
<i>LOB #: 29-01</i>	<i>Storm Drainage Program</i>
Personnel Services	\$3,277,429
Operating Expenses	\$988,303
Recovered Costs	(\$431,833)
Capital Equipment	\$119,755
Total LOB Cost:	\$3,953,654
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$3,953,654
Positions/SYE involved in the delivery of this LOB	56 / 56.0

► LOB Summary

STORM DRAINAGE PROGRAM OBJECTIVE:

The Storm Drainage maintenance program objective is to provide operational and maintenance services for the County's stormwater drainage conveyance systems, which includes pipes, manholes, channels, swales and streams. Two other Stormwater Management Lines of Business (LOB) are very closely related to, and integrated with, the Storm Drainage program. The Stormwater Management program LOB provides opportunities to improve the quality of storm water runoff, and the Emergency Response program LOB relates to the storm drainage program based on first response efforts associated with unanticipated rain events, such as hurricanes and floods. The storm drainage maintenance program requires the flexibility to be both pro-active in terms of preventative maintenance, and re-active in terms of response to unplanned and unforeseen storm events. The internal staff identified in support of this program provides support for both maintenance services,

Stormwater Management

and also support for Capital projects associated with storm drainage system improvements that are larger than typical drainage system maintenance issues.

STORM DRAINAGE INFRASTRUCTURE:

The County's stormwater system is an aging infrastructure and is strained by the continuous urbanization that has occurred in the County. The storm drainage systems are significantly impacted by development, redevelopment and infill throughout the County as the amount of ground surface imperviousness increases due to the construction of buildings, residential housing developments, roadways and commercial facilities. Storm water runoff velocities and volumes increase due to the expansion of impervious areas, causing the conveyance systems to be frequently overwhelmed. The storm drainage program provides maintenance and rehabilitation services on existing stormwater infrastructure such as, stormwater pipes, catch basins, improved and un-improved drainage channels, streams and flood plains.

Storm Drainage Inventory			
System Description	Unit of Measure	Approximate Quantity	Comments
Pipes	Miles	1,800	Underground or paved systems
Structures	Each	45,000	Catch Basin, Inlet, Outfall
Improved Channels	Miles	153	Concrete, Gabion, Rip-Rap
Flood Plain	Acres	20,000	Approximate

PRO-ACTIVE MAINTENANCE:

Inspection

In accordance with the County's MS4 permit, the storm drainage system is inspected on a five-year inspection cycle to comply with the Federal and State Water Quality Permit (2001). This inspection is performed by in-house staff that physically walk and inspect 20 percent of the storm drainage inventory for surface pipe system failures, inlet and outfall blockages and deficiencies such as cave-ins and structural failures. In addition to the surface inspection, the capital improvement program provides internal digital video inspecting and video taping on approximately 5 percent of the storm drainage systems annually. Research for easements, property boundaries and land rights is a required activity provided within the inspection program to determine property ownership and responsibility. Research efforts can be intensive, and are typically verified to satisfy the legal jurisdiction over the drainage system. The inspection program additionally provides support and assistance with field verifying and validating the internal Geographic Information Systems (GIS) mapping of the storm drainage network for system identification and system connectivity, as well as research and validation for the GIS easement layer. Work orders are generated for repairs to the system deficiencies found during the inspections. Typical work orders generated from the inspection program include, but are not limited to,

- Removal of major blockages in drainage systems;
- Repair of safety hazards such as cave-ins and missing manhole covers;
- Repair of drainage pipes and structures where damage impacts functionality.

Stormwater Management

Citizen Assistance

A citizen response program provides assistance to County residents for requests for services related to programs managed within this LOB. In FY 2007, the citizen response program, in its entirety, received approximately 2,500 requests for assistance. The subsequent complaint investigations generated 870 work orders. Of the 2,500 requests, 750 were characterized as storm drainage complaints. The 750 storm drainage complaints generated 662 written work orders related to the storm drainage maintenance program.

Storm Drainage Work Orders

The Storm Drainage program manages work flow through an in-house work order system. Work requirements are identified, characterized, managed and tracked through this system. The written work orders are assigned to in-house work crews, or outsourced with contracted services for system repairs and are organized, assigned and managed on the following Priority basis.

Storm Drainage Work Order Priority		
Priority	Nature of Work	Target Response Time for Action
1	Safety Deficiencies / System Failures / Emergency	Immediate Assignment
2	System Failure/ Critical / Non- Emergency	2 to 5 Week Assignment
3	Poor Condition / Non Critical / Non Emergency	Greater than 2 Month Assignment

The storm drainage program completed 620 written work orders in FY 2007 with a variety of maintenance scopes that required various lengths of duration in terms of time expended to complete the assignments. Of these 620 work orders, 89 were characterized as Priority one, 263 were characterized as Priority Two and 268 were characterized as Priority Three work orders. The number of written work orders completed does not include the 12,584 man-hours expended on the storm drainage standing work order used to capture related repetitive work not requiring individual site specific tracking. An example of this type of activity, as noted below, is related to inspecting trouble spot locations and similar type activities. The written work orders were primarily generated through the inspection program and citizen requests for assistance. The annual number of written work orders generated and completed varies from year to year based on a multitude of contributing factors such as numbers and severity of rain events. However, the numbers show an overall increase in trends as the County moves into an infill and redevelopment phase. Larger scale projects that have significant design and construction requirements are tagged and moved into the capital program as they relate to the infrastructure rehabilitation project.

Trouble Spots

A critical pro-active, preventative maintenance function of the storm drainage program is the periodic and systematic visual inspection of known trouble drainage systems. There are currently 77 storm drainage trouble spot locations throughout the County that are monitored on a routine basis to ensure the systems are open and in functioning condition. As well as the routine inspection of these locations, each system is inspected prior to any predicted major storm event. The pro-active inspections of these locations are related to blockage of drainage systems evidenced by historical repetitive system failures, and recurring localized flooding issues.

RE-ACTIVE MAINTENANCE:

Re-active maintenance is related to emergency response, and is a direct result of follow-up maintenance activities resulting from unplanned weather events such as hurricanes, tornadoes, floods, excessive snow melt, etc. The maintenance activities from unplanned events beyond the first

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response emergency requirements include, but are not limited to, flood relief assistance to County residents, immediate drainage system inspections and repairs, follow-up drainage system cleaning and debris removal.

An example of re-active maintenance requirements in the storm drainage program is the follow-up response efforts related to the large scale flooding that occurred throughout the County in June, 2006. The County experienced rainfall that resulted in stream flows measured in the 50-100 year reoccurrence range. As a result, the LOB received 1,373 calls for assistance, and responded to, or inspected all of these locations in addition to the 2,500 citizen requests for assistance mentioned above. The June 2006 widespread flooding resulted in 88 locations requiring the initiation of County projects. Of these 88 locations, 9 flood alleviation construction projects have been completed, and 79 are currently in design. In addition to the 88 locations, the largest single area impacted was in Huntington community, where 160 homes were flooded by the overflow of Cameron Run. While several of the resulting issues have been funded out of capital projects in Fund 318, the same staff that supported the flood response is also required to support the maintenance program. Immediate maintenance requirements following the initial response included large scale efforts by storm drainage work crews to clean clogged and debris filled storm drainage systems in the flooded areas so that the systems could properly function as designed. The work crews additionally logged many hours providing support to flooded residents in pumping out flooded basements and assisting with debris removal.

TRENDS AND PROGRAM IMPACTS

Increased regulatory compliance requirements associated with the Municipal Separate Storm Sewer System (MS4) permit impose greater controls and mandated requirements for discharging local storm water runoff into state and federal waters. Additionally, new storm drainage system performance requirements related to infill and redevelopment is burdening the aged storm drainage infrastructure, as well as increasing the discharge velocities and volumes carried through natural waterways that the storm drainage systems discharge to. These issues, added to increasing system performance expectations, place extreme challenges on limited in-house resources and staff. Limited funding in operating budgets based on economic constraints is requiring the use of capital funds to meet typical routine maintenance requirements. While the programmatic service levels are being managed at consistent levels, increasing inventory and additional regulatory requirements combined with evolving infill issues is lowering service provision to minimum standards.

► Method of Service Provision

Storm Drainage program maintenance operations are accomplished through the use of both existing in-house County staff and contracted maintenance services. Normal hours of operation for maintenance staff are Monday through Friday, 7:30 a.m. to 4:00 p.m., and office personnel are 8:00 a.m. to 4:30 p.m. House flooding response, snow removal services and other emergency call-outs are responded to on a 24-hour basis, 365 days per year. All staff working for the LOB are designated as emergency personnel, and as such, are required to be available for service 24 hours per day, seven days per week. This LOB hosts a web based correspondence page so that County residents can communicate issues and concerns electronically 24 hours per day.

While the positions and staff year equivalents identified in support of the Storm Drainage program is equivalent to 56 staff years, all 132 staff positions in the Agency support the program and it is difficult to identify specific individual positions dedicated entirely to any one program.

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► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 28 for the specific federal or state code and a brief description.

29-02: Stormwater Management Program

<i>Fund/Agency: 001/29</i>	<i>Stormwater Management</i>
LOB #: 29-02	Stormwater Management Program
Personnel Services	\$3,073,688
Operating Expenses	\$672,762
Recovered Costs	(\$431,833)
Capital Equipment	\$81,520
Total LOB Cost:	\$3,396,137
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$3,396,137
Positions/SYE involved in the delivery of this LOB	53 / 52.5

► LOB Summary

STORMWATER MANAGEMENT PROGRAM OBJECTIVE:

The Stormwater Management (SWM) maintenance program objective is to provide operational and maintenance services for the County's stormwater management facilities which address water quality and water quantity issues.

Increasing state and federal regulations related to stormwater management are aimed at improving water quality entering in the waterways. The County is operating under extension of the 2001 Municipal Separate Storm Sewer System (MS4) discharge permit that expired in FY 2007. Negotiations between the State of Virginia and Fairfax County, as well as negotiations between the state and many surrounding local communities, are continuing into FY 2008 as several issues related to permit compliance are defined and established. It is anticipated that Fairfax County will be under new and increased regulatory requirements in FY 2009. The increased requirements are anticipated to impact inspection cycles, monitoring efforts and enhanced restrictions for total maximum daily loads (TMDL) of harmful nutrients entering the streams and rivers within the County jurisdiction.

Stormwater, as defined by the Environmental Protection Agency (EPA), and referred to in the "Federal, Clean Water Act" and the State of Virginia MS4 permit, is non-point source pollution. Stormwater management facilities include Low Impact Techniques which are designed to reduce and/or treat stormwater at the source. Facilities are designed to detain and control stormwater release at predetermined velocities capturing trash and debris, and allow smaller sediments, harmful

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nutrient particles and micro pollutants to remain within the basin for proper treatment. Many SWM facilities provide storage capacity for the drainage network that assists with flood control. Other filtration systems are designed to slow the release of stormwater discharge so various materials, or natural ground absorption, can filter the sediments and harmful nutrients. As in the storm drainage maintenance program, the SWM maintenance program requires the flexibility to be both pro-active in terms of preventative maintenance, and re-active in terms of response to unplanned and unforeseen storm events.

STORMWATER MANAGEMENT INFRASTRUCTURE:

SWM facilities that are maintained by the LOB vary in types and functionality designs. Facilities include, but are not limited to, Dry Stormwater Detention Ponds, Manufactured BMP's, Underground Chambers, Trenches and Roof Top detention and gardens. More recent development strategies are adding Low Impact Development (LID) facilities such as Rain Gardens, Rain Barrels, Green Roofs and Bioretention Facilities which manage and control stormwater.

Most SWM facilities come into the inventory system through the land development process, as development standards require stormwater management and control to be provided as a condition of development. Upon final acceptance through the inspection process in the County, those facilities meeting the criteria of providing "public through drainage" become the maintenance and operational responsibility of Fairfax County. This process adds approximately 30 to 35 new "Public" SWM facilities to the inventory annually. In addition, the LOB provides inspection and assistance to "Private" SWM facility owners. Most of these systems are commercially based, and do not provide "through public drainage".

The current inventory of stormwater management facilities is as follows.

Stormwater Management Facility Inventory			
Facility Type	Unit of Measure	Public Facilities	Private Facilities
Dry SWM Detention Ponds	EA.	1125	492
Wet SWM Detention Ponds		8	304
Manufactured BMP		1	98
Undergrounds		47	424
Trenches		33	354
Roof Tops		0	555
Bio-Retention		7	25
Parking Lots		0	48
Sand Filter		0	157
Wetland		1	1
Farm Pond		0	34
Perennial Streams	Miles	850	

PRO-ACTIVE MAINTENANCE:

The SWM program provides routine maintenance on a complex network of facilities that control the quantity and quality of stormwater runoff. Maintenance Operations is responsible for inspecting and maintaining 1,222 facilities and for inspection and regulatory oversight services for 2,492 privately maintained SWM facilities.

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Inspection Requirements

The SWM inspections services provide engineering inspections for the 1,222 publicly maintained storm water facilities on a one-year inspection cycle and for the 2,441 privately maintained SWM facilities on a five-year cycle. Inspection programs are implemented to meet the inspection cycles required by the MS4 permit. Based on the water impounding function of storm water management ponds, the engineering inspections are required to insure that structural elements such as the dam embankments, inlet and outlet structures, side slopes and spillways are functioning as designed. Critical characteristics such as storage capacity and vegetative ground cover conditions are assessed during the inspections. Inspection services are managed by in-house staff and provided by contracted services. Work orders are generated from the inspections to correct deficiencies on publicly maintained SWM facilities and minor deficiencies are corrected through in-house maintenance. Larger deficiencies are typically contracted out for repairs. The inspection results for privately maintained SWM facilities are sent to private property owners, indicating the noted deficiencies, with required time frames established for correction of deficiencies. Staff is required to follow up to insure deficiencies are corrected. While the repairs to the private SWM facilities are the responsibility of the property owner, greater efforts are being provided to educate and inform private owners of best management practices through enhanced outreach efforts.

In addition to the engineering inspections, there is an aggressive effort to research and document the existing SWM inventory and to review and determine ownership and operational requirements for approximately 1,500 current facilities that don't have documentation. The inspection group is in the process of researching these facilities through field inspection and legal land record research to determine ownership and operational requirements of these facilities.

Maintenance Operations

Vegetation control is a key routine maintenance activity for SWM facilities. The publicly maintained facilities are mowed on an annual basis in coordination with the engineering inspections. The regional facilities are mowed on a five-per-year cycle to provide greater vegetation controls on these critical structures. The structural dam conditions need to be inspected for failures and animal burrows that could lead to dam failures. The vegetation control program administers herbicide applications for the regional SWM facilities to control unwanted trees and invasive woody stock and weeds, as trees and woody stock vegetation are extremely harmful to earthen dam embankment structures.

Sedimentation, erosion and flood control are critical maintenance activities provided by the SWM facilities. The primary requirement for this maintenance is to remove sediment build-up from the outlet structures so that the facilities can function as designed. Best Management Practices (BMP) SWM facilities are designed with very small (1" to 1.5") outlet orifices to increase the time required to drain the facilities to 24 to 36 hours. This extended draw down time provides more opportunity for unwanted pollutants to settle and attach to the vegetation on the pond floor, as well as reduces downstream volumes and velocities that result in stream erosion. The smaller orifices require in-house maintenance crews to continually clear the sediment and blockages from the structures to ensure they are operating correctly.

Due to the characteristics of standing and moving water on impounding structures, erosion and the control of it is a common maintenance activity for the SWM facilities.

Retrofit and re-establishment of basins is an increasing maintenance activity. As the SWM infrastructure increases in age, maintenance activities are required to remove silt build-up and re-

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establish vegetation. This work is completed by both in-house and contracted services. In FY 2007, this program managed nine retrofit and/or sediment removal projects, including construction of wetlands and sediment forebays. Additionally, this section oversaw the completion of four regional stormwater management facilities that provide water quality and quantity controls for over 950 acres of drainage. A similar schedule of construction projects are planned for FY 2008 and FY 2009. As sediment removal projects are planned, the opportunity to retrofit the older BMP standards is included in the projects. Additionally, the LOB converts the older SWM facilities to the more recent BMP standards by installing outlet structure BMP plates and trash racks. Approximately 10 to 15 such upgrade projects are completed each year.

As mentioned in the storm drainage maintenance program, work orders associated with the SWM program resulting from the inspection and the citizen response programs were completed by in-house maintenance crews in FY 2007. There were 170 citizen requests for service that were investigated and responded to. Additionally, 290 written work orders were completed. Of the completed work orders, 34 were characterized as Priority One, 242 were characterized as Priority Two, and 14 were characterized as Priority Three work orders. The number of written work orders completed does not include the 6,770 man-hours expended on the SWM standing work order used to capture related, repetitive work not requiring individual, site specific tracking.

Stream Protection

The monitoring of the stream conditions is performed by ecologists and engineers that provide assessments of the active perennial streams in the county. The streams are monitored for ecological and biological health. Additionally, the storm drainage systems are monitored for illegal and hazardous dumping activity. The MS4 permit requires monitoring activities at storm drainage systems outfalls to ensure illegal and hazardous dumping is not occurring within the drainage systems, or is identified, documented and reported upon occurrence. The different types of monitoring activities provided by the Planning and Monitoring Branch include, but are not limited to,

Monitoring Activity Types
Bacterial
Wet Weather
Dry Weather
Biological
BMP
Floatables
Industrial and High Risk
PHF-NMP-IPM (Herbicide/Pesticide)

In addition to the monitoring activities, this section provides stream condition assessments, which is determined using an Index of Biotic Integrity (IBI) that evaluates stream ecological health based on the community structure of bottom-dwelling aquatic invertebrates inhabiting the streams. The group also provides oversight of the riparian buffer planting program as it relates to Resource Protection Areas (RPA), as well as support to Land Development Services in review of site plans related to RPA districts, flood plains and detention waivers, and provides assistance to homeowners and citizens. Additional to the scientific support that the ecology section provides, the group is extremely active in public education and outreach efforts in support of environmental issues related to stream health and storm water runoff. They host an active outreach program within the public school system to bring attention to environmental issues to school aged children. Currently they are

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also providing oversight and support to the watershed planning efforts related to the capital projects program.

RE-ACTIVE MAINTENANCE:

Very similar to the re-active maintenance requirements associated with the Storm Drainage program, re-active maintenance activities in the SWM program are related to unanticipated events such as floods, hurricanes, tornados and hazardous spills. Follow-up maintenance requirements beyond first response are always required, and demand substantial staff time to perform. The flood control aspects of the SWM maintenance program result in maintenance activities to unclog blocked structures, remove excessive debris and make repairs to damages caused by large storm events. The ever increasing age of the SWM facilities has an impact to emergency flooding problems as storm water storage capacity is diminished due to the intent of the facility to capture sediment. Geographic location with close proximity to residential properties requires re-active maintenance for flooding conditions to protect house and property flooding. Hazardous spills, whether intentional or by accident, require immediate and follow-up response actions associated with the SWM maintenance program.

TRENDS AND PROGRAM IMPACTS

Similar to the trends and impacts affecting the Storm Drainage program, the rapidly expanding program requirements, due to both the growth of the systems and to the increased regulatory compliance requirements, as well as increasing performance expectations, are placing extreme challenges on limited in-house resources and staff. Limited funding in operating budgets based on economic constraints is requiring the use of capital funds to meet typical routine maintenance requirements. While the programmatic service levels are being managed at consistent levels, increasing inventory and additional regulatory requirements combined with evolving infill issues is lowering service provision to minimum standards.

SUPPORTING PERFORMANCE MEASUREMT DATA

Objective

To ensure zero violations in order to maintain compliance with the terms of the federally mandated Municipal Separate Storm Sewer System (MS4) Permit, as part of the comprehensive Stormwater Management Program.

The objective of the performance measurement related to the SWM program was developed to help ensure that important elements of the program were managed. By meeting the objective of the performance measurement, the MS4 permit requirements related to SWM inspection cycles is within regulatory compliance. The measure ensures that the ever-increasing inventory is captured and reported.

► Method of Service Provision

SWM program maintenance operations are accomplished through the use of both existing in-house County staff, and contracted maintenance services. Normal hours of operation for maintenance staff are Monday through Friday, 7:30 a.m. to 4:00 p.m., and office personnel are 8:00 a.m. to 4:30 p.m. House flooding response, snow removal services and other emergency call-outs are responded to on a 24-hour basis, 365 days per year. All staff working for the LOB are designated as emergency personnel, and as such, are required to be available for service 24 hours per day, seven days per

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week. The LOB hosts a web based correspondence page so that County residents can communicate issues and concerns electronically 24 hours per day.

While 52.5 staff year equivalents are identified in support of the SWM maintenance program all 132 staff positions in the Agency support the program.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 28 for the specific federal or state code and a brief description.

29-03: Transportation Services Program

<i>Fund/Agency: 001/29</i>	<i>Stormwater Management</i>
LOB #: 29-03	Transportation Services Program
Personnel Services	\$614,738
Operating Expenses	\$825,573
Recovered Costs	\$0
Capital Equipment	\$100,037
Total LOB Cost:	\$1,540,347
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$1,540,347
Positions/SYE involved in the delivery of this LOB	10 / 10.5

► LOB Summary

The Transportation Services LOB is actually comprised of six different transportation programs that are administered by the Stormwater Management LOB. The six programs are not related to the primary functions of Stormwater Management maintenance programs. The following are the six programs, with projected position count/staff year equivalents (SYE) and projected FY 2008 program cost included.

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Transportation LOB Programs			
Transportation Program	No. Positions	SYE	Projected FY 2008 Program Cost
Trails / Walkways / Pedestrian Bridges Program	5.00	5.75	\$510,910
Fairfax County Roadway Maintenance Improvement Program	1.0	1.0	\$128,796
Street Name Sign Program	1.0	1.75	\$219,160
Park & Ride Maintenance Program	1.0	1.0	\$1,427,168
Bus Shelter Maintenance Program	1.0	.5	\$356,766
Commercial Revitalization Program	1.0	.5	\$40,270
Totals	10.0	10.5	\$2,683,070

Service levels were reduced to a response to complaint basis in many of these programs. Additionally, as will be identified below, several of these programs have capital project funds associated with them. The projected costs above represent administrative operational costs reflected in the maintenance operating program. Service and maintenance costs will be reflected in the appropriate Capital Fund LOB. The relationship between multiple funding sources when it is applicable will be identified within this LOB. The primary goal of these maintenance programs are in support of Fairfax County initiatives related to multi-modal transportation issues. While maintenance associated with these programs can be defined in similarity to the Storm Drainage and Stormwater Management maintenance programs in terms of pro-active and re-active maintenance requirements, the maintenance activities for the transportation programs focus more on routine and non-routine maintenance services as detailed under each program description provided below.

TRAILS / WALWAYS / PEDESTRIAN BRIDGE PROGRAM:

The Trails, Walkways, Pedestrian Bridge maintenance program provides maintenance services for the network of sidewalks and trails that fall under the responsibility of the Department of Public Works and Environmental Services. The maintenance program is managed in concert with trails managed by the Fairfax County Park Authority (FCPA) and the Fairfax County Trails Committee, and in coordination with VDOT. Routine maintenance services associated with the program are provided by both in-house staff and contracted services. There are three additional capital projects that provide implementation funding for trail and sidewalk projects as follows:

- Fund 303 – Project, 009406 – “ADA Compliance, (Countywide)”
- Fund 307 – Project, 002200 – “Emergency Maintenance of Existing Trails”
- Fund 307 – Project, X00407 – “Sidewalk Replacement/VDOT Participation”

It should be noted that the funding for capital projects is for project implementation only. Staffing for the capital projects is paid from the operating trails, sidewalks and pedestrian bridge maintenance program.

Trails / Walkways / Pedestrian Bridges Inventory		
Item	Unit of Measure	Approximate Inventory
Trails	Miles	225
Sidewalk	Miles	370
Bridges	Each	64

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Routine Maintenance

Based on previous funding levels in this program, the service level for inspections was reduced to response to complaint issues only, with no pro-active inspection program provided. In FY 2007 there were 49 citizen requests for service. Of these 49 requests, 43 written work orders were generated, and 38 were completed in FY 2007. Of the 38 work orders, 18 were characterized as Priority One, 15 were characterized at Priority Two, and 5 were characterized as Priority Three work orders. The number of written work orders completed does not include the 5,740 man-hours expended on repetitive work not requiring individual, site specific tracking such as the annual clearing of trails and sidewalks that lead directly to schools in the County.

FAIRFAX COUNTY ROADWAY MAINTENANCE IMPROVEMENT (FCRMIP) PROGRAM:

The FCRMIP program provides maintenance for unimproved roads in Fairfax County. The original intent of the program was to upgrade the unimproved roads in the County to meet VDOT maintenance standards so that the roads could be accepted into the state maintenance systems. The service levels in this program provide response on a complaint basis only. The LOB manages one other capital project in Fund 303 that is related to roads in the County, which is used to address safety issues related to service drives and does not qualify for use on unimproved roadways. All work performed in FCRMIP program is provided by in-house work crews.

FCRMIP Inventory		
Item	Unit of Measure	Approximate Inventory
Unimproved Roads	Miles	7
Roadway Segments	Each	53

Routine Maintenance

Pro-active maintenance consists of street signage and road hazard inspections two times per year. Work orders are generated pertaining to severe and safety related road hazard deficiencies noted during the two annual inspections. All other maintenance performed on the unimproved roads is provided on a citizen complaint basis only. During FY 2007, only two written work orders were completed. They were 1 Priority One and 1 Priority Three work orders.

PUBLIC STREET NAME SIGN PROGRAM:

The Public Street Name Sign program provides maintenance services for fabrication and installation of the 38,000 public street name signs in the County. The program additionally supports other County Departments such as the Fairfax County Department of Transportation, Electoral Board, Construction Management Division, Fire and Rescue Departments and others in the fabrication and installation of project and informational signs.

Budget allocations in recent years lowered the service levels in this program. Additionally, in FY 2004 the "Targets of Opportunity" exercise reduced the staff in this program from 4.5 SYE to the current 1.75 SYE. The same reduction effort reduced material funding and lowered service levels to a response to complaints only basis.

Public Street Name Sign Inventory		
Item	Unit of Measure	Approximate Inventory
Street Name Signs	Each	38,000

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Routine Maintenance

Prior to the reductions, the program had a pro-active service level that included annual inspection cycles, which made on-the-spot repairs as they were identified in the field. The service level today is re-active and based on response to citizen call-ins for generating repair work orders for missing and damaged street name signs. Reflective of the reductions in funding and personnel services in this program, the response time to correct sign deficiencies that are reported has risen from 3.3 days from receipt of complaint to correction of the deficiency, to the current average of 20 to 25 days. The rate of call-in requests has risen from an average of 738 to a current rate that is exceeding 1000 complaints annually.

Prior to the reduction in services in this program, and in response to direction provided by the Board of Supervisors, the program was in a pro-active phased process of converting the older green 3-inch blade street name signs to the more legible blue, 6-inch blade blue street name signs. The reduction in funding and personnel services has reduced this process to only converting the green signs when they are reported damaged or missing.

As previously mentioned, the staffing in this program is for one sign fabricator and one sign installer. The fabricator is assigned to support administrative functions in the communications center on a part time basis. The sharing of responsibilities for this position is based on the current approved funding for personnel services in the sign program. Funding for support for sign fabrication and installation services to other agencies is billed and paid for directly from the requesting agency.

In FY 2007, the sign services program received 1,105 citizens request for service. Of these requests for service, 959 work requests were responded to and completed. Additionally in FY 2007, the sign services program provided sign fabrication and installation services for 15 work requests from other inter County departments.

COMMUTER RAIL AND PARK-AND-RIDE MAINTENANCE PROGRAM:

The Commuter Rail and Park-and-Ride maintenance program provides grounds maintenance services to the 11 commuter facilities in the program inventory. Based on the FY 2007 performance measurement data for this program, these commuter facilities served approximately 4000 commuters per day, and supported approximately 1.7 million daily vehicle trips from private vehicles, busses and trains entering these facilities. The Commuter facilities are part of the multi-modal transportation effort to reduce Single Occupancy Vehicle trips to reduce air pollution and provide traffic congestion relief.

The maintenance program is administered for the Fairfax County Department of Transportation (FCDOT). There are no additional capital project funds available for the maintenance of these facilities. The maintenance services in this program are managed by 1.0 in-house SYE. The maintenance services for this program are provided 100 percent through contracted services. Funding for inventory increases during the past three budget cycles has helped offset the prior funding reductions that occurred during FY 2002 to FY 2005.

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Commuter Rail and Park-and-Ride Program Inventory		
Item	Unit of Measure	Inventory
Park-and-Ride Facilities	Each	5
Virginia Railway Facilities	Each	4
Bus Transit Facilities	Each	2
Total	Each	11

Routine Maintenance

Routine maintenance services in this program include snow removal and routine site inspections and provide for grounds maintenance, as well as maintenance to parking surfaces, sidewalks, signage, landscaping, trash removal, bus shelters, benches, bicycle racks, fences, drainage systems and other site appurtenances. Routine maintenance services in this program are as follows:

- Grass Mowing
- Weed Control
- Turf Management
- Tree/Plant/Shrub Care
- Trash Removal
- Snow Removal
- Parking Lot Sweeping
- Bus Shelter Maintenance
- Site Inspection

Snow Removal

A critical routine maintenance service provided by the awarded contractor in this program is snow/ice removal services. As inclement weather conditions occur, ridership on public transportation systems typically increase due to the dangerous roadway conditions. Liability concerns are enhanced due to public usage of these facilities during inclement weather events. This maintenance program provides for pre-event, during event and post event snow/ice treatment. During inclement weather, roadways, sidewalks and pedestrian waiting areas are cleared of snow/ice and monitored throughout the event for recover and refreeze conditions. Post event snow/ice services are performed to provide safety for continuation of melt and refreeze conditions until the hazards no longer exist.

Non-Routine Maintenance

The site inspection provided by the awarded contractor requires monthly inspections of the routine maintenance services, and also provides inspection, reporting and work order generation to make repairs for non-routine site deficiencies such as:

- Parking Surface Deficiencies
- Parking Lot Striping
- Sidewalk Deficiencies
- Informational Sign Deficiencies
- Parking Lot Light Outages

General upkeep and routine maintenance services are crucial aspects of the success of this important transportation program based on the physical location of these commuter facilities within, and adjacent to, residential neighborhoods and commercial facilities. The program is based on requirements associated with attracting patronage to these critical facilities. The following FY 2007

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Performance Measurement data results are provided for further indication of performance associated with this program.

BUS SHELTER MAINTENANCE PROGRAM:

In FY 2006, the Fairfax County Board of Supervisors (BOS) approved County maintenance of all bus shelters in the County, regardless of the bus shelter ownership. The BOS adopted a secondary (lower) service level for those bus shelters that were not owned and operated by the County, which include shelters that belong to Washington Area Metropolitan Transit Authority (WAMTA), VDOT and proffered bus shelters owned and maintained by private entities. Additionally in FY 2007, through a Memorandum of Understanding (MOU) with the Fairfax County Sheriffs Office, the Community Labor Force (CLF) program began providing maintenance services for a portion of the bus shelter inventory. The MOU divides the bus shelter inventory by four quadrants of the County and the CLF program provides bus shelter maintenance on the bus shelters in the two Eastern quadrants. Contracted services, under the direction of Stormwater Management, provide maintenance to the bus shelters in the two Western quadrants. There are no additional capital projects funds associated with maintenance of bus shelters. The bus shelters in this program that are owned and operated by the County are under the operational control of FCDOT, and are designed and built by the DPWES Planning and Design Division and Construction Management Division. Approximately 10 to 12 new bus shelters are added to the maintenance inventory annually.

Bus Shelter Program Inventory		
Item	Unit of Measure	Inventory
Fairfax County Owned Bus Shelters	Each	271
Bus Shelter Owned by Others	Each	92
Bus Shelters Maintained by Sheriffs Office	Each	187 of the 271

Routine Maintenance

The entire bus shelter maintenance program is managed by three staff members and administrative support totaling approximately 0.5 SYE.

Bus Shelter Program Service Levels		
Maintenance Service	Maintenance Levels	
	County Owned Bus Shelter (271 Bus Shelters)	Others Owned Bus Shelter (92 Bus Shelters)
Trash Removal from Container	3 per week	1 per week
Trash Removal from Grounds	3 per week	1 per week
Flyer Removal from Glass Panel	3 per week	1 per week
Power Wash Entire Shelter	1 per month	1 per month
Bus Shelter Inspection	1 per month	1 per month

The monthly inspections that are completed by the awarded contractor provide inspection of the routine service performance and reporting and work order generation for deficiencies that are noted.

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Non-Routine Maintenance

The non-routine services in this program provide for repairs to the following items:

- Structural Bus Shelter Deficiencies
- Grounds Maintenance Issues
- Trash Container Deficiencies
- Shelter Bench Deficiencies
- Broken Glass Panels

Non-routine maintenance of broken bus shelter panels includes the immediate clean-up and removal of broken glass panels. There are approximately 70 to 100 glass panels broken and replaced in the bus shelter program on an annual basis.

COMMERCIAL REVITALIZATION PROGRAM (CRP) MAINTENANCE PROGRAM:

The Commercial Revitalization maintenance program was developed to provide maintenance services for the seven delineated commercial districts in Fairfax County. In FY 1997, the BOS approved the policy for County maintenance of improvements in commercial revitalization districts to provide routine grounds maintenance and care of landscape amenities that are installed by bond funds in the commercial districts. Of the seven delineated commercial districts and areas, four have active maintenance requirements. The other districts are in various stages of planning and design for streetscape projects. The funding for the active maintenance programs is provided in capital project Fund 303, project number 009422. The funding identified in the operating program is for the staff time of 0.5 SYE which provides the program oversight and a limited amount of in-house maintenance support. Greater details of the maintenance program will be provided in the LOB for Fund 303. The maintenance services in this program are 100 percent provided by contracted services for both routine and non-routine requirements.

Active Commercial Revitalization Maintenance Districts Inventory
Route One (Richmond Highway)
Annandale
Springfield
Bailey's Crossroads

Routine Maintenance

Routine maintenance services in this program provide for maintenance of streetscape elements, and also have overlapping maintenance responsibilities in the bus shelter maintenance program. All CRP districts have bus shelters that were built to match the various themes within each district. The routine maintenance services in this program are similar to those in the Park-and-Ride maintenance program, with the exception of snow removal and sweeping requirements as follows:

- Grass Mowing
- Weed Control
- Turf Management
- Tree/Plant/Shrub Care
- Trash removal
- Bus Shelter Maintenance
- Site Inspection
- Irrigation Maintenance

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Non-Routine Maintenance

The routine monthly inspection reports generated by the awarded contractor verify and validate routine maintenance services, and provide reporting that generates work orders for non-routine deficiencies. Most non-routine work revolves around replacement of dead plant material and turf enhancement issues. Based on the consideration that the streetscape enhancements are built in extremely difficult maintenance locations within street medians and sidewalk areas, plant care maintenance is significant and survivability is low. A drought condition in these locations is typical and driving mishaps that damage trees and plants beds are frequent. In many cases, hand watering the plant material is the only viable option to provide water to the plants and turf areas. Informational signs and other streetscape elements such as lighting and seasonal flower rotations are handled on a non-routine maintenance basis.

TRANSPORTATION MAINTENANCE TRENDS AND PROGRAM IMPACTS:

The current trends and impacts to the Transportation maintenance program are not entirely the same as those impacting the Storm Drainage and Stormwater Management maintenance programs. While regulatory requirements impact the program, the regulations that prevail over the transportation program are currently more static, and tend to be less apt to change. The larger trends and impacts affecting this program are the continually increasing inventory and usage associated with the programs. The service levels in this program provide response on a complaint basis only. Due to limited staffing there is greater dependence on contracted resources.

► **Transportation Program Method of Service Provision**

The Transportation maintenance program operations are accomplished through the use of both existing in-house County staff and contracted maintenance services. Normal hours of operation for maintenance staff are Monday through Friday, 7:30 a.m. to 4:00 p.m., and office personnel are 8:00 a.m. to 4:30 p.m. House flooding response, snow removal services and other emergency call-outs are responded to on a 24-hour basis, 365 days per year. All staff working for the LOB are designated as emergency personnel, and as such, are required to be available for service 24 hours per day, seven days per week. The LOB hosts a web based correspondence page so that County residents can communicate issues and concerns electronically 24 hours per day.

While 10.5 staff year equivalents are identified in support of the Transportation maintenance program, many staff positions in the Agency support the program. Based on this staff resource deployment strategy, it is difficult to identify specific individual positions dedicated entirely too any one program.

► **Mandate Information**

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 28 for the specific federal or state code and a brief description

Stormwater Management

29-04: Snow and Emergency Response Program

Fund/Agency: 001/29		Stormwater Management
LOB #: 29-04		Snow and Emergency Response Program
Personnel Services		\$758,176
Operating Expenses		\$736,040
Recovered Costs		\$0
Capital Equipment		\$89,188
Total LOB Cost:		\$1,583,405
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$1,583,405
Positions/SYE involved in the delivery of this LOB		13 / 13.0

► LOB Summary

Snow Removal / Emergency Support and Directives Services

The Snow Removal / Emergency Support and Directives Services maintenance programs have been combined under a single LOB for purposes of simplification. They are grouped together because of the common maintenance program characteristics such as, first response requirements, unplanned events and critical response requirements associated with all three programs. Descriptions for each maintenance program follows.

Snow Removal and Other Emergency Support Services LOB			
Snow Removal and Other Emergency Support Services Programs	No. Positions	SYE	Projected FY 2008 Program Cost
Snow Removal Services / Emergency Response (Flooding, Police, Fire & Rescue)	12.0	12.0	\$1,463,382
Response to Directives (Health, Grass Mowing, Property Maintenance)	1.0	1.0	\$120,023

SNOW REMOVAL SERVICES:

Stormwater Management is responsible for snow removal services for the majority of Fairfax County owned and operated facilities including, but not limited to, Police Stations, Fire Stations, Government Centers, Libraries, Health Centers, Recreation Centers, Support Offices, County Maintained Roads and Department of Vehicle Services Facilities. Currently there are approximately 110 facilities, excluding the commuter facilities. Snow removal services are provided on a 24 hour, seven day per week basis, regardless of holidays and weekends. The communications center at the MSMD facility is open for dispatching work crews, and receiving calls for requests for service while snow removal services are operational.

Stormwater Management

Maintenance Operations

The snow removal services are provided on an established Priority basis that is based on the critical operational requirements of the facilities requiring the service. Facilities such as Police and Fire and Rescue are Priority One facilities. The Priority of the remaining facilities has been established as well, based on criticalness of the services provided. Snow removal operations are performed on pre-event, during event and post event basis. Snow removal operations are supported by other County Divisions for snow/ice clearing operations. The Division of Solid Waste, Waste Water Collection Division and Facilities Management Division all provide assistance with plowing and sidewalk clearing operations.

Snow Plowing Operations

During active snow fall, entrance ways and travel lanes are maintained and cleared of snow on a rotational basis until the snow stops falling. After the snow conditions have stopped, the clearing operations are expanded to full recovery efforts and all parking areas are cleared of snow and ice. After plowing operations have been performed during both phases of the operation, abrasives and deicing chemicals are applied to the roadway surfaces. The current service level is to be able to treat a 6" storm within 24 hours after the event has ended.

Sidewalk Clearing

Sidewalk clearing operations are performed on a Priority basis as well. During the event, entrance walkways are cleared of snow/ice and maintained on a rotational basis until the precipitation has stopped. After the precipitation has stopped, outer walkways are cleared. The majority of assistance for sidewalk clearing operations support is provided by the other Divisions listed above. The County does not provide sidewalk clearing for residential sidewalks that are the responsibility of private property owners. The current service level is to be able to treat a 6" storm within 24 hours after the event has ended, however many factors impact the ability to clear the walks.

SNOW REMOVAL PROGRAM TRENDS AND PROGRAM IMPACTS:

Experienced drivers with valid commercial driver's licenses are required to provide snow plowing operations, and are typically positions that the LOB has had difficulties in recruiting. It has been particularly difficult to recruit drivers experienced with snow plowing operations. The inventory requiring snow removal services has increased without expanding the workforce, which increases response time. In FY 2008, the LOB is attempting to use additional contracted services. A contractor will be entirely responsible for the plowing and sidewalk clearing operations in a given area. This is an attempt to increase performance to help meet rising expectations, as well as an attempt to off-set the increase in inventory.

EMERGENCY RESPONSE MAINTENANCE PROGRAM (FLOODING / POLICE / FIRE & RESCUE)

The Emergency Response maintenance program provides the "First Response" activities that Stormwater Management provides. The emergency response program provides support for immediate response to local and widespread flooding issues, storm events, hazardous material spills, support for Fire and Rescue and support for Police Department matters. A brief explanation of each service response will be provided below. All support services provided in this program are performed by in-house staff. Emergency support services are provided on a 24 hour, seven day per week basis, regardless of holidays and weekends.

First Response activities primarily focus on public safety issues that are performed until immediate hazards are mitigated, and follow-up programmatic services can replace emergency response

Stormwater Management

activities. In addition to the reporting and operational requirements associated with emergency response, the LOB provides a 24-hour emergency service to respond to citizen call-ins. This system is managed in cooperation with the Wastewater Collection Division, whereby, calls come in on a 24-hour basis, and Stormwater management staff are called and dispatched to investigate the complaint issues. Staff will respond immediately to safety matters such as missing manhole covers or potential house flooding concerns.

Emergency Response to Flooding and Storm Events

As mentioned above, staff is available 24-hours per day for citizens to call-in if they have flooding concerns. In addition, if there is a predicted or high probability that severe storms are forecast for the area, staff are scheduled to respond to possible flooding conditions and damages caused by high winds. There are approximately 10 to 15 such occurrences annually. Typical work that is required by work crews involves pump-out situations, drainage structure blockage removal, tree clearing operations and flood control. The LOB monitors the large dams in the County during potential flood situations until the threat of flooding is over. Additionally, the Belleview and Huntington areas located in the southern end of the County are physically monitored due to the high potential for flooding in those low lying areas. First response activities help residents with safety concerns. Performed services help to return drainage systems that have overflowed back to a working status.

Fire & Rescue and Police Response

The LOB provides assistance to Fire and Rescue and the Police Department on an average of 10 to 12 times per year. The responses are generally related to hazardous material spills as they impact storm drainage systems. Additionally, there have been several instances when Stormwater crews are called to provide heavy equipment assistance after fires have been extinguished. The equipment is used in operations to knock down, or help to stabilize, the damaged and dangerous structures. Stormwater work crews have been requested to assist the Police Department with securing and/or blocking access to locations through the use of heavy equipment as well.

EMERGENCY RESPONSE PROGRAM TRENDS AND PROGRAM IMPACTS:

Challenges and trends impacting the Emergency Response program are limited to inadequate resources to respond when needed. Additionally, the unanticipated aspect of emergency response is challenging. This type of response and training requirements for staff appear to be on an upward trend, with responses to emergency situations increasing every year. Aging infrastructure and development based on infill issues appears to be having an effect on the emergency response program as well. Increased volumes of water are creating more frequent overflow situations in the storm drainage systems.

The performance measurement associated with this LOB ensures that the emergency action plans that Stormwater is responsible for maintaining are updated annually, as identified in the performance measurement objective.

The “Output” indicator for updating 16 Emergency Action Plans (EAP) was met. The “Efficiency” indicator shows that the cost of the emergency response program per 100,000 Fairfax County residents was higher than projected and the “Service Quality” indicator shows that the dollar loss per 100,000 residents was greater than originally anticipated. Both the “Efficiency” and the “Service Quality” indicators were impacted by the flooding that occurred in the County during late June 2006. The unanticipated flooding resulted in a larger number of claims paid in FY 2007. This resulted in higher than projected program costs and greater than anticipated dollar loss per 100,000 county residents, as previously estimated. The result of the “Outcome” indicator illustrates that 100

Stormwater Management

percent of the EAP's required to be maintained were updated, thereby meeting the intent of the "Objective" to ensure that 100 percent of the EAP's are updated and operational to minimize impacts to Fairfax County citizens.

DIRECTIVE SERVICES MAINTENANCE PROGRAM:

Stormwater Management is required to abate both emergency and non-emergency directives related to health and safety violations issued by the Health Department, and grass mowing and tree removal directives issues by the Department of Planning and Zoning and the Division of Urban Forestry. More recently, the Department of Planning and Zoning and the Task Force Committee associated with Property Maintenance issues have been issuing property maintenance directives for correction of issues that property owners fail to correct. The directives are issued to Stormwater Management to perform corrective maintenance for the code violations that are listed as either emergency, which require immediate response, or non-emergency, which allows a greater time frame to respond. Upon completion of the services provided to abate the conditions, Stormwater must submit an invoice and bill to the property owner of title. Less than 50 percent of the bills that are submitted are collected.

Directive Maintenance

Maintenance activities in this program includes, but is not limited to,

- Grass Mowing Directives (Chapter 119 Code violation)
- Boarding-up of Vacant Properties (Chapter 46 Code violation)
- Tree Removal
- Vegetation Removal
- Installing Security Fences
- Installing Erosion Control Measures
- Removing Hazardous Material
- Removing Hazardous Structures
- Removing Dead Animals
- Well Abandonment

DIRECTIVE RESPONSE PROGRAM TRENDS AND PROGRAM IMPACTS:

The trend in this program is that all directives are clearly increasing. It should be noted that funding for the abatement services comes directly from funds provided for other maintenance programs listed in this LOB; there is not a dedicated funding source for this work. Additionally, the funds that are recovered by the private property owners are credited to the General Fund, and not back to the Stormwater Management operating budget. Additional impact to the program is the administrative time required in the abatement service notification and billing processes. This work is additive to the work load for the other maintenance programs that the LOB is already responsible for.

► Method of Service Provision

The Snow Removal / Emergency Response / Directives maintenance program operations are accomplished through the use of both existing in-house County staff and contracted maintenance services. Normal hours of operation for maintenance staff are Monday through Friday, 7:30 a.m. to 4:00 p.m., and office personnel are 8:00 a.m. to 4:30 p.m. House flooding response, snow removal services and other emergency call-outs are responded to on a 24-hour basis, 365 days per year. All staff working for the LOB are designated as emergency personnel, and as such, are required to be available for service 24 hours per day, seven days per week. The LOB hosts a web based

Stormwater Management

correspondence page so that County residents can communicate issues and concerns electronically 24 hours per day.

While the positions and staff year equivalents identified in support of the Snow Removal / Emergency Response / Directives maintenance program is 13, all 132 staff positions in the Agency support the program. The level of staff effort expended in this program is equivalent to 13 staff years. The full Agency staff supports and works across operating service programs, and capital improvement programs managed by the Agency, as required. Based on this staff resource deployment strategy, it is difficult to identify specific individual positions dedicated entirely too any one program. The 13 staff year equivalents identified include position classes such as Field Work Crews, Engineering Technicians, Engineers, Project Managers and Administrative support staff.

► Mandate Information

This LOB is both federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 28 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

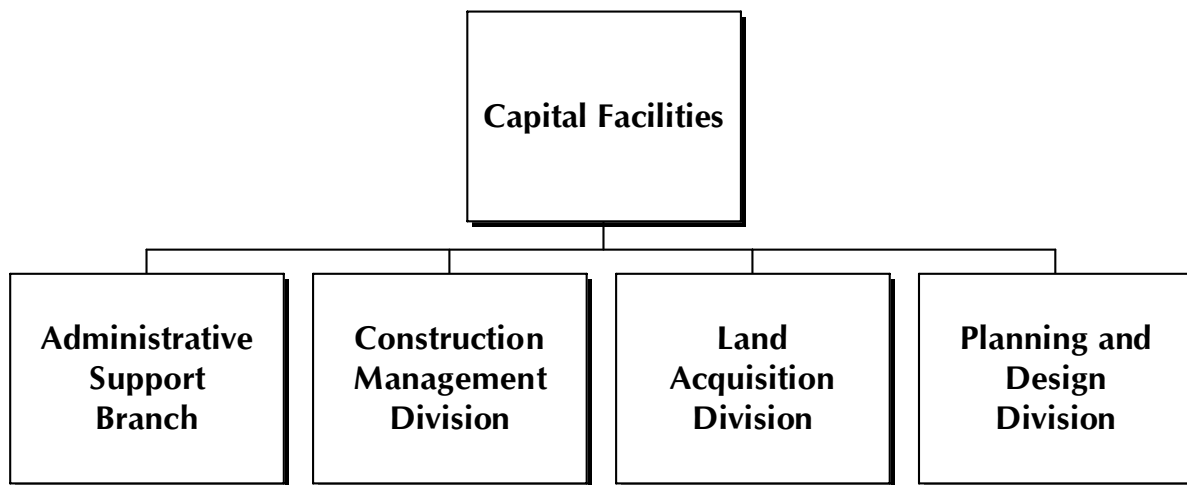
- To ensure zero violations in order to maintain compliance with the terms of the federally mandated Municipal Separate Storm Sewer System (MS4) Permit, as part of the comprehensive Stormwater Management Program.
- To ensure that 100 percent of Emergency Action plans are updated and operational to minimize impact to Fairfax County citizens, as well as protect property from weather events and other emergency situations.
- To ensure that 100 percent of the Commuter Rail, Park-and-Ride and Bus Transit facilities maintained by the County are functional 365 days per year in support of Fairfax County alternative transportation initiatives in order to reduce air pollution.
- To incrementally initiate and complete development of Fairfax County's 30 watershed management plans in order to support the MS4 permit and meet Fairfax County's commitment of the Chesapeake Bay 2000 Agreement, and contribute to the removal of the Bay from the "Impaired Water" list by the year 2010.

Stormwater Management

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Annual private stormwater management facility inventory (1)	2,261	2,320 / 2,441	2,600	2,800	29-02
Public stormwater management facilities inspected and maintained annually	1,104	1,136 / 1,222	1,300	1,330	29-02
Emergency Action plans updated	9	16 / 16	18	18	29-04
Average weekly private vehicle trips into maintained facilities	22,795	22,065 / 22,770	23,000	23,000	29-03
Average weekly commuter bus trips into maintained facilities	9,365	12,645 / 9,425	9,000	9,000	29-03
Average weekly train trips into maintained facilities	265	245 / 265	270	270	29-03
Watershed Plans completed	1	9 / 3	6	6	Fund 318
Efficiency:					
Annual cost per private stormwater management facility (1)	\$82	\$95 / \$393	\$355	\$358	29-02
Cost of inspection and maintenance per public stormwater management facility	\$988	\$1,143 / \$1,626	\$1,494	\$1,587	29-02
Cost of Emergency Response program per 100,000 population	\$69,180	\$81,609 / \$128,095	\$125,000	\$125,000	29-04
Cost per transit trip	\$0.39	\$0.43 / \$0.52	\$0.51	\$0.55	29-03
Average cost per square mile to develop watershed plans	\$41,635	\$37,600 / \$27,260	\$45,000	\$45,000	Fund 318
Service Quality:					
Percent of private facilities inspected within the fiscal year	3%	20% / 19%	20%	20%	29-02
Percent of public facilities inspected and maintained within the fiscal year	46%	100% / 100%	100%	100%	29-02
Dollar loss per 100,000 population for claims paid as a result of annual emergency events	\$2,483	\$2,994 / \$4,440	\$3,500	\$3,500	29-04
Annual commuter facilities complaints received	36	50 / 93	75	75	29-03
Cumulative percent of watershed plans completed based on drainage area	7.6%	48.6% / 35.9%	51.5%	80.8%	Fund 318
Outcome:					
MS4 permit violations received	0	0 / 0	0	0	29-02
Percent of Emergency Action Plans current	64%	100% / 100%	100%	100%	29-04
Percent of commuter facilities available 365 days per year	100%	100% / 100%	100%	100%	29-03
Annual percent of watershed plans completed	25.0%	100.0% / 33.3%	100.0%	100.0%	Fund 318

(1) The actual regulatory reporting period for the inspection cycle of "Private" and "Public" stormwater management facilities is on a calendar basis. The performance measure for the stormwater inspection and maintenance objective is on a fiscal basis. While the "Service Quality" indicator for actual inspections completed in FY 2006 indicates that the goal was not met in FY 2006, the regulatory requirement of inspecting 100 percent of the "Public" facilities, and 20 percent of the "Private" facilities will be met within the 2006 regulatory calendar year requirement.

Capital Facilities



Mission

To provide Fairfax County with quality, cost effective buildings and infrastructures in a safe and timely manner.

Focus

Capital Facilities' purpose is to complete the construction of publicly funded projects. Specifically, Capital Facilities provides the design, land acquisition and construction services for governmental facility projects such as libraries, courts, police and fire stations. The agency supports user agencies during the site selection and feasibility study phases and coordinates with the user agencies throughout the project implementation process. The agency is also responsible for the implementation of infrastructure improvement projects, such as roads, sanitary sewer extensions, sanitary pump stations, pollution control plant expansions/upgrades, walkways, streetlights, bus stop shelter installation and the land acquisition and construction management of stormwater drainage projects. Through the completion of these projects, Capital Facilities contributes to the health, safety and welfare of all who reside in, work in and visit Fairfax County.

One of the strengths of Capital Facilities is its technical and operational capabilities and, as such, its operations have continued to be recognized for technical excellence. To improve upon this excellence, Capital Facilities has focused many of its efforts over the last five years on improving three major aspects of the agency, including work culture, environmental stewardship and relationships with the community.

Capital Facilities has several initiatives, including, but not limited to, the improvement of project delivery and customer service. As part of this initiative, the agency recently implemented new performance measures. The implementation of the new performance measures utilized a team-based approach, getting input from staff throughout the different business areas as the need for new performance

THINKING STRATEGICALLY

Strategic issues for the department include:

- o Improving relationships with customers by working collaboratively and sharing information in a more timely fashion;
- o Implementing tactical information technology initiatives to improve business operations; and
- o Developing methods to allow the agency to accomplish its mission more efficiently.

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measures was borne out of an interest in improving the tools used to evaluate the business areas and their achievement of their missions. To help track and report the new performance measures, a new Capital Project Information System was designed and developed by in-house staff in FY 2006. In FY 2007 the Capital Project Information System was implemented, allowing better project tracking and monitoring by project managers and agency directors.

Funding for capital construction projects administered by Capital Facilities is provided from bond funds, the General Fund and grant funds and is affected by the economic climate and the availability of funds from the Commonwealth of Virginia and the federal government.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	141/ 141	141/ 141
Expenditures:		
Personnel Services	\$8,553,127	\$10,084,734
Operating Expenses	6,928,003	8,003,067
Capital Equipment	15,585	0
Subtotal	\$15,496,715	\$18,087,801
Less:		
Recovered Costs	(\$5,374,609)	(\$6,568,655)
Total Expenditures	\$10,122,106	\$11,519,146
Income:		
Land Acquisition Charges for Service	\$0	\$0
Total Income	\$0	\$0
Net Cost to the County	\$10,122,106	\$11,519,146

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
26-01	Implementing the Capital Improvement Program	\$11,519,146	141	141.0
TOTAL		\$11,519,146	141	141.0

Capital Facilities

LOBS SUMMARY

26-01: Implementing the Capital Improvement Program

<i>Fund/Agency: 001/26</i>		<i>Office of Capital Facilities</i>	
<i>LOB #: 26-01</i>		<i>Implementing the Capital Improvement Program</i>	
Personnel Services			\$10,084,734
Operating Expenses			\$8,003,067
Recovered Costs			(\$6,568,655)
Capital Equipment			\$0
Total LOB Cost:			\$11,519,146
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$11,519,146
Positions/SYE involved in the delivery of this LOB			141 / 141.0

► LOB Summary

Capital Facilities provides planning, design, land acquisition and construction services for the implementation of the County's Capital Improvement Program (CIP). The sections of the CIP Capital Facilities implements include:

- Government Facilities (libraries, family shelters, mental health centers)
- Public Safety and Courts Facilities (fire stations, police stations, and criminal justice facilities)
- Community Improvements (Revitalization, Stormwater Management and Other Neighborhood Improvements, including streetlights)
- Utility Services (Sanitary Sewers)
- Transportation and Pedestrian Initiatives (Four-Year Transportation Plan, County Road Program, Park-and-Ride and Transit Centers, Pedestrian Initiatives)

Based on the FY 2008-2012 Adopted Capital Improvement Program, Capital Facilities is directly responsible for capital projects with a Total Project Estimate totaling \$866,328,000, and CIP Budget FY 2009 - 2013 totaling \$447,450,000. The source of funding varies depending on the project; general fund, bonds and grant funds are used to support the CIP.

Capital Facilities uses a self-directed team approach to manage the three divisions that comprise Capital Facilities. The Business Team works both in a leadership and management mode. In leadership mode, the Team deals with strategic issues that are of great importance for the long-term success of the Capital Facilities business. In management mode, the Team deals with the day-to-day

Capital Facilities

operations of the Business Area. The CAP Business Team's function is to consider all available information and opinions through open discussion and provide positive support of decisions and issues that affect the Business Area. The Business Team is comprised of employees throughout the Capital Facilities business area. The three Capital Facilities divisions are described below.

Planning and Design Division provides project planning, scoping, cost estimating, design (both in-house and utilizing consultant contracts) and project management for Capital Improvement Program projects. This Division contains four branches consistent with the four main areas of the Capital Improvement Program.

- **Building Design Branch** provides consultant design and project management for major building projects in the Capital Improvement Program, as well as project management for various Fairfax County Park Authority projects.
- **Planning Support Branch** provides pre-project planning, cost estimating, general engineering and technical support (including limited drafting services) to other division branches, as well as providing staff assistance to the Trails and Sidewalk Committee. The Planning and Support Branch oversees the streetlight programs, processes streetlight utility fee payments and coordinates reviews of proposed road vacations, abandonments, etc.
- **Transportation Design Branch** provides in-house design, consultant design and project management for Capital Improvement Program transportation, neighborhood improvements, and commercial revitalization projects.
- **Utilities Design Branch** provides in-house design, consultant design and project management for Capital Improvement Program projects such as trails and sidewalks, sanitary sewer extensions, developer defaults and bus shelters/bus stops.

Land Acquisition Division provides for acquisition of land rights, land cost estimating services and coordinates legal issues with the County Attorney for all construction projects.

Construction Management Division provides survey support, procurement, construction inspections and administration of construction contracts for the Capital Improvement Program.

- **Facilities Construction Branch** provides construction contract management of building projects involving new construction and major renovations for fire stations, police stations, libraries, public safety facilities, detention facilities, court expansions and selected Park Authority projects.
- **Land Survey Branch** provides surveying support for the Capital Improvement Program, as well as providing other related survey services to other County agencies. The Land Survey Branch also established and maintains the County's Geodetic Control Network.
- **Transportation & Stormwater Construction Branch** provides construction and contract management services for horizontal projects, i.e. stormwater improvement projects, roads, trails and walkways, bus shelters, developer defaults, neighborhood improvements and commercial revitalizations projects.

Capital Facilities

- **Wastewater Construction Branch** provides construction and contract management services for the Wastewater Management Program. Projects include, but are not limited to, sanitary extension and improvement projects, pumping station rehabilitation and treatment plant improvement or expansion projects.

In addition to the divisions above, **Administrative Support Branch** provides financial, budgetary, information technology and human resources services to the entire Capital Facilities business area.

The Capital Facilities Business Area has developed goals, strategies and actions to implement not only Capital Facilities vision and mission, but also support the DPWES Strategic Plan and the Fairfax County Framework for Excellence initiative. The strategies and specific actions that the CAP Business Area is undertaking to achieve and strive toward the CAP and DPWES missions and visions are outlined below.

Environmental Stewardship

- **DPWES Goal:** To play a significant role in Fairfax County's environmental stewardship function through service delivery, policies, regulatory activities, maintenance functions and implementation to preserve and improve the natural environment (air, land, water and energy) balanced with conscientious economic growth and development.
 - **Capital Facilities Action:** Develop a Green Building program specifically tailored to the needs of Fairfax County that is practical and economical while maintaining the environmental intent of low impact development and Leadership in Energy and Environmental Design.
 - **Accomplishments:** Two fire stations have recently been completed under the Green Building program, with Fairfax Center Fire Station being the first Green Building project completed by Fairfax County.

County Facilities and Infrastructure

- **DPWES Goal:** To plan, construct, operate and maintain quality and cost effective buildings and infrastructure in a timely manner to enhance communities and support County programs and services through effective and efficient programs, policies and practices for the implementation, operation and maintenance of County facilities and infrastructure.
 - **Capital Facilities Action:** Refine and implement pre-qualified competitive bid procedures to improve timely delivery, quality and cost effectiveness.
 - **Accomplishments:** Pre-qualified competitive bid procedures on all major construction bids have resulted in quality and timely construction projects.
 - **Capital Facilities Action:** Evaluate and/or implement the use of outsourcing for project engineering, management and inspections on capital projects.
 - **Accomplishments:** This will be the second year in which construction management and inspection services have been outsourced to supplement county staff to improve on time performance. It is anticipated that additional outsourcing will occur in FY 2008 for project management services based on project workload.

Capital Facilities

Communicating and Developing Partnerships

- **DPWES Goal:** To improve the efficiency and effectiveness of services provided by the Department and our relationships with those we serve by creating a collaborative work environment and a communication plan with the Board of Supervisors, citizens, other County agencies, internal staff, customers and other stakeholders in order to:
 - understand each others' expectations, needs, and goals;
 - develop partnerships;
 - align efforts and;
 - cultivate support for programs.
- ***Capital Facilities Action:*** Develop a plan for an improved web-based project reporting system to improve and expand existing project reporting methods.
 - a. Refine existing web reporting system and improve navigation to existing site.
 - b. Review other web-based models for reporting project status from adjacent counties and state and federal agencies.
 - c. Develop and implement an improved project reporting system based on a. and b.
 - a. Refine existing web reporting system and improve navigation to existing site.
 - b. Review other web-based models for reporting notification of construction business opportunities from adjacent counties, state and federal agencies.
 - c. Develop and implement an improved notification of construction business opportunities reporting system.

Accomplishments: Established a “short” URL address for the Capital Projects web page, currently working with GIS staff to link project status information to the GIS project layer, using icons for project locations.

Customer Service Excellence

- **DPWES Goal:** To create a work culture that “places the customer first,” by encouraging every DPWES employee:
 - To consider effective and timely communication with customers as a priority and a personal responsibility;
 - To provide information to customers that is thorough, accurate and reliable;
 - To seek ways to continuously improve the Department’s processes, structures and systems that meet changing customers’ needs and maintain a safe and secure environment for customers; and

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- To provide courteous, fair, convenient, responsive and expeditious service to those we serve.
- **Capital Facilities Action:** Implement customer surveys for completed projects to measure CAP performance in customer satisfaction from user agencies, citizens and B.O.S.
- **Accomplishments:** Currently, Capital Facilities completes customer surveys every two years. Additional surveys will be developed after the new customer survey software (SNAP) is deployed to the Department.
- **DPWES Goal:** Develop performance measurements that measure the Business Area's missions, track critical business metrics, measure customer satisfaction and are used to manage the business area.
 - **Capital Facilities Action:** Measure on time performance and cost for completed projects and report results in the annual CAP budget submission.
 - **Accomplishments:** As part of the FY 2009 Budget submission, the new project reporting information system was utilized to calculate on time performance.
 - **Capital Facilities Action:** Benchmark performance against other local municipalities offering similar services, and if applicable, against consulting engineering firms providing similar design functions.
 - **Accomplishments:** This is a long-term activity, and will be developed further during FY 2009.
 - **Capital Facilities Action:** Refine and implement "Engineering Design Plan Guidelines." Form a task force tasked with refining existing guidelines to provide consistent content and format for engineering design plans/documents prepared by the County and consultants, and to develop checklists for the use of the guidelines.
 - **Accomplishments:** This is a long-term activity, and will be developed further during FY 2009.

Human Resources

- **DPWES Goal:** To support, value, encourage and acknowledge employees' excellent work, positive behaviors and growth and development by developing effective and efficient human resource programs, policies and practices, which sustain a workforce that carries out the DPWES mission and improves organizational performance.
 - **Capital Facilities Action:** Develop and implement a Business Area specific succession plan.
 - **Accomplishments:** Capital Facilities has completed a pilot study with DHR and is waiting for DHR to implement the program. Capital Facilities has identified the critical positions.

Capital Facilities

- **Capital Facilities Action:** Develop and implement a Business Area specific training and on the job orientation program for key Business Area competencies.
- **Accomplishments:** Capital Facilities has completed a pilot study with DHR and is waiting for DHR to implement the program. Capital Facilities has identified the critical positions.
- **Capital Facilities Action:** Provide Business Area specific technical training in key areas.
- **Accomplishments:** This is a long-term activity, and will be developed further during FY 2009.

► Method of Service Provision

In-house staff performs planning, scoping, budgeting, design and contract management. Survey work may be performed by in-house staff or by outside consultants. Building design services are provided using outside consultants. Design services for horizontal projects (roads, sanitary sewers, sidewalks, etc.) are provided by both in-house staff and outside consultants. Land acquisition is performed totally by in-house staff, except that outside title companies are used to verify property ownership and independent appraisers are used to determine fair market value of the required land rights. Construction services are provided by outside construction contractors through the competitive bid process. In-house and outside contract staff provides construction management and inspections, with the exception of independent testing and inspection firms providing special inspection services as required by Office of Building Code Services. The Administrative Support Branch provides accounting, budgeting, contract administration support, purchasing and human resource services to the entire Capital Facilities organization.

► Mandate Information

There is no federal or state mandate for this LOB.

The recent passage of H.B. 3202 provides funding for transportation projects directly to the County. While it is not mandated that Fairfax County implement the transportation projects directly, the Northern Virginia Transportation Authority (NVTa) will not be staffed to provide these services and will be expecting the localities to implement projects.

AGENCY PERFORMANCE MEASURES

Objectives

- To monitor design and construction activities in order to maintain construction cost growth at no more than 5.0 percent.
- To perform Value Engineering (VE) studies in accordance with the adopted BOS policy in order to identify cost savings while meeting required performance, with Return on Investment (ROI) of at least 25:1.

Capital Facilities

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Projects completed	96	77 / 120	82	87	26-01
Projects completed with total cost over \$10,000,000	0	2 / 0	1	1	26-01
Projects completed with total cost over \$100,000 and under \$10,000,000	35	20 / 47	27	33	26-01
Projects completed with total cost under \$100,000	61	55 / 73	54	53	26-01
Projects completed on time	66	52 / 91	56	65	26-01
Projects completed within budget	81	64 / 102	68	74	26-01
VE studies completed/accepted cost savings	1/\$593,800	3/\$1,723,000 / 3/\$1,570,379	3/\$1,500,000	2/\$1,000,000	26-01
Efficiency:					
Design costs as a percent of construction costs for projects with total cost over \$100,000 and under \$10,000,000	18.8%	18.0% / 10.7%	18.0%	18.0%	26-01
Design costs as a percent of construction costs for projects with total cost under \$100,000	20.3%	56.7% / 20.4%	51.0%	51.0%	26-01
Construction contract administration costs as a percent of construction costs for projects with total cost over \$100,000 and under \$10,000,000	7.2%	9.2% / 10.7%	10.0%	10.0%	26-01
Construction contract administration costs as a percent of construction costs for projects with total cost under \$100,000	18.8%	13.2% / 16.5%	14.2%	14.2%	26-01
Staff cost per land acquisition instrument acquired for projects with total cost over \$100,000 and under \$10,000,000	\$2,153	\$2,256 / \$2,135	\$2,153	\$2,256	26-01
Staff cost per land acquisition instrument acquired for projects with total cost under \$100,000	\$2,946	\$3,074 / \$2,988	\$2,946	\$2,988	26-01
Cost per VE study	\$39,380	\$27,753 / \$45,638	\$45,000	\$47,000	26-01
Outcome:					
Contract cost growth (1)	4.5%	3.6% / 5.4%	3.8%	5.0%	26-01
Return on investment ratio for VE studies	15:1	25:1 / 35:1	25:1	25:1	26-01

(1) Cost Growth = (Final Construction Contract Cost – Initial Construction Contract Cost) / Initial Construction Contract Cost * 100

Fund 302

Library Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 302, Library Construction</i>	
Total Expenditures:	\$1,064,000
Revenue:	
General Fund Support	\$0
Bond Revenue	\$1,064,000
Other Revenue	\$0
Total Revenue	\$1,064,000

► Summary of Program

This fund supports the land acquisition, design and construction and renovation of County libraries. In the fall of 2004, the voters approved a Public Library Bond Referendum totaling \$52.5 million for library projects. Funding provides for two new libraries, four renovation projects and prioritized capital renewal of libraries throughout the County. To date authorized but unissued bond funds of \$29.08 million remain from the 2004 referendum.

In the summer of 2007, the Oakton Community Library was completed using funds from the 2004 Bond Referendum. Burke Centre Library is scheduled to be completed in the spring of 2008.

The Department of Public Works and Environmental Services (DPWES) continues to take all possible actions to manage six bond funded library projects within the original Total Project Estimates (TPE), recognizing the impact of increasing costs affecting the construction market in the region.

► Funding Availability and Future Considerations

The library projects are funded by the Fall 2004 Public Library Bond Referendum. Based on the current TPEs there is sufficient Bond funding to complete all current projects.

► Status of Program

Included in this program are six bond funded library projects.

Project	Project Name	Project Status	FY 2008 Revised Budget	Exp/Enc	Balance TD (As of 12/07)
004838	Burke Centre Library	Construction	5,209,019	4,514,309	694,710
004840	Kingstowne Regional Library	On-Hold	-	1,377	(1,377)
004842	Thomas Jefferson Library	Planning/Design	7,430,599	215,302	7,215,296
004843	Richard Byrd Library	Planning/Design	9,063,413	890,050	8,173,364
004844	Dolley Madison Library	Planning/Design	11,464,375	422,837	11,041,538
004845	Martha Washington Library	Planning/Design	8,637,295	761,236	7,876,059
Ending Balance			\$41,804,701	\$6,805,111	\$34,999,590

Fund 302

Library Construction

Burke Centre Library project funds the design and construction of a new 17,000 square-foot library to be located at 5935 Freds Oak Road in Burke.

Kingstowne Regional Library project funds the land acquisition cost only. Staff is currently reviewing a PPEA proposal.

Thomas Jefferson Library project funds the renovation and expansion of the existing library at 7415 Arlington Boulevard to develop an approximately 17,000 square-foot library facility.

Richard Byrd Library project funds the renovation and expansion of the 9,375 square-foot existing library to an 18,000 square-foot facility, with a possible second floor for another County function.

Dolley Madison Library funds the renovation and expansion of the existing library facility and possible new district supervisor's office located at 1244 Oak Ridge Avenue in McLean.

Martha Washington Library funds the renovation and expansion of the 10,600 square-foot existing library to a 17,000 square-foot facility located at 6614 Fort Hunt Road in Alexandria.

► **Mandate Information**

There is no federal or state mandate for this LOB.

Fund 303 County Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 303, County Construction</i>	
Total Expenditures:	\$20,463,886
Revenue:	
General Fund Support	\$18,555,230
Bond Revenue	\$300,000
Other Revenue	\$1,608,656
Total Revenue	\$20,463,886

► Summary of Program

This fund provides for critical park maintenance and repairs, as well as enhancements to County facilities, Park Authority facilities, and County and School athletic fields. This fund also supports payments and obligations such as lease-purchase agreements, the acquisition of properties, construction and renovation projects associated with County facilities, and the County's annual contributions to the School-Age Child Care (SACC) Center Program, and the Northern Virginia Community Program.

Funding in the amount of \$20,463,886 was included in Fund 303, County Construction in FY 2008. Funding includes an amount of \$18,555,230 supported by a General Fund Transfer, an amount of \$658,656 supported by the allocation of HB 599 state revenues, \$300,000 supported by revenue bonds, and \$950,000 supported by the Athletic Services fee.

Fund 303 projects are managed by multiple Departments. The following is a summary of major program areas:

PARK MAINTENANCE

FY 2008 funding in the amount of \$2,182,076 was included for Park maintenance of both facilities and grounds. The Park facilities maintained with General Fund monies include but are not limited to: field houses, boat houses, pump houses, maintenance facilities, sheds, shelters and office buildings. Park priorities are based on the assessment of current repair needs including safety and health issues, facility protection, facility renewal and improved services. In addition, Park maintenance requirements are generated through scheduled preventative maintenance or from user requests for facility alterations. Specific funding levels in FY 2008 include:

Project 009417, Parks-General Maintenance

An amount of \$425,000 for general park maintenance at non-revenue supported Park facilities. These maintenance requirements include major non-recurring repairs and stabilization of new properties, as well as repairs/replacements and improvements to roofs, electrical and lighting systems, sprinklers, HVAC systems, and the replacement of security and fire alarm systems. Allocation of funding is directed to multi-year renovation programs, energy management, as well as to routine operating expenses for the maintenance of these facilities.

Fund 303

County Construction

Project 009442, Parks-Ground Maintenance

An amount of \$987,076 for annual requirements for Parks grounds maintenance at non-revenue supported parks. Grounds maintenance includes the upkeep of sidewalks, mowing of wooded and grassy areas, parking lots, bridges, recreation and irrigation equipment, picnic equipment, tennis courts and trails at County parks. Funds are required for contract mowing and maintaining trails to standards.

Project 009443, Parks-Facility/Equipment Maintenance

An amount of \$470,000 for minor routine preventive maintenance of non-revenue supported Park Authority structures. These repairs include the replacement of broken windows and doors, equipment repairs, and the scheduled inspection of HVAC, security and fire alarm systems.

Project 009416, ADA Compliance-Fairfax County Park Authority (FCPA)

An amount of \$300,000 to continue the implementation of Americans with Disabilities Act (ADA) compliance at Park facilities. FY 2008 funding supports continued mandated retrofits at Lake Fairfax Park including the outdoor restroom, parking spaces, and an accessible route to the picnic pavilion.

ATHLETIC FIELD MAINTENANCE PROJECTS

FY 2008 funding in the amount of \$4,919,032 was included for athletic field maintenance. FY 2008 revenue generated from the Athletic Services Fee in the amount of \$950,000 directly supports athletic field maintenance, which in recent years has been identified as a critical need. Of this total, \$250,000 of Athletic Services Fee revenue is dedicated to the enhanced maintenance of school athletic fields, \$500,000 is dedicated to the Synthetic Turf Development Program, and \$200,000 to custodial support for indoor sports organizations. An effort has been made to provide continuous maintenance to maintain quality athletic fields at acceptable standards and improve safety for users. Maintenance of athletic fields includes: field lighting, fencing, irrigation, dugout covers, infield dirt, aeration, and seeding. These maintenance efforts will improve safety standards, enhance playing conditions, and increase user satisfaction. Specific funding levels in FY 2008 include:

Project 005009, Athletic Field Maintenance

An amount of \$2,280,384 to continue athletic field maintenance efforts on Park Authority athletic fields. Athletic field costs include electricity for lighted facilities and maintenance of lighting systems, water and irrigation system maintenance, and minor ball field repairs. This effort is being coordinated by the Fairfax County Park Authority.

Project 004999, Boys' 90' Athletic Field Lighting

An amount of \$100,000 to continue the replacement and upgrading of Fairfax County Public Schools (FCPS) boys' athletic field lighting systems used by many County organizations. A standard of 30-foot candles of light in the infield and 20-foot candles of light in the outfield are the recommended levels of lighting. Currently all boys fields have lighting. Funding supports a replacement and repair schedule, as well as improvements to bring older lighting systems up to new standards. Lighting costs are shared with FCPS. FY 2008 funding represents the County's share of total costs and will provide for lighting improvements at Falls Church High School. Schools receiving improvements are prioritized by FCPS.

Fund 303

County Construction

Project 005000, Girls' Softball Field Lighting

Funding in the amount of \$100,000 to continue installing lights on FCPS athletic fields and identified County parks used for girls' softball. Staff from the Department of Community and Recreation Services (CRS) continues to work with community sports groups and coordinate with the FCPS and the Fairfax County Park Authority to identify, prioritize and develop plans for addressing girls' softball field lighting requirements. FY 2008 funding provides for softball field lighting installation at Madison High School. This effort is being coordinated by CRS.

Project 005012, Athletic Services Fee- Field Maintenance

An amount of \$1,000,000 for enhanced maintenance of school athletic fields. This project provides consolidated funding for an enhanced level of maintenance performed by the Park Authority on FCPS athletic fields, and will directly apply revenue generated by the Athletic Services Fee to the athletic field maintenance program. All funding previously included for spring clean-up of middle and elementary schools and other maintenance provided by the Department of Community and Recreation Services is now conducted by the Park Authority and accounted for in a single project. The enhanced level of maintenance will provide a consistent mowing frequency schedule for high school diamond fields, as well as diamond field infield preparation twice a week for all elementary, middle and high school fields. It will also establish post-season field treatment standards and a maintenance schedule for recently completed irrigation and lighting projects on FCPS fields. Of the total funding, an amount of \$250,000 is included for this program based on revenue generated from the Athletic Services Fee, and \$750,000 is supported by the General Fund.

Project 005013, Athletic Services Fee – Turf Field Development

An amount of \$500,000 to support the Synthetic Turf Development Program. This program facilitates the development of synthetic turf fields in the County. Fields are chosen through a review process based on the need in the community, projected community use, and the field location and amenities. In addition, on November 7, 2006, the voters approved a \$25 million Park Bond Referendum of which \$10 million is earmarked to fund the conversion of up to 12 fields from natural turf to synthetic turf.

Project 005006, Park Maintenance of FCPS Fields

An amount of \$738,648 to support general maintenance at designated FCPS athletic fields. This maintenance effort includes a consistent mowing frequency of 28 times per year at 473 athletic fields (approximately 160 school sites and provides for aeration and over-seeding to improve turf coverage and reduce the chance of injury. This program was established in an effort to maintain consistent standards among all athletic fields, improve playing conditions and safety standards, and increase user satisfaction. This effort is managed by the Park Authority; however, all field maintenance will be coordinated between the Park Authority and CRS.

Fund 303

County Construction

Project 005014, Athletic Services Fee-Custodial Support

An amount of \$200,000 for custodial support for indoor gyms used by sport organizations. The use of FCPS indoor facilities on the weekend requires FCPS to schedule a school system employee to open and close the facility. Revenue generated from the Athletic Services Fee is used to provide payment for FCPS staff, eliminating the need for indoor sports organizations to pay the hourly rate previously charged. This project is entirely supported by revenue generated from the Athletic Services Fee and managed by the Department of Community and Recreation Services.

NEW AND RENOVATED FACILITIES

FY 2008 funding in the amount of \$7,317,074 was included for costs related to the renovation of existing facilities and the construction of new facilities.

Project 009400, Land Acquisition Reserve

Funding of \$2,000,000 was included to provide for the acquisition of land or open space preservation throughout the County.

Project 009444, Laurel Hill Development

Funding of \$2,459,074 was included to continue to address property management and development, as well as continued building stabilization mitigation efforts at the Laurel Hill property. Laurel Hill was transferred to the County by the federal government in early 2002. The property includes approximately 2,340 acres of land and 1.48 million square feet of building space. FY 2008 funding continues to address needs at this site, including a security/maintenance contract, consulting services, structural maintenance and utilities at existing buildings, custodial, planning, engineering positions, asbestos abatement, and demolition of unserviceable buildings. The Park Authority is working with several user groups to plan and develop a Sportsplex, an Equestrian Center, and a Cold War Museum. The Park Authority is also conducting public outreach, providing standard park amenities; conducting market and traffic studies for the proposed park development includes: trail and bridge improvements; demolishing unserviceable buildings; developing graphic design and landscape guidelines.

Project 009504, Enterprise and Technology Operations Center (ETOC) Renovation

An amount of \$1,323,000 was included to complete critical upgrades to the Enterprise and Technical Operations Center (Data Center) which houses all County mainframe computers, hardware and software, and communications infrastructure supporting County businesses. Funding provides for prioritized upgrades including replacement of existing Liebert air handlers, wet-pipe sprinkler systems, additional A/C units to provide continuous cooling, server racks for phone systems, and replacement of smoke detectors.

Project 009432, Phone Systems

An amount of \$1,535,000 was included for telecommunications systems at several new facilities including: the Judicial Center (\$900,000), Wolftrap Fire Station (\$95,000), Girls Probation House (\$65,000), Burke Centre Community Library (\$95,000), Thomas Jefferson Community Library (\$95,000), Fairfax City Regional Library (\$110,000), Dolley Madison Community Library (\$95,000), and the Gregory Drive Treatment Facility (\$80,000).

Fund 303 County Construction

ROAD IMPROVEMENTS/DEVELOPER DEFAULT PROJECTS

FY 2008 funding in the amount of \$850,000 was included for road improvements and developer default projects. Specific funding levels in FY 2008 include:

Project V00000, Road Viewers Program

An amount of \$50,000 to support the Road Viewers Program. This maintenance effort includes upgrading roads for acceptance into the State Secondary Road System. Upgrades include survey, engineering, and construction projects within the Board of Reviewers Program.

Project V00001, Road Maintenance Program

An amount of \$50,000 to continue maintenance on Fairfax County roads which are not currently in the Virginia Department of Transportation (VDOT) Secondary System. This program works to ensure the safe operation of motor vehicles by upgrading and maintaining existing County travelways.

Project U00060, Developer Defaults

Funding in the amount of \$750,000 to support the Developer Default program. This project is necessitated by economic conditions surrounding the construction industry that result in some developers not completing required public facilities, including acceptance of roads by the state, walkways, and storm drainage improvements. Land Development Services (LDS) anticipates 18 to 20 new projects are identified for resolution in FY 2008. FY 2008 funding in the amount of \$750,000 was included for developer default projects that will be identified throughout the fiscal year. Of this amount, \$300,000 is projected in developer default revenue, and an additional \$450,000 is supported by the General Fund.

ENVIRONMENTAL INITIATIVES

FY 2008 funding in the amount of \$700,000 was included for environmental programs.

Project 009700, Environmental Agenda Initiatives

An amount of \$700,000 was included to provide funding for initiatives that directly support the Board of Supervisors Environmental Agenda. The Environmental Excellence 20-year Vision Plan (Environmental Agenda) includes six topic areas: Growth and Land Use; Air Quality and Transportation; Water Quality; Solid Waste; Parks, Trails and Open Space; and Environmental Stewardship. FY 2008 prioritized initiatives include: continued outreach materials for air quality awareness targeted at County employees, residents, school children and business owners (\$30,000); removal of invasive plants that threaten native plant communities and expansion of volunteer and outreach programs (\$200,000); an additional five remote household hazardous waste events (\$75,000); year of the tree campaign (\$50,000); litter campaign and other environmental initiatives (\$95,000); and construction of approximately 2,500 feet of Landfill Gas (LFG) pipeline to carry gas generated at the closed I-95 landfill to be used as a potential fuel source to heat County buildings at the new West Ox Campus (\$150,000). In addition, an amount of \$100,000 was included for energy efficiency and/or renewable energy projects in support of Fairfax County's efforts to support a global climate change strategy.

Fund 303

County Construction

PAYMENTS AND OBLIGATIONS

FY 2008 funding in the amount of \$2,973,454 was included for costs related to annual contributions and contractual obligations.

Project 009494, Salona Property

Funding of \$1,101,354 was included for the third payment for the Salona property. Based on the Board of Supervisor's approval of the purchase of the conservation easement at the Salona property on September 26, 2005, an amount of \$1,101,354 was dedicated to the FY 2008 payment. The total cost of the property is \$18.2 million with payments scheduled through FY 2026.

Project 008043, Northern Virginia Community College (NVCC)

Funding of \$1,022,100 was included for Fairfax County's contribution to the Northern Virginia Community College (NVCC). Funding provides for the continued construction and maintenance of various capital projects on college campuses within the NVCC system. The FY 2008 funding level reflects \$1.00 per capita based on a population figure provided by the Weldon Cooper Center.

Project 007012, School Aged Child Care Contribution (SACC)

Funding of \$750,000 was included for the County's annual contribution to offset school operating and overhead costs associated with new SACC Centers.

Project 009998, Payments of Interest On Bonds

Funding of \$100,000 was included to support payments to developers for interest earned on conservation bond deposits. The County requires developers to contribute funds to ensure the conservation of existing natural resources. Upon satisfactory completion of projects, the developer is refunded the deposit with interest.

STORMWATER MANAGEMENT

FY 2008 funding in the amount of \$525,000 was included for stormwater management projects. Specific funding levels in FY 2008 include:

Project 009406 – ADA Compliance

Since FY 1995, funding has been approved to address ADA compliance. Title II of the ADA prohibits discrimination on the basis of disability by public entities and requires that each program, service, or activity conducted by a public entity be readily accessible to and usable by individuals with disabilities. Sidewalks and trails must be made accessible by providing appropriate curb cuts and/or grading (1:8 ratios). In FY 2008, \$50,000 was approved to bring sidewalks and trails into compliance with ADA. Once identified, sidewalk and curb cut deficiencies are completed. A higher priority will be assigned to the trails.

Fund 303

County Construction

Project 009422 – Maintenance CRP

An amount of \$400,000 was approved to continue recurring maintenance of the capital improvements associated with the Commercial Revitalization Program (CRP). Maintenance activities include landscaping, mowing, trash pickup, maintenance of bicycle racks, specialized district signs and street furniture. The current four revitalization districts include: Annandale, Route 1, Springfield and Baileys Crossroads.

The Commercial Revitalization maintenance program was developed in 1997 to provide maintenance services for the seven delineated commercial districts and areas in Fairfax County. The program provides the ongoing maintenance of the amenities that were installed in the identified commercial districts. Of the seven delineated commercial districts and areas, improvements have been completed in four which now require active maintenance. The other three districts are in various stages of planning and design for potential streetscape projects, and once constructed will require maintenance. The funding identified in the operating program for 0.5 SYE, is for the staff time to provide program and contract oversight because the services are provided 100 percent by contracted services.

Active Commercial Revitalization Maintenance Districts Inventory
Route One (Richmond Highway)
Annandale
Springfield
Bailey's Crossroads

Project V00002 – Emergency Road Repairs

An amount of \$75,000 to continue funding emergency and safety road repairs to County-owned service drives and County-owned stub streets was appropriated in FY 2008. These services drives have not been accepted by the Virginia Department of Transportation (VDOT) into the state highway system for maintenance. Emergency safety repairs supported through this project include pothole repair, drive surface overlays, sidewalk and curb repairs, traffic and pedestrian signage, and hazardous tree removal. The current program inventory of roads is 36.7 miles. (16.5 miles of County owned service drives, fronting approximately 470 properties and 20.2 miles of County owned stub streets, abutting approximately 390 properties).

OTHER CAPITAL PROJECTS

FY 2008 funding in the amount of \$997,250 was included to support additional Countywide Capital Projects. Specific funding levels in FY 2008 include:

Project U00005, Survey Control Network Monumentation

An amount of \$125,000 was included to support the maintenance and establishment of geodetic survey control points for the GIS system. This project also supports the development and maintenance of an interactive, GIS-based Web site which will provide convenient and cost effective monumentation information to the County's land development customers.

Project Z00016, Minor Streetlight Upgrades

Funding of \$20,000 was included to provide minor upgrades and repairs to existing streetlights throughout the County.

Fund 303

County Construction

Project 009484, Prioritized Feasibility Studies

Funding of \$400,000 was included to provide funding for prioritized feasibility studies. These studies are needed to establish accurate total project estimates in preparation for the fall 2008 Public Facilities Bond Referendum.

Project 009526, Police Video Surveillance Project

Funding of \$452,250 was included to install integrated digital surveillance systems at Fairfax County Police Department (FCPD) facilities. This system will standardize FCPD digital video systems, improve security, and allow remote view access that will aid first-responders in times of crisis.

► Funding Availability and Future Considerations

The following is a summary of funding availability and future considerations for each program area:

Park Maintenance

Overall funding is insufficient to fully fund park maintenance requirements to established standards; even basic maintenance is limited, as an increasing inventory of assets further stress rising costs associated with aging infrastructure and equipment.

The Park Authority has acquired 4,740 acres of parkland since the beginning of FY 2000. Another 301 acres are projected to be added through FY 2009. Continuing maintenance requirements in the future will include: clearing and maintaining trails, clearing stream blockages, repairing and replacing declining infrastructure, contracted mowing and tree services, facilities, and equipment maintenance.

Funding is critical to maintain to standard and provide safety to the current inventory of buildings/structures (367 units), operating equipment (276 units), parks (420), as well as a 260 mile Countywide trail system on park land (approximately 24,000 acres) require this critical support to provide parks and properties for public use. Funding is provided for sidewalks, streets, bridges, playgrounds, irrigation, picnic areas, tennis courts, basketball courts, and other grounds maintenance supplies. This program provides routine, preventive, and corrective general maintenance for the grounds, facilities, buildings, and equipment within Fairfax County parks. This support is comprised of planned, cyclical lifecycle management of equipment and structures, as well as responsibility for repairs or renovations to existing assets.

The Park Authority strives for equitable access to facilities for all citizens, including compliance with the Americans with Disabilities Act. Funding is required to correct non-compliant access routes and facilities identified in the Transition Plan or through citizen complaints.

The Park Authority is responsible for managing and developing more than 1,200 of the 2,340 acres at Laurel Hill. The Board of Supervisors and the community have supported this implementation of a “world class” vision at this park by approving development of a championship golf course, the Laurel Hill Greenway, Giles Run Meadow and Central Green recreation areas. Future improvements desired by the community and supported by the Park Authority Needs Assessment include the proposed Cold War Museum, the Sportsplex, the Equestrian Area, completion of the Greenway, preservation and reuse of various historic buildings, and orientation signage. Continual county funding over several years will be needed to continue the success of the transformation.

Fund 303

County Construction

Park and Public Schools Athletic Field Maintenance

The Adopted Budget for FY 2008 included funding for athletic field maintenance for operating costs, including electricity for lighted facilities and maintenance of lighting systems, water and irrigation system maintenance and minor ball field repairs for 289 athletic fields that are on Park Authority sites funded by General Fund transfer.

In FY 2001, the Board of Supervisors approved funding for mowing aeration, and over-seeding of all elementary and middle school athletic fields. In addition to a mowing and a maintenance turf program, irrigation and lighting system maintenance is funded through user fees for 502 athletic fields contained within 191 Public Schools sites. All maintenance and renovation is done by direct service contract. In FY 2006 the project and budget expanded to include high school athletic fields to a total of 191 school locations. Expanded tasks include mowing and a maintenance turf program at the high schools, irrigation and lighting system maintenance at the elementary and middle schools, and infield maintenance to 208 diamonds at elementary, middle and high schools.

In FY 2004 a Park Athletic Field maintenance program for Park Authority sites was separated from general park maintenance. In this program, parks containing athletic fields received funding that included salaries, utilities, irrigation, lighting repairs and lighting maintenance, capital equipment maintenance, as well as a turf maintenance program.

Athletic field funding enables the County to maintain consistent standards at all athletic fields at both park and school sites, to improve playing conditions, meet safety standards, and improve user satisfaction.

In FY 2009, 12 Synthetic Turf fields are scheduled to replace existing grassed fields to offer the public more usage, thus bringing up the total to 25 playable synthetic turf fields. Continuing maintenance requirements in the future will include: full maintenance of athletic fields (trash removal, mowing, aerating, seeding, fertilizing, preseason preparation, and maintenance of amenities such as benches, dugouts and fencing, irrigation and light repairs) utilities, and salaries.

New and Renovated Facilities

Funding levels for this program area have remained consistent. Funding provides for renovation and expansion of current facilities as well as property management and development of Laurel Hill. Most of these projects span multiple years.

Road Improvements/Developer Defaults

Funding levels for the Road Viewer Project have not kept up with rising maintenance costs and upgrading substandard roads for acceptance into the State Secondary Road System. Meetings are scheduled in the winter of 2008 to address eligible roads for acceptance into the State Secondary Road System and funding levels. Significant funding is required to complete upgrading current roads into the VDOT system.

Funding levels for the Road Maintenance Project have increased over the past several years. In FY 2007 this project was increased from \$25,000 to \$50,000 to allow DPWES to move forward on several projects which were on hold due to insufficient funds.

Fund 303

County Construction

Funding levels for the Developer Default Project have increased over the past several years. In FY 2007 the funding level was increased due to the level of activity of the developer default program, and the number of developer default projects projected to be forwarded to Capital Facilities. Recovering bond funds are not sufficient to fully fund this program. This project is also supported by the General Fund. Two new positions have been directed toward managing these projects.

Environmental Initiatives

Funding levels for this program are reviewed annually and funded as needed.

Payments and Obligations

Funding in these projects are reviewed annually and funded as needed based on annual contributions and contractual obligations.

Other Capital Projects

Funding levels for these projects are reviewed annually and funded as needed.

Stormwater Management

The annual funding in these three maintenance programs only addresses the most critical and safety related issues.

The ADA requirements associated with Project 009406, ADA Compliance-Countywide are mandated requirements. As such, the funding provided in this program will require a long term investment to ensure all walkways are upgraded to meet the standards.

The growth and performance expectations of the G-7 committee that represent the commercial revitalization districts are challenging to manage. Annual funding in Project 009422, Maintenance-Commercial Revitalization Program (CRP) is providing funding to meet annual “routine” maintenance requirements, and a very small portion of the non-routine, or long term reinvestment requirements. Inventory growth or addition of other districts to this program requires additional funding to insure the amenities are maintained.

The annual appropriation for Project V00002, Emergency Road Repairs minimally addresses priority one safety issues. The appropriated funds are used to make repairs to the potholes in the road surfaces only. Funding is not included to correct connecting sidewalk failures or roadway drainage failures, or to upgrade facilities required for acceptance into the VDOT maintenance program.

► Status of Program

There are currently 81 projects in Fund 303 budgeted in the FY 2008 Adopted Budget Plan. Of these 81 projects, 30 received funding in FY 2008. The remaining 51 projects were funded in previous years. The adopted budget for FY 2008 is \$20,463,886. The current budget is \$91,546,552 due to the carryover of unexpended balances from FY 2007 into FY 2008. The FY 2008 expenditures are currently \$7,294,904 and encumbrances are currently \$7,672,832.

Fund 303

County Construction

The following is a summary of program status for some of the major areas:

Park Maintenance

- Park Maintenance faces critical challenges due to rising utility, fuel, and petroleum (used in asphalt, fertilizers, pesticides, paint, etc) costs. These costs continue to rise, and funding remains the same, thus, less funding is available for either routine or planned maintenance. As park property holdings increase, resources to maintain them have not. Increased funding is needed to address unmet maintenance needs for trails, failing wooden bridges, park roads and parking lots. In addition, increased maintenance funding is needed for increased inventory of contract mowed acreage, and other contract cost increases.
- Lifecycle/renovation projects are phased in annually and are dependent on available funds. Approximately 32 separate renovation projects will be funded through the program in FY 2008. Multi-year renovation plans are in place for trails, basketball courts, tennis courts, infrastructure (roads/bridges/parking lots), and facilities. These plans address long-term deferred maintenance on park facilities.
- ADA requirements also need additional funding and federal compliance. Failure to address outstanding compliance needs makes the County susceptible to a high level of Program Access liability, thus, exposing itself to a greater risk for legal complaints with the Justice Department by not effectively meeting the mandates of the ADA.
- Funds associated with Laurel Hill have been committed or expended in continuing to make Laurel Hill more available for public use. This is an ongoing, multi-agency effort that will take many years, and will need additional resources and funding.

Park and Public Schools Athletic Field Maintenance

- The funds associated with this program have been awarded and identified to purchase services, supplies, and materials through contractors and vendors. The funds available for maintenance of athletic fields on Park Authority sites have not kept up with the rising costs of utilities, salaries, and products used to maintain the athletic fields.
- Park Athletic Field Maintenance is supported by the General Fund. Positions associated with this program reside in the General Fund and charge appropriate projects. Increases for Pay for Performance and charge back on the General Fund side have not kept up with a commensurate increase in this Fund 303 Athletic Field Maintenance Project. Increased annual chargeback for personnel costs without project level funding increases for salaries are causing significant funding issues leaving less for maintenance. In addition to rising personnel costs, increases in utility costs also contribute to the declining funding available for Athletic Field maintenance.

FCPA athletic field maintenance is also supported by the Athletic Services Fee whereas Park field maintenance is not.

Fund 303

County Construction

Road Improvements/Developer Defaults

The Board of Supervisors approved the Road Maintenance Project in 1989. The current inventory is 54 roads totaling 5.0 miles. Stormwater maintenance personnel provide spot improvements to roadways.

Stormwater Management

The current appropriated levels for the three projects managed by Stormwater Management provide maintenance services to address the minimal requirements of these projects.

Ongoing Capital Projects

The following project areas are funded on a priority basis and reviewed annually. They include: New and Renovated Facilities, Environmental Initiatives, and Other Capital Projects. Payments and Obligations are supported by annual contributions or contractual obligations.

► Mandate Information

There are two mandated items supported within this LOB. Both provide funding for compliance with the American with Disabilities Act (ADA) of 1990. Funding supports upgrades including curb cut ramps, accessibility at roadway crossings and continued modifications at Lake Fairfax. The two mandated projects include: Project 009406, ADA Compliance-Countywide and Project 009416, ADA Compliance-FCPA. The percentage of both project's resources utilized to satisfy this mandate is 100 percent. See the January 2007 Mandate Study, reference page 59 for the specific federal or state code and a brief description.

Fund 304

Transportation Improvements

FY 2008 Adopted Budget Plan	
<i>Fund 304, Transportation Improvements</i>	
Total Expenditures:	\$2,100,000
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$2,100,000
Total Revenue	\$2,100,000

► Summary of Program

This fund supports the land acquisition, design and construction of roadway improvement projects in the County. During the 1981 Session of the Virginia General Assembly, legislation was approved which empowered counties with a population in excess of 125,000 to undertake secondary roadway improvements through the use of general obligation bond revenues or General Fund revenues. Prior to this action, the construction and maintenance of all roadways in Fairfax County had been the responsibility of the Virginia Department of Transportation. This has enabled the County to advance much needed improvements to the County's transportation infrastructure. Road improvements are provided on specific projects approved by the Board of Supervisors. These projects have ranged from small intersection improvements such as the addition of turn lanes, to large projects such as segments of the Fairfax County Parkway or the widening of Stringfellow Road. Approximately 188 projects have been completed at a cost of over \$500 million. Project services include survey, design, land acquisition and construction management. Funding in the past has been through general obligation bonds. However, in recent years General Funds have been used for spot improvement projects. The County is partnering with the Virginia Department of Transportation on the Spring Hill Road Widening Project in Tysons Corner.

► Funding Availability and Future Considerations

The current program was most recently financed by General Obligation bonds approved by the voters in November 2004. In November 2007 the voters approved additional General Obligation bonds in the amount of \$110 million. The approved bonds include \$30.5 for pedestrian and spot improvements, \$16 million for transit improvements and \$63.5 million for roadway improvements. Major projects funded include the widening of Lorton Road and Stringfellow Road. This fund has been supplemented periodically with General Fund monies and state aid to support spot improvement projects as approved by the Transportation Advisory Commission (TAC) and the Board of Supervisors. These projects consist of intersection improvements such as turn lanes, sidewalk and trail connections, and bus stop improvements. Generally, these improvements are low-cost, quick-hit projects to improve mobility, enhance safety, and provide relief for transportation bottlenecks throughout the County.

Funds in the amount of \$2,100,000 were appropriated in Fund 304, Transportation Improvements in the FY 2008 Adopted Budget Plan.

Fund 304

Transportation Improvements

► Status of Program

As part of the *FY 2007 Third Quarter Review*, the Board of Supervisors approved an increase of \$18,800,000 due to the appropriation of \$18,600,000 in remaining bond funds for roads and pedestrian improvements associated with the fall 2004 Transportation Bond Referendum. These bond funds support the Centreville Road Widening and Stringfellow Road projects. In addition, a transfer from the General Fund of \$200,000 was required to replace bond funds utilized for local cash match requirements associated with a Federal Transit Authority (FTA) grant for the Burke VRE Station Parking Expansion project as approved by the Board of Supervisors on September 11, 2006.

The current *FY 2008 Revised Budget Plan* is approximately \$51.3 million due to the carryover of unexpended project balances from FY 2007. Current expenditures are approximately \$4.3 million, and encumbrances are approximately \$6.0 million. All remaining funds are committed to individual projects for which funding is budgeted based on the total project costs. Most projects span multiple years, from design to construction completion. Therefore, funding for capital projects is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds.

There are currently 90 projects in this fund with active funding. Eighty percent of the current Four-Year Transportation Plan has been completed with funding remaining for various issues such as settlement of land acquisition certificates, construction punch list items, final utility relocation billings, etc. In FY 2007 a total of 17 projects were completed. Projects that are not complete are generally in design or land acquisition. Some projects are on hold pending coordination of citizen issues with the applicable District Supervisor.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 307

Pedestrian Walkway Improvements

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 307, Pedestrian Walkway Improvements</i>	
Total Expenditures:	\$400,000
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$400,000
Total Revenue	\$400,000

► Summary of Program

Fund 307 supports pedestrian and walkway improvements throughout the County, including the Fairfax County Sidewalk Program and the Fairfax County Trail Program.

The Fairfax County Sidewalk and Trail Programs were originally established in coordination with the Fairfax County Public Schools, to ensure safe walking conditions for public school students in the County. In recent years, the scope of this program has been expanded to include providing critical walkway and trail segments in coordination with the Non-Motorized Transportation Committee to serve the recreation and transportation needs of pedestrians, bicyclists and equestrians in the County. This program includes projects that link residential areas and public schools, as well as missing walkway and trail segments to provide connections to completed portions of the Countywide trail network.

The County is currently responsible for approximately 600 miles of walkways, including 50 miles of school walkways and pedestrian bridges, as well as trails and stream crossings. Facilities are continually being added to the inventory. Based on current funding levels, and utilizing an average cost of \$30.00 per linear foot for repair or rehabilitation, the sidewalks and trails are on an approximate 240-year replacement cycle.

This fund supports the Capital Facilities Walkways Program, involving the design, land acquisition and construction of priority sections of sidewalks and trails identified by the Sidewalk and Trail Committee and approved by the Board of Supervisors. This program provides pedestrian, bicycle and equestrian facilities for the residents of the County and serves to facilitate the eventual completion of the Countywide Trails Plan. This fund also includes a project that provides for an ongoing Virginia Department of Transportation (VDOT) project in which VDOT performs repair and replacement of County sidewalks. The County then reimburses VDOT for this work subject to agreement by the Board of Supervisors. In situations where a VDOT project is not in the area of the identified sidewalk repair, County staff, utilizing a portion of funds from the participation project, performs the required maintenance work. Finally, the fund supports the Fairfax County Park Authority's (FCPA) Cross County Trail project.

Generally, funding for the Capital Facilities Walkways Program is divided evenly among ten areas – the nine supervisory districts and one Countywide share. In turn, the funding is then allocated to individual projects within those districts, including the Countywide share. As a result, the current walkway projects consist of relatively large numbers of small segment sidewalks and trails. In some cases, larger projects are implemented, but usually require additional grant funds to complete. The

Fund 307

Pedestrian Walkway Improvements

large numbers of small scale projects require proportionally large amounts of staff time to design and manage compared to large scale projects. If an overall Countywide funding scheme is applied to future funding, the Sidewalk and Trail Committee will have the flexibility to select larger projects. The net result and benefit would be improved efficiency for the implementation of more significant public facilities. Funding of \$400,000 was included in Fund 307, Pedestrian Walkway Improvements, in FY 2008, for Project X00407, Sidewalk Replacement/VDOT Participation and Project 002200, Upgrade and Emergency Maintenance of Existing Trails. FY 2008 funding is supported by the allocation of House Bill 599 state revenues received by the County.

Fund 307 is the primary fund for sidewalk and trail projects being designed and constructed by the County. General funds approved by the Board of Supervisors represent the primary funding source for the Capital Facilities Walkways Program, the VDOT Participation Sidewalk Replacement Program and the FCPA Cross County Trail. However, additional funding sources include Transportation Enhancement, Congestion Mitigation and Air Quality, Federal Scenic By-Way and Department of Conservation and Recreation grants and proffer grant funds.

► Funding Availability and Future Considerations

Funding of \$400,000 is included in Fund 307, Pedestrian Walkway Improvements in FY 2008. FY 2008 funding is 100 percent supported by the allocation of House Bill 599 state revenues received by the County.

As part of the *FY 2007 Carryover Review*, the Board of Supervisors approved an increase of \$5,665,701 due to the carryover of unexpended project balances in the amount of \$5,857,484 and a net decrease of \$191,783. This adjustment is due to the appropriation of revenues in the amount of \$8,217 associated with developer contributions and miscellaneous revenues received in FY 2007, offset by a transfer out of \$200,000 to Fund 100, County Transit. The transfer to Fund 100 as approved by the Board of Supervisors on May 21, 2007, will provide for enhanced bus service from Reston to West Falls Church and will require a reduction in the scope of Plaza America pedestrian improvements previously approved by the Board as part of the *FY 2007 Third Quarter Review*.

Since the reestablishment of funding for new sidewalk and trail projects through the Capital Facilities Walkways Program, a total of 102 individual projects received funding allocations in addition to the Great Falls Street Trail, VDOT Participation Sidewalk Replacement Program, the FCPA Cross County Trail, Plaza America Projects and the Richmond Highway Public Transportation Initiative Projects.

► Status of Program

There are currently 19 projects in Fund 307 in some phase of implementation including preliminary scoping, engineering design or construction by county staff or by contractors. Of the 19 projects, two were funded in FY 2008, Project X00407, Sidewalk Replacement/VDOT Participation and Project 002200, Upgrade and Emergency Maintenance of Existing Trails. The remaining 17 projects were funded in previous years. Although the adopted budget for FY 2008 included \$300,000 and \$100,000 for Project X00407 and Project 002200 respectively, the current funding in the projects is \$615,943 and \$212,127, due to the carryover of unexpended balances from FY 2007 into FY 2008.

Fund 307

Pedestrian Walkway Improvements

To date, 36 subprojects are active in this Fund; 13 are in pre-design phase, 6 are in design, 8 are in the land acquisition phase, 2 are in construction, and 7 are on-hold due to citizen opposition or other issues. A Project Detail Table for the active projects is provided below.

<u>Project</u>	<u>Project Name</u>	<u>Project Status</u>	<u>FY 2008 Revised Budget</u>	<u>Exp/Enc (To Date)</u>	<u>Balance TD(As of 11/2007)</u>
		Complete (Remaining Funds to be Reassigned)			
002136	Great Falls Street Trail		187,982		187,982
002200	Emergency Maint. Of Existing Trails	On-Going	212,127		212,127
D00448	Plaza America Pedestrian (1)	Design/ Land Acq.	421,477	55,333	366,144
K00447	Richmond Highway Public (2)	Pre-Design/Const	1,462,936	227,757	1,235,179
K00448	Richmond Highway Pedestrian	On-Hold	105,049	57,402	47,647
W00100	Braddock District Walkways (3)	Land Acquisition Design/	46,647	459	46,188
W00200	Dranesville District Walkways (4)	Land Acq.	1,095,537	98,577	996,960
W00300	Hunter Mill District Walkways (5)	Design/Land Acq	354,242	10,861	343,381
W00400	W00400 Lee District Walkways (6)	On-Hold	185,262	993	184,269
W00500	Mason District Walkways (7)	Pre-Design/On-Hold	68,778	143	68,635
W00600	Mount Vernon District Walkways (8)	Land Acquisition	326,153	67,837	258,316
W00700	Providence District Walkways (9)	Land Acquisition	328,119	5,507	322,612
W00800	Springfield District Walkways (10)	On-Hold	140,787	1,090	139,697
W00900	Sully District Walkways (11)	Construction	497,672	383,670	114,002
X00404	Sidewalk Contingency		4,265		4,265
X00407	Sidewalk Replacement/VDOT	On-Going	615,943	163,817	452,126
X00408	Cross County Trail	Design	12,726	7,293	5,433
			6,065,702	1,080,739	4,984,963

- (1) Represents a project with 4 active subprojects.
- (2) Represents a project with 12 active subprojects.
- (3) Represents a project with 1 active subprojects.
- (4) Represents a project with 6 active subprojects.
- (5) Represents a project with 3 active subprojects.
- (6) Represents a project with 1 active subprojects.
- (7) Represents a project with 2 active subprojects.
- (8) Represents a project with 4 active subprojects.
- (9) Represents a project with 1 active subprojects.
- (10) Represents a project with 1 active subprojects.
- (11) Represents a project with 1 active subprojects.

► Mandate Information

This LOB is both federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 60 for the specific federal or state code and a brief description.

Fund 311

County Bond Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 311, County Bond Construction</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$0

► **Summary of Program**

Fund 311, County Bond Construction, supports general County construction projects associated with Human Services facilities, Adult and Juvenile Detention facilities and transportation related facilities. The primary source of funding is voter approved General Obligation bonds. In addition, this fund receives grant funding from the Federal Transportation Administration (FTA) for Park and Ride Facilities, the Wiehle Avenue Commuter Parking Area, Herndon/Monroe Transit Center and several Dulles Corridor Improvement projects.

Building design and construction projects completed in this program area since 1997 include the Adult Detention Center Expansion, Pre-Release Center Addition, Juvenile Detention Center Expansion, Adult Care Residence, A New Beginning, Dual Diagnosis, Herndon Monroe Transit Center, Wiehle Avenue Park and Ride and improvements to the West Ox DVS Facility.

Building design and construction projects that are currently in the design or construction phases include the Girls Probation House, the Less Secure Shelter II, the Gregory Drive Treatment Facility, the West Ox Bus Operation Center and the Mount Vernon Mental Health Center.

► **Funding Availability and Future Considerations**

As part of the FY 2007 Third Quarter Review, the Board of Supervisors approved a decrease in the amount of \$1,836,885 due to a decrease in revenues of \$5,236,885, associated with the elimination of the paint/body shop at the West Ox Bus Operations Garage. This decrease was partially offset by an increase to the General Fund transfer of \$3,400,000 to fully fund the construction of the Mount Vernon Mental Health Center. The adjustment to the West Bus Operations Garage project is totally offset by a revenue decrease of \$5,234,943 anticipated from the Washington Metropolitan Area Transit Authority (WMATA) and \$1,942 in the sale of County General Obligation bonds.

Projects that are in the design phase, and those that were recently bid for construction contracts, have been subject to a significant level of cost escalation that occurred in the construction market in 2004 and 2005. Funding for future projects in this program area will be considered during the ongoing development of the County's Capital Improvement Program. In addition, the difficulty in locating suitable land for future facilities will result in cost increases associated with escalating land values.

Fund 311

County Bond Construction

► Status of Program

A total of 17 active projects are included in this program area in the FY 2008 Revised Budget Plan. Nine projects have been completed and eight projects are in the planning, design or construction phase.

A summary of Capital Projects is provided below. The summary of Capital Projects may include some projects for which funding is necessary on an ongoing basis.

<u>Project</u>	<u>Project Name</u>	<u>Project Status</u>	<u>FY 2008 Revised Budget Plan</u>	<u>Exp/Enc</u>	<u>Balance TD (as of 11/2007)</u>
04A001	Girls Probation House	Construction	5,516,611	3,893,806	1,622,805
04A002	Gregory Drive Treatment Facility	Planning/Design	3,711,411	342,114	3,369,297
04A003	Woodburn Mental Health Center	Pre-Design	38,754	4,159	34,595
04A004	MT. Vernon Mental Health Center /Renovation	Planning/Design	12,713,422	357,551	12,355,871
04A005	Less Secure Shelter II	Planning/Design	4,209,438	505,737	3,703,701
88A002	West Ox Bus Operation Center	Construction	38,087,828	50,579,869	3,873,849
88B007	Human Services Feasibility Studies	On-going	1,240,798	27,973	1,212,825
88A014	Newington Maint. Fac. Expansion	Completed	56,483	3,315,789	54,704
88A015	West Ox DVS Facility	Completed	334,246	5,479,993	239,773
89A001	ADC Expansion II	Completed	344,427	284,207	60,220
89A003	JDC Expansion	Completed	242,941	9,372,059	242,941
89A015	Juvenile Facilities Feasibility Studies	Completed	12,446	67,137	12,446
90A005	Adult Home for the Mentally Ill	Completed	31,047	4,468,423	26,052
90A007	Herndon/Monroe Transit Center	Completed	1,095,215	31,149,061	1,093,939

Fund 311

County Bond Construction

<u>Project</u>	<u>Project Name</u>	<u>Project Status</u>	<u>FY 2008</u> <u>Revised Budget Plan</u>	<u>Exp/Enc</u>	<u>Balance TD</u> <u>(as of 11/2007)</u>
90A008	Whiehle Avenue Park & Ride	Completed	733,530	6,555,470	733,530
90A011	Dulles Corridor Slip Ramps	Completed	1,359,014	7,040,099	1,359,014
90A013	Feasibility-Reston East Pkg. Deck	Completed	1,374,714	125,286	1,374,714
Ending Balance			154,939,009	123,568,733	31,370,276

Girls Probation House (Juvenile and Domestic Relations Court Services – In Progress):

The project is in construction and is fully funded. The current, approved TPE of \$6,131,562 includes total previous appropriation of \$530,562 in 1989 Juvenile Detention bond funds and other completed project surpluses, and \$5,601,000 in 2004 Human Services bond funds.

Gregory Drive Treatment Facility (Department of Human Services Priority): The project is in the final design phase and was fully funded as part of the FY07 Carryover Review. The approved TPE is \$5,450,000 and includes an appropriation of \$2,270,000 in 2004 Human Service bond funds, \$1,530,000 in 1988 Human Services bond funds and \$1,500,000 in General Funds and \$150,000 other completed project surpluses.

Woodburn Mental Health Center (Department of Human Services Priority): The approved funding for this project is \$7,730,000 from the 2004 Human Services Bond Referendum. The approved funding for this project may be used to partially fund the pending Public Private Education and Infrastructure Act (PPEA) proposal for the Mid County Human Services Center that continues to be the subject of development negotiations. An appropriation of approved bond funds will be requested at the appropriate future budget cycle. The TPE for this project remains \$7,730,000 based on the approved bond-funding amount.

Mt. Vernon Mental Health Center (Department of Human Services): This project is in the final design phase and the construction will start in FY 2008. The current, approved TPE is \$13,400,000 and includes an appropriation of \$10,000,000 from 2004 Human Services bond funds, and an appropriation of \$3,400,000 from the General Fund.

Less Secure Shelter II (Juvenile and Domestic Relations Court Services Priority): This project is in the final design phase. The approved TPE of \$6,650,000 includes \$4,399,000 in 2004 Human Services bond funds. An additional fund appropriation of \$2,257,000 will be required prior to the scheduled bid advertisement in 2008. Alternate sources for the construction funding shortfall are being identified.

West Ox Bus Operation Center (Department of Transportation): This project is currently under construction and will provide a facility for the 175-Bus Operations Center for shared use by County DOT and the Washington Metropolitan Area Transportation Authority (WMATA).

Fund 311

County Bond Construction

Newington DVS Renovation and Expansion: This project was approved as part of the fall 2007 School Bond Referendum. The feasibility study to determine scope and cost of the project was completed in May 2007 under a project funded in Fund 303 County Construction. A TPE of \$52,700,000 has been identified. Funding appropriations will be requested in advance of the FY 2008 Third Quarter Review to begin design work on the project, after the bond referendum.

► **Mandate Information**

There is no federal or state mandate for this LOB.

Fund 312

Public Safety Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 312, Public Safety Construction</i>	
Total Expenditures:	\$95,220,972
Revenue:	
General Fund Support	\$4,820,972
Bond Revenue	\$90,400,000
Other Revenue	\$0
Total Revenue	\$95,220,972

► Summary of Program

This fund supports the construction of fire and police stations, governmental centers with police substations, the Public Safety and Transportation Operations Center (PSTOC), the Judicial Center Expansion and other public safety facilities. These projects are funded by several public safety bond referenda approved by the voters, and the General Fund. The latest referendum was approved by voters on November 7, 2006. This referendum included \$125 million to support expansion and renovation of fire and rescue facilities including the Great Falls Volunteer Fire Station and the Fire & Rescue Academy Renovation and Expansion (Phase I) for enhanced training facilities and simulation training for new recruits. Additionally, police stations across Fairfax County will receive funding for expansion and renovation projects. They include Fair Oaks, Reston and McLean Police Stations. Funding will also be provided for the West Ox Road Animal Shelter to expand current operations and provide additional kennel capacity for dogs, cats and exotic animals. In addition, this fund supports operating and equipment support associated with the opening of the Judicial Center and Public Safety and Transportation Operations Center.

► Funding Availability and Future Considerations

On November 7, 2006, the voters approved a \$125 million Public Safety Bond Referendum to support renovations and priority expansions at public safety facilities. The FY 2008 Adopted Budget Plan is \$95.2 million. Of this amount, \$4,820,972 is funded by the General Fund and \$90,400,000 is supported by General Obligation Bond.

The Total Project Estimate (TPE) for the Fire and Rescue Academy Phase I is \$17,100,000. Full funding was approved in the 2006 Public Safety Referendum, and has been appropriated. Design work for the new Burn Building portion of the project began summer 2007. Design work on the Fire Academy Expansion/Renovation portion of the project is scheduled to start in summer 2008.

Design work for the Great Falls Volunteer Fire Station began in summer 2007. In addition to the \$12,000,000 approved in bonds for the County share, an additional appropriation from the Great Falls Volunteers of \$1.1 million will be required to be appropriated at an appropriate, future budget cycle. Outstanding issues still remain regarding the cost for the future provision of public sanitary sewer to serve this proposed facility. The near to mid term plan is to utilize a pump and haul operation for sanitary sewer disposal; however, future operating costs will have to be budgeted accordingly. The TPE amount noted above does not include the cost to bring sanitary sewer from off site to serve this facility, or the cost of off-site transportation improvements.

Fund 312

Public Safety Construction

All approved funding for the Wolf Trap Fire Station is currently appropriated, to fully fund the approved TPE of \$11,075,000. An additional \$400,000 is also appropriated in Fund 303, Project 009489, for fire station road frontage improvements.

Available funding is currently appropriated for the Herndon Fire Station in the amount of \$950,000 for land acquisition of a new site. Additional funding on the order of \$2,000,000 may be required to fully fund the land acquisition, pending the outcome of ongoing coordination with the Town of Herndon. Additional funding required to fully fund this project land acquisition could be identified from funds included in the 2006 Public Safety Referendum, pending a final decision on priorities within that referendum. A feasibility study for the station has been placed on hold pending further progress on land acquisition.

Funding for the Reston Police Station Renovation/Expansion was approved in the 2006 Public Safety Referendum, and has been appropriated. Design work was scheduled to begin in summer 2007; however, per direction of the County Executive, approval of the design contract was placed on hold pending completion of a land use study to be conducted by the Department of Planning and Zoning. The project TPE is \$18,800,000.

Design work on the Fair Oaks Police Station Renovation/Expansion began in summer 2007.

Design work on the McLean Police Station Renovation/Expansion is scheduled to begin in summer of 2008

► **Status of Program**

The FY 2008 Revised Budget Plan identifies 31 projects in this program area. The majority of funding is focused on 14 large projects, with remaining funding committed to existing on-going projects. Construction of three projects is complete. Ten of the projects are in either the design or construction phase. One project (Expansion and renovation of the existing police station and Hunter Mill District Supervisor's office) is on-hold per direction of the County Executive, pending a land use study to be conducted on the area to the north of Reston Town Center, which includes the police station.

Fund 312

Public Safety Construction

A Project Detail Table for active projects is provided below.

<u>Project</u>	<u>Project Name</u>	<u>Project Status</u>	<u>FY 2008 Revised Budget Plan</u>	<u>Exp/Enc</u>	<u>Balance TD (as of 12/2007)</u>
009079	Fairfax Center Fire Station	Post-Construct	\$230,327	\$226,018	\$4,309
009094	Wolftrap Fire Station	Planning/Design	\$7,098,934	\$318,093	\$6,780,842
009207	West Springfield Police Station	Post-Construct	\$12,566	\$15,333	(\$2,767)
009209	Judicial Ctr. Exp/Renovation	Construction	\$19,560,209	\$19,032,017	\$528,192
009210	Crosspointe Fire Station	Post-Construct	\$599,666	\$527,600	\$32,067
009211	PSTOC	Construction	\$67,673,276	\$30,248,860	\$37,424,416
009217	Stonecroft Boulevard Widening	Planning/Design	\$458,209	\$22,108	\$436,101
009220	Public Safety Master Plan	Pre-Design	\$549,464	\$143,495	\$405,969
009223	Jennings Courtroom Renovations	Pre-Design	\$2,265,484	\$431,940	\$1,833,544
009224	Great Falls Fire Station	Planning/Design	\$11,994,353	\$930,495	\$11,063,858
009225	Fair Oaks Police Station	Planning/Design	\$17,394,582	\$1,356,413	\$16,038,169
009226	Reston Police Station Renovation	On-Hold	\$18,794,726	\$1,004	\$18,793,722
009227	McLean Police Station Renovation	Pre-Design	\$17,900,000	\$0	\$17,900,000
009229	F&R Training Academy Expansion and Renovation	Planning/Design	\$17,100,000	\$518,134	\$16,581,866
009228	West Ox Road Animal Shelter	Pending Design	\$17,000,000	\$1,395	\$16,998,605
Ending Balance			\$198,631,796	\$53,772,905	\$144,858,891

All remaining funds are committed to individual projects for which funding is budgeted based on the total project costs. Most projects span multiple years, from design to construction completion. Therefore, funding for capital projects is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 314

Neighborhood Improvement Program

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 314, Neighborhood Improvement Program</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$20,000
Total Revenue	\$20,000

► Summary of Program

Neighborhood improvements have been provided in 45 project phases to 29 older neighborhoods that have experienced deteriorating streets and infrastructure. Fund 314 provides for improvements to public facilities including curbs and gutters, sidewalks, street widening and storm drainage improvements to enhance the condition and appearance of participating neighborhoods. The program has been in place since FY 1979. Approximately \$75 million has been expended. While this program is nearing expenditure of all approved bond funds, 30 neighborhoods remain on the waiting list for this program, in addition to the two neighborhoods that are funded for planning only. Project services include survey, design, land acquisition and construction management.

Successful completion of a neighborhood improvement project significantly improves the appearance of the community. Increased property values can result. In addition, homeowners in these communities often make substantial improvements to their own private property after completion of the neighborhood improvement project.

The revenues in this fund represent payments from homeowners for their contribution toward construction costs associated with improvements in their neighborhoods. Bond funds are used to finance these projects, and upon completion of construction, the improvements are assessed and the homeowners make their payments with interest. Funds received (i.e., both principal and interest) are periodically transferred to Fund 200, County Debt Service, to partially assist in paying the debt service costs associated with Neighborhood Improvement projects.

► Funding Availability and Future Considerations

General obligation bonds have been approved by the voters in 1980, 1984, 1986, and 1989 for a total of \$76 million. General Funds in the amount of \$2.1 million were used to start the program. The latest referendum in 1989 included \$24 million for neighborhood improvement projects. No future referenda have been identified in the FY 2008 – FY 2012 Adopted Capital Improvement Program.

Fund 314

Neighborhood Improvement Program

► Status of Program

There are currently two projects with active funding in the program.

1. **Holmes Run Valley** (Mason): \$50,000 for planning associated with a project to support street and drainage improvements for the following streets: Rose Lane, Valley Brook Drive, Beechtree Lane, Slade Run Drive and Skyview Terrace. This project is supported by the 1989 Neighborhood Improvement Bond Referendum.
2. **Mount Vernon Hills** (Mt. Vernon): \$50,000 for planning associated with a project to support street and drainage improvements for the following streets: Maryland Street, Vernon Avenue, Braddock Avenue, Sexton Street, Woodward Avenue and Curtis Avenue. This project is supported by the 1989 Neighborhood Improvement Bond Referendum.

The Adopted Budget for FY 2008 is \$0. The current budget is approximately \$360,919 due to the carryover of unexpended project balances from FY 2007 to FY 2008. FY 2008 expenditures are anticipated to be \$100,000. All remaining funds are committed to general planning, with the exception of \$108,919 assigned to specific projects in the final stages of completion.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 315

Commercial Revitalization Program

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 315, Commercial Revitalization Program</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$0

► Summary of Program

Commercial revitalization improvements are being provided to several older commercial areas in the County. Improvements include underground utilities, sidewalk construction, street lighting, tree planting and other pedestrian amenities. The purpose of these improvements is to provide economic rejuvenation and to stabilize the commercial and surrounding neighborhoods. Project services include survey, design, land acquisition and construction management. General obligation bonds in the amount of \$22.3 million from a 1988 bond referendum have been used to fund this program. Additionally, several projects have obtained grant monies and developer contributions.

► Funding Availability and Future Considerations

General obligation bonds in the amount of \$22.3 million were approved by the voters in 1988. The purpose of this program is to include healthy, competitive, attractive and stabilized commercial centers as assets to surrounding communities. Physical deterioration was believed to lead to a spiral of economic decline, resulting in further deterioration that would threaten the stability of the surrounding residential communities. Improvements were funded for the following areas: Annandale, Springfield, Bailey's Crossroads, Vienna, Route 1 and McLean.

► Status of Program

Each revitalization area has an advisory group that requests various commercial revitalization projects for their areas.

There are six major areas that received funding: Annandale, Springfield, Bailey's Crossroads, Vienna, Route 1 and McLean. Funding in each area is divided up among several different projects. One area, Vienna Streetscape, is complete and has expended all allocated funds. Several individual projects have been completed in the other areas. Projects not complete are in the design or land acquisition phase, while some areas are still defining what projects to pursue.

The Adopted Budget for FY 2008 is \$0. The current budget is approximately \$4.56 million due to the carryover of unexpended project balances from FY 2007 to FY 2008. FY 2008 expenditures are anticipated to be \$300,000. Total expenditures to date are \$24.6 million. All remaining funds are committed to specific revitalization areas. The most significant portion of remaining funds is dedicated to the following two projects.

Fund 315

Commercial Revitalization Program

Current Active Projects

1. **Annandale Streetscape** (Mason): \$721,401 for the design and construction of sidewalks, upgraded street lighting, street furniture and tree planting in the Annandale Community Business Center. The final phase of the Streetscape project on Columbia Pike between the fire station and Backlick Road is in the planning stage, as an additional \$600,000 in Investing in Communities Program funding has been allocated to requirements for completion of the project. The TPE for this project is \$6,930,964.
2. **McLean Streetscape** (Dranesville): \$3,144,836 for streetscape improvements in the public right-of-way within the McLean Community Business Center along Chain Bridge Road and Old Dominion Drive. The TPE for this project is \$3,894,000.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 316

Pro Rata Share Drainage Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 316, Pro Rata Share Drainage Construction</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$0

► Summary of Program

This fund supports storm drainage capital projects from the County's Master Drainage Plan through contributions in accordance with the Pro Rata Share Program approved by the Board of Supervisors on December 16, 1991. The Pro Rata Share Program provides a funding source to correct drainage deficiencies by collecting a proportionate share of the total estimated cost of drainage improvements from the developers of the land. Pro Rata funds are used to finance projects within specific watershed areas. Pro Rata funds on deposit are appropriated to this fund as storm drainage projects are identified and prioritized during scheduled budgetary reviews.

Typical projects constructed with pro rata share funds address stormwater drainage issues such as house, road and yard flooding conditions, severe stream bank and channel erosion and impaired or reduced stormwater quality. The project objectives are to protect property and provide water quality improvements to streams and water bodies by reducing erosion and sedimentation and capturing nutrients and other pollutants. Water quality improvements are required as part of the County's National Pollutant Discharge Elimination System (NPDES) permit, including compliance with the County's obligations under the Chesapeake Bay initiatives.

The scope determination, design and project management for the Fund 316 projects that are completed with county staff are performed by the staff that is identified in the Stormwater Management Operating LOB. The land acquisition, surveying and construction management are performed by Capital Facilities Support LOB. When development occurs where regional stormwater management facilities are shown on the Regional Pond Program, it is requested that the developers design and construct the facility. The developers are then reimbursed with available Pro Rata Share Funds.

► Funding Availability and Future Considerations

Due to the sporadic nature of development activity throughout the County, revenue generated by the Pro Rata Share Program is insufficient to fully implement the County's Master Drainage Plan. Pro Rata rates vary from watershed to watershed, and are based on a formula that factors in the estimated cost of identified projects in the watershed, the ratio of undeveloped to developed land in the watershed, as well as the amount of impervious area to be created by a specific project. This formula results in significantly different rates from one watershed to another, and significantly different program balances by watershed.

Fund 316

Pro Rata Share Drainage Construction

► Status of Program

There are currently 84 active projects in Fund 316 in some phase of implementation including preliminary scoping, engineering design or construction by county staff or by developers. The current budget is \$20.5 million due to the carryover of unexpended balances from FY 2007 into FY 2008. The FY 2008 expenditures are currently \$1.1 million and encumbrances are currently \$3.4 million.

► Mandate Information

Because the MS4 permit requires the County to implement stormwater management facilities to mitigate the impacts of impervious surfaces, the expenditures from this LOB are considered federally or state mandated, but how the revenue is raised is not mandated. See the January 2007 Mandate Study, reference page 61 for the specific federal or state code and a brief description. Note that the mandates are not provided for Fund 316 because General Fund support is not requested to supplement the Pro Rata Share Drainage program. However, the same federal and state mandates that apply to Fund 318 (Stormwater Management Program) projects also apply to Fund 316 projects.

Fund 317

Capital Renewal Construction

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 317, Capital Renewal Construction</i>	
Total Expenditures:	\$21,924,321
Revenue:	
General Fund Support	\$868,321
Bond Revenue	\$14,000,000
Other Revenue	\$7,056,000
Total Revenue	\$21,924,321

► Summary of Program

This fund supports the long-term needs of the County's capital assets to maximize the life of County facilities, avoid their obsolescence, and provide for planned repairs, improvements and restorations to make them suitable for organizational needs. Capital renewal is the planned replacement of building subsystems such as roofs, electrical systems, HVAC, plumbing systems, carpet replacement, parking lot resurfacing, fire alarm replacement and emergency generator replacement 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.

Fairfax County has a facility inventory of 170 buildings (excluding schools, parks, housing and human services residential facilities), with over 8.0 million square feet of space throughout the County. This inventory is expanding both with the addition of newly constructed facilities and by the acquisition of additional property. With such a large inventory, and the acquisition of additional facilities, it is critical that a planned program of repairs and restorations be maintained. In addition, the age of a major portion of this inventory of facilities is reaching a point where major reinvestments are required in the building subsystems.

Many County facilities have outdated HVAC and electrical systems that are susceptible to failure or are highly inefficient energy users. Sites are identified and each individual project involves a two-step process to complete both design and construction. Roof repairs and waterproofing are conducted in priority order after a detailed evaluation of all roofs at County facilities. Based upon the results of that evaluation, critical requirements are prioritized and a five-year plan is established. Repairs and replacement of facility roofs are considered critical to avoid the serious structural deterioration that occurs from roof leaks. By addressing this problem in a comprehensive manner, a major backlog of roof problems can be avoided. Carpet replacement and parking lot resurfacing are evaluated annually and prioritized based on the most critical requirements for high traffic areas. In addition, emergency generators and fire alarm systems are replaced based on equipment age, coupled with maintenance and performance history. Emergency minor repairs and renovations, usually generated by customer requests, are accomplished under the category of emergency building and repair. These small projects abate building obsolescence and improve the efficiency and effectiveness of facilities and facility systems.

Fund 317

Capital Renewal Construction

In order to better define the County's capital renewal needs, a comprehensive facilities condition assessment was conducted on 92 selected Fairfax County facilities (approximately 4.2 million square feet of space), representative of older facilities anticipated to have the most capital renewal requirements in the near future. The assessment included a complete visual inspection of roofs and all mechanical and electrical components for each facility. Maintenance and repair deficiencies were identified and funding requirements identified. The results indicate that a multi-million dollar investment is needed over time. Specifically, the facility condition assessment indicated an estimated total of \$80 million will be needed through 2010 to repair facilities and meet expected repair and equipment replacement needs. The Facilities Management Department (FMD) further refined and prioritized the comprehensive facility assessment lists and classified projects into five categories. Projects were classified as Category F: urgent/safety related, or endangering life and/or property; Category D: critical systems beyond their useful life or in danger of possible failure; Category C: life-cycle repairs/replacements where repairs are no longer cost effective; Category B: repairs needed for improvements if funding is available, and Category A: good condition.

Funding in the amount of \$21,924,321 is included in Fund 317, Capital Renewal Construction in FY 2008. Funding includes an amount of \$7,056,000 supported by the allocation of HB599 state revenues, \$868,321 supported by a General Fund transfer, and \$14,000,000 supported by General Obligation Bonds approved as part of the fall 2006 Public Safety Bond Referendum. Funding provides for the most critical prioritized renewal projects, most of which are categorized as category F, F/D or D.

► Funding Availability and Future Considerations

Sufficient funding is available at this time to complete a variety of projects previously identified. Some of this funding has been carried over from prior years. The funding was carried over due to the time required to make improvements as well as work load constraints and contractor/vendor constraints.

► Status of Program

There are currently 13 projects in Fund 317 budgeted in the FY 2008 Adopted Budget Plan. Of these 13 projects, 9 received funding in FY 2008. Two of the remaining projects are funded by bonds and the other two were funded in previous years. The adopted budget for FY 2008 is \$21,924,321. The current budget is \$33.8 million due to the carryover of unexpended balances from FY 2007 into FY 2008. The FY 2008 expenditures are currently \$2.4 million and encumbrances are currently \$2.3 million. The 9 projects funded in FY 2008 are described below:

003099- Emergency Building Repairs: This is a continuing project that provides for emergency repairs, minor renovations, and critical upgrading of various buildings and facilities throughout the County. Projects include emergency repairs to buildings and building equipment, plumbing repairs, minor renovations to electrical and mechanical systems, structural repairs, vandalism abatement, and other non-recurring construction and repair projects. FY 2008 funding in the amount of \$418,321 was included for emergency repairs at various County facilities including a structural analysis of the Criminal Justice Academy (\$250,000), and glass block and caulking repairs at Tysons Pimmit Library (\$168,321).

Fund 317

Capital Renewal Construction

003100- Fire Alarm Systems: This is a continuing project that provides for the replacement of fire alarm systems throughout the County. Fire alarm systems are replaced based on age and difficulty in obtaining replacement parts and service. FY 2008 funding in the amount of \$1,940,000 was included for the replacement of fire alarm systems at Braddock Glen Group Home (\$500,000), Springfield Warehouse (\$200,000), Juvenile Detention Center (\$300,000) Pohick Fire Station (\$70,000), Herndon Fire Station (\$70,000) and the Government Center (\$800,000), which are experiencing failure due to age and obsolete system parts.

009132- Roof Replacement: This is a continuing project that provides funding to support roof repairs and replacements at various County facilities. FY 2008 funding in the amount of \$350,000 was included for the Mason Government Center (\$200,000), and Sherwood Library (\$150,000).

009133- Carpet Replacement: This is a continuing project that provides for carpet replacement at County facilities in which carpet has deteriorated and is in unserviceable condition. The project also includes new carpet installation where existing composition tile flooring requires replacement, and it is cost beneficial to install carpet as a replacement floor finish. FY 2008 funding in the amount of \$200,000 was included for carpet replacement projects at Joseph Willard (\$50,000), Annandale Day Care (\$50,000), and the Wilston Center (\$100,000). Carpet in these facilities have exceeded their useful life and are in advanced state of deterioration.

009145- Emergency Systems Failure: This is a continuing project that provides for emergency repairs at County facilities in the event of a major systems failure such as a large HVAC system, or other unforeseen event. Currently, the County has no capacity to deal with potential system failures. The County's current capital renewal program emphasizes preventative maintenance primarily because investing in aging and deteriorating building systems and components can alleviate the need for future expenditures, often resulting in significant cost avoidance. If a system failure should occur, there is the potential that a County facility may shut down, suspending services to residents and disrupting County business. FY 2008 funding of \$500,000 allows this project to be maintained at a level to allow potential disruptions to be corrected immediately.

009151- HVAC/Electrical Systems: This is a continuing project that provides for HVAC replacement at prioritized County facilities, based on the severity of problems including overloaded systems, fire hazards, costly repairs, and lack of alternative funding sources. This funding level of \$3,080,000 will provide for HVAC replacement and electrical repairs at Eleanor Kennedy Shelter (\$100,000), Springfield Warehouse (\$150,000), Chantilly Fire Station (\$150,000), Frying Pan Fire Station (\$240,000), Edsall Road Fire Station (\$210,000), Reston Fire Station (\$150,000), Woodlawn Fire Station (\$400,000), Centreville Library (\$450,000), Gunston Fire Station (\$340,000), Tysons Fire Station (\$190,000), Oakton Fire Station (\$275,000), McLean Fire Station (\$325,000), and Centreville Presbyterian Church (\$100,000). All of these repairs have been classified as safety-imminent repairs, or critical systems beyond their useful life in risk of failure, or life-cycle repairs/replacements where repairs are no longer cost effective.

009431- Emergency Generator Replacement: This is a continuing project that provides for the replacement of emergency generators at County facilities. This program was established to address the replacement of generators that have outlived their useful life of 25 years. FY 2008 funding of \$410,000 was included to replace the generators at Reston Human Services Center (\$260,000), Pohick Fire Station (\$80,000) and County's Burke Station Road Public Works facility (\$70,000).

Fund 317

Capital Renewal Construction

009600- Elevator Replacement: This is a continuing project that provides for the emergency elevator replacement program. This program was established to address the replacement of elevators that have outlived their useful life. FY 2008 funding was included to replace elevators at the older portion of the Adult Detention Center (\$1,026,000). Funding supports replacement of the elevator equipment, architectural and engineering costs, and installation and modification of related systems. This new elevator equipment will satisfy all current code requirements for elevator safety devices.

009601- Public Safety Facilities Bond: (Countywide) This project provides \$14,000,000 in bond funds that supports capital renewal, the planned program of repairs, improvements and restorations to make facilities suitable for organizational needs, at prioritized County Public Safety facilities. Capital renewal provides for the replacement of building subsystems that have reached the end of their useful lives. This funding is supported by General Obligation Bond funding, approved as part of the Fall 2006 Public Safety bond referendum.

► **Mandate Information**

There is no federal or state mandate for this LOB.

Fund 318

Stormwater Management Program

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 318, Stormwater Management Program</i>	
Total Expenditures:	\$22,700,000
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$22,700,000
Total Revenue	\$22,700,000

► Summary of Program

This fund was established to support the long-term needs of the County's Stormwater capital program. Beginning in FY 2006 the Board of Supervisors designated the approximate value of one penny from the County's Real Estate tax to Fund 318, Stormwater Management Program. In FY 2008 the estimated value of one penny from the County's Real Estate Tax was \$22.7 million. Beginning in FY 2007 all stormwater projects were consolidated into two funds, including Fund 318 and Fund 316 Pro Rata Share Drainage Construction, which is supported by the Pro Rata Share Program. The Capital Fund consolidation has allowed Stormwater Management to better allocate resources and track funding. The major programs supported by Fund 318 include:

Dam Safety

The Dam Safety program objectives focus on the annual inspection and assessment of approximately 1,200 publicly maintained stormwater management ponds and approximately 2,400 privately maintained stormwater management ponds, in compliance with state dam safety regulations and the overlapping MS4 regulatory requirements associated with required stormwater management facility inspection cycles. The Dam Safety program will continue to focus on obtaining the six-year maintenance and operating certificates on all state regulated dams in the County and to provide enhanced outreach efforts for owners of privately maintained facilities. In FY 2008 and continuing into FY 2009, the effort to install electronic flood control signalization to the County's largest hazard dam facilities will continue. The signalization process will provide greater flood monitoring capabilities through instantaneous water level condition assessment. This public safety improvement is intended to eventually provide an enhanced warning system that will link to an early notification system for down stream property owners during flood response events.

Infrastructure Reinvestment

The infrastructure reinvestment program provides inspection, assessment and repair of the 1,800 miles of storm drainage conveyance systems and 45,000 stormwater drainage structures in Fairfax County. At the end of FY 2007 the digitizing of 80 percent of the storm drainage network was completed, providing a continuous network of pipes and streams for use in analysis related to the MS4 permit and watershed modeling efforts. This storm drainage layer also provides emergency response support via instantaneous electronic imaging of storm drainage system connectivity for response issues such as hazardous material spills. In addition, 50 percent of the easement layer in the County's Geographic Information System (GIS) network has been completed. Completion of the initial digitizing will continue into FY 2008 and is anticipated to be completed in FY 2009. The storm drainage program is on a five year physical walk surface inspection cycle, and a 20 year internal system assessment cycle to inspect the conveyance system with closed circuit TV for

Fund 318

Stormwater Management Program

functionality and integrity. The assessment program inspected 75 miles of drainage systems in FY 2007 that has resulted in over 150 opportunities for infrastructure rehabilitation projects. These projects have a wide range in scope that varies from repair to individual structures and single line segments, to rehabilitation of entire drainage systems. Correction of these identified repairs will begin in FY 2008 and continue into FY 2009. The number of rehabilitation projects is expected to increase in FY 2009 as the inspection and assessment program continues.

Project Implementation

While the primary driver of projects in this program is the implementation of the 30 watershed master plans in Fairfax County, the list of projects also includes flood control projects related to the June 2006 flooding, citizen response projects and other special project needs meeting the project implementation criteria that has been established. Project implementation production is anticipated to increase in FY 2008 and FY 2009 as new in-house and outsourced project design and construction processes are better defined and implemented.

Watershed Planning

The goal of the watershed planning program is to complete a comprehensive master watershed plan for each of the 30 watersheds in Fairfax County by the Year 2010, in an effort to meet the County's commitment to the 2000 Chesapeake Bay agreement. In addition, the watershed master plans provide a strong basis for management and control of stormwater runoff related to the overall water quality and conveyance in Fairfax County. By late FY 2007, and into early FY 2008, watershed planning will be completed in approximately 55 percent of the land area, while 45 percent of the remaining land area has been initiated for characterization and modeling. Several program modifications have been made to the process to help improve the quality and timeliness of the planning process by providing more focused community involvement processes and bringing consistency to reporting processes. It is anticipated that Fairfax County will meet the commitment to the Chesapeake Bay 2000 agreement by completing the planning of all 30 watersheds by the year 2010.

The scope determination, design and project management for the Fund 318 projects that are completed with county staff are performed by the staff identified in the Stormwater Management Operating LOB. The land acquisition, surveying and construction management are performed by Capital Facilities Support LOB.

In FY 2008, an amount of \$22,700,000 in revenue from the Real Estate tax was included in Fund 318, to continue the implementation of the County's Stormwater Management Program.

► Funding Availability and Future Considerations

Recognizing the growth in the Stormwater Management Program, as well as the projected growth in the number of construction projects generated from the completion of watershed management plans, continued staffing and resource management needs require innovative project management between County staff and contracted services. The internal and external partnerships created through outsourced efforts are providing increased opportunity for direct community involvement and an overall increased understanding of critical challenges and issues related to stormwater management.

Fund 318

Stormwater Management Program

In addition to the Stormwater program outlined above and beginning in FY 2008, the Stormwater Management Division assumed the responsibility of the Fairfax County Public Schools (FCPS) MS4 permit requirements. Five additional staff positions were added to the Stormwater program to administer the FCPS MS4 permit compliance program. Initial consolidation requirements will be focused on updating the inventory of the School's stormwater management facilities and initiation of joint contracting programs for required permit compliance services. It is anticipated that developing a consolidated program will result in more effective delivery of services.

► Status of Program

There are currently 35 projects in Fund 318 in some phase of implementation including preliminary scoping, engineering design or construction by county staff or by developers. Of these 35 projects, 15 received funding in FY 2008. The remaining 20 projects were funded in previous years. The adopted budget for FY 2008 is \$22,700,000. The current budget is \$43.4 million due to the carryover of unexpended balances from FY 2007 into FY 2008. The FY 2008 expenditures are currently \$3.3 million and encumbrances are currently \$20.1 million.

FY2008, FUND 318					
Project Status As of 10/30/2007					
Project Number	Project Title	FY-2008 Revised Budget	YTD Expenditure	YTD Encumbrance	Remaining Balance
AC8000	Accotink Creek Watershed Projects	\$2,435,548	\$143,461	\$757,438	\$1,534,649
AC9000	Accotink Watershed Plan	\$2,377,600	\$1,377	\$2,337,600	\$38,623
BH8000	Belle Haven Watershed Projects	\$367,734	\$13,817	\$770	\$353,147
BH9000	Belle Haven Watershed Projects	\$0			\$0
CA8000	Cameron Run Watershed Projects	\$2,157,057	\$37,399	\$840,136	\$1,279,522
CA9000	Cameron Run Watershed Plan	\$0	\$0		\$0
CU8000	Cub Run Watershed Projects	\$362,570	\$33,992	\$71,534	\$257,044
DC8000	Kingstowne Monitoring	\$635,965	\$26,060	\$142,705	\$467,200
DC9000	Douge Creek Watershed Plan	\$1,300,000			\$1,300,000
DE8000	Dead Run Watershed Projects	\$77,482	\$1,377	\$33,909	\$42,196
DF8000	Difficult Run Watershed Projects	\$487,383	\$30,956	\$166,930	\$289,497
DF9000	Difficult Run Watershed Plan	\$7,383		\$7,383	\$0
FM9000	Four Mile Run Watershed Plan	\$0			\$0
FX0001	Interim Watershed Projects	\$1,515,000	\$1,664	\$55,022	\$1,458,314
FX0002	Contributions for Plant thru Earth Sangha	\$60,000		\$60,000	\$0
FX0003	Contributions for Plant thru Fairfax Releaf	\$15,000			\$15,000
FX1000	Storm Drainage and Innovative Projects	\$2,032,493	\$322,370	\$443,431	\$1,266,692
FX2000	Environmental Initiatives Projects	\$259,526	\$3,910	\$245	\$255,371
FX3000	Stormwater Program Support	\$477,174	\$22,590	\$12,268	\$442,316
FX4000	Dam Safety Projects	\$4,243,403	\$694,514	\$1,588,965	\$1,959,924
FX5000	Infrastructure Maintenance Projects	\$2,977,653	\$364,568	\$1,023,248	\$1,589,837
FX6000	Infrastructure Replacement Projects	\$5,723,211	\$275,979	\$2,094,329	\$3,352,903
FX7000	Municipal Storm Sewer Permit	\$3,885,409	\$634,951	\$2,825,964	\$424,494
FX8000	Emergency Watershed Projects	\$562,104	\$259,253	\$235,125	\$67,726
HC9000	Horsepen Run Watershed Plan	\$1,500,000		\$1,358,217	\$141,783
JM9000	Johnny Moore Watershed Plan	\$0			\$0
LH8000	Little Hunting Creek Watershed Projects	\$1,083,278	\$417,346	\$287,609	\$378,323
LH9000	Little Hunting Creek Watershed Plan	\$16,083	\$0	\$16,083	\$0
LO9000	Lower Occoquan Watershed Plan	\$1,500,000		\$1,420,079	\$79,921

Fund 318

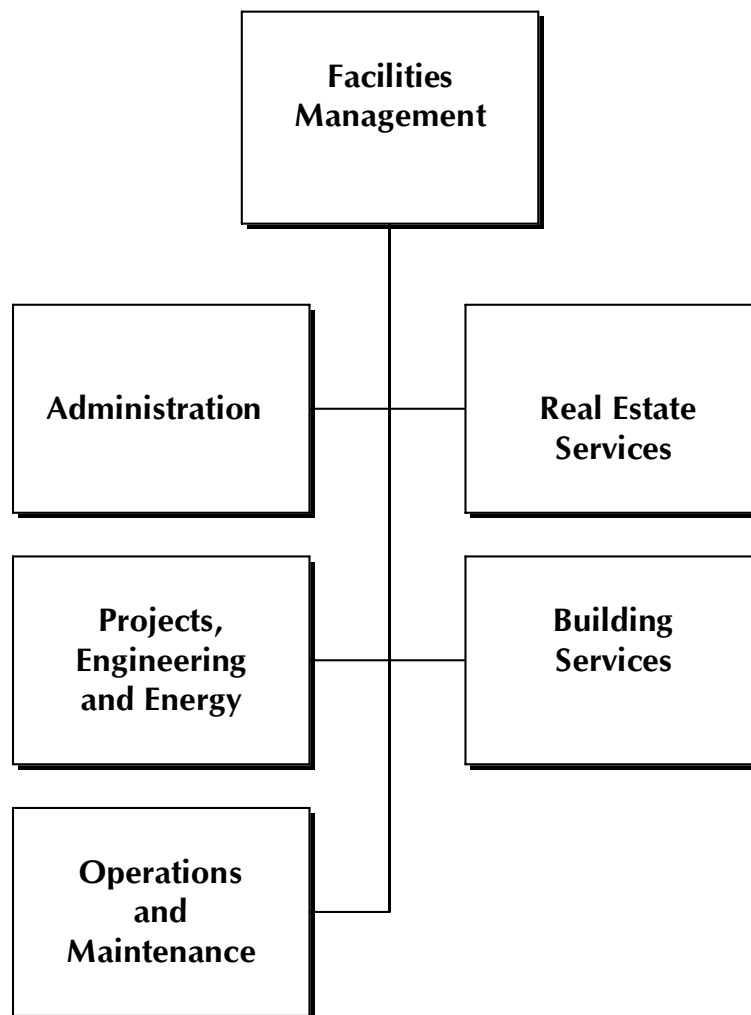
Stormwater Management Program

FY2008, FUND 318					
Project Status As of 10/30/2007					
Project Number	Project Title	FY-2008 Revised Budget	YTD Expenditure	YTD Encumbrance	Remaining Balance
LR9000	Little Rocky Run/Johnny Moore Watershed Plan	\$800,000	\$2,006	\$657,994	\$140,000
MB9000	Mill Branch Watershed Projects	\$255,293	-\$8,000	\$261,527	\$1,766
MP8000	Middle Potomac Watershed Projects	\$500,000			\$500,000
MP9000	Middle Potomac Watershed Plan	\$387,600	-\$51,445	\$349,618	\$89,427
OC8000	Occoquan Watershed Projects	\$29,293			\$29,293
OC9000	Lower Occoquan Watershed Projects	\$157,971	-\$25,440	\$77,550	\$105,861
PC8000	Pohick Creek Watershed Projects	\$237,918			\$237,918
PC9000	Pohick Creek Watershed Plan	\$1,700,000		\$1,598,283	\$101,717
PH8000	Popes Head Creek Watershed Projects	\$1,404,560	\$39,328	\$108,696	\$1,256,536
PH9000	Popes Head Creek Watershed Plan	\$65,110	\$459	\$65,110	-\$459
PM8000	Pimmit Run Watershed Projects	\$781,968	\$92,366	\$240,659	\$448,943
PN9000	Pond Branch Watershed Plan	\$1,000,000		\$940,854	\$59,146
NI9000	Nichol Run Watershed Plan	\$0	\$229		-\$229
SU9000	Sugarland Run Watershed Plan	\$0			\$0
Totals		\$43,378,769	\$3,334,858	\$20,079,281	\$19,964,630

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 61 for the specific federal or state code and a brief description.

Facilities Management Department



Mission

To provide safe and well maintained facilities that fulfills the need of our customers.

Focus

The Facilities Management Department (FMD) is responsible for providing a full range of facility management services in those County-owned and leased facilities that are under its jurisdiction. These services include maintenance, repair, capital renewal, utilities, security services, event and meeting management services, space planning, interior design, renovations, energy conservation, custodial services, and moving services. 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 will focus on a number of areas in the coming years to fulfill its mission of providing safe, comfortable and well-maintained facilities. The main focus areas include capital renewal, energy performance, security and customer service.

Facilities Management Department

Capital renewal is the replacement or upgrade of old, obsolete building system components. As the inventory of County facilities ages, it is important for the County to reinvest in these buildings and replace aging building equipment. FMD commissioned a building condition assessment and developed a ten-year capital renewal program based upon this assessment. In the coming years, this program will begin to be implemented by FMD and funded by the County's capital pay down program and by general obligation bonds.

Energy efficiency is an important focus area based on the nearly \$10 million paid by FMD for County utility costs and how this program relates to occupant comfort. FMD is in the process of adding Energy Management Control Systems (EMCS) to older buildings to allow for better control of heating and cooling systems. New building specifications already have these systems built into them. 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. When replacement of older, less efficient HVAC systems are required, FMD is replacing them with energy efficient models. In addition, FMD recently completed the use of an energy performance contract which allowed for the amortization of system upgrades to be paid for from the utility savings from those upgrades. When energy savings opportunities present themselves, FMD will continue to take advantage of them.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Expanding energy conservation efforts at County facilities;
- Implementing a computerized system for more efficient work order and facilities information;
- Initiating streamlined process for contracting larger jobs; and
- Improving communications to enable customers to better understand agency services.

Security continues to be an area of focus for FMD. As a department FMD will continue to manage the operational aspects of security and the implementation of physical, technical, and operational security plans. Emergency Response Plans have been developed for all County work sites and regular drills are now being conducted. A vulnerability assessment is complete and implementation plans are being developed.

FMD provides corporate stewardship for the County's Real Estate Services. FMD is responsible for negotiating and managing leases with an annual value of nearly \$14 million, providing property management services for approximately 726 County-owned parcels (3,816 acres), and providing space management for over 8 million square feet of space in FY 2007, and a projected 7.8 million in FY 2008. This section of FMD is also responsible for managing the County's interest in the Laurel Hill property, and providing technical real estate support of a number of County real estate ventures.

Customer service is another important focus for FMD as it strives to provide responsive services to increased County agency demands. A new on-line customer survey was developed and is used as one of FMD's performance measures. Customer focus groups were used to help develop FMD's strategic planning initiatives. Customer service meetings are held regularly with all of FMD's main customers to address service issues.

Facilities Management Department

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	201/ 201	203/ 203
Expenditures:		
Personnel Services	\$10,869,731	\$11,311,342
Operating Expenses	39,501,057	44,664,470
Capital Equipment	27,585	0
Subtotal	\$50,398,374	\$55,975,812
Less:		
Recovered Costs	(\$8,234,205)	(\$8,364,916)
Total Expenditures	\$42,164,168	\$47,610,896
Income:		
Rent Reimbursements	\$3,480,117	\$3,195,462
Parking Garage Fees	351,852	367,765
City of Fairfax Contract	168,428	176,636
Total Income	\$4,000,397	\$3,739,863
Net Cost to the County	\$38,163,771	\$43,871,033

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
08-01	Facilities Operations and Maintenance	\$13,135,493	142	152.0
08-02	Facilities Projects, Engineering, and Energy Management	\$13,706,399	31	20.25
08-03	Facilities Building Services	\$9,280,804	16	16.5
08-04	Real Estate Development and Planning	\$7,748,337	14	14.25
TOTAL		\$43,871,033	203	203.0

Facilities Management Department

LOBS SUMMARY

08-01: Facilities Operations and Maintenance

<i>Fund/Agency: 001/08</i>		<i>Facilities Management Department</i>	
LOB #: 08-01		Facilities Operations and Maintenance	
Personnel Services			\$7,644,878
Operating Expenses			\$5,896,658
Recovered Costs			(\$406,043)
Capital Equipment			\$0
Total LOB Cost:			\$13,135,493
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$13,135,493
Positions/SYE involved in the delivery of this LOB			142 / 152.0

► LOB Summary

Facilities Operations and Maintenance (O & M) involves both in-house and contract support for building operations and facility maintenance at 170 County owned and leased facilities totaling approximately 7.8 million square feet. Support to the facilities encompass, fire and security alarms, elevators, emergency power, building mechanical and electric equipment, plumbing, locks and hardware, painting, structural and architectural components, and small office moves. The primary objective is to provide safe, functional, reliable, comfortable, sanitary, and pleasant environments in an economical manner in support of County agency roles and missions. Funding is derived from the General Fund. O&M staff reviews all plans for new County facilities, as well as renovation projects, to ensure maintainability and reliability of all proposed building systems. Staff also performs periodic inspections during construction projects to identify potential maintenance problems and make necessary corrections before construction is complete. Current initiatives include enhancing access to facility services by using a web application to check status of work order requests; and, in collaboration with the Park Authority, implemented Phase I of a Computer Integrated Facilities Management (CIFM) system to enhance the efficiency of maintenance operations and provide better facility asset information. Phase II of CIFM will take place during FY 2008/FY 2009.

Facilities Management Department

► Method of Service Provision

Operations and maintenance services are provided through a combination of County employees and private contractors. Private contractors are used for major repairs, equipment replacement and maintenance and repair to specialized systems such as elevators, fire detection/suppression systems, overhead doors, structural and architectural components, roofing, etc. Preventive maintenance activities by County staff are scheduled on operating equipment throughout the County to reduce operating and repair costs, to avoid equipment failure, to lengthen the equipment life span, and to increase operating efficiency. Corrective maintenance and repairs are performed on a priority basis as required to restore faulty equipment and building features to full service. O&M staff works with the Office of Capital Facilities and FMD's Project, Engineering and Energy staff to review plans for new construction and to inspect work at various stages of construction to ensure maintainability and reliability of all building systems being installed.

► Mandate Information

There is no federal or state mandate for this LOB.

08-02: Facilities Projects, Engineering, and Energy Management

<i>Fund/Agency: 001/08</i>	<i>Facilities Management Department</i>
<i>LOB #: 08-02</i>	<i>Facilities Projects, Engineering, and Energy Management</i>
Personnel Services	\$1,627,458
Operating Expenses	\$14,398,548
Recovered Costs	(\$1,775,206)
Capital Equipment	\$0
Total LOB Cost:	\$14,250,800
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$544,401
Total Revenue:	\$544,401
Net LOB Cost:	\$13,706,399
Positions/SYE involved in the delivery of this LOB	31 / 20.25

Facilities Management Department

► LOB Summary

Facilities Projects, Engineering, and Energy (PE&E) provides a variety of professional facilities services to include design and construction management of facility repair and renovation projects, facility systems engineering analysis, energy performance contracting oversight, and utility consumption monitoring. In addition, PE&E provides contract management oversight for maintenance activities accomplished by outside vendors. Funding is derived from both the operating and capital construction budgets; as well as by other user agencies. The user agency funds are recovered in Work Performed for Others (WPFO). FMD incurs the costs up front and then charges back to the agency. Capital Construction Projects include facility systems replacements for roofs, carpet, pavements, HVAC/Electrical, fire alarms, emergency generators, and other miscellaneous requirements. This LOB also develops the Capital Improvement Program (CIP) for Facilities Maintenance. Energy performance contracting involves energy efficiency improvements to facilities where utility cost savings from initiatives are used to finance facility systems equipment using the County Master Lease Agreement which covers the acquisition of capital assets on a lease/purchase basis with tax exempt financing arrangements. Examples include energy efficient lighting systems and energy management control systems for building HVAC equipment. Energy management is provided through EnergyCAP, the utility consumption monitoring software, which records tracks and analyzes utility usage in General County facilities. Utility rate schedules are evaluated against consumption to ensure the most cost advantageous rate schedules are applied. In addition, computerized Energy Management Control Systems are monitored in numerous County facilities to control HVAC equipment settings and facility comfort levels while operating systems in the most energy efficient manner. County engineering staff also reviews all plans for new County facilities to ensure maintainability and energy efficiency is provided. Future trends will continue with energy performance contracting, emphasis on energy efficiency in new facilities through design review and optimum usage of all County space. Current initiatives include a three year contract to purchase 5 percent of its electricity as wind energy in FY 2007 and FY 2008, and 10 percent in FY 2009; earned Fairfax County national recognition in the National Association of Counties (NACo) Change a Light Campaign; continue implementing the use of “green building” characteristics; continue to promote energy efficiency education; and participated in the electronic accounts payable project as 1 of 3 pilot agencies to streamline invoice processing and to promote teleworking.

► Method of Service Provision

Both County staff and contractors provide professional facility services. Project designs are performed by professional Architect/Engineer consultants; although County staff manages the design contracts. Monitoring of the Energy Management Control Systems is done by County staff, while maintenance of the systems hardware and software is done by contract. County staff also uses the EnergyCAP software for utility consumption analysis. All facility construction is done by contract and managed by County staff. In addition, County staff provides reviews of new facility designs for maintainability, energy efficiency, and space allocation and interior design. County engineering staff provides technical support to the County operations and maintenance staff on facility systems issues and problems.

► Mandate Information

There is no federal or state mandate for this LOB.

Facilities Management Department

08-03: Facilities Building Services

<i>Fund/Agency: 001/08</i>	<i>Facilities Management Department</i>
LOB #: 08-03	Facilities Building Services
Personnel Services	\$902,323
Operating Expenses	\$9,741,369
Recovered Costs	(\$1,216,828)
Capital Equipment	\$0
Total LOB Cost:	\$9,426,864
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$146,060
Total Revenue:	\$146,060
Net LOB Cost:	\$9,280,804
Positions/SYE involved in the delivery of this LOB	16 / 16.5

► LOB Summary

In 2006, the Building Services Branch was restructured in order to centralize the building services functions of FMD. Several work sections and contracts such as custodial services, cafeteria and vending, grounds maintenance, and pest control were transferred from other branches of the department and combined into this branch.

The Building Services Branch is responsible for three major activities: (1) Security Management, (2) Conference Center Management, and (3) Building Services Contract Management.

Security management includes: Oversight of the contract for security guard services at various County facilities; providing employee safety/security education and training; conducting facility security assessments and making recommendations for improvements; and assisting agencies with their safety and emergency preparedness programs. Current initiatives include: hosting an Emergency Open House at the Government Center; in collaboration with Risk Management, enhancing life safety systems by installing Automatic External Defibrillators (AED) and proper signage in county-owned and leased facilities; and publishing the Employee Protective Measures quick reference desktop guide which summarizes life threatening and no notice events for employees to follow in case of an emergency. In FY 2009, FMD will develop a comprehensive countywide security program to include development of a security incident reporting system, security awareness training, and security Architectural and Engineering guidelines.

Conference Center scheduling and special events include the scheduling and coordinating of all events at the Government Center Complex and various other sites throughout the County and at no cost to the requestor. The Government Center Complex is available for meetings, seminars, conferences, festivals, press conferences, training, receptions, and weddings. Services include: event planning services prior to an event or activity; providing logistics and technical support during an event or activity as requested, and security and custodial services as required. Requests come from such entities as the Board of Supervisors, commissions, authorities, agencies, nonprofit organizations, civic associations, state and federal agencies, County employees and private citizens.

Facilities Management Department

In 2007, 9,005 meetings and events were managed and held. Staff support is provided 7 days a week from 6 a.m. to 11 p.m. on demand. Some examples of special events coordinated and supported by this LOB include: EAC-sponsored craft fairs, job fairs, political rallies, press conferences, government conferences and seminars, Celebrate Fairfax and Fall for Fairfax Festivals.

Building Service contract management and oversight includes: food service operations at the Herrity Building, the Government Center, the Massey Building, and the Judicial Center; 14 separate custodial contracts at 99 locations; pest control services at 142 locations, and landscape services to 122 locations. During FY 2007, this Branch developed and implemented a new performance based concept for re-bidding and awarding new custodial contracts.

FMD continues to develop closer working relationships with customers through regular feedback mechanisms, customer focus groups and through closer involvement with customers in FMD processes and planning efforts which resulted in a 95 percent customer satisfaction rate in FY 2007. Although not a separate performance measure, an element of the performance measure for repair/maintenance cost per square foot total rate is the cost per square foot rate for custodial services.

► Method of Service Provision

Security, custodial, pest control, grounds maintenance, and cafeteria and vending services are all provided by private contractors; although County staff manages the contracts. Conference center scheduling and special events coordination are provided by County employees.

► Mandate Information

There is no federal or state mandate for this LOB.

08-04: Real Estate Development & Planning

<i>Fund/Agency: 001/08 Facilities Management Department</i>	
<i>LOB #: 08-04</i>	<i>Real Estate Development and Planning</i>
Personnel Services	\$1,136,683
Operating Expenses	\$14,627,895
Recovered Costs	(\$4,966,839)
Capital Equipment	\$0
Total LOB Cost:	\$10,797,739
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$3,049,402
Total Revenue:	\$3,049,402
Net LOB Cost:	\$7,748,337
Positions/SYE involved in the delivery of this LOB	14 / 14.25

Facilities Management Department

► LOB Summary

The Real Estate Development and Planning Branch are responsible for managing developed and undeveloped property owned and/or leased by the County. The management of property includes lease negotiations for new and existing leased facilities required for County programs; the review and processing of lease payments; the management of lease contracts; the management and space planning for the inventory of leased and owned office space occupied by County agencies; and the management of the County's inventory of real property consisting of approximately 726 parcels of real estate or more than 3,816 acres owned by the Board of Supervisors. The property management team reviews and makes recommendations on all easement requests, Right-of-Way requests, requests for temporary use of county property, and coordinates the Real Property Disposal Program. In addition, staff is responsible for the property management of the 2,340-acre Laurel Hill Property, which is the former site of the Lorton Prison. The lease management team plans, coordinates, implements and administers policies, programs, and procedures relating to the county's leasing of buildings and land. Interior design staff provides facility planning, space design and systems furniture reconfigurations, furniture selection and procurement, and facilities signage. County space planners also review all plans for new County facilities to ensure space is allocated appropriately and consistently. Future trends will continue with an emphasis on space efficiency in new and current facilities by ensuring all designs incorporate an optimum usage of all County space. In addition, staff will continue to negotiate below market rates for lease space.

The Real Estate Development and Planning Branch continues to create a culture of engagement by working with various agencies to transfer property to the Park Authority to help achieve the goal of 10 percent of land mass of Fairfax County as parkland. In September 2007, 39 parcels were conveyed to the Park Authority. After the transfer, approximately 9.4 percent of the County's land mass will be held by the Park Authority.

The Branch also continues to exercise corporate stewardship by working with others to implement a CIFM system that will provide improved facility asset information to staff and customers. Leasing, space planning, and property management information will be available on-line for all agencies to access. This will assist the branch in conducting detailed space studies and reviewing trends in the agency.

An extensive Lease Agreement was executed with the Lorton Arts Foundation that will result in the establishment and operation of a center for the arts at the Occoquan facility of the former Lorton Prison. The Branch administers this Lease Agreement along with over 170 other Real Estate Agreements that equate to over 8.0 million square feet, over \$13 million in lease payments, and over \$3 million in revenue for county-owned sites being leased to other entities.

► Method of Service Provision

Service is provided through a combination of County staff, private property management firms and managers, commercial leasing brokers, private real estate appraisers and usage of a nationwide data based internet software. The County's management of real property is provided by County staff with the exception of one of several methods of disposition, which is the public auction. This particular method of disposition is contracted. Space Planning is provided through a combination of County staff and private contractors.

Facilities Management Department

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To achieve facility maintenance and repair services in a timely manner by responding to 92 percent of all non-emergency service calls within 2 days.
- To provide an effective and efficient maintenance program that emphasizes proactive maintenance over reactive maintenance service calls which results in a ratio of proactive maintenance work hours to reactive maintenance work hours of greater than 1.
- To maintain at least a 90 percent customer satisfaction rating while achieving facility and property management costs per square foot rate less than the mid-range High rate (the 75th percentile) for commercial buildings as set the Building Owners & Managers Association (BOMA) for commercial buildings in the DC/VA suburban area.
- To reduce the energy consumption from one year to the next and to maintain a utility cost per square foot rate less than the mid-range High rate (the 75th percentile) as set by the Building Owners & Managers Association (BOMA) standard for commercial buildings in the DC/VA suburban area.
- To expend and/or contractually commit 75 percent of the Capital Renewal funds appropriated each year.

Facilities Management Department

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Service requests responded to	26,945	28,000 / 35,682	37,000	39,000	08-01
Proactive maintenance hours worked	89,154	92,000 / 91,445	95,000	96,000	08-01
Reactive maintenance hours worked	51,469	55,000 / 52,749	58,000	60,000	08-01
Gross square feet of facilities maintained	7,620,961	8,017,208 / 7,720,260	7,815,329	8,386,301	08-01 08-02 08-04
Rentable square feet of facilities maintained	6,429,805	6,764,118 / 6,513,583	6,593,793	7,075,522	08-01 08-02 08-04
Gross square feet of leased space	662,887	662,887 / 678,691	684,419	689,319	08-04
Total kBtu's used	518,192,206	555,645,370 / 519,763,906	523,237,141	578,218,940	08-02
Total utility cost	\$8,967,299	\$9,732,214 / \$9,229,141	\$11,671,599	\$12,149,911	08-02
Rentable utility square footage	4,491,572	4,827,151 / 4,576,616	4,656,826	5,138,555	08-02
Capital Renewal funds appropriated	\$7,166,290	\$19,040,245 / \$8,188,512	\$21,924,321	\$6,924,321	08-02
Capital Renewal funds expended/contractually committed	\$8,256,357	\$17,136,221 / \$10,882,527	\$16,443,244	\$5,943,240	08-02
Efficiency:					
Service calls per rentable 1,000 square feet	4.19	4.14 / 5.48	5.61	5.51	08-01
Proactive maintenance hours per rentable square feet	13.87	13.60 / 14.22	14.77	14.93	08-01
Reactive maintenance hours per rentable square feet	8.00	8.13 / 8.10	8.80	8.48	08-01 08-01 08-02
Cost per square foot maintained	\$5.07	\$5.20 / \$5.18	\$5.60	\$5.35	08-01 08-02 08-04
Leased cost per square foot	\$19.26	\$20.60 / \$19.93	\$21.45	\$21.00	08-01 08-02 08-04
BOMA mid-range High for owned facilities	\$5.18	\$5.43 / \$5.58	\$5.86	\$6.16	08-01 08-02 08-04
BOMA mid-range High for lease costs	\$28.21	\$29.06 / \$36.36	\$37.45	\$38.57	08-01 08-02 08-04
kBtu's per square foot	115.4	115.1 / 113.6	112.4	112.5	08-02
Utility cost per square foot	\$2.00	\$2.02 / \$2.02	\$2.22	\$2.13	08-02
BOMA mid-range High for utilities	\$2.07	\$2.17 / \$2.19	\$2.30	\$2.42	08-02

Facilities Management Department

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Average response time in days	2.0	2.0 / 2.0	2.0	2.0	08-01
Percent of preventative maintenance work orders completed	72.0%	79.0% / 91.0%	90.0%	92.0%	08-01
Percent of survey respondents satisfied or better	95%	90% / 95%	90%	90%	08-01 08-02 08-04
Outcome:					
Percent of non-emergency calls responded to within 2 days	90%	90% / 90%	91%	92%	08-01
Ratio of proactive to reactive maintenance hours	1.73	1.67 / 1.73	1.64	1.60	08-01
Variance from BOMA mid-range High for total cost of owned facilities (dollars per gross square feet)	(\$0.11)	(\$0.23) / (\$0.40)	(\$0.26)	(\$0.81)	08-01 08-02 08-04
Variance from BOMA mid-range High for leased facilities (dollars per rented square feet)	(\$8.95)	(\$8.46) / (\$16.43)	(\$16.00)	(\$17.57)	08-01 08-02 08-04
Variance from 90th percentile for customer satisfaction	0	0 / 5	0	0	08-01 08-02 08-04
Variance for utility cost from BOMA mid-range High	(\$0.07)	(\$0.15) / (\$0.17)	(\$0.08)	(\$0.29)	08-02
Variance in kBtu's/square feet from previous year	(2.50)	(1.00) / (1.50)	(1.20)	0.10	08-02
Percent of Capital Renewal funds expended or contractually encumbered	46%	90% / 57%	75%	75%	08-02

Business Planning and Support

Business Planning and Support

Mission

To provide superior and rapid support to the Department of Public Works and Environmental Services' (DPWES) five core business areas of capital facilities, land development, solid waste, stormwater, and wastewater so that they may realize their full potential in their service to the community.

Focus

Business Planning and Support (BPS) consists of the DPWES Director's Office personnel who provide senior level management support for the County's DPWES organization. The DPWES Director oversees daily operations; provides direction to the DPWES five core business areas; and works collaboratively with stakeholders, both 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 County residents.

The DPWES Director also is responsible for overseeing the implementation of the department's Strategic Plan, which aligns the department with the County's Vision Elements and Board priorities. The Strategic Plan integrates the department's five core business areas into one cohesive organization that is committed to working collaboratively with all of its stakeholders, is highly focused on public and customer service, enables all employees to exercise their leadership skills and is constantly renewing itself to meet changing needs.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Enhancing the department's role in establishing and implementing the County's environmental agenda;
- Enhancing relationships and communications with internal and external customers and stakeholders;
- Developing workforce planning strategies to enable the department to meet future program and service needs; and
- Providing senior level management support to the entire DPWES organization.

Business Planning and Support

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	5/ 5	5/ 5
Expenditures:		
Personnel Services	\$485,960	\$530,361
Operating Expenses	167,372	163,168
Subtotal	\$653,332	\$693,529
Less:		
Recovered Costs	(\$273,028)	(\$278,817)
Total Expenditures	\$380,304	\$414,712

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
25-01	Office of the Director	\$414,712	5	5.0
TOTAL		\$414,712	5	5.0

Business Planning and Support

LOBS SUMMARY

25-01: Office of the Director

<i>Fund/Agency: 001/25</i>		<i>Business Planning and Support</i>
<i>LOB #: 25-01</i>	<i>Office of the Director</i>	
Personnel Services		\$530,361
Operating Expenses		\$163,168
Recovered Costs		(\$278,817)
Capital Equipment		\$0
Total LOB Cost:		\$414,712
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$414,712
Positions/SYE involved in the delivery of this LOB		5 / 5.0

► LOB Summary

The Office of the Director is responsible for overseeing the development and implementation of the department's Strategic Plan, which aligns the department with the County's vision elements and Board priorities. The Strategic Plan integrates the department's business areas: Wastewater Management, Stormwater Management, Capital Facilities, Solid Waste Management, and Land Development Services into one cohesive organization that is committed to working collaboratively with all its stakeholders, is highly focused on public and customer service, enables all employees to exercise their leadership skills; and is constantly renewing itself.

The DPWES Deputy Director serves as the department's contracting officer who oversees the awarding and administration of the design and construction contracts in DPWES estimated at \$559 million in FY 2007. The deputy also serves as the department's emergency coordinator who ensures that DPWES is prepared through planning and exercises for critical emergency functions such as debris management and structural damage assessment.

► Method of Service Provision

Merit employees provide the services of this County program.

Hours of Operation: 7:30 a.m. – 4:30 p.m.

Business Planning and Support

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 27 for the specific state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To provide clear direction, leadership, and strategic management necessary for all DPWES agencies to deliver services efficiently and effectively by achieving 100 percent of performance targets.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Performance targets managed	24	24 / 27	27	27	25-01
Outcome:					
Percent of PM targets achieved	75%	100% / 81%	100%	100%	25-01

Note: DPWES agencies have streamlined the total number of performance measures to be more consistent with their strategic plans. In addition, the Facilities Management Department performance measures are no longer under DPWES.

Fund 200/201

County and School Debt Service

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 200/201, County and School Debt Service</i>	
Total Expenditures:	\$266,867,991
Revenue:	
General Fund Support	\$261,232,837
Bond Revenue	\$990,420
Other Revenue	\$4,644,734
Total Revenue	\$266,867,991

Note: Revenues for the debt service funds are derived principally from a transfer from the General Fund. The County makes a significant General Fund transfer to Fairfax County Public Schools (FY 2008) for its operations. In FY 2008, the operating transfer to FCPS was \$1.586 billion and \$147,858,704 was also given for School Debt Service to fund over \$1.2 billion in outstanding school construction debt as of June 30, 2007.

► Summary of Program

The Consolidated Debt Service Fund accounts for the general obligation bond debt service of the County as well as general obligation bond debt and loans of the Literary Funds of Virginia for the Fairfax County Public Schools (FCPS). In addition, debt service expenditures are included for the Economic Development Authority Lease Revenue bonds and Certificates of Participation (COPS) associated with County government and School facilities and payments for Fairfax County Redevelopment and Housing Authority (FCRHA) Lease Revenue bonds. Revenues for the debt service funds are derived principally from a transfer from the General Fund. It should be noted that debt service on sewer revenue bonds is reflected in the Enterprise Funds.

Funding of \$266,867,991 includes an amount of \$256,442,638 from the General Fund, \$3,775,373 from the School Operating Fund Transfer \$103,498 in revenue from Fairfax City, FCRHA Lease Revenue \$4,790,199, Park Authority Transfer \$765,863, and bond proceeds to offset the cost of issuance \$990,420.

► Funding Availability and Future Considerations

Funding requirements are the legal obligations of the County for the General Obligation bonds issued by the Board of Supervisors. As a result of the strong financial condition and management of the County, bond interest costs are minimized. Based on the County's Triple-A bond rating from each of the three major rating agencies, it is estimated that since 1978 through 2007 the County has saved over \$346.31million.

► Status of Program

The Board of Supervisors has adopted specific debt indicators within the Ten Principles of Sound Financial Management 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.

Fund 200/201

County and School Debt Service

- The ratio of debt service expenditures as a percentage of Combined General Fund disbursements should remain under 10.0 percent. To this end, for planning purposes, the target on annual sales will be \$275 million or \$1.375 billion over a five-year period, with a technical limit of \$300 million in any given year. This planning limit shall exist even though the ratio of debt to taxable property value remains less than 3.0 percent and the ratio of debt service to Combined General Fund disbursements remains less than 10.0 percent.

The Board of Supervisors annually reviews the cash requirements for capital project financing to determine the capacity to incur additional debt for construction of currently funded projects as well as capital projects in the early planning stages. In FY 1992 and FY 1994, bond projects were deferred in order to reduce planned sales and remain within capacity guidelines.

The following are ratios and annual sales reflecting debt indicators for FY 2004 - FY 2008:

Net Debt as a Percentage of Market Value of Taxable Property

<u>Fiscal Year Ending</u>	<u>Net Bonded Indebtedness¹</u>	<u>Estimated Market Value²</u>	<u>Percentage</u>
2004	1,814,517,662	143,225,100,000	1.27%
2005	1,931,008,940	158,261,300,000	1.22%
2006	1,963,217,876	192,187,300,000	1.02%
2007 (est.)	2,057,354,681	232,437,000,000	0.89%
2008 (est.)	2,145,370,511	240,962,900,000	0.89%

¹ The amount includes outstanding General Obligation Bonds and other tax supported debt obligations as of June 30 in the year shown and is from the Fairfax County Department of Management and Budget.

² Source: Fairfax County Department of Tax Administration and the Department of Management and Budget.

Debt Service as a Percentage of Combined General Fund Disbursements

<u>Fiscal Year Ending</u>	<u>Debt Service Requirements¹</u>	<u>General Fund Disbursements²</u>	<u>Percentage</u>
2004	213,027,136	2,597,650,034	8.2%
2005	224,543,583	2,799,591,368	8.0%
2006	234,392,854	3,113,897,426	7.5%
2007 (est.)	262,973,348	3,288,997,359	8.0%
2008 (est.)	265,877,571	3,317,406,413	8.0%

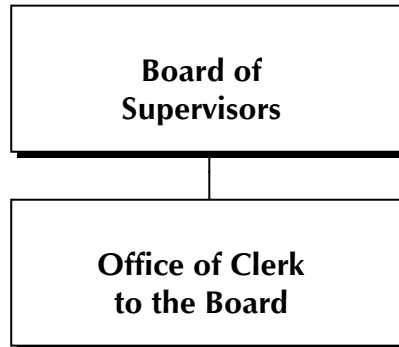
¹ The amount includes debt service expenditures from July 1-June 30 for each year shown above, excluding bond issuance costs and other expenses and is from the Fairfax County Department of Management and Budget.

² Source: Fairfax County Department of Tax Administration and the Department of Management and Budget.

► Mandate Information

There is no federal or state mandate for this LOB.

Board of Supervisors



Mission

To serve 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 the laws of the Commonwealth of Virginia, and to document those actions accordingly.

Focus

The ten-member Board of Supervisors makes policy 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 responsibilities of the Clerk to the Board, under the direction of the Board of Supervisors and the County Executive, include: advertising Board public hearings and bond referenda; establishing and maintaining records of Board meetings; preserving legislative and historical records; managing the system for appointments to Boards, Authorities and Commissions; and tracking and safekeeping Financial Disclosure forms. Responsibilities also include: providing administrative support through budget preparation; processing purchase requisitions, as well as personnel and payroll actions; maintaining guardianship of the County Code; making notification of Board actions regarding land use issues; and providing research assistance. In an effort to engage more citizens, the Clerk's Office has implemented a method by which citizens can easily sign up to testify at public hearings on the County's Web site. Initiatives such as this help the department to more effectively and efficiently meet the needs of the County's growing and increasingly diverse population without additional personnel and budgetary resources.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Utilizing new technologies for advertising Board public hearings and enabling citizens to testify;
- Making notification of Board actions regarding land use issues;
- Maintaining the County Code;
- Establishing and maintaining records of Board meetings; and
- Enhancing the Web site and its usefulness to residents and staff.

Board of Supervisors

As part of the FY 2007 budget process, the Board of Supervisors approved the County Executive's recommendation of an increase in Board members' annual salaries from \$59,000 to \$75,000 beginning with the next elected Board in January 2008. This increase is based on a market pay analysis, a comparison with other similar jurisdictions, and is consistent with the compensation adjustments that have been provided to the general County workforce since the Board salaries were last adjusted in 2000. The funding is made available as part of the FY 2008 budget.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	7/ 6.5	7/ 6.5
Exempt	71/ 71	71/ 71
Expenditures:		
Personnel Services	\$3,616,503	\$4,482,970
Operating Expenses	651,716	608,994
Capital Equipment	0	0
Total Expenditures	\$4,268,219	\$5,091,964

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
01-01	Clerk to the Board	\$831,254	8	7.5
01-02	Board of Supervisors	\$4,260,710	70	70.0
TOTAL		\$5,091,964	78	77.5

Board of Supervisors

LOBS SUMMARY

01-01: Clerk to the Board

<i>Fund/Agency: 001/01</i>		<i>Board of Supervisors</i>	
<i>LOB #: 01-01</i>		<i>Clerk to the Board</i>	
Personnel Services			\$222,260
Operating Expenses			\$608,994
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$831,254
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$831,254
Positions/SYE involved in the delivery of this LOB			8 / 7.5

► LOB Summary

The Clerk to the Board documents and preserves the legislative record of the Board and makes those records available for public review. In addition, staff advertise Board public hearings and bond referenda, manage the system for appointments to Boards, Authorities, and Commissions (BACs), and track Financial Disclosures. Responsibilities also include: administrative support through agency budget preparation; preparation of requisitions, personnel and payroll actions; maintenance and guardianship of the County Code; notification of Board actions regarding land use issues; and research assistance.

In recent years, the Clerk to the Board has posted Board Summaries on the Web site immediately after hard copy completion, enhanced research capabilities by installing an electronic imaging microfilm machine, and implemented a new appointment tracking system for BACs.

New initiatives include the improvement of response times for all correspondence, coordinating training for members of BACs and staff, and the future digitizing of Board records to be accessible on the Web.

Since 1992 the office staff has decreased from 9 SYEs to 7.5 SYEs. The office has utilized technology to increase efficiency and enhance services, such as more access to documents, with fewer staff.

► Method of Service Provision

The Clerk to the Board and other County staff provide support services to the Board of Supervisors. The Clerk's Office maintains hours of operations from 8 a.m.-4:30 p.m. and supports the Board

Board of Supervisors

after hours as necessary to staff evening meetings. The Clerk's Office is located in the Government Center.

► Mandate Information

This LOB is state mandated. See the *January 2007 Mandate Study*, reference page one for the specific federal or state code and a brief description.

01-02: Board of Supervisors

Fund/Agency: 001/01		Board of Supervisors	
LOB #: 01-02		Board of Supervisors	
Personnel Services			\$4,260,710
Operating Expenses			\$0
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$4,260,710
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$4,260,710
Positions/SYE involved in the delivery of this LOB			70 / 70.0

► LOB Summary

The ten-member Board of Supervisors makes policy for the administration of the County government within the framework of the Constitution and the Laws of the Commonwealth of Virginia and the Urban County Executive form of government. Expenses incurred by the Board members and their support staff are contained in the Direct Costs to the Board.

Due to the overall policy nature of the Board, there are no specific objectives or performance measures for this LOB.

► Method of Service Provision

Nine members of the Board of Supervisors are elected from County Supervisory districts; the Chairman of the Board of Supervisors is elected at-large. All Supervisors are elected for four-year terms. The Board members and their staff provide constituent services to the entire County population. Each Board member has an office in his or her district as well as a small office in the Government Center for use on Board meeting days. The Chairman has an office at the Government Center.

Board of Supervisors

► Mandate Information

This LOB is state mandated. See the *January 2007 Mandate Study*, reference page one for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

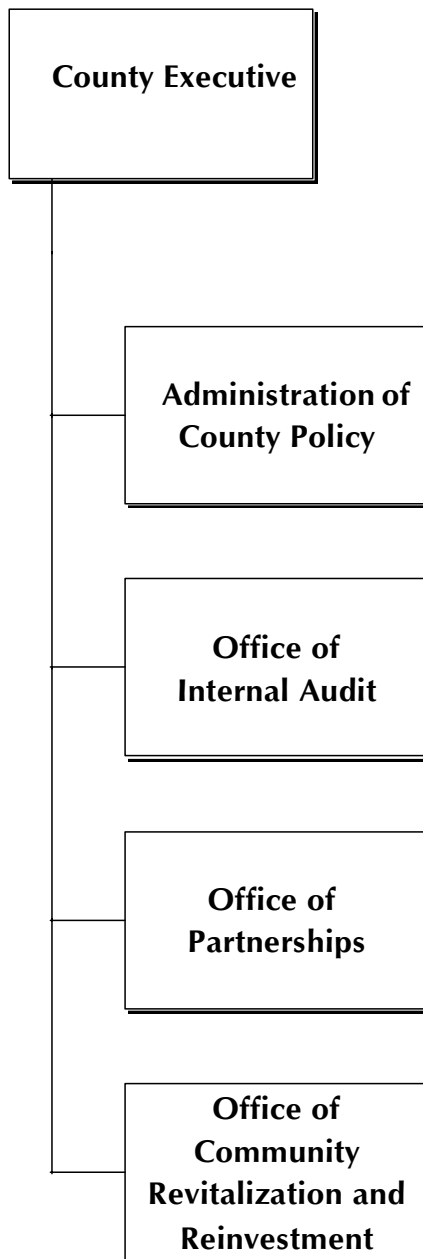
- To uphold the timeliness of the Clerk's Board Summaries with a completion time within 2.5 business days of the meeting.
- To maintain the error-free rate of the Clerk's Board Summaries at 99 percent, toward a target of a 100 percent error-free rate.
- To maintain the percentage of land use decision letters to applicants initiated within 10 working days from the date of Board action at 96.0 percent.
- To maintain a 100 percent satisfaction level for all research requests processed.
- To maintain Board Members' level of satisfaction with service provided by the Clerk's Office at 100 percent of members satisfied.
- To maintain the timeliness of the production of the appointment letters for appointees to Boards, Authorities and Commissioners at 100 percent completed within four working days from appointment by the Board of Supervisors.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Clerk's Board Summaries	22	23 / 23	23	23	01-01
Total pages of Clerk's Board Summaries	1,018	1,005 / 966	988	988	01-01
Letters of land use decisions by the Board	145	145 / 131	125	120	01-01
Research requests	363	387 / 369	347	347	01-01
Letters of appointment to Boards, Authorities, and Commissioners	454	469 / 424	461	461	01-01
Efficiency:					
Cost per Clerk's Board Summary	\$6,623	\$6,664 / \$6,763	\$7,064	\$7,303	01-01
Cost per land use decision	\$271.12	\$355.26 / \$393.22	\$432.75	\$471.16	01-01
Cost per research request	\$27	\$26 / \$27	\$31	\$32	01-01
Cost per Board appointment	\$101	\$102 / \$117	\$113	\$118	01-01

Board of Supervisors

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent of Clerk's Board Summaries completed within 3.0 business days	100.0%	100.0% / 95.7%	100.0%	100.0%	01-01
Accurate Board Summary pages	1,000	990 / 960	978	978	01-01
Average business days between Board action on land use applications and initiation of Clerk's letter	5.71	5.60 / 7.00	5.50	5.40	01-01
Percent of record searches initiated the same day as requested ("Same day" is defined as within 24 hours because some requests are sent by email after regular business hours.)	100.0%	100.0% / 100.0%	100.0%	100.0%	01-01
Average business days between Board appointment and Clerk's letter to appointee	1.0	1.0 / 1.4	1.3	1.2	01-01
Outcome:					
Average business days between Board Meeting and completion of Board Summary	2.73	2.71 / 2.35	2.54	2.50	01-01
Percent of accurate Clerk's Board Summary pages	98.2%	98.5% / 99.4%	99.0%	99.0%	01-01
Percent of land use decision notification letters initiated within 10 business days	93.8%	96.0% / 88.5%	96.0%	96.0%	01-01
Percent of individuals satisfied with record research requests processed	100.0%	100.0% / 100.0%	100.0%	100.0%	01-01
Percent of Board Members indicating a satisfactory level of service by the Clerk's Office	90.0%	90.0% / 100.0%	100.0%	100.0%	01-01
Percent of notification letters produced within 4 business days of the Board's appointment	99.8%	99.0% / 100.0%	100.0%	100.0%	01-01

Office of the County Executive



Mission

To provide leadership, strategic direction and administrative oversight to all aspects of government operations, to make recommendations on operations and policies to the Board of Supervisors, and to ensure that County government policy as articulated and/or legislatively mandated by the Board of Supervisors is implemented in an effective and economical manner. In order to succeed, it is imperative that this office works in concert with the Board of Supervisors, citizens, businesses, organizations, County agencies and other interested parties that make up the County of Fairfax. Through leadership, enhanced customer service, accountability for our results, and partnerships and collaborations with the community, the office intends to pursue a larger, corporate-wide objective: our shared vision of Fairfax County as a safe, caring, attractive, well-connected and involved community in which care is taken to protect and preserve the natural environment.

Office of the County Executive

Focus

Administration of County Policy

The Office of the County Executive 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. 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; executes the policies established by the Board of Supervisors 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.

The office will continue to focus on the County Strategic Planning Initiative ensuring that programs are appropriately aligned to meet the expectations of the community as determined by the Board of Supervisors, and that the Strategic Planning Initiative communicates County priorities and directions to both citizens and employees. The office also will continue with the countywide focus to build capacity within the organization through the George Mason Fellows program, the Leading, Educating and Developing (LEAD) program and other development opportunities.

The office will continue to focus on countywide communication by developing more effective ways to communicate with employees, County residents, businesses and community organizations using a variety of approaches including providing more of its publications on the County's Web site as well as employing appropriate technologies to reach the diverse audiences represented. One strategy the County has developed to assist in this initiative is creating a cohesive look, feel, and message to all County communications so that Fairfax County sends a single message through many mediums.

The office provides strategic direction to information technology planning; monitors legislation on the state and federal level in the interests of Fairfax County and its residents; coordinates environmental programs and policies that effectively and sensitively address environmental issues and promote a clean, safe environment; coordinates revitalization efforts countywide; fosters collaborative approaches and partnerships with the private, non-profit and corporate sectors that address pressing community needs; promotes regional solutions to regional issues through participation on appropriate regional decision-making bodies; and ensures the sound management and stewardship of all financial resources. The office also has expanded the County's legislative focus to include a

THINKING STRATEGICALLY

Strategic issues for the department include:

- Providing leadership and direction to a customer-friendly, efficient workforce that is adaptable to the ongoing change within the County and is responsive to the diversity of our community;
- Developing more effective means to communicate with County residents, businesses, community organizations and employees using a variety of approaches and employing appropriate technologies to reach the diverse audiences represented;
- Increasing awareness about the County's programs and policies regarding equal opportunity and alternative dispute resolution; and
- Creating and further developing diverse community partnerships to address social challenges while stimulating civic responsibility and involvement.

Office of the County Executive

larger presence in the federal arena by assessing the policy impact of and response to proposed federal legislation affecting the County.

In response to the changing face of Fairfax County, the Office of the County Executive promotes the value of diversity in the workforce and in the community. The Language Access Coordinator position assists departments with the development of agency-specific plans and monitors activities to ensure that persons with limited English proficiency are receiving equal access to County services. This position also assists the Department of Human Resources in increasing recruitment of multilingual candidates for County employment. The office encourages full participation and collaboration of all employees from diverse cultural and language backgrounds as well as varied skill sets. In addition, the office provides the framework, concepts and learning opportunities to achieve defined expectations and results. It strives for cohesiveness within the organization and fosters a culture of improvement throughout the County by following the values and principles embodied in the Employee Vision Statement.

The office continues to promote several programs such as Strengthening Neighborhoods and Building Communities, which works with community leaders and civic associations to assist them in building the capacity in neighborhoods to sustain their own appearance, health, leadership, organization and safety. This is a cross-county initiative coordinating with staff from the Police Department, Department of Housing and Community Development, Health Department, Department of Community and Recreation Services, Department of Systems Management for Human Services, Department of Planning and Zoning and the Department of Public Works and Environmental Services. Another cross-county initiative is the Gang Prevention Program which works with community organizations, schools, and the juvenile system to help reduce gang activity in Fairfax County.

Office of Internal Audit

The Office of Internal Audit assists senior management in efficiently and effectively implementing programs that are in compliance with policies and procedures as articulated and/or legislated by the Board of Supervisors. The office works to proactively identify risks, evaluate controls, and make recommendations that will strengthen County operations.

Office of Equity Programs

The County's Equal Employment Opportunity Enforcement (EEO) program, administered by the Office of Equity Programs, ensures County compliance with all federal, state and County mandates granting equal access to all County services, programs and employment opportunities. In particular, the equal opportunity staff provides technical assistance, training and conducts investigations of alleged discrimination to ensure equality in the workforce. Adherence to the requirements of the Americans with Disabilities Act (ADA) is another component of the program which involves providing technical guidance to managers and employees about accessibility to facilities and services for the public as well as responding to requests for employee disability accommodations. The Office of Equity Programs continues to develop outreach initiatives in County government and in the communities the County serves. For example, the Office of Equity Programs has provided technical guidance to managers and employees seeking to comply with the American Disabilities Act when holding special events. It also has developed and presented various EEO discussion sessions on mental health, generation gaps, and stress management. Finally, the office sponsored its second annual Diversity Conference for approximately 350 County employees.

Office of the County Executive

The Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel program manages every stage of the intake of disputes for mediation. This program has been successful in resolving disputes between employees and supervisors that may have otherwise been forwarded to the Civil Service Commission for resolution through a more time-consuming process. The Appeals Panel program will continue to support the goal of the Pay for Performance program by bringing supervisors and employees together in an informal setting to resolve evaluation issues. In addition, ADR staff provides formal mediation and conflict resolution process training opportunities for County employees.

Office of Partnerships

In support of the County's commitment to public/private partnerships, Fairfax County's Office of Partnerships builds beneficial alliances with the business, medical, educational, civic, services sectors and ecumenical communities, to enhance the quality of life for residents of Fairfax County while at the same time creating a culture of engagement between County government and residents. A number of key partnerships are described below.

The Medical Care for Children Partnership (MCCP) is a community partnership that is dedicated to providing access to medical and dental services to children of the working poor of Fairfax County. MCCP aims to meet the health care needs of all Fairfax County children through the continuous development of partnerships between the government, the medical, business and foundation communities, thereby administering the most cost efficient method to ensure a healthy population. In FY 2006 the Office of Partnerships completed the third year of the Medical Care for Children Partnership (MCCP) pediatric nurse practitioner (PNP) grant from the United States Department of Health and Human Services. This grant-funded program enrolled 200 children with one pediatric nurse. In FY 2006 the MCCP Advisory Council created a stronger link to public schools by including educational professionals on the advisory council, resulting in effective outreach to uninsured families through public schools meetings. MCCP also expanded council membership to include a MCCP client and a youth representative in order to reach more prospective clients.

The Computer Learning Centers Partnership (CLCP) provides high tech resources for children and their families who otherwise would not have access to current technology. By developing computer centers in housing developments, community centers, churches and public schools throughout Fairfax County, hundreds of children are afforded the same access to technology as children who have computers in their homes. FY 2006 was the first full year of operation for the 21st Community Learning Centers Grant. A preliminary evaluation shows the grant is improving children's grades at Mount Vernon Woods and Hybla Valley Elementary Schools; 59 percent of participating students experienced a letter grade improvement in at least one core subject. The Office of Partnerships is redesigning its Computer Learning Centers model in FY 2007 to more effectively harness the corporate community's support of technology for the Centers, and to shift the daily administration of individual learning Centers from the Office of Partnerships to partners such as community based organizations, public schools and other County agencies. Having strong partners for day-to-day center operations will allow the Office of Partnerships to focus its own staff resources on developing new partnerships. In FY 2007, CLCP operations at the Sacramento Neighborhood Center were contracted out to United Community Ministries on a trial basis, allowing Partnerships to examine the feasibility of managing such a program through a non-profit.

The Allied Health & Nursing Partnership (AHNP), partnering with Northern Virginia Community College and the business community, provides resources and options for qualified underserved Fairfax County residents interested in allied health careers. In FY 2006, the Office of Partnerships

Office of the County Executive

began to transform this partnership to better meet the critical need for trained health care workers in Fairfax County. Staff redesigned the program with input from the AHNP advisory council. The redesign allowed the Office of Partnerships to connect the majority of AHNP students with financial aid for tuition and books, and to redirect funds donated to the County to program medical and dental equipment costs, and to fees associated with required certification exams. AHNP has developed strategic partnerships with businesses and hospitals in order to provide expanded funding for these items, and it is in the process of recruiting volunteer mentors to advise program participants as they move through the educational program towards a career in the health care industry. The Office of Partnerships recognizes the AHNP can serve as a model for a broader based program to train adults in job areas currently experiencing shortages in qualified applicants, such as certain technology sectors.

In FY 2007, the Office of Partnerships worked with several other County agencies, including the Department of Family Services, Department of Human Services Systems Management, Libraries, Department of Information Technology, and Department of Community and Recreation Services, as well as numerous private sector organizations and individuals, to implement the Earned Income Tax Credit program which completed approximately 800 tax returns for residents whose average income was \$18,000. This effort resulted in over \$1.1 million in tax refunds to program participants, demonstrating Fairfax County's commitment to creating a more caring government, while at the same time improving the economic health of participating low-income residents.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	51/ 51	51/ 51
Exempt	3/ 3	3/ 3
Expenditures:		
Personnel Services	\$5,276,081	\$5,859,469
Operating Expenses	1,747,319	2,115,786
Capital Equipment	10,751	0
Total Expenditures	\$7,034,151	\$7,975,255

Office of the County Executive

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
02-01	Administration of County Policy	\$2,800,428	19	19.0
02-02	Internal Audit	\$1,173,573	12	12.0
02-03	Equal Opportunity Enforcement	\$680,963	8	8.0
02-04	Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel	\$121,718	1	1.0
02-05	Public/Private Partnership Development	\$3,198,573	14	14.0
02-06	Community Revitalization and Reinvestment	\$0	0	0.0
TOTAL		\$7,975,255	54	54.0

It should be noted that funding for Community Revitalization and Reinvestment was not made until after the FY 2008 Adopted Budget Plan was approved, thus the table above reflects \$0 and no positions; however, funding of \$1,050,000 and 9/9.0 SYE positions were added as part of the *FY 2007 Carryover Review* to support OCRR activities.

LOBS SUMMARY

02-01: Administration of County Policy

<i>Fund/Agency: 001/02</i>	<i>Office of the County Executive</i>
LOB #: 02-01	Administration of County Policy
Personnel Services	\$2,074,456
Operating Expenses	\$725,972
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$2,800,428
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$2,800,428
Positions/SYE involved in the delivery of this LOB	19 / 19.0

► LOB Summary

The Office of the County Executive, 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 Board of Supervisors 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.

Office of the County Executive

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

- *Strengthening Neighborhoods and Building Communities* – a program of working with community leaders and civic associations to assist them in building the capacity in neighborhoods to sustain their own appearance, health, organization, and safety.
- *Code Enforcement Strike Team* – formally starting operations on June 1, 2007, this team has been established with the three-fold goal of stopping people or companies that are systematically violating zoning, building and safety ordinances by operating illegal boarding houses; protecting the health and safety of those being exploited by illegal boarding house owners and their neighbors and neighborhoods; and meeting community needs for protecting the integrity of neighborhoods while creating a sustainable, highly effective code enforcement system.
- *Gang Prevention* – a program to reduce gang activity and recruitment through suppression, education, and offering positive choices and alternatives.
- *Language Access* - In response to the increasing diversity in the County, a Language Access Coordinator position assists departments with the development of agency-specific plans and monitors activities ensuring that persons with limited English proficiency are receiving equal access to County services. This position also assists the Department of Human Resources in increasing recruitment of multi-lingual candidates for County employment.
- *Environmental Policy* – This 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.

In addition, this office includes the Legislative Group, which develops and represents the position of the Fairfax County Board of Supervisors at the state and federal level, monitors and evaluates legislative proposals during General Assembly sessions and throughout the year to determine the potential impact on the County.

This 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.

Office of the County Executive

► Method of Service Provision

A total of 19 County employees provide this service, of which 16 are regular merit and 3 exempt. It should be noted that this total does not include two of the four Deputy County Executives as one is reflected in the position count of the Department of Management and Budget and one is reflected in the count of the Department of Information Technology.

► Mandate Information

There is no federal or state mandate for this LOB.

02-02: Internal Audit

<i>Fund/Agency: 001/02</i>		<i>Office of the County Executive</i>	
LOB #: 02-02		Internal Audit	
Personnel Services			\$1,129,725
Operating Expenses			\$43,848
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$1,173,573
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$1,173,573
Positions/SYE involved in the delivery of this LOB			12 / 12.0

► LOB Summary

The Board of Supervisors established the Internal Audit Office (IAO) in FY 1982 as an independent appraisal function to examine and evaluate county activities. It is the organization within Fairfax County that has been charged by management and the Board of Supervisors with the responsibility for continually examining and evaluating the adequacy and effectiveness of agencies' systems of internal control and the quality of performance. The funding source for this line of business is the General Fund.

The mission of the Internal Audit Office is to provide independent and objective assurance and management advisory services. IAO seeks to proactively identify risks, evaluate controls, and make recommendations that will strengthen county operations.

Internal Audit helps to improve county government performance and accountability by:

- Assessing the reliability of financial and operating information.
- Evaluating the efficiency and effectiveness of departments, processes, and programs.

Office of the County Executive

- Testing the adequacy of controls for preventing waste and safeguarding assets.
- Verifying compliance with policies, procedures, and regulations.
- Advising and providing county employees with ways to increase internal control knowledge, awareness, and assessment capabilities.

Recent accomplishments and strategic initiatives include:

- Revising the county's Fraud Policy and training county staff about fraud awareness and internal controls that can reduce fraud exposure.
- Creating an IAO Infoweb site which provides information about audit services and also contains resource material in the areas of controls, fraud, and ethics.
- Completing 30 audit projects during FY 2006. These projects included operational, financial, compliance, and information technology audits from the Annual Audit Plan.
- Creating a Fraud Hotline and an Ethics Help Line, as well as intranet reporting links to receive allegations of improper conduct or questions about ethics. IAO has also developed and will continue to enhance databases to document and track both types of allegations. The county's Ethics Policy was recently revised and Internal Audit will be responsible for working with partner agencies to ensure that county staff are provided answers to ethics-related questions, and the office will coordinate investigations into complaints of ethical violations.
- Developing a risk assessment model used to screen potential audit subject areas and improve the ability to focus on the most significant organizational risks. The model assists in the development of Annual Audit Plans and will provide a means to match desired audit coverage to staffing levels.
- Beginning to develop key indicators to be used to incorporate a technology-based, periodic review of data indicators and target areas for potential Internal Audit involvement based on trends, spikes, or unusual data. Monitoring and involvement will be ongoing throughout the year, as opposed to being limited to the timeframe when IAO performs audits that are on the Annual Audit Plan. This type of periodic audit monitoring will allow for a more proactive approach in assessing areas where data indicates that risks may be elevated.

Each of IAO's performance measures directly relate to the internal auditing line of business. The measurements track areas such as the number of audits completed and the number of recommendations made, as well as the timeliness of audit completion. These measures enable the office to show the amount of projects completed and the amount of findings noted. Recommendations are given to improve the efficiency and effectiveness of operations while helping to strengthen management controls. The office also measures the percent of agencies audited each year to ensure that an audit presence is consistent throughout county agencies. Finally, IAO tracks the percent of recommendations implemented to verify that areas of improvement have been successfully addressed. For FY 2006, performance measurements relating to internal auditing were favorably met.

Office of the County Executive

In planning our audit efforts for the future years, trends and factors that will directly influence our role as an internal audit function include:

- **Information Technology:** Information technology has dramatically changed the way the county conducts business, communicates, and provides services. It has become part of the infrastructure for all county operations. Virtually every county department relies on information technology to conduct its business processes, run its programs, and communicate with citizens, businesses, and other county departments.

This widespread use of technology creates both increased benefits and increased vulnerabilities. It allows the county to provide faster, better service, in a more effective manner on a 24-hour basis. It makes available vast amounts of information and data to all citizens, county workers, and businesses. On the other hand, general business risks such as fraud, theft, and destruction or loss of assets and data are greatly increased. Huge amounts of sensitive information and data is now stored in electronic format and communicated over electronic networks creating legitimate concerns about reliability, security, and privacy of communications and business transactions.

Use of computerized tools enhances Internal Audit's capability to analyze, test, and evaluate large quantities of data. The county's new systems will continue to take advantage of newer technologies in client server and Web-based applications. In order to evaluate large quantities of data effectively, Internal Audit will need to utilize desktop, Windows-based products, to broaden data analysis testing for these systems. The selection and use of computer assisted audit techniques must fit the technology environment.

- **Decentralized Financial Processing:** County agencies offer a wide diversity of programs and services. In recent years, various business processing has been delegated to the agencies as technology has allowed for a growth in decentralized processing. Some of these changes include:
 - Increased purchasing authority
 - Increased use of procurement cards
 - Decentralized time and attendance
 - Open ended purchasing contracts
 - On-line direct purchasing from vendors
- This change has shifted accountability for ensuring adequate internal controls over business processes from central administrative departments to individual agencies. This has greatly expanded the audit universe for the county's internal control environment. In addition, growth in the use of procurement cards as a purchasing vehicle has also expanded the number of areas subject to audit. An example of these decentralized and expanded processing capabilities is county procurement cards. IAO conducts audits of departmental procurement cards and related spending and controls. The number of procurement cards in use throughout the county rose from 828 in 2002 to 1146 in 2007, while the dollar spending levels rose from \$13.3 million to \$36.5 million.
- **Range of Services:** The range of county services and changes in demographics directly influence IAO's role as an audit function. Program expansion to multiple service locations has added complexity to Internal Audit's analysis of internal controls and evaluation of

Office of the County Executive

efficient and effective processes. While the number of county facilities, programs, and services offered has expanded in response to increases in number of citizens as well as citizen needs, the staffing level of the Internal Audit Office has remained constant with 12 full-time positions. Therefore, the potential number of programs and services subject to review and audit by IAO has greatly risen in comparison to the available number of staff needed to perform such projects.

► Method of Service Provision

Internal auditing services are provided by 12 county employees within the Internal Audit Office. The office is responsible for conducting audits and management advisory services, and evaluating all county activities, programs, and services. In addition, IAO provides training to county staff in the areas of risk assessment, internal controls, and fraud. Internal Audit staff have backgrounds in accounting, finance, and information systems, and audits are performed by staff with professional certifications such as:

- Certified Internal Auditor
- Certified Information Systems Auditor
- Certified Public Accountant
- Certified Computing Professional
- Certified Bank Auditor

Staff prepare written audit reports, which contain findings and recommendations. The audit reports include an action plan from the departments to implement those recommendations. Follow-up reviews are conducted to assure that recommendations are fully implemented. The reports are addressed to agency management with copies going to the county executive and the Board of Supervisors. Audit reports are also made public on the Internal Audit Web site and are available to county staff on IAO's Infoweb site.

Internal Audit Office staff are responsible for monitoring the county's Fraud Hotline and Ethics Help Line and coordinating investigations into allegations of fraud or ethical violations. In addition, IAO coordinates obtaining answers and guidance for ethical questions that arise through the help line.

► Mandate Information

There is no federal or state mandate for this LOB.

Office of the County Executive

02-03: Equal Opportunity Enforcement

<i>Fund/Agency: 001/02</i>	<i>Office of the County Executive</i>
LOB #: 02-03	Equal Opportunity Enforcement
Personnel Services	\$660,608
Operating Expenses	\$20,355
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$680,963
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$680,963
Positions/SYE involved in the delivery of this LOB	8 / 8.0

► LOB Summary

The County's Equal Opportunity Enforcement program ensures County compliance with all federal, state, and County mandates involving equal access to all County services, programs, and employment opportunities. This is accomplished through employee training, investigations, technical assistance, diversity awareness, counseling, and statistical monitoring. These efforts ensure a diverse workforce. Adherence to the requirements of the Americans with Disabilities Act is another component of the program which involves providing technical guidance to managers and employees about accessibility to facilities and services for the public, as well as requests for employee disability accommodations.

The enforcement program has taken the initiative to develop new ADA workshops for employees and managers and presented a Diversity Conference in 2004, 2005, 2006. This conference received a National award in 2005. The program has partnered with county government agencies and community groups such as Department of Family Services in support of Families First and with the Area Agency on Aging to promote the mission of respecting diversity.

Performance/Workload Related Data

The Office of Equity Programs has been providing excellent customer service (90 percent approval rating) based on feedback from its customer surveys, despite a growing workload. Additionally, staff has taken a proactive approach to diversity training, celebrations, etc., which has created a positive atmosphere and acceptance of minorities and women in the workplace. Minorities represent 35 percent of the County's workforce, which corresponds to an almost 10 percent increase over the past decade. Women presently represent 45.5 percent of the County's overall workforce and 64.5 percent of the County's professional category. Despite the growing diversity, grievances still represent less than 1 percent of the employed staff. Technical assistance to employees and managers provide opportunities for the resolution of issues as well as learning opportunities for both to address problems from a collaborative perspective. Newly mandated ADA workshops during the current fiscal year will further increase the number of customers trained.

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Currently, there are three performance measures objectives associated with this LOB:

- To increase workforce representation from 45.3 to 45.6 percent for women and from 34.6 percent to 35.2 percent for minorities among Fairfax County Government employees.
- To increase the knowledge of customers in the areas of diversity, multiculturalism, and EEO laws through training, toward a target of 90.0 percent of participants showing increased knowledge in the post-training evaluation.
- To respond 96 percent of the time within one business day to all complaints and information requests regarding discrimination complaints against County agencies.

► Method of Service Provision

The Office provides services to the County's workforce and citizenry employing 8 merit positions. All training, investigation, counseling, technical guidance, and statistical monitoring is provided by staff. This program service quality is continually rated above 90 percent satisfaction ratings

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 1 for the specific federal or state code and a brief description.

02-04: Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel

<i>Fund/Agency: 001/02</i>	
<i>Office of the County Executive</i>	
<i>Alternative Dispute Resolution (ADR)</i>	
<i>Mediation and Pay for Performance</i>	
<i>Appeals Panel</i>	
LOB #: 02-04	
Personnel Services	\$121,718
Operating Expenses	\$0
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$121,718
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$121,718
Positions/SYE involved in the delivery of this LOB	1 / 1.0

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► LOB Summary

In FY 2001, the Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel programs were implemented within the Office of Equity Programs. These programs are a response to employees' desire for a faster, more informal means for resolving disputes. The Pay for Performance Appeals Panel provides speedy resolutions to disagreements concerning performance evaluations. Both programs utilize volunteer employees serving either as mediators or panel members and panel chairs. Over 170 volunteers have been trained for these programs. These programs are anticipated to stem the number of complaints proceeding to the Civil Service Commission. It should be noted that effective in FY 2009, this LOB is being transferred to Agency 41, Civil Service Commission.

► Method of Service Provision

These programs are staffed using 1 merit staff position, limited term support, and employee volunteers that are rotated through the programs. The merit staff position oversees intake of disputes for mediation, scheduling and coordination of hearings, scheduling of volunteers, participation in mediation, etc. The program has been successful in resolving disputes between employees that would have otherwise been forwarded to the Civil Service Commission for resolution. Such resolution of lesser disputes provided time for the Commission to hear complaints which the process could not resolve. The Pay for Performance Appeals Panel uses volunteer panelists to hear and quickly decide cases which can easily be resolved.

► Mandate Information

There is no federal or state mandate for this LOB.

02-05: Public/Private Partnership Development

<i>Fund/Agency: 001/02</i>	<i>Office of the County Executive</i>
<i>LOB #: 02-05</i>	<i>Public/Private Partnership Development</i>
Personnel Services	\$1,872,962
Operating Expenses	\$1,325,611
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$3,198,573
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$3,198,573
Positions/SYE involved in the delivery of this LOB	14 / 14.0
Grant Position/SYE involved in the delivery of this LOB	1 / 1.0

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► LOB Summary

The mission of the Office of Partnerships is to foster the development of private-public partnerships. It works in concert with the private, public, non-profit and corporate sectors to encourage and stimulate the creation of diverse community initiatives to address far-reaching social challenges in Fairfax County. At present, the office's concentration is in the areas of health, education, financial self sufficiency for low income families and technology.

Current programs and initiatives include the Computer Learning Centers Partnership, which addresses the digital divide issue by bringing computers and training to low-income communities; Project Discovery, which encourages disadvantaged youth to achieve educational excellence and to pursue higher education; the Adopt-A-Family program, which brightens the holiday season for poor working families by providing clothing, toys and other items that they might not otherwise be able to afford; and three health-oriented partnerships: the Medical Care for Children Program and the Adult Health and Dental Partnership, which provide free or reduced medical and/or dental care, and the Allied Health Partnership, which supports training under-served County residents for technical careers in the medical field. Partnership's newest endeavor, the CASH/VITA Partnership (Creating Assets, Savings and Hope and) helps working families with annual household incomes of less than \$40,000.

The Medical Care for Children Partnership provides health care for children of the working poor of Fairfax County and whose incomes are 250 percent or less of the poverty level established by the federal government and whose employers may not provide health insurance.

Fairfax County CASH (Creating Assets, Savings and Hope) helps working families with annual household incomes of less than \$40,000 keep and grow their money. This program's goal is to improve the financial well-being of working families in Fairfax County through free tax preparation, promoting Earned Income Tax Credit (EITC) and linking families to existing financial planning and management resources in the community.

In FY 2008, the Office of Partnerships has engaged a strategic planner to review its operations and mission. The goal of this initiative is to shift its focus from operations so as to free up organizational capacity to support the County's vision to foster new public/private partnerships.

Through leveraging of County general fund dollars, the Office of Partnerships is able to expand the level of services available to program participants. In FY 2007, the Medical Care for Children Partnership leveraged \$989,450 through services provided by a health care provider partner and contributions from supporters to pay for the required share of the provider's fee. For the Adult Health Program, the leveraged value of the health care provider partner's services was estimated at \$3,000,851 for FY 2007. The Computer Learning Center Partnership leveraged \$585,636 through grants and partner contributions. Public/private partnerships have leveraged more than four million dollars in FY 2007.

► Method of Service Provision

This LOB is provided directly by 14 merit County employees, 1 grant position, limited term support, and partnership alliances with residents, corporate, public, private, and community partners. A new business model has been established and implemented by the Fairfax County Office of Partnerships to form a network of alliances that produces assets in the form of resources, in-kind and monetary

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contributions. This partnership approach offsets the financial cost to government in meeting challenges that exist in the community and develops new and innovative ways of enriching the quality of life for the underserved residents of Fairfax County.

The role of the Office of Partnerships is to catalyze members of the community at large into action for the purpose of developing solutions to emerging community challenges that have been identified. The office convenes these partners together to begin the process of developing a solution oriented partnerships, facilitates the collaboration and provides the appropriate training to the new partnerships so that it can become self sustaining entities in the community.

► Mandate Information

There is no federal or state mandate for this LOB.

02-06: Community Revitalization and Reinvestment

Fund/Agency: 001/02		Office of the County Executive	
LOB #: 02-06		Community Revitalization and Reinvestment	
Personnel Services			\$0
Operating Expenses			\$0
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$0
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$0
Positions/SYE involved in the delivery of this LOB			0 / 0.0

It should be noted that funding for Community Revitalization and Reinvestment was not made until after the FY 2008 Adopted Budget Plan was approved, thus the table above reflects \$0 and no positions; however, funding of \$1,050,000 and 9/9.0 SYE positions were added as part of the *FY 2007 Carryover Review* to support OCRR activities.

► LOB Summary

The County Executive established the Office of Community Revitalization and Reinvestment (OCRR) as of July 1, 2007 as a separate office under his direct supervision. Funding adjustments were not made until after the FY 2008 Adopted Budget Plan was approved, thus the table above reflects \$0; however, funding of \$1,050,000 was added as part of the *FY 2007 Carryover Review* to support OCRR activities. OCRR is the agency within Fairfax County that has been charged with the responsibility for promoting and supporting the revitalization and redevelopment of, and reinvestment in, the older commercial areas of the County.

The OCRR was established as a result of the importance and priority the Board has placed on ensuring the viability and attractiveness of its older commercial areas. There are five Board

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designated Commercial Revitalization Districts (Baileys Crossroads/7 Corners, McLean, Richmond Highway, and Springfield) and two designated Revitalization Areas (Lake Anne in Reston and Merrifield). As part of the reorganization of the revitalization program, at the Board's direction, the OCRR will not work solely in the seven designated areas, but will involve itself in other locations of strategic importance to the commercial revitalization of the County. Working closely with local community organizations, the OCRR assists communities in developing a vision for their commercial area. The OCRR works proactively with property owners and the community to facilitate interest in development activities that further the community's vision and on plan amendments and zoning applications that implement the vision.

In order to accomplish its mission, the OCRR will need to spend considerable start up time in developing an infrastructure to support its activities. This includes establishment of a website that integrates with the main County site; establishment of GIS databases and programs necessary to support revitalization efforts; working with the various revitalization committees and their representatives in the form of the G-7 to determine their current needs and how the Office can assist them; working with the Board appointed Community Revitalization and Reinvestment Advisory Committee (CRRAG) to determine its appropriate focus, roles and activities in its capacity as an advisory group to the Board and County staff; and, developing brochures and other materials to promote the mission and work of the Office.

The work of the OCRR is both reactive/near term and proactive/long term. In regard to reactive and near term responsibilities, the Office works closely with other County Departments, particularly the Department of Planning and Zoning, on Plan Amendments and rezoning applications of significance in commercial areas. The majority of these are relatively intense mixed use developments. The OCRR brings another voice to the table on these applications, advocating for projects that are beneficial to these commercial areas. In addition, the OCRR works closely with the revitalization area committees to accomplish short term tasks that benefit the areas, such as assistance with streetscape guidance and the creation of "visions" for their areas that can be implemented through the Comprehensive Plan and zoning processes.

The OCRR is also proactive, looking to the future of the commercial areas. For example, the Office is a primary participant in the development of guidelines for potential public participation in strategic private developments. The Office will also be involved in looking into the issue of "ownership" of the various areas in the form of Community Development Associations (CDAs), Business Improvement Districts (BIDs) and/or other similar entities. Furthermore, the commercial areas in Fairfax County face challenges that are different from those normally associated with revitalization efforts, in that they are not typically in severe decline; the challenge will be to define the term and develop a work program with a strong emphasis on reinvestment and redevelopment that applies uniquely to Fairfax County, with the end result being economically healthy and competitive commercial centers; attractive and well maintained public places and private properties; an appropriate mix and range of convenient shopping and services; and, commercial districts that are an asset to and fully utilized by the surrounding community.

In FY 2008, funding of \$1,050,000 was included as part of the *FY 2007 Carryover Review* to support the activities of the Office of Community Revitalization and Reinvestment (OCRR). This funding came from numerous sources, including the General Fund, as well as Fund 340, Housing Assistance Program, and Fund 303, County Construction. The OCRR is staffed by 9 full time merit employees. These employees provide services to the local revitalization citizen advisory committees, work collaboratively with other Departments, including the Departments of Housing and Community

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Development, Planning and Zoning, Public Works and Environmental Service and Transportation, on policies, programs and projects related to the County's seven revitalization districts/areas and other commercial areas of strategic importance. It should be noted that Performance Measurements are being developed for this newly created office and are anticipated to be included in the FY 2010 Advertised Budget Plan.

► Method of Service Provision

This service is provided by 9 regular County employees. Normal hours of operation extend from 8:00 a.m. to 5:00 p. m. Monday through Friday. Staff is required to also work outside of these regular hours to provide staff support to the various Revitalization Committees, and other citizen and/or community groups.

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To partner with medical and dental providers so that at least 8,000 patient slots are made available for children who would otherwise not have access to health care, while increasing the number of new providers by 3 percent
- To provide clear direction, leadership and strategic management necessary to accomplish Board policies, and to deliver services efficiently and effectively by achieving at least 70 percent of performance targets.
- To respond to at least 95 percent of resident concerns within 14 days.
- To respond to at least 95 percent of Board matters and correspondence items within 14 days.
- To ensure that 95 percent of Board Package (BP) items are complete, accurate and on time.
- To audit 25 percent or more of the departments each year.
- To achieve an 80 percent implementation rate for audit recommendations.
- To increase workforce representation from 45.3 to 45.6 percent for women and from 34.6 percent to 35.2 percent for minorities among Fairfax County Government employees.
- To increase the knowledge of customers in the areas of diversity, multiculturalism, and EEO laws through training, toward a target of 90.0 percent of participants showing increased knowledge in the post-training evaluation.
- To respond 96 percent of the time within one business day to all complaints and information requests regarding discrimination complaints against County agencies.

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- To link at least 3,700 uninsured children to medical providers, so that at least 33 percent of the estimated total of 11,231 uninsured children have access to health care, while increasing the number of new providers by 3 percent.
- To link at least 2,750 working, uninsured low-income adults to medical providers so that at least 9 percent of the estimated total of 30,000 uninsured adults are linked to medical providers obtained through community partnering efforts.
- To provide technology access and training to assure digital equity and overall literacy for underserved children and residents, while increasing the percentage of partner contributions/grants by 11 percent.
- To educate and assist low income residents of the County with their federal and state income tax returns so that they learn how to properly file their returns and receive maximum benefit of the Earned Income Tax Credit and/or any tax returns due while increasing the number of program volunteers by 5 percent.
- To reach 9.0 percent of the workforce with information or training about the Alternative Dispute Resolution (ADR) program, toward a future target of 10 percent.
- To maintain the number of participants in the ADR processes to 420, reflecting 3.5 percent of the workforce.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Performance targets managed countywide	1,841	1,841 / 1,821	1,821	1,821	02-01
Resident concerns requiring action (monthly average)	72	75 / 67	75	75	02-01
Board matters requiring action (monthly average)	72	78 / 75	78	75	02-01
Board package (BP) items prepared (monthly average)	129	135 / 131	135	135	02-01
Audits conducted	30	20 / 20	20	20	02-02
Agencies audited	44	40 / 37	40	40	02-02
Recommendations made	108	95 / 123	95	95	02-02
Recommendations accepted	108	95 / 123	95	95	02-02
Diversity plans reviewed	42	44 / 44	44	44	02-03
Customers trained	2,003	2,320 / 3,195	2,325	2,330	02-03
Training programs/sessions presented (1)	51	55 / 55	55	55	02-03
Customer contacts requiring technical assistance	17,900	17,905 / 17,904	17,905	17,908	02-03
Medical/dental slots made available for MCCP children (2)	NA	NA / NA	8,000	8,000	02-05
Medical provider partners	465	470 / 477	480	480	02-05

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output::					
Adult Health Partnership: Uninsured adults served	2,175	2,750 / 2,062	2,750	2,750	02-05
Medical provider partners	47	55 / 59	60	60	02-05
Computer Learning Centers: CLCP sites open	15	15 / 15	14	14	02-05
Children served weekly average	1,050	1,000 / 1,184	1,000	1,000	02-05
New partners engaged with CLCP	70	75 / 65	75	75	02-05
Earned Income Tax Credit Program:					
Number of returns filed	729	NA / 1,020	1,200	1,300	02-05
Customer contacts about ADR	1,300	1,300 / 1,360	1,320	1,380	02-04
Orientations/Information briefings held about ADR	15	17 / 15	18	18	02-04
Employees receiving conflict management training	726	750 / 590	775	600	02-04
Customer contacts resulting in participation in ADR services	390	410 / 400	420	420	02-04
Efficiency:					
Audits per auditor (3)	3.8	2.5 / 2.5	2.5	2.5	02-02
Recommendations per auditor (3)	13.5	11.9 / 15.4	11.9	11.9	02-02
Cost of customer contacts regarding complaints and information requests per position	\$7.56	\$7.92 / \$7.60	\$8.12	\$8.12	02-03
Cost per customer trained (4)	\$37.34	\$33.68 / \$25.63	\$34.41	\$34.41	02-03
Customer complaints and information requests processed per staff member	1,996	1,996 / 1,996	1,996	1,998	02-03
Medical Care for Children: Cost to County of HMO Partnership (5)	\$287,975	\$90,000 / \$0	\$0	\$0	02-05
Leveraged value of HMO Partner's contribution (5)	\$673,000	\$1,002,000 / \$989,450	\$1,002,000	\$1,002,000	02-05
HMO cost per child to County (5)	\$240	\$70 / \$0	\$0	\$0	02-05
Adult Health Partnership: Leveraged Value of HMO partner's program contribution	NA	NA / \$3,000,851	\$3,000,851	\$3,000,851	02-05
Computer Learning Centers: Leveraged value of partner contributions through cash contributions/grants (6)	\$160,171	\$200,000 / \$196,887	\$218,000	\$242,000	02-05
Leveraged value of partner contributions through in-kind donations	\$0	\$25,000 / \$388,749	\$431,000	\$478,000	02-05
Total leveraged value of partner contributions	\$160,171	\$225,000 / \$585,636	\$649,000	\$720,000	02-05
CLCP cost to County (7)	\$920,363	\$1,058,567 / \$873,751	\$1,056,876	\$1,030,935	02-05
Earned Income Tax Credit Program:					
Tax Credits Received by participants	\$648,404	NA / \$831,761	\$900,000	\$1,000,000	02-05
Total refunds received by participants	\$950,000	NA / \$1,330,349	\$1,400,000	\$1,500,000	02-05
Cost per customer contact for information on ADR	\$4.67	\$4.75 / \$4.60	\$4.67	\$4.60	02-04
Cost per customer trained in ADR program	\$4.78	\$4.80 / \$4.90	\$4.72	\$4.90	02-04
Cost per session for ADR services	\$6.75	\$6.85 / \$6.90	\$6.76	\$6.90	02-04

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Progress toward outcome orientation (outputs as a percentage of total indicators as efficiency, service quality and outcome are emphasized more)	32%	32% / 31%	32%	32%	02-01
Average days to respond to resident concerns	13	14 / 12	14	14	02-01
Average days to respond to Board matters and correspondence	13	14 / 13	14	14	02-01
Percent of BOS satisfied with handling of Board matters and correspondence items	96%	95% / 97%	95%	95%	02-01
Percent of BP items submitted to County Executive's Office requiring revision or correction before being sent to BOS	9%	5% / 8%	5%	5%	02-01
Percent of audits completed on time	100%	85% / 100%	85%	85%	02-02
Percent of survey customers' opinion on audit recommendations for "increased efficiency/effectiveness"	100%	95% / 100%	95%	95%	02-02
Percent of survey customers' opinion on audit recommendations for "strengthened management controls"	100%	95% / 100%	95%	95%	02-02
Percent satisfied with quality of training	85.0%	87.9% / 82.1%	88.0%	82.1%	02-03
Percent satisfied with service delivery concerning complaints and information requests	94.3%	92.0% / 96.8%	92.0%	93.0%	02-03
Medical Care for Children: Percent of parents satisfied with service	100%	97% / NA	97%	97%	02-05
Adult Health Partnership: Customer satisfaction rating	87%	90% / NA	90%	90%	02-05
Computer Learning Centers: Ratio of partner contributions to CLCP program cost to County	17%	21% / 67%	61%	69%	02-05
Percentage of electronically filed returns accepted by the Internal Revenue Service	80%	NA / 96%	96%	96%	02-05
Percent of participants indicating satisfaction with ADR training	72.0%	70.0% / 76.0%	72.0%	76.0%	02-04
Percent of participants and clients indicating satisfaction with ADR services	82.0%	82.0% / 84.0%	82.0%	84.0%	02-04
Outcome:					
Percent of performance targets achieved by County agencies	64%	67% / 68%	70%	70%	02-01
Percent of resident concerns responded to within 14 days	96%	95% / 94%	95%	95%	02-01
Percent of Board items responded to within 14 days	97%	95% / 97%	95%	95%	02-01
Percent of BP items sent out completely, accurately, and on time	93%	95% / 93%	95%	95%	02-01
Percent agencies audited	38%	25% / 48%	25%	25%	02-02
Percent of recommendations implemented	100%	80% / 88%	80%	80%	02-02
Percent of actual female representation in workforce	45.2%	45.2% / 45.5%	45.3%	45.6%	02-03

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent of actual minority representation in workforce	34.3%	34.5% / 35.1%	34.6%	35.2%	02-03
Percent of customers who increased their knowledge of diversity, multiculturalism, and EEO laws (8)	80.0%	85.0% / 91.1%	86.0%	90.0%	02-03
Percent of time responses are given within one business day	98.1%	98.2% / 95.2%	98.2%	96.0%	02-03
Medical Care for Children:					
Percent change in number of providers	6%	2% / 2%	3%	3%	02-05
Percent of uninsured children given access to medical care	33%	33% / 15%	33%	33%	02-05
Adult Health Partnership: Percent of uninsured low-income adults linked to medical providers obtained through community partnering efforts	7%	9% / 6%	9%	9%	02-05
Computer Learning Centers: Percent change in total cash and in-kind partner contributions/grants (7)	(33%)	40% / 265%	11%	11%	02-05
Increase in volunteers for the EITC program	NA	NA / 5%	5%	5%	02-05
Percent of workforce that attended information briefings or training about ADR	8.5%	8.7% / 8.2%	9.0%	9.0%	02-04
Percent of workforce that participated in ADR processes	3.3%	3.4% / 3.4%	3.5%	3.5%	02-04

(1) Training sessions decreased after FY 2006 due to the absence of one-time training offered in FY 2004 and FY 2005.

(2) Beginning in FY 2008, a new output measure, "Medical/Dental slots made available for MCCP children" is being tracked as the previous measure was only capturing a portion of the data.

(3) Starting in FY 2006, a change is made in the methodology used to calculate audits and recommendations per auditor to reflect only those staff directly involved in the audit (supervisors are excluded).

(4) In FY 2006 the methodology for determining cost changed to more accurately reflect the actual percentage of staff time used.

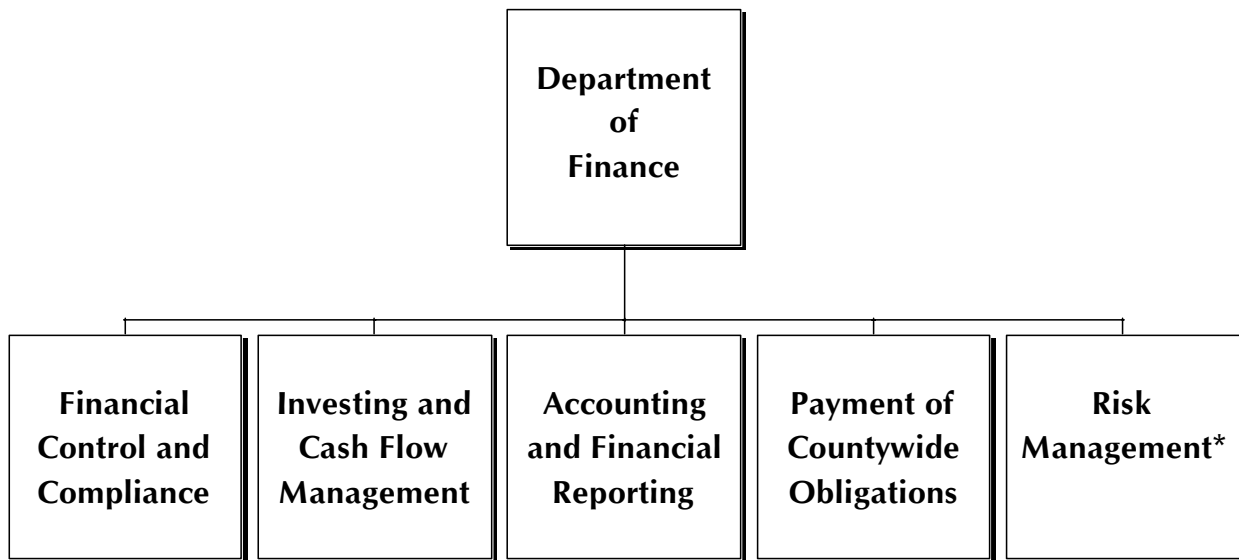
(5) Partner dollars are more effectively leveraged in FY 2008 and FY 2009, resulting in reduced cost to the County.

(6) The CLCP cost to the County is estimated by using General Fund CLCP expenditures less work-study student salaries reimbursed by Northern Virginia Community College and George Mason University.

(7) FY 2007 was the first year in which in-kind partner contributions to CLCP were measured and included as a factor in this calculation. The in-kind support has been provided to the centers in past years but was not included as part of the performance measurements due to the lack of a system to account for them.

(8) Before FY 2006, training participants were only questioned on whether they felt their knowledge of diversity alone had increased. In FY 2006, the question became broader to include knowledge of multiculturalism and EEO laws.

Department of Finance



* The Risk Management budget and program information are reported separately in Fund 501, the County Insurance Fund.

Mission

To protect and maintain the fiscal integrity and financial solvency of the County government.

Focus

The Department of Finance serves the residents of Fairfax County, its vendors and partners, and agencies throughout the County. The department's five business areas are Financial Control and Compliance, Investing and Cash Flow Management, Accounting and Financial Reporting, Payment of Countywide Obligations and Risk Management, all of which work together to meet the department's core business functions. These functions include collecting non-tax revenue; ensuring accurate processing of financial transactions; investing County cash resources prudently and effectively; identifying and mitigating risk of loss of County financial resources; paying countywide obligations; and ensuring timely reporting of financial data to the governing body, rating agencies, and the public.

In order to provide optimal service to its customers, the department remains cognizant of the following:

- Internal resources must be leveraged to accomplish the department's mission. This may require analyzing and re-engineering business processes; improving support systems; and using cross-functional approaches and shared resources;

THINKING STRATEGICALLY

Strategic issues for the department include:

- Enabling cost reductions in the payment of countywide obligations through implementation of invoice scanning and enhanced electronic document routing approval, filing and retrieval systems;
- Sharing technical expertise and assuring compliance with County policies and sound financial practices; and
- Reducing costs and increasing effectiveness of management reports through implementation of automated reporting capabilities.

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- Partnering with other County departments to leverage resources is essential to achieving related objectives;
- Changes in countywide requirements and priorities, federal and state legislation, and regulatory mandates requires a flexible, responsive organization; and
- Customers expect and deserve high quality service and access to the most advanced technology available.

In FY 2008, the Department of Finance will continue to pursue its aggressive strategic plan that focuses on efficiency of operations through new technology and total customer satisfaction. The department will vigorously pursue automated tools and techniques in all business areas to reduce costs and increase productivity.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	69/ 69	69/ 69
Expenditures:		
Personnel Services	\$3,964,094	\$4,656,069
Operating Expenses	4,940,168	4,799,590
Subtotal	\$8,904,262	\$9,455,659
Less:		
Recovered Costs	(\$500,908)	(\$551,697)
Total Expenditures	\$8,403,354	\$8,903,962
Income:		
State Shared Finance Expenses	\$394,889	\$395,805
State Shared Retirement - Finance	12,132	12,245
Total Income	\$407,022	\$408,050
Net Cost to the County	\$7,996,332	\$8,495,912

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SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>LOB Number of Positions</i>	<i>LOB SYE</i>
06-01	Financial Control and Compliance	\$3,368,185	26	26.0
06-02	Investing and Cash Flow Management	\$626,333	8	8.0
06-03	Accounting and Financial Reporting	\$3,471,770	14	14.0
06-04	Payments of Countywide Obligations	\$1,029,624	21	21.0
TOTAL		\$8,495,912	69	69.0

LOBS SUMMARY

06-01: Financial Control and Compliance

<i>Fund/Agency: 001/06</i>	<i>Department of Finance</i>
<i>LOB #: 06-01</i>	<i>Financial Control and Compliance</i>
Personnel Services	\$2,239,946
Operating Expenses	\$1,536,289
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$3,776,235
Federal Revenue	\$0
State Revenue	\$395,805
User Fee Revenue	\$0
Other Revenue	\$12,245
Total Revenue:	\$408,050
Net LOB Cost:	\$3,368,185
Positions/SYE involved in the delivery of this LOB	26 / 26.0

► LOB Summary

Financial management support is decentralized in the County. Each department and agency designs support structures it finds most responsive to its mission and needs. To meet the Director of Finance's statutory responsibility for the conduct of financial operations, essential procedures and controls have been developed and they are regularly tested by a team comprising a variety of professional skills. This team assures compliance and fosters efficiency in agencies by directly addressing agencies' operational issues and sharing successes found in other agencies. Equally important, they assure the safety of County assets, the integrity of information in the financial systems, and they provide management with the tools needed for efficient utilization of resources. This LOB focuses on safeguarding the County's funds by ensuring that all agencies comply with sound financial and accounting practices and fiscal integrity standards by:

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- Developing and overseeing adherence to financial policies and procedures in areas such as travel, procurement card usage, and petty cash;
- Assessing compliance with established internal fiscal controls; and
- Managing the County's financial suite of information systems for accounting, accounts payable, and fixed assets

Financial information systems are utilized by over one thousand staff. Controls require that only authorized personnel have access to the systems to perform critical financial functions. The financial systems provide automated controls that ensure Board of Supervisor-approved appropriations are not exceeded, funds for purchase orders are properly encumbered, and that only authorized payments are released. In support of this mission, a Department of Finance team with experience in the substantive areas being supported manages automated system operation and access. This team assists users through problem resolution, training, specialized reporting, and system modification when appropriate. This team is also the in-house resource for system upgrades, testing, integrity assurance, and security control.

Increasingly expanded technology tools present both opportunities and challenges in this LOB. New tools such as enterprise resource planning solutions, web-based services and internally designed data processing promise increased efficiency. The challenge is to implement these tools in a secure environment of sound internal controls. The County's core automated financial system, implemented in 1997 in cooperation with the Fairfax County Public Schools, delivers a comprehensive suite of financial applications that has enabled efficient workflow, guaranteed separation of duties, enhanced internal controls, and streamlined business processes. However, the County must continue modernization ahead of the accelerating rate of obsolescence. The department continues to devise ways to meet evolving information needs with systems that cannot be modified efficiently. Such a situation inspired a widely well-accepted financial reporting tool that enables agencies to produce timely management reports otherwise unavailable from existing mainframe systems. It is significant to note that this tool was developed as an adaptation of existing software, leveraging the experience and skills of County staff at essentially no cost to the taxpayer. With the advent of additional payment options such as the procurement card, reconciliation of financial information is increasingly critical to sound operations. The biggest change over the last few years is the increased demand for more electronic processing solutions and real-time access to financial information. This LOB provides customers effective solutions to meet their needs. Constant communication with customers in this changing environment is critical and remains a priority for the department.

Performance against the objectives of this LOB is measured by monitoring the extent to which efforts in this LOB result in resolution of identified issues and bank accounts are reconciled timely. In any given year, there should be an issue resolution rate of no less than 88 percent and at least 98 of account reconciliations are completed within 30 days.

► Method of Service Provision

This LOB is provided directly by County staff.

Soundness of internal controls is the keystone of financial operations. The Department of Finance designs, tests, monitors, and maintains a number of control processes serving approximately 1,100

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FAMIS users and some 165 users of the accounts payable features of the procurement system. In assuring the integrity of financial systems, security profiles are maintained for all users; 440 additions, deletions or modifications were made to security profiles in FY 2007. Growing demands on staff time in this LOB have been met by internal reorganization and re-prioritization. Staff designs and maintains over 150 monthly reports of financial activity in response to the routine needs of managers and the special needs at certain agencies. In addition, this LOB facilitates electronic data transfer from agency sub-systems to the central suite of financial systems. There are 65 computer interfaces between systems that are managed and controlled by staff in this LOB.

Bank account reconciliation workload has remained constant. Through the use of Internet access to bank information and by automating many tasks, the department has reduced the number of items requiring reconciliation and in FY 2007 exceeded its goal by completing 100 percent of bank reconciliations within thirty days. By resolving outstanding items sooner and completing reconciliations promptly, the opportunity for fraud decreases. Improvements in these control measures have lowered the cost of the external audits. Checks that have not been cashed often represent “unclaimed property”, falling under the Commonwealth of Virginia’s escheatment laws. The department has been particularly effective in locating the owners of this property and delivering payments that otherwise would languish in perpetuity on the books of the Commonwealth of Virginia.

► Mandate Information

This LOB is federally or state mandated as noted on page 2 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 26-50 percent.

LOBS SUMMARY

06-02: Investing and Cash Flow Management

<i>Fund/Agency: 001/06</i>	<i>Department of Finance</i>
LOB #: 06-02	<i>Investing and Cash Flow Management</i>
Personnel Services	\$547,373
Operating Expenses	\$78,960
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$626,333
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$626,333
Positions/SYE involved in the delivery of this LOB	8 / 8.0

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► LOB Summary

Throughout the year, the County has available from \$1.6 billion to \$3.0 billion in short-term investments. The Department of Finance is charged with investing funds securely and productively and with maintaining the ability to meet all demands for payment from these funds. This LOB focuses on these requirements, providing the capability: to project the inflow of revenues; to estimate the amounts needed to meet monetary obligations; to determine the amounts of cash available for investment; and to determine the periods of time funds can be invested without risk of lost liquidity. Through a comprehensive investment policy and with oversight by a senior Investment Committee, individual investment vehicles are selected and staff executes purchase transactions each day. Staff also invests and manages cash flow to accommodate certain enterprise, externally funded, or self-supporting activities; a portion of the investment earnings from these activities is paid to the General Fund to cover the cost of this accommodation. The charge is in line with rates charged by commercial providers for similar services.

All funding for this activity comes from the County's General Fund.

The department has consistently met the objectives of this LOB: preservation of capital, timely availability of cash to meet obligations; and a return on investments that meets or exceeds industry standard benchmarks. Key to this has been development of and strict adherence to sound investment policies. This policy has been subjected to peer review by the Association of Public Treasurers and for eight years has continuously been acknowledged by the Association's Investment Policy Certificate of Excellence Award.

The expanding use of electronic payment systems has changed the way cash managers must deal with funds that are in transit, referred to as "float". Funds now move quickly through the financial systems, requiring precise cash flow monitoring and flexible funding processes to assure the availability of cash as it is needed. The department makes use of several automation tools to meet these needs. One such tool permits the department to compare bank balances to checks that are presented against that account each day, thereby enabling the County to have on account only so much cash as is needed that day. Another tool has automated the tasks of capturing all daily investment activity (on average, the department invests \$17 million each day), recording it in tracking databases, and posting it to the automated financial system. Cash available for investment has grown from a low in 1997 of \$781 million to a high of \$3.0 billion in 2007. Development and deployment of these in-house automation tools has permitted the department to shift staff resources away from labor-intensive processes to more productive analytical and internal control functions.

Performance against the objectives of this LOB is measured by meeting customer expectations for delivery of banking services and achieving benchmark returns on investments while preserving needed liquidity. This LOB aims to achieve a 98 percent customer satisfaction rate, to earn 100 percent of the industry-standard yield on investments with uninterrupted of liquidity.

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► Method of Service Provision

Investment services are provided entirely by County staff.

Performance in this LOB is measured by data in both the investing and banking services areas. In line with the objectives of preserving the safety of capital, maintaining liquidity, and achieving satisfactory yield, performance is measured three ways. First, by staff's adherence to carefully designed investment guidelines; second, by having adequate funds available each day to pay obligations, keeping uninvested cash to a minimum; third, by earning investment revenue at a level that meets or exceeds the benchmark for this type of portfolio.

This LOB consistently applies investment policy in all but extraordinary situations. (Exceptions to policy may be granted by the Investment Committee.) The FY 2007 target for policy compliance was 98 percent; this was exceeded as staff achieved 100 percent compliance. The LOB aims to always have adequate cash to meet business requirements, that is, to never need to sell an investment prior to maturity. Meeting this goal recognizes that there will be an uninvested balance, and the Investment Committee has set a target maximum for this balance. In FY 2007, the department met the target 100 percent of the time. The benchmark used for investment earnings in the County's portfolio is a composite of the amounts earned by municipal investment pools of similar size. The LOB's goal is to earn at least 95 percent of the revenue reported by benchmarked pools. Aiming for somewhat below the benchmark recognizes that the County's pool is more restrictive as to the length of maturity of allowable investments, thereby potentially reducing potential yield on investments. Nonetheless, the County has exceeded the benchmark in each of the past three years by an average of 5 percent.

► Mandate Information

This LOB is federally or state mandated as noted on page 2 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 1-25 percent.

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06-03: Accounting and Financial Reporting

<i>Fund/Agency: 001/06</i>		<i>Department of Finance</i>	
LOB #: 06-03		Accounting and Financial Reporting	
Personnel Services			\$999,154
Operating Expenses			\$3,024,313
Recovered Costs			(\$551,697)
Capital Equipment			\$0
Total LOB Cost:			\$3,471,770
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$3,471,770
Positions/SYE involved in the delivery of this LOB			14 / 14.0

► LOB Summary

The Accounting and Financial Reporting program provides the capability to produce consistent and reliable financial information used by managers, residents, other governments, and investor interests. Through this LOB, the Department of Finance maintains the financial accounts used throughout the County. This resource supports the individual needs of agencies while applying accepted uniform standards to ensure that financial data is comparable from year to year, from agency to agency, from jurisdiction to jurisdiction, and can be relied upon by those with an interest in the financial health of and the result of operations in the County. A variety of internal control measures are designed, applied, and tested to assure the integrity of data and the protection of County assets. In response to these needs and requirements, the team of public finance accountants and analysts delivering this service produces the Comprehensive Annual Financial Report, which serves as an extensive resource for analysis of the County's financial performance. This report is audited by an independent certified public accountant, and it forms the basis for a variety of other financial reporting required by the Commonwealth of Virginia and the federal government. The conduct of the annual independent audit is managed through the Audit Steering Committee, comprising managers from the County and its component units.

The State Compensation Board reimburses a portion of the salary costs incident to this LOB. Non-General Fund activities reimburse the department for audit costs; all other expenses are paid from the General Fund.

Over the past several years, the department has shifted resources to respond to evolving needs and growing capabilities. For example, fixed asset accounting took on greater importance following the FY 2001 conversion from tradition financial reports to the full accrual method prescribed by the Governmental Accounting Standards Board. After extensive efforts to convert reporting tools, a number of processes were automated to permit assigned personnel to redirect their efforts to new challenges. These included creation of a debt-financing team and a grants administration team.

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In compliance with state law and to meet the needs of taxpayers, investors, and elected officials, the County produces an audited Comprehensive Annual Financial Report that conforms to the prescriptions of the Governmental Accounting Standards Board. In addition, the department prepares scores of other financial reports throughout the year. This reporting is made practical by employing systems that are carefully controlled and monitored and by developing analytics that can be adapted and applied to diverse financial structures used for day-to-day management across the County.

Performance against the objectives of this LOB is measured by reports of audits and satisfaction of all mandatory reporting requirements. The objective is to achieve an unqualified audit report each year and to meet 100 percent of reporting requirements.

► Method of Service Provision

Services are provided entirely by County staff.

The governmental accounting profession is more dynamic than ever. 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. This challenges County managers to keep accounting staff fully trained in the art of their profession and to find ways to use technology rather than to expand the workforce. The department has been highly successful in doing this. The result of these efforts is seen in the marketplace: the County's financial reports continue to receive wide acceptance by and praise from rating agencies that examine these reports in the public interest. Annual audits of the County's financial reports have achieved an uninterrupted string of unqualified opinions from an independent certified public accountant. Subjected to peer review, for the thirtieth consecutive year the County earned a Certificate of Achievement for Excellence in Financial Reporting from the Governmental Finance Officers Association of the US and Canada.

► Mandate Information

This LOB is federally or state mandated as noted on page 2 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent.

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LOBS SUMMARY

06-04: Payments of Countywide Obligations

<i>Fund/Agency: 001/06</i>		<i>Department of Finance</i>	
LOB #: 06-04		Payments of Countywide Obligations	
Personnel Services			\$869,596
Operating Expenses			\$160,028
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$1,029,624
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$1,029,624
Positions/SYE involved in the delivery of this LOB			21 / 21.0

► LOB Summary

Under Virginia law, the Director of Finance is responsible for all payments of County and Schools obligations. Payments are made by check, by electronic funds transfer and, to a limited extent, by cash. The payment services process includes a carefully controlled and administratively separate accounts payable operation, check-writing and electronic payment authorization, and bank relationship management.

The accounts payable program manages prompt payment of all obligations, producing over 330,000 checks annually. Vendor payments are made within 30 days of invoicing and receipt of goods, in compliance with mandated prompt payment guidelines. In addition, the County's objective is to take 100 percent of discounts available from vendors. Payment operations also support payroll, retirement, debt service, employee reimbursement, tax refunds, and inter-government payments.

Funding is provided by the County's General Fund. Part of the salary costs for this LOB is recovered from the State Compensation Board.

In FY 2007, the Department of Finance completed a reengineering of functions in line with its Strategic Plan, consolidating all payment operations under this LOB. The production of checks in payment of the County's obligations has evolved from a highly manual, multi-step process to one of full seamless automation, at dramatically lower cost. Its design permits continued operations under every imaginable contingency, either on-site or transportable to temporary operations. The County was a pioneer in implementing the anti-fraud measure known as "payee positive pay." By sharing with our bank data on each check issued, fraudulent checks can be detected upon first presentment to our bank, before any charge is made to a County account. The "payee" feature enables bank tellers to discover that the payee name on an otherwise valid check has been altered. This capability

Department of Finance

also facilitates voiding and reissuing checks that have been lost or destroyed, avoiding delays and hardships previously encountered in the traditional “stop payment” processes available to the County.

FY 2007 also saw renewed emphasis on using electronic payment methods in place of checks. The County has had a strong commitment to direct deposit of salary payments; the department has taken the lead in expanding electronic payments to other areas. For example, all employee travel is now settled by direct deposit; electronic payment is now a standard for vendors proposing to do business with the County; electronic transfers have replaced checks in periodic funding of over two hundred Fairfax County Public School locally managed accounts.

The effort to expand electronic payment continues. In FY 2007, the department initiated a project to consolidate thousands of utility bills so that they can be analyzed, verified, and paid electronically. A related initiative is revolutionizing the accounts payable process. This initiative will permit conversion of vendor invoices from paper to electronic images. County staff will have the capability to perform online audit functions, to electronically authorize payments and postings to the County’s financial records, and to generate an electronic funds transfer to vendors. This capability, eliminating delays and oversights that accompany handling of hardcopy documents, will reduce the staff costs in the payment process, reduce the cost of storage and retrieval of documentation, and enable the County to maximize available discounts for timely invoice payments.

Performance against the objectives of this LOB is measured by timely accurate payment of obligations and increased efficiency. A 99 percent on-time record and a 5 percent increase in processing efficiency will determine that the objectives of this LOB are being met.

► Method of Service Provision

Services are provided entirely by County staff. A program for out-sourcing utility payments is pending.

There are three distinct operations in the Payments LOB: accounts payable; check-writing; and check security. Checks generated by accounts payable operations are printed and mailed on the due date 97 percent of the time. Automation initiatives and inventory management have contained the per-check cost, with increases attributable completely to postal rates. The higher postage expense has been met by savings generated by close management of personnel costs. Cost avoidance efforts include measures to prevent check fraud; the department’s positive pay program has resulted in the early detection of several efforts to defraud the County.

► Mandate Information

This LOB is federally or state mandated as noted on page 2 of the 2007 Federal and State Mandates Report. The percentage of this LOB’s resources utilized to satisfy the mandate is 76-100 percent.

Department of Finance

AGENCY PERFORMANCE MEASURES

Objectives

- To improve compliance and financial support activities in County agencies by facilitating the access to, and the implementation of, services and automated tools that resolve 88 percent of the issues identified as needing improvement.
- To ensure that 98 percent of bank accounts are reconciled within 30 days.
- To ensure that 98 percent of banking services fully meet customer expectations.
- To securely invest cash assets in order to meet daily cash flow requirements and to earn a rate of return that is at least 100 percent of industry-standard yield.
- To manage funds so that the target cash balance is met 100 percent of the time.
- To provide technical oversight of accounting records by reviewing and analyzing financial records of all County agencies so that the County earns an unqualified audit opinion.
- To satisfy 100 percent of mandated requirements for all audited financial reports compiled, completed and issued by the Department of Finance.
- To provide analysis, training and customer support to decentralized accounts payable operations to ensure payments initiated by County agencies comply with County policies; to obtain available discounts for prompt payments; and to ensure that at least 99 percent of obligations are paid accurately and on time.
- To increase processing efficiency by at least 5 percent by developing and implementing electronic commerce initiatives associated with accounts payable and payment production programs.
- To produce checks and electronic transfers in payment of County obligations on or before the authorized payment date at least 99 percent of the time.

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Agency compliance and/or program support assessments completed (1)	34	30 / 33	34	41	06-01
Average monthly bank transactions reconciled and resolved within established timeframe (2)	47,296	48,715 / 43,540	41,581	39,710	06-01
Banking service transactions processed	203	176 / 165	175	175	06-01
Annual portfolio return achieved	4.2%	5.0% / 5.1%	5.0%	5.0%	06-02
Total cash payment transactions conducted	1,704	1,700 / 1,650	1,650	1,650	06-02
Fund/agency accounts reviewed and analyzed	142	139 / 144	139	144	06-03
Mandated reports issued	6	6 / 6	6	6	06-03
Adjustments or corrections to payment transactions	3,528	3,493 / 3,221	3,253	3,285	06-04
Checks and electronic payments initiated	331,484	334,799 / 300,008	303,008	306,038	06-04
Payments processed utilizing e-commerce initiatives	34,930	35,978 / 39,147	39,930	40,729	06-04
Efficiency:					
Staff hours per agency compliance assessment and/or program support effort	41	41 / 42	42	39	06-01
Staff hours per 100 bank transactions	1.20	1.20 / 1.10	1.05	1.02	06-01
Staff hours per 100 banking service transactions	180	180 / 180	180	180	06-01
Work years per 100 investment transactions	0.6	0.6 / 0.6	0.6	0.6	06-02
Staff hours per 1,000 cash flow transactions	35.0	35.0 / 35.0	35.0	35.0	06-02
Staff hours per report issued	1,074	1,075 / 1,030	1,075	1,200	06-03
Staff hours per account reviewed and analyzed	72	72 / 77	72	71	06-03
Staff hours of proactive data analysis per adjustment or correction	0.41	0.41 / 0.16	0.20	0.22	06-04
Cost per payment (check or transfer)	\$0.472	\$0.470 / \$0.460	\$0.520	\$0.520	06-04
Staff hours used to research, develop and implement e-commerce payments (3)	0.20	0.20 / 0.16	0.19	0.21	06-04

Department of Finance

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Average customer satisfaction rating of assessment and/or program support implementation effort	95%	92% / 93%	92%	92%	06-01
Percent change of items requiring reconciliation	0.10%	0.10% / (0.30%)	0.10%	0.10%	06-01
Percent of customer satisfaction	98%	98% / 98%	98%	98%	06-01
Percent of investment transactions in compliance with policy guidelines (i.e., without need of exception approval)	100.0%	99.5% / 100.0%	99.5%	99.5%	06-02
Percent of days the un-invested cash balance does not fall outside target range	100%	98% / 100%	98%	98%	06-02
Percent of accounts requiring no year-end adjustment	93%	95% / 94%	95%	95%	06-03
Awarded the Government of Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes / Yes	Yes	Yes	60-03
Percent of customers fully satisfied with service provided	97.0%	97.0% / 97.0%	97.0%	97.0%	06-04
Percent of payments issued by due date	95.0%	97.0% / 97.0%	97.0%	97.0%	06-04
Percent of agencies fully satisfied with e-commerce initiatives	96%	97% / 100%	97%	97%	06-04

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent of agency compliance assessment issues resolved and/or support efforts completed	88%	88% / 87%	88%	88%	06-01
Percent of bank accounts reconciled within 30 days	98%	98% / 100%	98%	98%	06-01
Percent of timely bank services fully meeting customer expectations	98%	98% / 98%	98%	98%	06-01
Percent of industry-standard yield achieved	104%	95% / 106%	100%	100%	06-02
Percent of days target cash balance was met	100%	100% / 100%	100%	100%	06-02
Unqualified audit opinions	Yes	Yes / Yes	Yes	Yes	06-03
Percent of mandated requirements satisfied for all audited financial reports issued by the Department of Finance	100%	100% / 100%	100%	100%	06-03
Percentage of countywide obligations paid without requiring adjustment or correction	95.0%	99.0% / 99.0%	99.0%	99.0%	06-04
Percent change in processing efficiency resulting from use of e-commerce	4.3%	5.0% / 8.2%	5.0%	5.0%	06-04
Percent of payees rating payment system fully satisfactory	100%	99% / 100%	99%	99%	06-04

(1) The substantial reduction in percentage of items requiring reconciliation in FY 2007 is the result of a concerted effort to train user departments on correct postings to the general ledger system.

(2) The increased use of Automated Clearing House (ACH) services, which consolidates transactions, has resulted in a significant decrease in the number of bank transactions to be reconciled in FY 2007. The use of ACH services is anticipated to increase in future years.

(3) A significant reduction in staff hours per adjustment or correction was experienced in FY 2007 as a result of improvement made in the Automated Clearing House (ACH) services exception research process utilizing electronic reports and emails.

Fund 501

County Insurance Fund



Mission

To ensure the health and safety of County citizens, employees and public officials, and to protect the County's financial assets. The agency is committed to providing the highest quality of customer service in managing the County's risks and exposures.

Focus

Fairfax County has a statutory responsibility to provide workers' compensation benefits, including medical treatment and loss of wages due to related disability, to employees who sustain occupational injuries and illnesses. The County Insurance Fund was established to fulfill this obligation. The Fund also provides for countywide commercial insurance and self-insurance. The County self-insures automobile and general liability claims. Special commercial coverage is provided for aviation insurance on County helicopters, real property coverage, and Fire and Rescue Department vehicle damage insurance. Administrative expenses of risk management programs are paid through this Fund.

Fairfax County provides a wide range of services to its employees and citizens, which in turn create potential risks and exposures to the County. Some of these risks include injuries involving County employees or damage to County property; injuries to citizens or damage to citizen property; automobile accidents; incidents arising from police activity; the actions of public officials; and the operation and maintenance of sewage and storm management systems.

The Risk Management Division approaches its mission from both internal and external perspectives. Recognizing that an organization the size of the County will experience losses, Risk Management staff work to mitigate losses and manage financial liabilities through a combination of self-insurance (which generally applies to losses expected to occur regularly, such as workers' compensation, automobile and general liability, and police professional and public officials liability) and commercial insurance (for losses which occur infrequently but tend to be large exposures, such as real property losses, aircraft liability, and damage to high-value vehicles). Recognizing the importance of prompt and fair resolution of claims against the County, claims administration utilizes both in-house staff and a contract claims administrator. Finally, Risk Management staff focus on building and utilizing partnerships with other County agencies, the community, and neighboring jurisdictions to mitigate risks and to ensure excellent communication with the residents of Fairfax County.

THINKING STRATEGICALLY

Strategic issues for the department include:

- o Raising awareness of potential risk scenarios;
- o Exploring options for efficiencies in managing financial liabilities; and
- o Continuing to cultivate strong relationships with agencies.

Fund 501

County Insurance Fund

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	14/ 14	14/ 14
Expenditures:		
Personnel Services	\$1,070,280	\$1,315,567
Operating Expenses	17,193,796	14,798,165
Capital Equipment	0	0
Subtotal	\$18,264,076	\$16,113,732
Less:		
Recovered Costs	(\$543,055)	(\$375,000)
Total Expenditures	\$17,721,021	\$15,738,732

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
501-01	Safety and Loss Prevention	\$1,121,223	6	6.0
501-02	Claims and Rehabilitation	\$8,758,259	7	7.0
501-03	Countywide Insurance	\$3,623,821	1	1.0
TOTAL		\$13,503,303	14	14.0

Fund 501

County Insurance Fund

LOBS SUMMARY

501-01: Safety and Loss Prevention

<i>Fund/Agency: 501</i>	<i>County Insurance Fund</i>
LOB #: 501-01	Safety and Loss Prevention
Personnel Services	\$661,908
Operating Expenses	\$459,315
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,121,223
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost¹:	\$1,121,223
Positions/SYE involved in the delivery of this LOB	6 / 6.0

¹Net cost equates to General Fund support of this LOB after applying revenues and fund balance.

► LOB Summary

The safety and loss prevention programs protect the County from financial loss by promoting safe practices and identifying opportunities to prevent accidents and unhealthy environments or to reduce their frequency and severity. In this LOB, operational risks are identified through safety inspections, assessment of potential liabilities, focused training, and continuous auditing of County-occupied facilities and their uses.

Education and awareness of risks (and their consequences) are essential elements of this program. The department is placing increasing emphasis on historical data analysis, converting it to actionable reports to County agencies. This data, in conjunction with site inspections and engagement of agencies' managers, permit staff to prioritize resources and to develop proactive programs that are likely to reduce the incidence or consequence of accidents. The range of risks encountered in normal County operations is extensive. Motor vehicle accidents are a frequent event; while typically involving passenger-type vehicles, a large inventory of specialized vehicles presents special challenges. This LOB assures that vehicle operators hold and maintain appropriate state licenses and that managers across the County are aware of the driving records of all their vehicle operators. Hazardous material handling and close interaction with County residents posing a health risk to County employees (e.g., blood-borne pathogen transmission); asbestos exposure; indoor air quality issues; routine slips and falls – and many more – represent risks that are addressed by this LOB.

Fund 501

County Insurance Fund

This LOB has expanded over the last few years. The County-wide Public Access Automated External Defibrillator (AED) program is included here. Developed as a partnership with the Fairfax County Public Schools, the AED program is managed in this LOB, utilizing outsourced support for site assessments, equipment installation and maintenance, and staff training. This LOB recently took responsibility for leading the County's Continuity of Operations Plan (COOP) efforts. As of the end of FY 2007, no determination has been made as to the extent of this LOB's future role in COOP, but it is likely that there will be a continuing involvement of staff from the department.

Since FY 2007, this LOB has been responsible for management of the Commercial Driver's License (CDL) program for the County. Requirements of this program include on-going training and qualification of all county CDL drivers. A contractor is utilized to administer portions of this program.

This LOB is funded through the County Insurance Fund, operating as an internal service fund. Resources from the General Fund are supplemented by non-General Fund activities participating in the fund.

This LOB relates to the "Maintaining Safe and Caring Communities" and "Corporate Stewardship" elements of the Strategic Plan.

► Method of Service Provision

Services generally are provided by County staff. The Automated External Defibrillator program and the Commercial Drivers License program are supported by firms under contract to the County. Boiler Pressure Vessel Inspections are conducted by loss control representatives from the County's insurance carrier.

► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is less than 10 percent. See the January 2007 Mandate Study, reference page 61 for the specific federal or state code and a brief description.

Fund 501

County Insurance Fund

LOBS SUMMARY

501-02: Claims and Rehabilitation

<i>Fund/Agency: 501</i>	<i>County Insurance Fund</i>
LOB #: 501-02	Claims and Rehabilitation
Personnel Services	\$540,959
Operating Expenses	\$10,730,349
Recovered Costs	(\$375,000)
Capital Equipment	\$0
Total LOB Cost:	\$10,896,308
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$2,138,049
Total Revenue:	\$2,138,049
Net LOB Cost¹:	\$8,758,259
Positions/SYE involved in the delivery of this LOB	7 / 7.0

¹Net cost equates to General Fund support of this LOB after applying revenues and fund balance.

► LOB Summary

The Claims and Rehabilitation Program receives, evaluates, and settles all claims against the County involving County employees, residents, and external organizations. The program employs a private firm as a third-party administrator for Workers' Compensation, vehicle, and general liability claims. Claims involving property losses and liability for actions by police operations and public officials are handled by County staff in this LOB.

County interests are protected by staff investigations of claims and direct settlement negotiation with residents and other parties. Where settlement is proposed by the third-party administrator, County staff or the Board of Supervisors make the ultimate decision on compensability and liability. Under this LOB, the County pursues collection from others when losses are deemed to be caused by a non-County party.

Data collection from this program is used in related LOBs to identify areas requiring the attention of the County risk manager and staff as well as other agencies. Loss information is analyzed for forecasting and reserves analysis. This LOB provides claims training to County personnel, general training for claims contacts, and general risk management training as part of the Public Safety Officer Development programs.

The Claims and Rehabilitation Program is funded entirely by the County Insurance Fund.

Fund 501

County Insurance Fund

The Claims and Rehabilitation Program manages Workers' Compensation benefits with concern for cost containment and in strict adherence to state law. Special emphasis is placed on awareness of and sensitivity to individual personal circumstances and needs. Over the past several years, the lag time between injuries and notification to the program manger has been lowered from eighteen days to five days. This prompt notification helps to avoid inappropriate or excessively costly treatment, thereby lowering the County's costs and expediting the employees' return to work. A countywide light duty program to bring employees back to work at modified duties rather than having them stay home for extended periods of time is managed in this LOB. This provides the benefit of providing staff resources to agencies for special projects and generally serves as a form of physical therapy to injured employees to keep them active during the recovery process.

An important element of this LOB is the use of informal dispute resolution. Employees have the opportunity to discuss adverse decisions on their claims, thereby improving the decision-making process and greatly improving the claimants' satisfaction. The litigation rate in Workers' Compensation claims is less than one percent. No employee has ever pursued litigation following a dispute resolution effort.

Risk management reports are prepared for the Board of Supervisors, senior management and County agencies. These reports provide decision-makers with risk and loss data and they develop information on trends and areas for preventative or remediation action.

Paperwork reduction has produced efficiencies and encouraged prompt claim reporting. Electronic and telephonic reporting has eliminated forms and facilitated claims submission. Reporting of damage to County property via the Infoweb is being introduced in conjunction with a program for electronic storage and retrieval of claims documentation. These efficiencies will improve operations in this LOB and in agencies being served.

► **Method of Service Provision**

Administration of claims involving Workers' Compensation, automobile liability, and general liability is out-sourced to a commercial claims administrator. Claims for damaged County property, police liability, public official's liability, employee claims, and others are administered internally by the program staff. The coordination of the rehabilitation and light duty program is administered internally.

► **Mandate Information**

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is between 25 percent and 50 percent. See the January 2007 Mandate Study, reference page 61 for the specific federal or state code and a brief description.

Fund 501

County Insurance Fund

LOBS SUMMARY

501-03: Countywide Insurance

<i>Fund/Agency: 501</i>	<i>County Insurance Fund</i>
LOB #: 501-03	Countywide Insurance
Personnel Services	\$112,700
Operating Expenses	\$3,608,501
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$3,721,201
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$97,380
Total Revenue:	\$97,380
Net LOB Cost¹:	\$3,623,821
Positions/SYE involved in the delivery of this LOB	1 / 1.0

¹Net cost equates to General Fund support of this LOB after applying revenues and fund balance.

► LOB Summary

The insurance program protects the County's current resources through a combination of commercial insurance and self-insurance. Commercial insurance is obtained to protect against certain high-value losses, such as to buildings, contents, computer hardware and software, library books, fire vehicles and equipment, and other similarly valued assets. Commercial coverage is also purchased to meet state requirements for employee and public officials bonding. This LOB manages the County's self-insurance program, covering losses not otherwise indemnified by commercial insurers. As a matter of fiscal prudence, commercial coverage is also obtained to protect against losses resulting from extraordinarily high-value liability and Workers' Compensation claims.

The County Insurance Fund, an internal service fund, receives funding from participating non-General Fund activities. All other funding is from the General Fund.

The value and level of desirable insurance coverage for buildings and contents are established by periodic inventory and evaluation conducted by outside experts. Overlapping coverage and duplication is avoided by consolidating market searches with insurance being obtained on a competitive bid basis.

Staff is challenged to maintain insurance levels appropriate to the changing composition of County assets. In addition, the dynamics of the insurance industry – driven by catastrophic losses such as from Hurricane Katrina, the 2001 terrorist attacks, and uncertain investment markets – require diligent attention to the reporting requirements of existing insurance policies and continual attention

Fund 501

County Insurance Fund

to affordable sources of coverage. Those same dynamics have recently driven oversight of and regulatory changes in the industry, the effects of which are monitored and addressed in this LOB.

The strength of this LOB has enabled the County to capture significant savings and enhanced coverage protection. Activities which for many years were self-insured or covered by stand-alone policies are evaluated in comprehensive program reviews. Using the buying power and management capabilities of this LOB permits equal or superior coverage to be brought within the County's core insurance contracts, paying attractively lower premiums.

► Method of Service Provision

Insurance services are provided by County staff.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is less than 2 percent. See the January 2007 Mandate Study, reference page 61 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To process 98 percent of all claims within 30 business days from date of incident.
- To reduce the overall rate of preventable automobile accidents from 0.75 to 0.60 per 100,000 miles driven through an aggressive program of driver education.
- To maintain the ratio of premium paid to the value of assets covered at 0.185 percent or less in order to maximize the value of County assets insured in relation to the total premium dollars expended.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Claims requiring investigation	2,652	2,600 / 2,962	2,600	2,600	501-02
County drivers receiving training	760	700 / 920	980	1,080	501-01
Total insurance premiums paid (1)	\$3,215,944	\$3,238,889 / \$3,437,932	\$3,608,501	\$3,545,097	501-03
Efficiency:					
Cost per claim processed	\$113	\$106 / \$95	\$114	\$124	501-02
Cost per driver trained	\$99	\$101 / \$127	\$123	\$112	501-01
Cost per insurance policy	\$787	\$790 / \$688	\$800	\$800	501-03

Fund 501

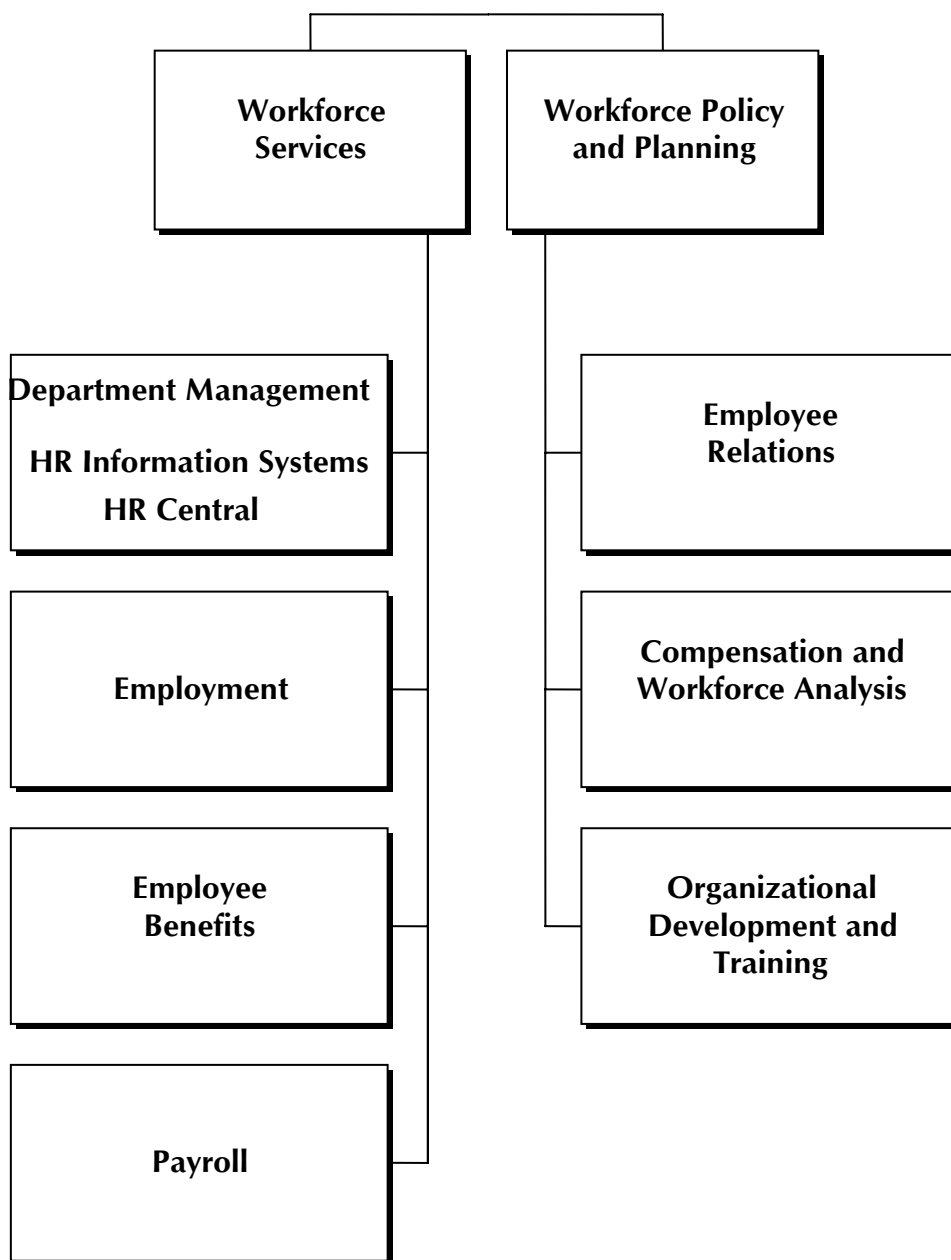
County Insurance Fund

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Average claims processing time (days)	7	7 / 7	7	7	501-02
Preventable accidents	231	250 / 271	250	250	501-01
Value of County assets covered (in billions) (2)	\$1.947	\$1.947 / \$2.001	\$1.950	\$2.000	501-03
Outcome:					
Percentage of claims processed within 30 days	96%	98% / 97%	98%	98%	501-02
Preventable accidents per 100,000 miles driven	0.65	0.71 / 0.75	0.69	0.60	501-01
Ratio of premium paid to value of assets covered (1)	0.165%	0.166% / 0.172%	0.185%	0.180%	501-03

(1) During FY 2007 we underwent significant marketing activity which reduced overall premiums. For this reason we are lowering our expected premiums for FY 2009.

(2) In FY 2007, the Risk Management Division took over the Commercial Drivers Program and implemented enhancements which increased both the number of persons trained and the overall cost of the program. This has resulted in a rise in efficiency costs which Risk Management anticipates will gradually lower as the number of drivers trained continues to increase.

Department of Human Resources



Department of Human Resources

Mission

Work in partnership with and in support of the department's diverse customer base. Demonstrate excellence and leadership by providing proactive, innovative, and efficient human resources solutions to ensure a high performance workforce.

Focus

The Department of Human Resources (DHR) operates as a strategic partner with its customers in developing, managing and supporting those initiatives related to attracting, retaining, and developing qualified individuals necessary to successfully support the vision, goals, and objectives of the Fairfax County government. The department is configured as a team-based organization with service areas of expertise to ensure focus and commitment: Department Management, 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 reach out for diversified human resources that will support and serve Fairfax County's multi-lingual and multi-cultural population. This is being accomplished by providing streamlined employment practices and targeted recruitment sources that ensure equal employment opportunity, comprehensive benefit and award programs, and competitive and appropriate pay structures.

The department utilizes technology to improve its services. For example, the Point & Click Enterprise Ad-Hoc Query (PEAQ) software will save staff time by eliminating the need for departments to request reports and/or files from DHR of personnel and payroll data. It will eliminate the need for departments to maintain a separate data base for reporting. Other initiatives that will garner savings in terms of reduced staff time involve the implementation of electronic personnel actions, including an online certification disposition process, online new hire process, and the Web enabling of online TIME.

DHR is looking ahead to the types of services that it can offer to other County departments in support of their respective missions. For example, as baby boomers reach retirement age and leave the workforce, many departments will experience significant labor and skill shortages. The department has developed workforce planning tools that can assist departments in managing this transition more effectively. As well as in consideration of the baby boomer exodus from the workplace, the department is also reviewing the County's reemployed annuitant policy with a view toward providing greater flexibility for the rehiring of annuitants. As part of this review, a survey of various public and private organizations is being conducted to determine best practices in reemployed annuitant policies. Additionally, DHR continues to review the County's personnel regulations to minimize impediments to high performance. It is hoped that this proactive approach will reduce the number of regulation-related personnel issues that arise.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Utilizing new technologies to improve customer services;
- Maximizing countywide training resources;
- Assisting departments with succession planning;
- Assisting departments to modify HR practices that support their mission but comply with employment laws;
- Marketing plans to support hiring and retaining a high performing workforce; and
- Survey of reemployed annuitant policies for best practices.

Department of Human Resources

When departments indicate a desire to review and modify their human resource practices to better support their mission, the Department of Human Resources partners with them to develop practices that meet their business needs and comply with pertinent employment laws (FY 2007 examples: tool allowance, Virginia Retirement System purchase of service credit, Joanne Tate Award, sign-on bonus and referral bonus).

In FY 2008 and FY 2009, the department will continue to enhance the employee services available in HR Central. This one-stop employee services center will continue to provide support for all DHR functional areas. This cross functional team will assist with identifying opportunities to improve the department's services to internal and external clients. Within DHR, the HR Central team will act as a linchpin between functional areas and HR Central customer service staff, working with division chiefs to improve functional area service delivery.

The department will continue to monitor trends that impact the County and its workforce and to develop effective strategies to cope with the challenges that arise. This monitoring effort is being led by a non-management and functional service area employees to ensure the department's strategic initiatives are customer focused and in support of strengthening the County's high performance workforce.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	73/ 73	72/ 72
Expenditures:		
Personnel Services	\$4,827,052	\$5,379,730
Operating Expenses	1,786,065	1,548,130
Total Expenditures	\$6,613,117	\$6,927,860
Income:		
Professional Dues Deductions	\$13,317	\$13,918
Total Income	\$13,317	\$13,918
Net Cost to the County	\$6,599,800	\$6,913,942

Department of Human Resources

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
11-01	Employment	\$1,318,770	14	14.0
11-02	Employee Benefits	\$878,668	9	9.0
11-03	Payroll	\$1,181,623	17	17.0
11-04	Compensation and Workforce Analysis	\$642,361	6	6.0
11-05	Employee Relations	\$418,638	6	6.0
11-06	Organizational Development and Training	\$452,026	6	6.0
11-07	Agency Mgmt, Information Systems and Employee Services	\$2,021,856	14	14.0
TOTAL		\$6,913,942	72	72.0

LOBS SUMMARY

11-01: Employment

<i>Fund/Agency: 001/11</i>	<i>Department of Human Resources</i>
<i>LOB #: 11-01</i>	<i>Employment</i>
Personnel Services	\$899,850
Operating Expenses	\$418,920
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,318,770
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$1,318,770
Positions/SYE involved in the delivery of this LOB	14 / 14.0

► LOB Summary

The Employment Division provides support to agencies in the selection and development of competent employees by providing effective, cost efficient recruitment and selection consulting services.

The Employment Services Division staff consults with agencies to provide guidance and support to ensure that selection procedures are in compliance with County, state and federal merit system principles. The Employment Services Division staff develops recruitment plans for specific vacancies and determines the most effective advertising media. Human Resources Analysts act as consultants to agencies in developing selection criteria and in resolving recruitment problems. Staff

Department of Human Resources

researches and prepares responses to application complaints and litigation actions concerning selection decisions. Assistance is provided to ill/injured employees in finding alternate positions and to disabled applicants in the selection process. Staff coordinates Americans with Disabilities Act issues with county agencies. The Outreach Recruiter assists agencies in determining appropriate recruitment sources to enhance the diversity of the applicant pool. Staff tracks and monitors Criminal Background Investigation, and credit check requests, and the correlating results.

Testing Unit staff assists Public Safety agencies in the development of assessment center and other promotional exams. Staff serves as subject matter experts in any litigation actions pertaining to testing processes.

In an effort to retain qualified employees, the Employment Services Division in conjunction with a private consultant will be developing a web-based exit interview survey to investigate work place climate, management practices and career development and identify barriers encountered by women and minorities to improve the organization overall and increase employee retention.

Employment Services Division staff provide training on Interviewing Techniques for employees, and hiring managers. Decentralized Certification, Resume Writing, Selection Process and other topics as requested by agencies. Focus group sessions have been held to determine the needs of agencies and will continue to be used to obtain feedback on the quality of service provided. Customer service is our top priority.

Key FY 2007 Accomplishments

- Partnered with CSB, the Health Department, the Sheriff's Department, and George Mason University to establish an education partnership offer nurses with BSN to obtain MSN courses on-site at the Government Center (27 nurses are enrolled in the first course that began August 2007), and secured tuition funding for the second semester.
- Partnered with DPWES to design and develop an Engineering Development Program for graduates of engineering programs. Created a marketing plan for branding and future recruitment efforts.
- Supported the Police Department in their outreach efforts to the Korean Community which resulted in the development of a TV commercial that has played on the local Korean television station.

Initiatives for FY 2008 include:

In conjunction with the Police Department, began a proactive effort to secure a vendor to evaluate and make recommended changes to the entry level law enforcement testing processes.

Initiated innovative design and support of a variety of staffing initiatives such as:

- Sign-On Bonuses for nurses, and Referral Bonuses for employees;
- Targeted Job Fairs, and
- Targeted Recruitment

Department of Human Resources

Partnered with HRIS to finalize the On-Line Certification project.

Explore opportunities to automate the public safety promotion testing examinations.

This LOB is funded entirely by the General Fund.

The Department of Human Resources identified seven core strategies that anchored and provided the foundation for achieving the strategic outcomes:

- Balance DHR's competing roles as a regulator and service provider.
- Expand DHR's knowledge and understanding of our customers' business needs to better meet their needs.
- Collaborate with our partners in developing and promoting programs, products, services and systems to support a high performance organization.
- Develop a communication plan to facilitate information exchange with our customers and partners.
- Continually evaluate programs, products, services, and systems to improve efficiency and discontinue those that add minimal value.
- Leveraging new and existing technology.
- Creation of an organizational culture and structure that provides departmental unity and enhanced customer service.

Most County agencies' strategic plans have defined objectives/initiatives for recruitment and retention. The Employment Division provides services and support for these objectives/initiatives. In addition, in the County-wide strategy map under "Strengthen Our Organization" one of the objectives is to "Recruit/Retain Competent & Diverse Workforce," this will certainly be an initiative for the Employment Division to forge ahead in developing innovative ways to attract and hire competent candidates to help Fairfax County Government achieve its overall objective.

The relevant performance measurement objective for this LOB is "To increase new hires who complete their probationary period to minimum of 78 percent."

A major trend that will impact this line of business, now and in the future, is the vast amount of employees who are approaching retirement within the next two to five years. Critical to this initiative is to identify, develop and target recruitment strategies that will attract and retain employees with the competencies that is, and will be needed to help address and carry out the necessary business of all agencies.

This line of business supports the County-wide Succession Planning initiative. As current employees begin their self-development journey, they will better prepared to position themselves for future positions as the County braces for the impending retirement wave.

Department of Human Resources

In FY 2006, the Department of Human Resources was unable to increase the percent of employees who completed their probationary period. The department will continue to work towards increasing this percentage through its strategic initiatives of partnering with agencies to implement new seamless on-boarding practices, and identifying and addressing retention problems at an early stage to reduce or prevent turnover. The department saw a 37.6 percent increase in FY 2005 and an additional 5.9 percent increase in FY 2006 in resumes reviewed by recruitment analysts resulting in an increased number of best qualified applicant resumes forwarded to agencies. These increases can be attributed to the following initiatives: Enhancements to the Applicant Information Management System (AIMS), contracting with the Washington Post to be a “Featured Employer,” CareerBuilder, and enhanced outreach recruitment efforts by agencies.

The department met its FY 2006 target of eight work days between job closing date and publication of the centralized certification process. In FY 2007, the department will have the ability to monitor the two types of certification data (centralized vs. decentralized) recruitment process. The decentralized certification process allows agency departments the opportunity to review resumes for certification for their posted positions, DHR will monitor this data to ensure the quality of service is not affected.

► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, federal and state regulator agencies) and others as appropriate. Service is provided with staff working in a team-based environment, individually, or in groups as consultants.

► Mandate Information

This LOB is federally mandated. The percentage of this LOB’s resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference pages 2-5 for the specific federal or state code and a brief description.

Department of Human Resources

11-02: Employee Benefits

<i>Fund/Agency: 001/11</i>	<i>Department of Human Resources</i>
LOB #: 11-02	Employee Benefits
Personnel Services	\$683,293
Operating Expenses	\$195,375
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$878,668
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$878,668
Positions/SYE involved in the delivery of this LOB	9 / 9.0

► LOB Summary

The Employee Benefits Division provides overall management for the County's employee benefits programs (health, dental, vision, group term life, long-term disability insurance, long term care insurance, dependent care and medical spending accounts, deferred compensation, and continuation of benefits for employees under COBRA, Leave Without Pay (LWOP) and Family and Medical Leave Act (FMLA)). The Division also manages the \$100 million Health Benefits Fund, drafts specifications for competitive bids, analyzes bids, selects carriers, manages vendor contracts, and communicates benefits, and counsels' employees and retirees on benefit issues.

Accomplishments for FY 2007 include:

- Implemented automated system changes for employee compensation and evaluation
- Complete a dependent eligibility audit to verify appropriate enrollment of dependents on the County's health and dental plans.
- Review retiree health plan offerings and develop plans that maximize value of Medicare Part D offerings.
- Develop extensive education, training and outreach programs to increase participation in the Deferred Compensation plans.
- Collaborate with Fairfax County Public Schools in the developing, issuing and evaluation of proposals for employee and retiree health plans.
- Partner with the Employee Advisory Council to explore health and wellness initiatives for employees.

Department of Human Resources

Initiatives for FY 2008 include:

- Partner with the Employee Advisory Council to explore health and wellness initiatives for employees.
- Formed interdepartmental teams to study and recommend improvements to critical transition points; i.e. New Hire and Active to Retiree committees.
- Review retiree health plan offerings and develop plans that maximize value of Medicare Part D offerings.

This LOB is funded by the General Fund and the employees / retirees Benefits Funds.

As part of DHR's Strategic Plan, the agency intends to develop a marketing plan to support hiring & retaining an HPO workforce. Enhanced workforce awareness of the County's benefits & reward programs is one mechanism the agency will use in accomplishing this goal.

The Department of Human Resources identified seven core strategies that anchored and provided the foundation for achieving the strategic outcomes:

- Balance DHR's competing roles as a regulator and service provider.
- Expand DHR's knowledge and understanding of our customers' business needs to better meet their needs.
- Collaborate with our partners in developing and promoting programs, products, services and systems to support a high performance organization.
- Develop a communication plan to facilitate information exchange with our customers and partners.
- Continually evaluate programs, products, services, and systems to improve efficiency and discontinue those that add minimal value.
- Leveraging new and existing technology.
- Creation of an organizational culture and structure that provides departmental unity and enhanced customer service.

In FY 2006, 92 percent of employees were satisfied with the variety and quality of benefit programs offered. The department continues to concentrate on its strategic initiatives to continually evaluate programs, products, services, and systems to improve efficiency and develop a communication plan to facilitate information exchange with its customers and partners. The result has been a high level of employee satisfaction with the services offered.

As faced by all employers nationwide, the Benefits Division continues to investigate ways in which to mitigate the increasing cost of health care, along with funding and maintaining health care coverage for retirees and post employment liabilities under GASB.

Department of Human Resources

Wellness initiatives continue to emerge as a standard benefits offering. The Benefits Division, along with the Employees Advisory Council, continues to explore options for introducing wellness programs.

The complexity and number of benefit plans managed by the Division have continued to expand. In the last several years, the division has implemented a funded dental benefit plan, a new vision plan that is bundled with the health plan offerings and introduced a 4th deferred compensation provider. The division has also assumed additional workload with managing the federal subsidy received in lieu of offering Medicare Part D benefits.

Employee enrollments continue to grow in all benefit programs. Since 2004 there has been a 13 percent increase in the number of plans in which an employee is enrolled, and an 11 percent increase in the number of enrollments managed per staff year equivalent. The growing number of retirees also requires staff resources to manage additional health and life insurance enrollments.

► Method of Service Provision

Service is provided directly to customers (employees, retirees, dependents, applicants, agency managers, members of the Board of Supervisors, commissions, constituents, federal and state regulator agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Mandate Information

There is no federal or state mandate for this LOB. However, once benefits are provided, administration and compliance is subject to both federal and state regulations. The percentage of this LOB's resources utilized to satisfy the mandate is 49 percent. See the January 2007 Mandate Study, reference pages 2-5 for the specific federal or state code and a brief description.

Provision of a competitive benefits package is expected for an employer of the size of Fairfax County and needed in order to recruit and retain employees.

Department of Human Resources

11-03: Payroll

<i>Fund/Agency: 001/11</i>	<i>Department of Human Resources</i>
LOB #: 11-03	Payroll
Personnel Services	\$1,095,541
Operating Expenses	\$100,000
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,195,541
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$13,918
Other Revenue	\$0
Total Revenue:	\$13,918
Net LOB Cost:	\$1,181,623
Positions/SYE involved in the delivery of this LOB	17 / 17.0

► LOB Summary

The Payroll Division administers personnel and accounting activities, programs and services that support a county workforce of approximately 12,000 merit and 4,000 exempt employees working in 60 county agencies. The goal is to provide timely, accurate and well-received personnel/payroll services that are cost effective and comply with financial and legal requirements.

On a daily basis, division staff work closely with agency managers, payroll contacts and other employees to provide training, analysis, information, problem resolution and counseling in three key areas:

Payroll Accounting

Includes: mandatory payroll deductions such as taxes, retirement and wage assignments; voluntary deductions such as health insurance, personal property tax; deferred compensation, charitable contributions; W-2 forms and other tax reporting; administrative actions on behalf of deceased employees; and Health Benefits Trust Fund statements.

Records and Information Management

Includes: employee personnel/payroll records; freedom of information act requests; subpoenas, employment verifications and other requests for personnel/payroll information; system tests for payroll system changes; and administrative support for Payroll Division.

Personnel Actions and Time and Attendance

Includes promotions, demotions, transfers, all actions affecting employee status and compensation; leave, automated time reporting and processing; payroll control audits; training and technical assistance to employees, agency managers and payroll contacts.

The Payroll Division's activities, programs and services are continually affected by changes in employee compensation, overtime, evaluation systems, tax laws, benefit options and the County's human resources/payroll system (PRISM or a new system).

Department of Human Resources

Accomplishments for FY 2007 include:

Implemented automated system changes for employee compensation and evaluation:

- Pay for performance - change to rating parameters required new computer screens and transactions.
- Non-performance bonuses and incentive pay to recruit and retain employees for difficult-to-fill positions/services such as public safety communications workers (911), police officers who train recruits, and seasonal leaf collectors.
- On-call pay to compensate employees for restricted off-duty time.
- Firefighter overtime changes to include leave in the overtime calculation.

Implemented streamlined benefits accounting process using automation to reduce time on task by 20 percent.

Initiatives for FY 2008 include:

- Lead efforts to implement a new human resources/payroll system or enhance the existing system.
- Implement multi-state tax withholding and reporting for employees who reside in states other than Virginia.
- Implement skill based training for human resources/payroll professionals.
- Implement employee options for series I U.S. savings bonds (higher interest yield than current series EE savings bonds).
- Implement employee option for pre-tax retirement buy back for employees who participate in the Virginia Retirement System.
- Implement employee option for pre-tax savings for children's education.
- Implement Administrative Support Study.

This LOB is funded by the General Fund and the Miscellaneous Deduction Administration Fee Revenue.

The Department of Human Resources identified seven core strategies that anchored and provided the foundation for achieving the strategic outcomes:

- Balance DHR's competing roles as a regulator and service provider.
- Expand DHR's knowledge and understanding of our customers' business needs to better meet their needs.
- Collaborate with our partners in developing and promoting programs, products, services and systems to support a high performance organization.

Department of Human Resources

- Develop a communication plan to facilitate information exchange with our customers and partners.
- Continually evaluate programs, products, services, and systems to improve efficiency and discontinue those that add minimal value.
- Leveraging new and existing technology.
- Creation of an organizational culture and structure that provides departmental unity and enhanced customer service.

► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, federal and state regulator agencies) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 71 percent. See the January 2007 Mandate Study, reference pages 2-5 for the specific federal or state code and a brief description.

11-04: Compensation and Workforce Analysis

<i>Fund/Agency: 001/11</i>	<i>Department of Human Resources</i>
LOB #: 11-04	Compensation and Workforce Analysis
Personnel Services	\$592,361
Operating Expenses	\$50,000
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$642,361
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$642,361
Positions/SYE involved in the delivery of this LOB	6 / 6.0

Department of Human Resources

► LOB Summary

The Compensation and Workforce Analysis Division manages the workforce planning and compensation systems and programs. These systems and programs are designed to attract and retain the most qualified individuals to work in Fairfax County as well as be consistent with best practices in the public and private sector.

With the anticipated increase in the retiree population and the continuing competitive local job market place, the role of the Compensation and Workforce Analysis Division has become increasingly significant.

Compensation work includes the following: 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 pay rates 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, signing bonuses; manages major compensation market survey reviews that have a County-wide impact and, as directed by the Board of Supervisors/County Executive, researching special compensation issues.

Workforce planning work includes 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 reorganization studies, which entails review of positions descriptions and assignment to the proper classification; managing the position control function for the entire County Workforce; and providing consultation and support to agencies to implement long-range succession planning solutions.

FY 2007 Accomplishments:

- Developed and managed a comprehensive, County-wide Compensation Study that resulted in policy changes to the following: pay for performance, reclasses, promotions, and regrades classes to ensure the County's pay structures and pay were market competitive.
- Performed a comprehensive classification/compensation Engineering study that resulted in a six levels career track for engineers.
- Performed a comprehensive classification/compensation study on the Information Officer Class series which resulted in the creation of a Public Safety Information Officer series as well as a Communications Specialist series.
- Developed Succession Planning strategy and program to ensure continuity of operations in face of large scale retirements.
- Established the Administrative Bridge Class to facilitate the transition of administrative employees into professional classes.

Department of Human Resources

- Established and coordinated the Public Safety Forum which includes representation from the seven surrounding local jurisdictions and is held to discuss Public Safety Survey and related issues as well as to validate the results of the annual Fairfax County Public Safety Survey. This forum is held twice a year with public safety and human resources representation in the Spring and human resources representation in the Fall.

FY 2008 Initiatives:

- Manage and implement a comprehensive, County-wide market study of over 800 job classes to ensure the County's pay structures and pay are market competitive.
- Conduct comprehensive Financial Study of all professional level financial classes to ensure positions are properly classified and market competitive.
- Fully implement the succession Planning program with formal guidelines, training, software and consultative support for County departments.
- Conduct Executive Pay Review to include a regional market survey of forty two classes.

This LOB is funded entirely by the General Fund.

The Department of Human Resources identified seven core strategies that anchored and provided the foundation for achieving the strategic outcomes:

- Balance DHR's competing roles as a regulator and service provider.
- Expand DHR's knowledge and understanding of our customers' business needs to better meet their needs.
- Collaborate with our partners in developing and promoting programs, products, services and systems to support a high performance organization.
- Develop a communication plan to facilitate information exchange with our customers and partners.
- Continually evaluate programs, products, services, and systems to improve efficiency and discontinue those that add minimal value.
- Leveraging new and existing technology.
- Creation of an organizational culture and structure that provides departmental unity and enhanced customer service.

Department of Human Resources

The County's compensation plan continued to stay competitive with the market rate standards in FY 2006. The department met its target of maintaining an average pay gap of no more than 5 percent between Fairfax County's pay range midpoints and comparable market midpoints. As a result of the compensation study completed in FY 2007, the FY 2008 County standard will increase from 5 percent to 15 percent for the midpoint comparison. Beginning in FY 2006 the department benchmarked 175 job classes, including Executive and Public Safety. Executive job classes are not expected to be benchmarked in FY 2007, which should result in a slight decrease from the FY 2006 job classes.

► Method of Service Provision

Service provided directly to department HR liaisons (employees, agency managers, senior management) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Mandate Information

This LOB is federally mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference pages 2-5 for the specific federal or state code and a brief description.

11-05: Employee Relations

<i>Fund/Agency: 001/11</i>		<i>Department of Human Resources</i>	
LOB #: 11-05		Employee Relations	
Personnel Services			\$391,975
Operating Expenses			\$26,663
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$418,638
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$418,638
Positions/SYE involved in the delivery of this LOB			6 / 6.0

► LOB Summary

The Employee Relations Division administers a variety of programs designed to maintain and improve employee awareness of their rights and responsibilities and to build and support a strong, collaborative working relationship between employees and their supervisors. Communication is viewed as a top priority to strengthen employee morale and adherence of County employees and supervisors to the policies and procedures that ensure a fair and equitable work environment.

Department of Human Resources

Included as specific programs in this effort are: Awards and Recognition (Onthank, OPA, Team and Managerial Excellence, Length of Service, Suggestion, and Retiree Recognition); Pay for Performance program training and support; Employee Assistance Program; liaison with the Civil Service Commission and Employees Advisory Council.

Employee/Manager Relations staff responds to employee and supervisor questions on a wide variety of personnel issues such as Family and Medical Leave, Fair Labor Standards Act, the grievance procedure, pay for performance, progressive discipline, fitness for duty medical exams, referrals to the Employee Assistance Program, and general personnel issues. With customer service the top priority, response to these requests is completed within one business day whenever possible.

Key FY 2007 Accomplishments

- Developed and implemented a new pay for performance system for over 8,000 non-Public Safety employees.
- Completed successful pilot Supervisory Development Program for over 200 supervisors.
- Continued implementation of changes to the pay for performance system based on outcomes of the Compensation Study.
- Analyzed, recommended, and implemented personnel regulation changes to avoid potential limitations on departments' ability to fulfill their missions.

FY 2008 Initiatives

- Conduct evaluation of first year experience with new pay for performance program and modify as needed.
- Automate training registration and database management for County workforce.
- Expand Supervisory Development Program as integral part of County's training efforts.
- In anticipation of significant numbers of retirements of experienced employees, review reemployed annuitant policy and conduct survey of annuitant policies in public and private sectors as a way to provide greater flexibility for the rehiring of annuitants.
- Analyze and review leave policies and conduct survey of regional jurisdictions to determine best practices and recommendations for revisions.
- Continue implementation of changes to the pay for performance system based on outcomes of the Compensation Study.
- In partnership with the Risk Management Division of the Department of Finance, redesign the Commercial Drivers License Drug/Alcohol testing procedures to streamline and centralize all function related to all CDL drivers and create a comprehensive driver safety program.
- Analyze, recommend, and implement personnel regulation changes to avoid potential limitations on departments' ability to fulfill their missions.

Department of Human Resources

The Department of Human Resources identified seven core strategies that anchored and provided the foundation for achieving the strategic outcomes:

- Balance DHR's competing roles as a regulator and service provider.
- Expand DHR's knowledge and understanding of our customers' business needs to better meet their needs.
- Collaborate with our partners in developing and promoting programs, products, services and systems to support a high performance organization.
- Develop a communication plan to facilitate information exchange with our customers and partners.
- Continually evaluate programs, products, services, and systems to improve efficiency and discontinue those that add minimal value.
- Leveraging new and existing technology.
- Creation of an organizational culture and structure that provides departmental unity and enhanced customer service.

► Method of Service Provision

Service provided directly to customers (department HR liaisons, employees, managers, senior management) and others as appropriate. Service is provided with staff working in a team based environment, individually, or in groups as consultants.

► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 29 percent. See the January 2007 Mandate Study, reference pages 2-5 for the specific federal or state code and a brief description.

Department of Human Resources

11-06: Organizational Development and Training

Fund/Agency: 001/11 89898		Department of Human Resources
LOB #: 11-06		Organizational Development and Training
Personnel Services		\$452,026
Operating Expenses		\$0
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$452,026
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$452,026
Positions/SYE involved in the delivery of this LOB		6 / 6.0

► LOB Summary

The Organizational Development and Training (OD&T) Division coordinates the countywide Employee Development and Learning Program. This is based on the Countywide Competency Model, which consists of six tracks ranging from Core (New Hire) to Leading Organizations (Executive). Using this model, employees can take responsibility for their own career development by identifying training and other development opportunities that will enable them to master the various countywide competencies. The six staff in OD&T provides some of these training and development opportunities directly, while the majority of classes are contracted out to ensure sufficient capacity for over 12,000 County employees. By contracting out much of the training program, Fairfax County is able to keep the staff of this division to only 6/6.0 SYE regular merit positions.

OD&T is also responsible for coordinating the Tuition Assistance and Language Tuition Assistance (TAP/LTAP) programs; Toastmasters; George Mason University Fellows; Council of Governments' Institute for Regional Excellence Program; and the Telework Program. In addition, this division provides organizational development and consultative services to agencies including the following: facilitation; 360-degree assessment tools; executive coaching; intact team coaching; assessments (individuals and groups); emotional intelligence; high performance organization support; competency development; and instructional design support.

This group, which reports directly to the Office of the County Executive, also provides support on countywide initiatives such as Balanced Scorecard development, ethics training, and other issues as identified by County leadership. The goal is to provide cost-effective services that develop the countywide workforce in order to enable it to provide high quality services that meet the public's needs. In addition, the emphasis is on ensuring an accountable government that is known worldwide as a high performance organization.

This LOB is funded entirely by the General Fund with funding for positions in Agency 11, Department of Human Resources and funding for the programs in Agency 89, Employee Benefits.

Department of Human Resources

Key FY 2007 Accomplishments

- Developed and validated the countywide competency model, and produced the first Training Resource Catalog to communicate training and development opportunities to the County workforce of over 12,000 employees.
- Provided support to launch the Balanced Scorecard approach as Fairfax County's methodology for the next phase of strategic planning in order to ensure consistency and balance among plans, as well as linkage to the overall County strategy.

FY 2008 Initiatives

- Conduct an extensive Request for Proposals for Training, Organizational Development and Executive Coaching Services and award contracts to ensure sufficient capacity countywide.
- Implement an ethics training program to ensure that County staff understand the importance of ethical behavior and act accordingly in carrying out their responsibilities.
- Explore the potential for e-learning as a cost-effective training tool that will also support Fairfax County's commitment to environmental stewardship by enabling employees to reduce the amount of travel to and from training.

Most County agencies' strategic plans contain objectives to develop their staff, build capacity and/or redesign business processes. In many cases, the OD&T Division provides services that support these objectives. In addition, in the countywide strategy map (under development as of late 2007) also has as one of its objectives to prepare Fairfax County for the future. This includes development of its workforce.

A trend of key importance to the mission of this LOB is the impending wave of retirements and the need to prepare the workforce as part of Fairfax County's succession planning effort. A critical part of this initiative is identifying, developing and providing training and other development opportunities that will enable staff to develop countywide and technical competencies to prepare them to compete for key positions in their agencies. The OD&T Division has the primary responsibility for coordinating this training, which will be critical to ensuring that Fairfax County has the appropriately trained staff to assume these essential positions in order to continue to provide high quality services to citizens.

This LOB serves all County employees including over 12,000 regular merit positions as well as limited term employees who are also encouraged to participate in the countywide training program to develop competencies that enable them to perform their jobs better.

Subsequent to the 2001 ICAPS exercise, this small group was created with several positions dedicated to training and organizational development, forming an efficient group to address countywide needs.

Although this division with its current responsibilities did not exist in 1990, growth in the County workforce from 11,164 in FY 1991 to 12,006 in FY 2008 represents an increase of 842 positions or 7.5 percent. What these figures do not represent, however, is that of the 1,819 positions abolished over that period, the majority of these were administrative positions in order to accommodate growth in direct service positions, particularly public safety. This has meant that existing positions had to learn to do more with less. Technology and process redesign have been critical to enabling

Department of Human Resources

Fairfax County to maintain and even enhance its service levels with relatively fewer positions – the positions per 1,000 citizens decreased from 13.57 to 11.17 in that period, a decrease of 17.7 percent. The OD&T Division supports process redesign by providing training as well as assisting agencies in these types of initiatives. This support will be even more critical over the next few years as scarce resources place yet more demands on a workforce striving to serve a growing population.

► Method of Service Provision

This division's services are provided directly to customers (employees, agency managers, members of the Board of Supervisors' staff) and others as appropriate. Service is provided by staff working in a team-based environment, individually, or in groups as consultants.

► Mandate Information

There is no federal or state mandate for this LOB.

11-07: Agency Management, Information Systems and Employee Services

<i>Fund/Agency: 001/11</i>	<i>Department of Human Resources</i>
<i>LOB #: 11-07</i>	<i>Agency Management, Information Systems and Employee Services</i>
Personnel Services	\$1,264,684
Operating Expenses	\$757,172
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$2,021,856
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$2,021,856
Positions/SYE involved in the delivery of this LOB	14 / 14.0

► LOB Summary

Agency Management provides overall leadership and direction to the Department of Human Resources services areas to ensure proactive, innovative, and responsive service in support of our customers and clients. Administered the Fairfax County Merit System and responsible for provision of necessary advice, leadership and support, and for ensuring that the standards contained in the Personnel Regulations are met.

Central to Agency Management is the Human Resource Information (HRIS) team, which manages the overall information system for the entire workforce. The backbone of the employee information system is the Personnel Records and Information System (PRISM) which includes

Department of Human Resources

Payroll/Personnel, Position and Budgeting, Pay-for-Performance, as well as On-line time. The HRIS team manages the daily operations of PRISM ensuring maximum use of the mainframe systems and the integration of the various information systems to best serve 60 plus agencies and over 12,000 users. HRIS is also responsible for the management of 12 Servers, which support several large systems such as RESUMIX, AIMS, PEAQ, Imaging and Report Repository systems and a number of smaller applications. In addition, HRIS is responsible for all enhancements and modifications to RESUMIX, AIMS and PEAQ. HRIS also supports the Succession Planning system which is a hosted solution. HRIS also provides support to agencies by staffing the PRISM Help Desk, responding to a variety of questions, such as how to use PRISM, security access and requests for ad-hoc reports. In addition, HRIS manages and coordinates all system modifications to PRISM with the Department of Information Technology to ensure compliance and accuracy. HRIS will continue to look toward technology to provide our customers with the tools they need to perform their jobs quicker and more efficiently.

Further, the administrative functions that are internal to the day-to-day operation of the agency are handled by this division. Transactions for personnel/payroll processing, agency procurement, contract management, accounting and budgeting are all centralized in agency management.

HR Central provides links to the most often requested information, provide immediate answers to questions, or quickly connect employees to the proper resource if we don't have the answer. HRC is a one-stop human resources customer service center for employees and administer the Tuition Assistance Programs.

Key FY 2007 Accomplishments

- Implemented a new employee key (six characters) in PRISM to replace social security numbers for all employees. This security initiative is necessary in lowering the county's risk of possible employee identity theft.
- Implemented the PEAQ (Point & Click Enterprise Ad-Hoc Query) reporting system, allowing departments the ability to run personnel and payroll reports using live data from the PRISM system.
- Enhanced PRISM to capture data related to required criminal background investigations, credit checks, and Child Protective Services programs.
- Implemented electronic pay advice program, which will save on postage costs and staff time.

FY 2008 Initiatives

- Co-Lead efforts to implement a new human resources/payroll system or enhance the existing system.
- Continue to implement changes to the pay for performance system based on outcomes of the Compensation Study in PRISM
- Continue to implement new pay practices in a manner that meets County agencies' operational needs, yet complies with governmental regulations in PRISM.

Department of Human Resources

- Continuing to develop the (PEAQ) Point & Click Enterprise Ad-Hoc Query reporting system, by expanding the variety and availability of data. More complex and historical data available to run personnel and payroll reports; using live data from the PRISM system.
- Partner with the Department of Finance and assist them in the enhancement of the (DART) Data Analysis Retrieval Tool system; to include live data from the PRISM system.
- Continue to implement HR Central to provide a single, one-stop human resource customer service center and support for all DHR functional areas.
- Formed interdepartmental teams to study and recommend improvements to critical transition points; i.e. New Hire and Active to Retiree committees.

This LOB is funded entirely by the General Fund.

The Department of Human Resources sees four strategic outcomes as core focal points for the department's strategic plan. The first strategic outcome envisions DHR operating as a strategic partner with its customers, ensuring that DHR's strategic plan aligns with those of other County departments. The second strategic outcome focuses DHR on developing and supporting a high performance workforce. Third, DHR views itself as an organization where much of its effectiveness and continued high performance hinges on being a key communicator to its customers, partners and the community at large. Fourth, and extremely important as a strategic outcome, DHR is committed to continuous improvement and ensuring we not only provide high performance programs, processes and services, but, that our customers can count on us to constantly evaluate and bring forth innovative best practice ideas.

The Department of Human Resources identified seven core strategies that anchored and provided the foundation for achieving the strategic outcomes:

- Balance DHR's competing roles as a regulator and service provider.
- Expand DHR's knowledge and understanding of our customers' business needs to better meet their needs.
- Collaborate with our partners in developing and promoting programs, products, services and systems to support a high performance organization.
- Develop a communication plan to facilitate information exchange with our customers and partners.
- Continually evaluate programs, products, services, and systems to improve efficiency and discontinue those that add minimal value.
- Leveraging new and existing technology.
- Creation of an organizational culture and structure that provides departmental unity and enhanced customer service.

Department of Human Resources

► Method of Service Provision

Service provided directly to customers (employees, agency managers, members of the Board of Supervisors, commissions, constituents, federal and state regulator agencies) and others as appropriate. Service is provided with staff working in a team-based environment, individually, or in groups as consultants.

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

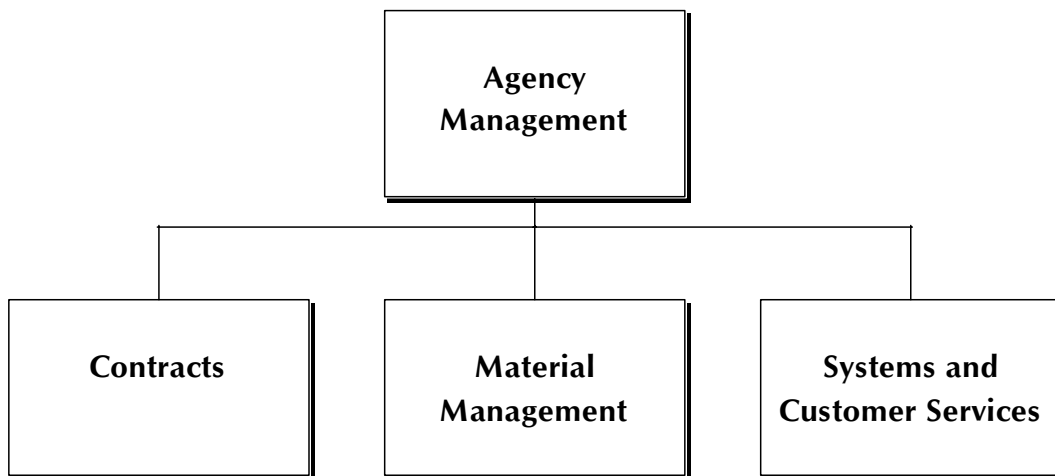
- To increase new hires who complete their probationary period to minimum of 78 percent.
- To maintain an average pay gap of no more than 15 percent between Fairfax County's pay range midpoints and comparable market midpoints in order to maintain a competitive pay structure.
- To maintain employee satisfaction in the variety and quality of benefit programs at 92 percent.
- To maintain the percent of employees who indicate that DHR-sponsored training is beneficial in performing their jobs at 95 percent.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Best qualified applicants forwarded to departments	23,850	22,278 / 20,336	23,837	25,000	11-01
Job classes benchmarked	175	125 / 114	66	125	11-04
Enrollments in benefit programs per year	48,168	50,000 / 51,452	53,000	55,000	11-02
Employees that attend DHR training events	2,601	3,800 / 8,238	5,000	5,500	11-06
Efficiency:					
Resumes reviewed for certification per recruitment analyst	14,250	14,836 / 15,657	15,578	15,000	11-01
Cost per job class reviewed	\$210	\$232 / \$254	\$289	\$245	11-04
Benefit enrollments per SYE	5,352	5,556 / 5,718	5,889	6,111	11-02
Cost of training per employee	\$312	\$580 / \$151	\$441	\$311	11-06

Department of Human Resources

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent customers satisfied with the applicants on certification list	98%	95% / 98%	97%	97%	11-01
Work days between job closing date and publication of the centralized certification	8.0	8.0 / 8.0	8.0	8.0	11-01
Percent of benchmarked jobs that are within Fairfax County's pay range mid-points standard and comparable market mid-points.	100%	100% / 100%	100%	100%	11-04
Percent of employees indicating they will apply what they learned	NA	90% / 94%	90%	90%	11-06
Outcome:					
Percent of employees who complete their probationary period	71.34%	78.00% / 74.82%	78.00%	78.00%	11-01
Average gap between Fairfax County's pay range mid-points and comparable range mid-points in the market for core classes	5%	5% / 5%	15%	15%	11-04
Employee satisfaction with the variety and quality of benefit programs offered	92%	92% / 92%	92%	92%	11-02
Percent of employees that indicated DHR-sponsored training was beneficial in performing their jobs	90%	90% / 97%	95%	95%	11-06

Department of Purchasing and Supply Management



Mission

The Department of Purchasing and Supply Management is committed to providing the resources that establish the foundation for quality service to the community.

Focus

The Department of Purchasing and Supply Management strives to develop strategic alliances with suppliers and County departments to secure quality goods and services in a timely manner and at a reasonable cost, while ensuring that all purchasing actions are conducted fairly and impartially and in accordance with applicable legal requirements.

In FY 2007, Fairfax County continued a multi-year effort to expand the range of services and commodities delivered through contracts. Since FY 2003, the value of orders processed by the Department of Purchasing and Supply Management increased by an average of almost 10 percent per year. The Department of Purchasing and Supply Management is able to respond to the increased demand for services without significant additional resources due in part to technology investments. Enhanced technology has enabled the department to improve operating efficiency within the department as well as to provide user departments with better purchasing tools for delegated procurement tasks. The County's partnership with eVA, Virginia's statewide e-procurement application, provides County users with improved sourcing for goods and services, and provides County business partners with increased access to sales opportunities. In FY 2007, 88.5 percent of purchasing transactions were processed through electronic commerce.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Procuring and managing an increasing number of service contracts, in addition to contracting for goods;
- Streamlining and standardizing departmental procurement practices to present user departments with a consistent and efficient experience for all procurement actions;
- Empowering agencies to act quickly and effectively in procuring necessary supplies and materials;
- Participating in state, regional and national programs to harness the competitive advantage of combined requirements and to increase value to taxpayers through increased rebates;
- Investing in technology to provide user-friendly access to the procurement function and to increase productivity; and
- Encouraging small and minority businesses to provide goods and services to the County.

Department of Purchasing and Supply Management

The Department of Purchasing and Supply Management strives to be meaningfully involved in acquisition activities for the delivery of County programs. The department makes a contribution throughout each stage of the purchasing process. The FY 2005 restructuring of the department's procurement teams from a commodity-based to a customer-focused structure was designed to accommodate the growing shift from procurement of goods through the traditional, low-bid award process to the procurement of services through the more complex and lengthier Request for Proposal process. The revised team structure also facilitates improved contract administration and management responsibility that accompanies service contracts by allowing the development of closer interdepartmental relationships and increased partnering opportunities with contractors. The department's challenge is to create contracts that enable the County to assess contractor performance and hold the contractor accountable for specified outcomes in alignment with programmatic objectives.

The Department of Purchasing and Supply Management launched an environmentally preferable (or green) purchasing program in FY 2005. Green purchasing includes the acquisition of recycled content products, environmentally preferable products and services, bio-based products, energy- and water-efficient products, alternative fuel vehicles, products using renewable energy, and alternatives to hazardous or toxic chemicals. The department continues to seek opportunities to promote environmentally preferable products and services to County customers.

Starting in FY 2006, the department has taken on a more strategic role in emergency planning and response. As a Federal Emergency Management Agency (FEMA) designated Emergency Support Function, the department will supply key logistical management and support for local, regional and statewide emergency management.

The Vendor Relations Division, formed in FY 2006, supports the Board of Supervisors' Supplier Diversity program. The division provides outreach and education programs to assist the small, women- and minority-owned business community in their efforts to do business with the Fairfax County government. Recent expansion of the program includes development of expanded partnerships in the local vendor community, including such organizations as the Women's Business Enterprise National Council. The Vendor Relations Division also supports the Fairfax County Small Business Commission.

Department of Purchasing and Supply Management

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	54/ 54	54/ 54
Expenditures:		
Personnel Services	\$3,119,400	\$3,319,303
Operating Expenses	1,823,565	1,771,219
Capital Equipment	9,863	0
Total Expenditures	\$4,952,828	\$5,090,522
Income:		
Contract Rebates	\$841,203	\$942,769
Total Income	\$841,203	\$942,769
Net Cost to the County	\$4,111,625	\$4,147,753

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
12-01	Central Purchasing and Contracting for County and Schools	\$2,176,510	25	25.0
12-02	Supplier Diversity Program	\$244,665	4	4.0
12-03	Warehouse Operations	\$659,063	11	11.0
12-04	Procurement Assistance and Compliance	\$516,974	7	7.0
12-05	Agency Management	\$550,541	7	7.0
TOTAL		\$4,147,753	54	54.0

Department of Purchasing and Supply Management

LOBS SUMMARY

12-01: Central Purchasing and Contracting for County and Schools

Fund/Agency: 001/12		Department of Purchasing and Supply Management
LOB #: 12-01		Central Purchasing and Contracting for County and Schools
Personnel Services		\$1,584,217
Operating Expenses		\$1,535,062
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$3,119,279
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$942,769
Total Revenue:		\$942,769
Net LOB Cost:		\$2,176,510
Positions/SYE involved in the delivery of this LOB		25 / 25.0

► LOB Summary

Central Purchasing and Contracting delivers innovative, responsive, and accountable public procurement services. Purchasing and contract management services are provided to Fairfax County departments, Fairfax County Public Schools (FCPS), and other assigned Boards and Authorities. Public Procurement is a mandatory governmental function as identified in the Virginia Public Procurement Act and the Fairfax County Purchasing Resolution. Central Purchasing and Contracting also includes systems management and administration for all County and FCPS users of the mainframe-based *County and Schools Procurement System* (iCASPS), Web site, Procurement Card Program, and electronic commerce initiatives.

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To meet the procurement and contracting needs of its customer base, Central Purchasing and Contracting focuses on two business practices. First, Central Purchasing and Contracting has implemented a balanced approach to procurement support whereby large dollar, complex procurements are centrally performed by a highly trained and professionally certified staff, while small dollar, less complex purchases are delegated to using agencies whose performance is monitored through an oversight process. In FY 2007, 96 percent of procurement requests representing 17 percent of total procurement dollar volume were processed by the delegated departments. Central Purchasing and Contracting processed four percent of the total purchase requests representing 83 percent of all dollars spent. Second, Central Purchasing and Contracting has enhanced its ability and capacity to provide effective procurement support by implementing highly successful electronic procurement programs such as the Procurement Card Program, the distributed online ordering of office supplies, and eVA, Virginia's online procurement portal. Central Purchasing and Contracting also 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.

Over the past several years, the department has seen 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. Central Purchasing and Contracting currently manages over 2,700 active contracts, an 18 percent increase over FY 2003.

Funding for the Central Purchasing and Contracting program is provided entirely through the General Fund. The Department of Purchasing and Supply Management does receive offsetting expenditure revenues from rebates generated through the National Association of Counties Government Purchasing Alliance (GPA) cooperative purchasing program and the County's procurement card and office supplies contracts. In FY 2007, these revenues constituted an \$841,000 reduction in the net cost to the County for the Central Purchasing and Contracting program.

Other significant characteristics of this activity include:

CENTRAL PURCHASING AND CONTRACTING SUPPORT

Contract Administration

Fairfax County contracts are awarded and administered by a staff of 16 who establish pricing, terms, and conditions through competitive bidding or competitive negotiations. Central Purchasing administers over 2,700 contracts annually. 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.

Central Purchasing and Contracting issues approximately 375 solicitations annually and makes between 700 and 900 formal contract awards annually. With almost 4,000 formal contract awards made since FY2003, the department has received only four valid protests. The contract specialists in DPSM are increasingly involved in complex contract negotiations and review of financial statements, ensuring that the County has the best possible contract terms. Overall procurement dollar volume has increased by 47 percent since FY 2003. The

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Department of Purchasing and Supply Management is striving to streamline and improve the solicitation and contract award process as part of the strategic plan.

Cooperative Purchasing Agreements

The Department of Purchasing and Supply Management encourages the use of rider, cooperative, and state contracts to the maximum extent feasible seeking to increase efficiencies and reduce administrative expenses.

National Contracts - Serves as advisory board member and lead jurisdiction on a number of national contracts for the Government Purchasing Alliance (GPA) sponsored by the National Institute of Governmental Purchasing, National Association of Counties, and U.S. Conference of Mayors.

Regional Cooperative Purchasing - Actively participates in the Metropolitan Council of Governments Chief Procurement Officers committee and serves as lead jurisdiction on a number of cooperative contracts for the 42 participating jurisdictions.

DELEGATED PURCHASING PROGRAMS

Along with the delegation of low dollar value purchase orders (Small Purchase Orders or SO's), DPSM also manages the following delegated programs, which allow County departments to process their requirements directly:

eVA – DPSM provides management oversight of County implementation of the state of Virginia's electronic procurement portal. This tool facilitates electronic bidding at the informal procurement level as well as purchasing from established contracts.

Office Supplies – DPSM administers the office supply program which provides online ordering of office supplies through a national office supplies contract. This program with Office Depot steers 88 percent of the 67,000 orders placed annually to online ordering. Online ordering increases both county and vendor efficiencies and earned the County and Public Schools an annual rebate of \$687,000 in FY 2007.

Purchasing Card Program - Manages a purchasing card (p-card) program that processes thousands of procurement transactions each year and accounts for over \$73 million of the total procurement volume. Over 2,700 cards have been issued to 350 operational elements throughout the County and the Public School system. Almost 175,000 procurement transactions are completed each year using the p-card and users express a very high level of satisfaction with the program as indicated on the Department of Purchasing and Supply Management's annual customer satisfaction survey. Cards typically have a \$2,500 single purchase limit. The p-card program offers an effective tool for delegating purchasing tasks to the program level, while maintaining strong controls through system tools and a robust oversight program. The Department continuously seeks opportunities to identify and move high-volume purchase order contractors to accept the p-card in lieu of purchase orders.

Legislative Initiative – As part of the Department's strategic plan, it is seeking legislative authority to increase the formal procurement threshold to \$100,000. If the Virginia Public Procurement Act is amended as proposed, then the department will proceed with a phased implementation that includes enhanced end-user training and procedures.

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SYSTEMS SUPPORT

User Assistance - Provides functional and systems support and training to 1,660 users of the County and Schools Procurement System (iCASPS), including Department of Purchasing and Supply Management professional staff, as well as user departments.

Management Information - Provides management information to staff, policymakers, and citizens on past, current, and future procurement activities.

Financial Controls - Maintains data integrity as well as systems security and controls over iCASPS. Ensures that separation of duties is maintained throughout the entire procurement to payment process.

► Method of Service Provision

Central Purchasing and Contracting functions are performed by County staff supplemented by temporary staff and/or college interns. Hours of operation are Monday through Friday, 8:00 a.m. – 4:30 p.m. During the year, work hours may vary due to systems installation or maintenance activities which may require work to be performed during non-business hours in order to prevent disruption to County operations. Forty-one percent of staff members are set up to telework from remote work sites or home computers.

► Mandate Information

This LOB is federally or state mandated as noted on page 5 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent.

12-02: Supplier Diversity Program

Fund/Agency: 001/12		Department of Purchasing and Supply Management
LOB #: 12-02	Supplier Diversity Program	
Personnel Services		\$221,291
Operating Expenses		\$23,374
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$244,665
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$244,665
Positions/SYE involved in the delivery of this LOB		4 / 4.0

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► LOB Summary

A 1981 Board of Supervisors mandate created the Small Business Enterprise Program (SBEP), in order to increase the participation of the small and minority business community in County procurement activities. In 2006, the Board redesignated the SBEP program as the “Supplier Diversity Program” and DPSM established the Vendor Relations Division (VRD) to support the program. Supplier diversity has been a focus within the County for decades. The County has diligently worked to break down barriers for small, woman-, and minority-owned (SWAM) vendors to do business with the County. The primary responsibility of the Supplier Diversity Program is to ensure that SWAM businesses are treated fairly and have an opportunity to compete for the County's contract dollars. The Fairfax County definition for SWAM businesses is as follows and is in accordance with the definitions used by the Commonwealth of Virginia:

Small Business Enterprise – Shall mean an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less average over the previous three years.

Minority Business Enterprise – A business concern that is at least 51 percent owned by one or more minority individuals or in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

Woman-Owned Business Enterprise – A business concern that is at least 51 percent owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law.

The Vendor Relations Division engages in a variety of outreach efforts, including counseling and assistance, which are intended to maximize prime and subcontract opportunities for small, minority-owned businesses, and women-owned businesses. These efforts include the following activities:

Planning and conducting seminars, training, and counseling for the business community;

Advising staff, and providing leadership, and direction for the County Small Business Enterprise Program activities;

Planning, developing, and implementing County-wide program policies, procedures, and practices;

Representing the County to national, state and local audiences through participation at conferences;

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Performing continual reviews and evaluations of small business activity within the acquisition operations of the County; and

Maintaining vendor resource information for small and large businesses, and educational and non-profit organizations.

The Department actively participates and/or partners with:

- Virginia Minority Supplier Development Council
- Women's Business Enterprise National Council
- U.S. Hispanic Chamber of Commerce
- National Procurement Council
- U.S. Women's Chamber of Commerce
- U.S. Department of Labor
- U.S. Small Business Administration
- U.S. General Services Administration
- Virginia Hispanic Chamber of Commerce
- Fairfax County local/regional chambers of commerce
- Community Business Partnership
- Women's Business Center
- Fairfax County EDA
- Greater Washington Ibero American Chamber of Commerce
- National Minority Supplier Development Council

In FY 2007 the Vendor Relations Division implemented two initiatives to reach small, minority-owned, and women-owned businesses and to help them grow. In the same year, almost \$250 million or 45 percent of County procurement dollars went to small, woman-owned or minority (SWAM) businesses. This is over double the amount spent with SWAM businesses in FY 2003.

1. Captured SWAM statistics for vendors responding to formal solicitations. This information will help staff to identify commodity areas with little or no SWAM participation.
2. Conducted quarterly workshops for County staff on how to locate and do business with SWAM vendors. It is anticipated that the workshops will be held monthly starting in FY 2009.

The Supplier Diversity Program has additional responsibility of providing staff support to the Small Business Commission appointed by the Board of Supervisors.

Funding for the Supplier Diversity Program is provided entirely through the General Fund in the budget of the Department of Purchasing and Supply Management.

► Method of Service Provision

Merit County employees provide the majority of the functions during standard County work hours (8:00 a.m. – 4:30 p.m.) and also during scheduled evening meetings in support of the Small Business Commission. Services are provided to firms directly through individual consultations, responding to inquiries, seminars, referrals, and distribution of educational materials.

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► Mandate Information

This LOB is state mandated as noted on page 5 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent.

12-03: Warehouse Operations

<i>Fund/Agency: 001/12</i>		<i>Department of Purchasing and Supply Management</i>
<i>LOB #: 12-03</i>		<i>Warehouse Operations</i>
Personnel Services		\$511,115
Operating Expenses		\$147,948
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$659,063
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$659,063
Positions/SYE involved in the delivery of this LOB		11 / 11.0

► LOB Summary

The County Consolidated Warehouse serves as a central receiving and distribution point for supplies and equipment and provides temporary storage and distribution of supplies and equipment to all County departments. The County Consolidated Warehouse is used for storage of consignment stock from other departments, the County's electronic voting machines, and supplies and materials for the Office for Children's School Age Child Care (SACC) Program. County Library books for new and renovated facilities are stored prior to being put into circulation. Each workday Warehouse personnel and vehicles collect, sort, and redistribute County Library materials throughout the entire County Library system. The County Consolidated Warehouse manages County property that is excessed by an agency or made surplus by the County and ensures its proper disposal; this includes redistribution, sale, or disposal. The County Consolidated Warehouse has also assumed a vital role in emergency response at the local, state and regional levels.

Library Book Distribution

Library book collection and distribution is the single largest distribution activity for the County Consolidated Warehouse.

An average of 300 bins of books are collected, sorted, and delivered each day, equaling over 7.4 million books per year.

Four warehouse drivers and trucks spend 100 percent of each day in support of the Library Book Distribution program.

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Books purchased for new and renovated facilities are stored at the County Consolidated Warehouse and are delivered to the appropriate facility upon completion.

Distribution and Storage

Distribution for Electoral Board - The Warehouse stores, delivers, and retrieves up to 800 voting machines for each election.

Distribution for Human Services programs - The Warehouse stores and distributes equipment, materials, and supplies for –

125 school year School Age Child Care Centers three times per year;
23 winter SACC sites once per year; and
25 summer SACC sites once per year.

Distribution for the Human Services Recreation Warehouse - The Warehouse distributes and picks up supplies and large equipment for 126 recreational sites.

Other

Storage of Consignment Stock – The County Consolidated Warehouse stores materials for various County agencies that are purchased in bulk and for which the user agency does not have the necessary storage space.

Storage and Delivery of Department of Information Technology (DIT) Paper Inventory - The Warehouse receives, stores, and delivers all bulk paper to meet the daily operational requirements of the DIT Data Center.

Print Shop Distribution - The County Consolidated Warehouse picks up completed materials from the County Print Shop and makes delivery to the appropriate County agencies outside of the Government Center.

Management of Excess and Surplus Property

The County Consolidated Warehouse handles pick-up, temporary storage, redistribution and/or transfer, and the sale of excess and surplus property from all County agencies. This property includes:

- Fleet vehicles
- Furniture
- Police confiscated property
- Computers and related equipment
- General office equipment

A contract auctioneer picks up the property and handles the advertisement, temporary storage, and sale of the goods. Auctions are monitored by County staff and generated approximately \$1.6 million in revenue in FY 2007.

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Support of Emergency Response Efforts

The County Consolidated Warehouse is a key player in emergency planning and response on the local, regional and state-wide levels. The Warehouse will provide storage and distribution during emergency situations. Warehouse staff members currently participate in emergency planning and drills at all levels to test and exercise their plans and capabilities.

Funding for the County Consolidated Warehouse is provided entirely through the General Fund. However, as noted above, in FY 2007 sale of surplus material and equipment generated almost \$1.6 million which was distributed as revenue to the appropriate departments.

► Method of Service Provision

The County Consolidated Warehouse is staffed by County employees. The management of excess and surplus property is performed by County employees and contract auctioneers.

► Mandate Information

A portion of this LOB is federally or state mandated as noted on page 5 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 50 percent.

12-04: Procurement Assistance and Compliance

<i>Fund/Agency: 001/12</i>		<i>Department of Purchasing and Supply Management</i>
<i>LOB #: 12-04</i>		<i>Procurement Assistance and Compliance</i>
Personnel Services		\$484,215
Operating Expenses		\$32,759
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$516,974
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$516,974
Positions/SYE involved in the delivery of this LOB		7 / 7.0

► LOB Summary

The Fairfax County Purchasing Resolution stipulates that the Director of the Department of Purchasing and Supply Management shall be the County Purchasing Agent and charges the Director 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 "oversight responsibility over all County warehouses and storerooms" and the responsibility of

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“maintaining the County and Fairfax County Public Schools (FCPS) fixed assets accountability program.”

General

The Procurement Assistance and Compliance Program encompasses all of the Department’s organized customer service and oversight initiatives. The program is funded from the County’s general operating fund and consists primarily of two teams, one that focuses on inventory and fixed asset oversight and a second that focuses on delegated procurement oversight.

Procurement Assistance

The entire department is involved in customer assistance through daily contact with our customers. However, the Procurement Assistance and Compliance Program provides focused attention to customer assistance through:

Visits to all County agencies to identify and resolve purchasing issues.

Quarterly “issues meetings” with major customers. During those sessions working level customers as well as managers are engaged in meaningful dialog about problems they encounter accomplishing procurement and supply management tasks. Staff also holds regularly scheduled focus group meetings for specific user groups, such as CASPS users and customer department Contract Managers.

The CASPS Help Desk supports all County departments except Fairfax County Public Schools. In FY 2007, the Help Desk responded to 667 assistance requests. The number of requests has decreased significantly (down from 774 in FY 2006) by web-enabling CASPS to make it more intuitive and user friendly.

Training, both formal in scheduled classes and informal during site visits. Informal on-the-job training is a primary objective of the Procurement and Assistance Program and constitutes a major portion of each site visit.

Procurement Compliance

The Procurement Assistance and Compliance Program is also the formal oversight program through which the Director ensures customer compliance with purchasing and supply management regulations for:

Delegated procurement authority – to verify that agencies who exercise small purchase authority (up to \$10,000) follow the correct procedures;

Consumable inventory management – to verify that sound inventory management procedures are being employed to maintain the accuracy and accountability of the County’s consumable inventories; and

Fixed assets inventory management – to verify that County and FCPS Property Managers are accurately recording and reporting all capital equipment possessed by their agency.

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Procurement Oversight

In FY 1990, agencies were authorized to issue “limited purchase orders” valued at \$100 or less. It is estimated that less than \$500,000 was spent via this “limited purchase order” process. In FY 1993, the small purchase order was introduced and agencies were delegated purchase authority up to \$500 per order. By FY 1995, the volume of small purchase orders had reached 19,769 valued at \$5.63 million and the need for oversight of delegated purchasing was clearly established. At inception in 1996, the delegated procurement authority oversight program focused on the proper use of small purchase orders, and blanket purchase orders by County agencies.

Today, the agencies are empowered to use a large array of small purchasing tools that include the small purchase order (\$10,000 per order), the blanket purchase order, procurement card, and a web site for ordering office supplies, and eVA, an electronic shopping mall. In FY 2007, the agencies issued the following orders:

<u>Type of Order</u>	<u>Number</u>	<u>Value (\$ mil)</u>
Small Purchase	20,105	\$33.19
Blanket Purchase	1,564	\$175.00
Internet/P-card	<u>239,928</u>	<u>\$73.14</u>
Total	261,597	\$281.33

Each of these tools presents different vulnerabilities and levels of risk and requires a separate set of procedures and internal controls that make oversight a complex function. The procurement assistance and compliance team uses a standard protocol to review agency procurement activities and endeavors to visit and report on each of the County’s agencies once each 18 months. Over the last two years, very few significant discrepancies have been detected in the delegated procurement activities of the agencies reviewed. Those discrepancies uncovered were corrected immediately.

Consumable Inventory Oversight

The County’s consumable inventory has decreased in size from \$4.1 million in FY 2001 to \$3.5 million in FY 2007. Reductions have been achieved through the use of term contracts with next-day delivery terms for office supplies and similar readily available consumables and through consistent monitoring of the inventories to ensure that inventory turnover rates are satisfactory and obsolete stock is deleted. The accuracy of the inventory, as portrayed below, has increased markedly because of the quarterly spot checks and the training rendered during the spot check visits.

<u>Indicator</u>	<u>Standard</u>	<u>FY 1991</u>	<u>FY 2001</u>	<u>FY 2007</u>
Inventory Accuracy Rate	95%	95%	98%	98%

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Fixed Asset Inventory Oversight

The County and the Public Schools fixed asset inventory decreased in value and size dramatically in FY 1996 when the threshold for classifying equipment as capital assets was raised from \$500 to \$5,000. This change made the inventories much more manageable and led to a remarkable improvement in the inventory accuracy rate for the property account. The effort of the combined County and Schools team to accomplish this is continually compounded as the County population grows and the number and size of facilities, especially schools, increases. The chart below summarizes the dynamics of the inventory.

Indicator	FY 1995	FY 1996	FY 2001	FY 2007
# Assets	110,435	8,219	12,511	16,756
Value of Assets (\$mil)	\$361	\$217	\$318	\$512
Accuracy Rate	unknown	unknown	98%	97%

► **Method of Service Provision**

All functions are provided by County or Fairfax County Public Schools employees. Normal working hours are 8:00 a.m. to 4:30 p.m. Monday through Friday.

The delegated procurement authority, consumable inventory, and fixed assets inventory oversight is exercised primarily through scheduled site visits to interview responsible personnel, review internal controls, records and reports, sample completed work, conduct “spot check” inventories, and conduct informal training. All visits conclude with a written report that summarizes findings and recommendations.

Customer service is a primary responsibility of all DPSM employees and a part of every customer contact. It is enhanced through formal “touch points” like the iCASPS “Help Desk”, the various spot checks and assistance/compliance visits, and cyclical meetings with customers.

► **Mandate Information**

There is no federal or state mandate for this LOB.

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12-05: Agency Management

<i>Fund/Agency: 001/12</i>		<i>Department of Purchasing and Supply Management</i>
<i>LOB #: 12-05</i>		<i>Agency Management</i>
Personnel Services		\$518,465
Operating Expenses		\$32,076
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$550,541
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$550,541
Positions/SYE involved in the delivery of this LOB		7 / 7.0

► LOB Summary

The Agency Management activity provides strategic planning and leadership, managerial oversight, and administrative support to the Department of Purchasing and Supply Management. This includes serving as the Purchasing Agent for the Board of Supervisors and the Fairfax County Public School Board as well as providing internal staff support to the 54 employees of the Department, to include overall human resources support and fiscal management activities. Agency Management activities are intricately interwoven into the overall operation of the Department. In addition, the Agency Management activity also manages procurement-related training and educational opportunities for County departmental customers and, most recently, has become involved in emergency planning activities for the Department as well as other County departments and organizations outside of the County.

General

The Director of Purchasing and Supply Management provides procurement policy direction for all County departments. The Agency Management activity includes responsibility for keeping abreast of all procurement regulation changes, both at the state and federal level, and ensuring all regulatory requirements are included in the Fairfax County Purchasing Resolution.

While the trend towards increased delegation of purchasing volume continues (over 90 percent of all purchasing transactions are conducted as 'field' orders), the Department continues to process an increased dollar volume of purchase orders. The three underlying principles of the procurement program remain unchanged:

Equity – to provide access to all potential bidders competing for government business;

Integrity – to minimize the opportunity for corruption in the procurement process; and

Economy and Efficiency – to procure quality goods and services at the lowest possible price and to ensure the internal processes used are efficient and effective

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Procurement Training

The Agency Management activity, in conjunction with each of the Department's other lines of business, provides procurement-related training to internal and external customers. Over the past few years, the Department has devoted increased resources to development and presentation of a variety of training opportunities including the full-day, instructor-led "Purchasing 101", segments of Dollars and Sense training for new managers, IT Project Manager training, procurement card program manager training, and system training for users of iCASPS and other electronic procurement tools. The Department also presents several conferences and forums, including the annual P2P Conference for County financial and procurement customers, and the Contract Managers forums directed at department contract managers. Most recently the Department has designed and implemented online user training for both the procurement card and the iCASPS system. Enhanced procurement training for customers and vendors is a significant element of the department's strategic plan.

Emergency Planning and Response

Because of the increasing demand for participation in emergency preparedness activities, including development of a Continuity of Operations Plan (COOP), increased staff training requirements, and participation in various local, regional, state and national planning efforts and preparedness drills, the Agency Management activity has dedicated a position to the Department's preparation for and participation in emergency response activities.

Funding for the Agency Management activity is provided entirely through the General Fund. The Department of Purchasing and Supply Management does receive offsetting expenditure revenues from rebates generated through the Government Purchasing Alliance (GPA) national cooperative purchasing program and the procurement card program. These revenues are allocated to the Central Purchasing and Contracting activity for County and Schools program.

The Department of Purchasing and Supply Management continues to operate a best-in-class procurement program. Specific accomplishments are discussed further in the Central Purchasing and Contracting program; however, the department is recognized regionally and nationally as a model for innovation and efficiency.

► **Method of Service Provision**

Services provided under the Agency Management activity are delivered directly through merit County employees during standard County work hours (8:00 a.m. – 4:30 p.m.).

► **Mandate Information**

There is no federal or state mandate for this LOB.

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AGENCY PERFORMANCE MEASURES

Objectives

- To maintain the percentage of formal contract actions awarded without valid protest or legal actions at 99.5 percent or greater.
- To maintain the cost of procuring \$100 worth of goods or services at \$0.20 or less, without a degradation of service.
- To maintain the dollar value of contracts awarded to small and minority businesses (processed through the mainframe procurement system) at 40 percent or greater.
- To complete 95 percent of purchase requisitions (PR) against a valid contract within 10 days.
- To complete (from issue to award) 85 percent of all formal solicitations processed within the Department's established standard.
- To fulfill 90 percent of customer requests for material pick up and distribution within 5 days of receipt of a request document.
- To provide a process for customers to identify and obtain items from excess property, reaching a customer satisfaction level of at least 90 percent.
- To support circulation of library materials through DPSM book distribution program by transferring 60 percent or more of total circulation annually with a long-term target of 64 percent.
- To accurately track and maintain the County's consumable and fixed assets inventories, maintaining an accuracy rate of at least 98 percent.
- To increase the use of electronic commerce, Internet ordering and procurement card for delivering orders to suppliers by delivering 88 percent of orders via electronic commerce and achieving 100 percent of rebates.
- To maintain the percent of help desk calls closed in one day or less at 95 percent or higher.
- To complete 100 percent of scheduled procurement assistance and compliance reviews.

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Formal contractual actions processed	910	800 / 725	800	725	12-01
Value of purchase orders, procurement card, and Internet transactions processed (millions)	\$616.30	\$659.50 / \$632.70	\$660.00	\$688.38	12-01
Total dollars awarded to small and minority businesses (millions) (1)	\$248.00	\$256.00 / \$250.00	\$255.00	\$260.00	12-02
Vendors attending monthly vendor workshop	124	130 / 140	150	160	12-02
Purchase requisitions converted to purchase orders (2)	7,094.0	7,100.0 / 6,172.0	5,250.0	5,100.0	12-01
Active contracts	2,677	2,784 / 2,795	2,865	2,936	12-01
Contractual awards processed	910	800 / 725	800	725	12-01
Pick-up and redistribution requests received annually	NA	NA	2,000	2,000	12-03
Number of books transferred annually	NA	NA	NA	7,737,600	12-03
Pick-up and redistribution requests fulfilled annually for excess/surplus property	NA	NA	650	650	12-03
Line items carried in Consumable Inventory Account	14,079	13,500 / 13,131	12,900	12,500	12-04
Fixed assets in the Capital Equipment Account	16,049	16,500 / 16,756	16,750	17,000	12-04
Small Purchase Orders and Purchase Orders sent electronically via EDI	4,916	4,900 / 5,140	5,100	5,225	12-01
Percent of office supply orders submitted via Internet	88%	87% / 88%	88%	88%	12-01
Value of procurement card purchases (in millions)	\$73.60	\$80.00 / \$73.10	\$75.00	\$80.00	12-01

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Rebates and incentives received	\$1,599,100	\$1,947,000 / \$1,773,876	\$1,800,000	\$1,947,000	12-01
Assistance/help desk calls received/processed	774	700 / 584	600	500	12-04
Procurement Assistance and Compliance reviews completed (4)	NA	13 / 14	14	15	12-04
Efficiency:					
Cost per formal contractual action	\$55	\$63 / \$69	\$62	\$71	12-01
Cost per \$100 of goods or services procured	\$0.17	\$0.17 / \$0.19	\$0.20	\$0.20	12-01
Average cost to educate and assist small and minority businesses	\$5.46	\$6.48 / \$5.98	\$6.67	\$6.53	12-02
Purchase requisitions converted to purchase orders per buyer staff	591	546 / 475	328	319	12-01
Active contracts managed per buyer staff (3)	223.0	163.0 / 175.0	239.0	245.0	12-01
Formal contractual actions managed per buyer (3)	76.0	47.0 / 45.0	50.0	45.3	12-01
Administrative processing cost for a pick-up or redistribution request	NA	NA	\$4.77	\$4.96	12-03
Transfer cost per book	NA	NA	NA	\$0.031	12-03
Cost to fulfill a pick-up and redistribution request for excess/surplus property pick-up or delivery	NA	NA	\$127.95	\$133.07	12-03
Cost per line item to maintain consumable inventory accuracy of at least 95 percent (5)	\$3.26	\$4.78 / \$4.92	\$4.95	\$5.11	12-04
Cost per fixed asset to maintain at least 95 percent inventory accuracy	\$6.98	\$6.95 / \$6.84	\$7.22	\$7.11	12-04
Cost per \$1 of rebate received	\$0.06	\$0.06 / \$0.07	\$0.07	\$0.07	12-01
Average time to close each help desk call answered (hours)	2.0	2.5 / 1.5	2.0	2.0	12-04
Procurement Assistance and Compliance reviews completed per analyst (4)	NA	3.2 / 3.5	3.5	3.7	12-04

Department of Purchasing and Supply Management

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent of contractual actions receiving valid protest	0.0%	0.5% / 0.1%	0.3%	0.3%	12-01
Percent of customers indicating satisfaction with service	92%	95% / 86%	90%	92%	12-01
Percent of small and minority businesses rating workshops as satisfactory or better	100.0%	100.0% / 100.0%	98.0%	98.0%	12-02
Percent satisfaction with the process to acquire goods and services based on annual customer satisfaction survey	85%	88% / 85%	90%	90%	12-01
Percent satisfaction with timeliness of process to establish a contract	66%	75% / 69%	70%	73%	12-01
Percent of customers indicating satisfaction with Warehouse pick-up and redistribution services	NA	NA	90%	90%	12-03
Percentage of books transferred within 1 working day	NA	NA	NA	98.0%	12-03
Percent of customers indicating satisfaction with the process for obtaining excess property	NA	NA	90%	90%	12-03
Percent of customers rating consumable inventory tracking as satisfactory or better	91%	95% / 94%	95%	95%	12-04
Percent of customers satisfied with the procurement card program	97%	95% / 95%	95%	95%	12-01
Percent of customers rating help desk as satisfactory or better	94%	95% / 94%	95%	95%	12-04
Percent of customers stating the Procurement Assistance and Compliance review revealed areas for improvement (4)	NA	90% / 100%	90%	90%	12-04
Percent of customers stating the Procurement Assistance and Compliance review strengthened internal controls (4)	NA	90% / 100%	90%	90%	12-04

Department of Purchasing and Supply Management

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent of formal contractual actions awarded without valid protest	100.0%	99.5% / 99.9%	99.5%	99.5%	12-01
Percent change in cost to procure \$100 of goods or services	(47.0%)	0.0% / 12.0%	5.3%	(15.0%)	12-01
Percent of procurement dollars awarded to small and minority businesses (2)	45.7%	44.1% / 45.0%	43.7%	40.0%	12-02
Percent of requisitions completed within 10 days	91.0%	95.0% / 95.1%	95.0%	95.0%	12-01
Percent of formal solicitations completed within the established procurement schedule	77%	85% / 82%	85%	85%	12-01
Percent of pick-up and redistribution requests processed within 5 days of receipt of request	NA	NA	90%	90%	12-03
Percentage of annual library circulation transferred by DPSM	NA	NA	NA	60%	12-03
Percent of excess property pick-up and redistribution requests processed within 5 days of receipt of request	NA	NA	90%	90%	12-03
Percent of consumable items accurately tracked	98%	98% / 98%	98%	98%	12-04
Percent of fixed assets accurately tracked	99%	98% / 97%	98%	98%	12-04
Percent of rebates achieved relative to plan	139.0%	100.0% / 91.0%	100.0%	100.0%	12-01
Percent of orders transmitted via electronic commerce	87.3%	88.0% / 88.5%	88.0%	88.0%	12-01
Percent of help desk calls closed in one day or less	98%	95% / 96%	95%	95%	12-04
Percent of Procurement Assistance and Compliance reviews completed as scheduled (4)	NA	100.0% / 100.0%	100.0%	100.0%	12-04

(1) "Total dollars awarded to small, woman- and minority-owned businesses" and "Percent of procurement dollars awarded to small, woman- and minority-owned businesses" calculations do not include purchases through procurement card, since classification data is not available for those purchases. The FY 2005 increase over FY 2004 in dollars awarded to small and minority businesses is partially the result of a re-definition by the Commonwealth of Virginia for this category of suppliers, as well as a focused effort by department staff to classify previously unclassified vendors.

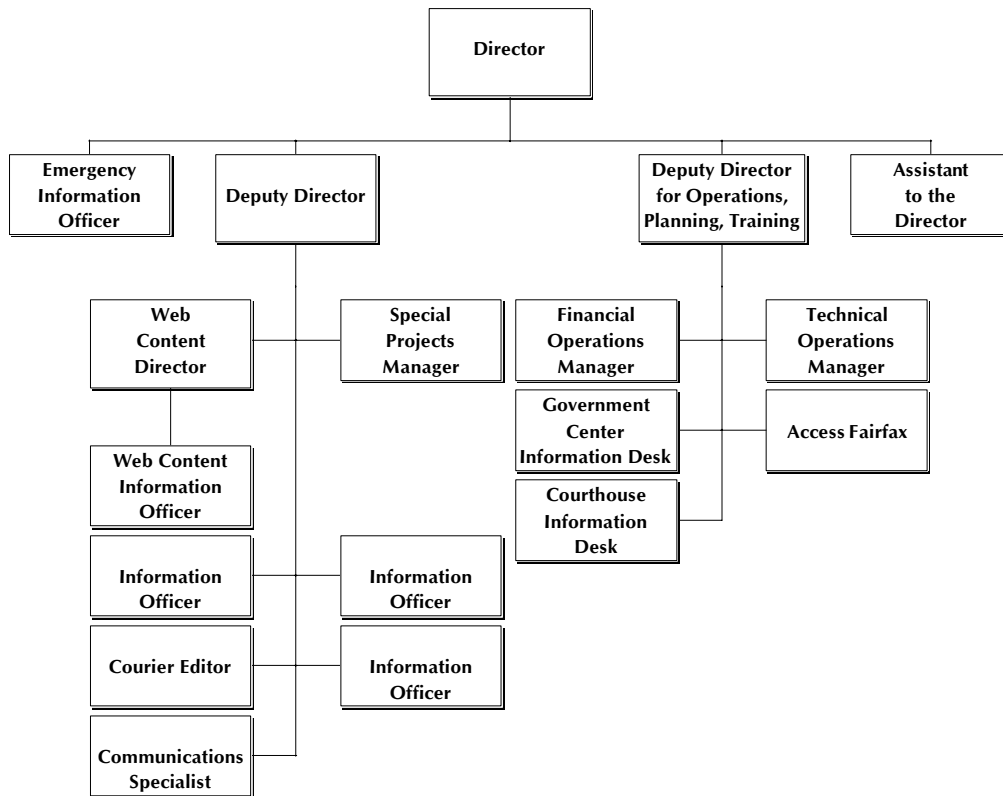
(2) In December 2007, Small Purchase Order limit increased from \$5,000 to \$10,000, decreasing the number of purchase orders that require buyer approval.

(3) In FY 2007, increased staff resources were directed to professional procurement activities, reducing the number of active contracts managed per buyer staff and the number of formal solicitations managed per staff.

(4) New FY 2007 indicator.

(5) The Department of Purchasing and Supply Management (DPSM) provides inventory oversight and assistance to agencies that maintain inventories. DPSM's staff cost per inventory line item has increased steadily since FY 2005 because, while the steady reduction in the number of line items creates efficiencies for the user agencies, the number of inventory sites and cost to support those sites remains static for DPSM.

Office of Public Affairs



Mission

To deliver effective, timely communication and information services to the public, elected and appointed officials, County agencies and the media with integrity and sensitivity.

Focus

The Office of Public Affairs (OPA) provides essential information to the public, elected and appointed officials, County departments and the media concerning County programs and services and is the central communication office for the County. OPA is structured to allow for flexibility in staffing, providing opportunities for teamwork, cross training and collaboration.

The Director serves as the County media spokesperson, as a liaison with the County Executive and the Board of Supervisors and as the Employee Communication Board Chair.

The Communications Section of OPA is responsible for the coordination of a comprehensive, centralized public affairs program for the County which also provides communication consulting to county agencies.

THINKING STRATEGICALLY

Strategic issues for OPA include:

- Expanding crisis and emergency communications;
- Managing the County's Web content;
- Enhancing access to information through customer service, technology and communication;
- Providing information proactively to the media; and
- Providing communication consulting services to other County agencies.

Office of Public Affairs

Additionally, the Deputy Director serves as County spokesperson in the absence of the director and assists with emergency communications.

The Customer Service Section of OPA is responsible for the planning, direction and administration of the agency as well as developing policy and procedures for the agency. This section will also manage the day-to-day operations of the agency's customer service and financial management staff, and providing leadership to the agency's workforce planning

OPA is organized to provide focus in four main areas: emergency information, Web content, communications and customer service. This structure facilitates the best use of OPA staffing to provide for the strategic issues that need to be addressed over the next five years: improve crisis/emergency communications; manage Web content; enhance access to information; provide information proactively to the media; provide communication consulting services to agencies without public information officers. Strategies to address these critical issues include increasing collaboration with agencies, enhancing information on the Infoweb and exploring resources for reaching diverse audiences. OPA's initiatives will support the county's vision elements and sustain the OPA vision: To be the information connection to the Fairfax County government, empowering our residents to make informed choices and improve the quality of their lives.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	18/ 18	18/ 18
Expenditures:		
Personnel Services	\$1,123,108	\$1,377,228
Operating Expenses	353,335	316,158
Capital Equipment	0	0
Subtotal	\$1,476,443	\$1,693,386
Less:		
Recovered Costs	(\$152,552)	(\$191,652)
Total Expenditures	\$1,323,891	\$1,501,734

Office of Public Affairs

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
13-01	Employee Communications	\$166,860	2	2.0
13-02	Issues Management	\$166,860	2	2.0
13-03	Customer Service	\$333,717	4	4.0
13-04	Media Relations	\$166,860	2	2.0
13-05	Communication Support for County Agencies	\$250,287	3	3.0
13-06	Web Content	\$166,860	2	2.0
13-07	Emergency Communications and Planning	\$83,430	1	1.0
13-08	Agency Planning and Organizational Development	\$166,859	2	2.0
TOTAL		\$1,501,733	18	18.0

LOBS SUMMARY

13-01: Employee Communications

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
<i>LOB #: 13-01</i>		<i>Employee Communications</i>	
Personnel Services		\$153,026	
Operating Expenses		\$35,129	
Recovered Costs		(\$21,295)	
Capital Equipment		\$0	
Total LOB Cost:		\$166,860	
Federal Revenue		\$0	
State Revenue		\$0	
User Fee Revenue		\$0	
Other Revenue		\$0	
Total Revenue:		\$0	
Net LOB Cost:		\$166,860	
Positions/SYE involved in the delivery of this LOB		2 / 2.0	

► LOB Summary

The Office of Public Affairs (OPA) is the lead County agency for internal communications, providing essential news and information to more than 16,000 County employees, including merit, limited-term and seasonal staff. Employees look to OPA to provide timely and accurate information that impacts the County; their agencies; jobs and professions; and personal/family lives.

Communication Tools Used by OPA:

Office of Public Affairs

- Courier
- Courier supplements
- NewsLink
- Employee Communications Board
- Communication Strategy
- Lead communicators monthly meeting
- E-mail/other communications from County Executive
- Photo archives
- Classifieds

Topics/issues include:

- Compensation
- Benefits
- Personnel policy changes
- Training and development
- Emergency preparedness
- Succession planning
- Ethics/conduct
- Information technology news/help
- Safety and security information
- County/Agency hosted events/activities
- Media coverage of County government
- Awards and honors
- Employee/agency profiles

Courier

Courier is an eight-page biweekly employee newsletter published 24 times a year, on most payday Fridays, containing news for and about Fairfax County employees. Courier is produced by OPA as a resource for County news and information for County employees. More than 16,000 printed copies are distributed Countywide, including 2,700 to Fairfax County Public Schools. Electronic copies are available and archived on the County Infoweb and Retirement Administration Agency public Web page.

The executive summary of the 2006 Employee Communications Survey (about a fourth of all active employees, or 2,979 in number, completed this survey) results noted that 88.6 percent of respondents indicated the Courier is available to them; 55.6 percent of respondents indicated they read Courier frequently; 43.3 percent of respondents indicated they read it sometimes or rarely and 84.5 percent of respondents believe Courier should be continued.

Courier is an integral part of the Fairfax Framework for Excellence – building and aligning leadership and performance at all levels of the organization in order to achieve the County's vision and provide high-quality services for the community. Effective leadership and management at all levels of the County government require sharing information up, down, sideways and diagonally. It also requires making sure this essential information, including the topics/issues outlined above, has meaning and context for all employees; a principal goal for Courier.

Office of Public Affairs

The Courier Editor is responsible for the publication's articles, photographs and design, in addition to the distribution of Courier with support from additional OPA staff. It is usually printed in the County's Print Shop.

Courier Supplements

In addition to the biweekly schedule of issues, OPA also publishes special Courier supplements to provide additional essential information to employees beyond the space available in the regular issue.

Annual Supplements:

Benefits Open Enrollment – Four-page tabloid issue with a summary of annual changes to the benefits package and graphs and charts detailing vendor benefits and costs. Published in October.

Length of Service – Two-page tabloid supplement listing employees who have achieved milestone anniversaries in their service to the County beginning with 10 years and on in five-year increments. Published in February.

Additional Supplements Published in 2007:

Compensation – An 8-page supplement published in May with a review and summary of changes in compensation for the County's approximately 8,400 general (S-Scale) employees resulting from the 2006-2007 comprehensive review by the Compensation Task Force.

Emergency Preparedness – A 12-page four-color supplement published in September 2007 (National Emergency Preparedness Month) as a joint project with the Office of Emergency Management with support from OPA's Emergency Information Officer. The purpose of the supplement was to compile preparedness information from multiple County, state and federal sources and summarize in an easy-to-use reference guide for employees. It is essential that employees are prepared so that they can serve County residents in time of need.

NewsLink

NewsLink is an electronic newsletter produced by OPA and transmitted via e-mail each business day to all County employees. NewsLink provides timely and important county news, announcements and information of general interest, as well as urgent issues such as air quality alerts and the lowering of the U.S., state and/or county flags, to all employees who have e-mail addresses. NewsLink also provides links to current articles in the media about Fairfax County. NewsLink effectively fills an information "gap" that Courier cannot fill due to its deadline and publication schedule and space restrictions.

The executive summary of the 2006 Employee Communications Survey results noted that 82.7 percent of respondents indicated that information is available to them via NewsLink; 60.9 percent indicated they frequently read NewsLink; while another 36.5 percent indicated they read it sometimes or rarely; 78.7 percent of respondents believe NewsLink should be continued.

NewsLink is an integral part of the Fairfax Framework for Excellence, for the same reasons outlined under the Courier header and covers all the same topics/issues.

In addition to the NewsLink Editor, four additional OPA staff support NewsLink by coming in before business hours each business day to search media sites online for County-related information and providing Web links to that information.

Office of Public Affairs

Employee Communications Board

The Employee Communications Board meets monthly and works to recommend and implement policy changes to better communications for and with County employees. Among other duties, the board is charged with facilitating two-way communication at all levels of government and serving as an advisor to the County Executive on matters related to employee communications. The board is chaired by the director of OPA.

The board is comprised of 23 county employees as follows:

- 1 Board Chairman
- 4 representatives of the human services agencies, appointed by a Deputy County Executive
- 3 representatives of the planning and development agencies, appointed by a Deputy County Executive
- 4 representatives of the public safety agencies, appointed by a Deputy County Executive
- 4 representatives of administrative agencies - two appointed by a Deputy County Executive (CFO), and one each appointed by a Deputy County Executive (CIO) and the Director of Human Resources
- 1 representative from the Office of Public Affairs
- 1 representative from the Department of Information Technology
- 1 representative from the Office of Equity Programs
- 1 representative from Cable Communications Productions Division
- 1 Language Access Coordinator
- 1 representative from the EAC
- 1 Courier Editor

In 2006, the board created and distributed a comprehensive communications survey to all County employees – available in both a print and electronic version. As a result of the survey findings, in 2007 the County Executive charged every County agency director with reporting on the state of internal communications within their agency. The board reviewed the agency reports and is developing a best practices report to be shared with the Senior Management Team.

Goals and Objectives

- Advise the County Executive on building communications capacity within each agency
- Foster an environment where all County employees, regardless of position or job function, are well informed regarding the County's mission of service to the community and issues that affect their employment
- Promote strategic planning and communications strategies throughout the organization
- Facilitate the process of delivering accurate information to employees at the right time
- Promote employees' right to be informed – communicating all relevant news, including the rationale behind critical business decisions and how these decisions will affect employees
- Recommend and promote mechanisms for communicating employees' concerns and the necessary feedback to employees
- Promote multi-language responsibility across the organization

Office of Public Affairs

- Educate employees about communication being a shared responsibility by all parties and that each employee is personally responsible for actively seeking information
- Recommend ways for agencies to streamline information
- Provide a forum to raise communication problems, act as sounding board to share ideas and solve problems
- Make recommendations for a system of communications measurement
- Interface with the Employee Advisory Council (EAC) and other entities as necessary

The Communications Board provides an annual report to the Office of the County Executive on the state of internal county communications at the end of the calendar year.

Communication Strategy

Developed by OPA, the Fairfax County Communication Strategy, established in Procedural Memorandum 13-06, outlines the County's official policy, procedures and standards for providing information about County services, programs and activities. The goal of the strategy is to provide a cohesive look, feel and message in all communications with residents, based on the seven Vision Elements that define the County's values. This strategy has helped change the culture so that our messages communicate each agency's work as part of a Countywide vision of service.

All County agencies are required to comply with the strategy and any modifications or exceptions must be approved by OPA, in collaboration with the Deputy County Executives.

OPA is responsible for maintaining and updating the Communication Strategy. Implementation of this policy, including development of more specific procedures and guidelines as needed, is the responsibility of each agency. Information in the Communication Strategy may change and changes will be announced through employee communication tools, such as NewsLink and Courier. Agencies are accountable for using the most current requirements.

Communication tools/services covered by the Communication Strategy include all County:

- Letters
- Memos
- Fax cover sheets
- Business cards
- Envelopes
- Writing styles
- County Vision Elements
- Printed news releases
- Electronic news releases
- Channel 16 programs
- Brochures
- Publications
- Voice mail
- E-mail
- Use of ADA statements

Office of Public Affairs

- Use of the County seal

Lead Communicators Monthly Meeting

The OPA Director chairs a monthly gathering of the County's (including FCPS) lead Public Information Officers and Communications Specialists representing most County agencies. The purpose of the meetings is to share and provide updates on topics that impact communications Countywide. Topics may include:

- Issues (homelessness, enhanced code enforcement)
- Topical subjects (elections)
- Media coverage
- Personnel Changes
- Web Content
- Communications Strategy
- Multi-agency events/partnerships
- Board of Supervisors Initiatives

Participants in the Lead Communicators Meeting are encouraged to share the information from the meeting with other communicators in their agency.

E-mail/Communications from County Executive

At the request of the County Executive, OPA will write e-mails and other communications to County employees for distribution under the County Executive's signature.

Photography

OPA is responsible for photography and maintaining photo archives for:

- Photos used for publication in Courier.
- Presentations at Board of Supervisors (BOS) meetings.
- Other events requested by BOS and/or County Executive.
- Delegations, often international, who visit the County.

Classifieds

OPA is responsible for maintaining the County employee classifieds on Infoweb. The classifieds are free and only available to County employees. In 2007, more than 1,280 classifieds were placed from Jan. 1 to mid-October.

► Method of Service Provision

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► Mandate Information

There is no federal or state mandate for this LOB.

Office of Public Affairs

LOBS SUMMARY

13-02: Issues Management

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
LOB #: 13-02		Issues Management	
Personnel Services			\$153,026
Operating Expenses			\$35,129
Recovered Costs			(\$21,295)
Capital Equipment			\$0
Total LOB Cost:			\$166,860
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$166,860
Positions/SYE involved in the delivery of this LOB			2 / 2.0

► LOB Summary

The Office of Public Affairs (OPA) provides strategic communications consulting for a variety of high-profile initiatives and issues. Many of these initiatives are priorities for the Board of Supervisors. OPA offers a Countywide perspective on these multi-agency initiatives and issues that require coordinated communications.

OPA takes charge of the communication on these issues, so the County can disseminate a common message with a single voice. This means that the agency leads the development of overall communications strategies and implements specific tactics, including:

- Developing key messages that properly frame the issue or initiative.
- Coordinating media response among multiple agencies.
- Creating issue-specific communications plans.
- Providing advice to elected officials, County Executive, staff, and others on media response.
- Issuing news releases, conducting media briefings.
- Monitoring media coverage, including social media, like blogs.
- Responding to related FOIA requests.

Office of Public Affairs

During the past six years, OPA has played a leadership role on the following Countywide issues:

- Environment (Air Quality, Cool Counties, etc.)
- Gang Prevention
- Homelessness
- Aging
- Day Laborers
- Code Enforcement
- Mental Health
- Teen Driving

In the future, OPA will continue to respond to new, emerging issues — as identified by the Board or by changes in population, demography or economy.

Board-Appointed Commissions

OPA provides communications support to a variety of board-appointed authorities and commissions (BACs). During the past six years, for example, OPA has supported the Bond Referendum Citizen Committees, the Virginia 2007 Community Citizen Planning Committee, Tysons Land Use Task Force and the Josiah H. Beeman Commission. This role for the agency will continue indefinitely into the future as additional BACs are appointed.

- **Josiah H. Beeman Commission**

OPA serves as the sole media spokesperson for the Beeman Commission, and the agency developed its communications plan. The agency also supports the commission's organized efforts to get public input from mental health consumers and providers. These efforts include surveys, communications with stakeholders and generating media attention. The Board appointed and convened this 18-member, blue-ribbon commission that is composed of local, state and federal mental health experts. The group will recommend how to improve the County's delivery of mental health services. Its task takes on even greater significance after the Virginia Tech tragedy, although the body was created well before it.

- **Tysons Land Use Task Force**

OPA supports communications for this effort, which has engaged 3,000 residents through 50 public dialogues, workshops and surveys during the past two years. The Board formed this task force to recommend updates to the 1994 land use plan for Tysons Corner. The mission of this 36-member group is vital to the future of Tysons — and the entire County. Not only is Tysons a vibrant neighborhood, but also it is the County's largest employment center. Regionally, Tysons is one of the two major economic hubs for the entire metropolitan area, according to the U.S. Labor Department. Future population and economic growth must be planned and managed if Tysons is to continue to thrive. To develop its recommendations, the task force is engaging in extensive public outreach. These outreach activities are the most far-reaching ever conducted for updating a land use plan.

Office of Public Affairs

- **Bond Referendum Citizen Committees**

Since 1998, OPA has served as the primary staff support to these committees appointed by the Board, and the agency coordinates the overall public education efforts about County bond referendums. OPA provides these committees with detailed information about every proposed project to be funded in each referendum, so committee members can inform civic groups, homeowners associations and others. The agency also mails out an informational pamphlet to every County household, posts extensive information on the county Web site, and conducts media briefings.

- **Virginia 2007 Committee**

This Board-appointed committee was formed in 2005, and OPA exclusively staffed this group. The agency led the effort to produce a series of 10 public service announcements that have run on Channel 16 for more than a year. These PSAs promote the County's many tourism attractions, including Mount Vernon, Sully Historic Site and the Udvar-Hazy Center. (As detailed in FXVA's market research, County residents are a primary method for promoting tourism to the County by friends and family.) The committee also published a 260-page anthology, covering 400 years of history in the County. For this project, OPA assisted the committee with producing, promoting and selling this popular book.

The committee's mission is to commemorate the 400th anniversary of the founding of Jamestown, Va., the first permanent English settlement in the Americas. The commemorations have a statewide goal for promoting tourism, and OPA helped the committee successfully market the County's rich history and tourism destinations. Committee members included representatives from some of the County's largest tourism promoters and attraction such as FXVA, Mount Vernon, the Smithsonian's Udvar-Hazy Center and Wolf Trap Center for the Performing Arts.

Issues Management

- **Air Quality**

The environment is one of the Board's six top priorities, and the Board's 20-year environmental plan specifically identifies improving air quality as a goal. OPA has been directly involved in the County's efforts, as well as the new "Cool Counties" initiative. Because the public can help reduce pollution, public education plays an important role in achieving cleaner air. OPA engages in local and regional public education efforts.

Within the County, OPA works in conjunction with the Health Department to develop and distribute informational and educational materials (including in Spanish and Korean) to explain the simple steps the public can take to improve air quality, in addition to direct outreach activities. Materials have been distributed through communitywide events such as Celebrate Fairfax!, town meetings and other County events and programs. County residents also were reached through the libraries, schools, and Fairfax Connector buses, among other outlets. During the ozone season (May 1 through Sept. 15), OPA initiates notification of County employees and the public when poor air quality days are forecast. The agency makes notifications using news releases and internal communications tools, such as EAN and CEAN.

Office of Public Affairs

Regionally, OPA is a sponsor for two broader print, radio and TV advertising campaigns, separately spearheaded by the Northern Virginia Transportation Commission and the Metropolitan Washington Council of Governments to help improve the region's air quality. OPA also assisted with the rollout activities for the "Cool Counties" launch.

These efforts have contributed to the steady decline in the number of days with unhealthy air quality (Code Red). In 2006, there were two Code Red days forecast, in 2007 there were none despite above-average temperatures and a record number of vehicles.

While air quality is improving, the release of pollutants will continue to increase, therefore public education activities must continue. The Metropolitan Washington Council of Governments estimates that greenhouse gas emission will increase by 39.17 million metric tons by 2020. Of this total, 13 million tons will be produced by vehicle exhaust.

- **Gang Prevention**

This initiative is one of the Board's top six priorities, and OPA has provided extensive communications support for this Countywide, public-private partnership. The County launched a comprehensive, community-based gang prevention, intervention and suppression program, titled "Every Child Is Worth Saving: A Community Partnership." This program brings together County agencies, public schools, faith groups and community and nonprofit organizations.

Communications activities for this initiative began in 2005, growing over time. OPA coordinated a Gang Prevention Summit in February 2005. This summit, which was the County's first on this issue, brought together residents, community organizations, County and school employees, federal officials and the Board. Today, OPA supports the Gang Prevention Coordinator, a position established in the Office of the County Executive following the 2005 summit and the Gang Prevention Coordinating Council. OPA's activities have also expanded to include the Northern Virginia Regional Gang Task Force.

The office is the lead on many of the County's gang prevention activities, including media outreach for inter-agency, Countywide activities such as the Road DAWG camp program; the middle school after-school program; and the Community and Recreation Department's Youth Worker Program, among others. OPA also coordinated the Northern Virginia Regional Gang Task Force's major news conference in July 2006. OPA also has developed educational and informational materials for public dissemination about steps that can be taken to recognize potential gang-related behaviors at home, school and in the community. These materials also detail the resources available to prevent gang activity and help the County's youth from becoming involved in gang-related activities.

OPA assists in developing congressional testimony about the County's program, in addition to presentations and informational materials for the Board and the Gang Prevention Coordinating Council. OPA also has coordinated with the Northern Virginia Regional Gang Task Force on its outreach activities, including public service announcements.

Office of Public Affairs

This integrated program is working. Gang-related crimes decreased 32 percent from 2005 to 2006, as well as at a greater rate than the decrease in overall crime during this period. State and federal officials from across the nation are observing Fairfax County's approach, and Chairman Connolly and the County's Gang Prevention Coordinator testified on the County's program before the U. S. House Committee on Government Reform.

- **Homelessness**

Homelessness largely remains a hidden problem in Fairfax County, unlike in many jurisdictions in the region. To address this problem in the greater Falls Church-Fairfax community, the Board endorsed a plan to end homeless within 10 years. The community has embarked on a public-private partnership. The 17-member Council on Homelessness — composed of representatives from nonprofits, faith groups, civic organizations and County agencies — developed a strategic plan in 2006 to prevent and end homelessness. This year a 96-member committee is now developing the mechanisms to put this plan into action.

OPA's communications activities are particularly important. The office has created public education materials to inform the public about the issue, including Web pages, brochures and a video. OPA also supported the planning and execution of a summit on homelessness. Communications support was also provided for the opening of the Katherine K. Hanley Family Shelter in August 2007. Media outreach efforts have generated 33 stories to date, including national coverage in USA Today. OPA also led the creation of a communications committee to ensure that the government, faith community, nonprofit and business communities all voice key, common messages.

Communications activities are expected to increase as a 10-year plan to end homelessness is implemented. OPA has developed a communications plan for the initiative.

- **Aging**

OPA coordinated the media briefing for "Anticipating the Future: Fairfax 50+ Action Plan 2007," which was released at the Oct. 15, 2007, Board of Supervisors meeting. This was the first product of the Board's focus on the opportunities and challenges of the demographic shift that is projected to result in a 32 percent increase in adults ages 50+ in Fairfax County by 2020. This shift will affect programs and services Countywide. OPA also coordinated the establishment of a Web presence on the Fairfax County Web site — www.fairfaxcounty.gov/olderadults — specifically focused on this demographic group and the resources available for them.

- **Teen Driving**

The Fairfax County Board of Supervisors' Safe Teen Driving Initiative was launched to establish better driving instruction, increased enforcement and greater parental involvement. OPA has been the lead in coordinating two major teen driving events — a Young Drivers Summit held in June 2005 and a Teen Driving Forum held in March 2006. Both events drew hundreds of attendees from the community, the schools, public safety organizations, businesses and garnered media attention. OPA carried primary responsibility for the detailed logistical arrangements for the events, including media outreach, extensive coordination between County agencies, the Fairfax County Juvenile and Domestic Relations District Court Citizens Advisory Council, the public schools and community and business participants.

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- **Enhanced Code Enforcement Strike Teams**

Initiated by the Board in 2007, this new initiative focuses on combating illegal boarding houses. Overcrowded homes are more than a public nuisance. For the tenants, the result is unsafe housing. These houses may not have enough exits in case of a fire. For neighbors, the result is a reduced quality of life. There can be problems with litter, too many parked cars or other issues.

The teams bring together zoning, building, health and fire code inspectors to address the problem, and there are 15 agencies working jointly to support the teams. OPA coordinates overall communications, providing critical information to the public and media. Neighbors want information about what the County is doing to address the problem, and the media wants to know how the County's initiative ties into broader issues, such as affordable housing, homelessness and immigration.

To meet these needs, OPA designed Web pages that allow residents to submit complaints about suspected boarding houses, as well as provide district-specific statistics on the teams' enforcement actions. The agency also created a standardized presentation that's been delivered to more than 17 homeowners associations since June 2007. OPA also coordinated a media briefing to launch the teams' activities. On a weekly basis, the agency also responds to numerous media inquiries, including coverage about the displacement of residents from two motels and the jailing of an illegal boarding house owner.

- **Day Laborers**

This high-profile issue generated more than 343 print stories during the last two years, and OPA has played a pivotal role in media response, especially since the County was in litigation over this issue. In this capacity, the agency coordinated the response to media inquiries, so the County could speak with one voice. This required OPA to work with the County Attorney's Office; County Executive's Office; Department of Systems Management; Park Authority; Police Department and the County's contractors.

This issue arose because the County is funding an overall strategy for dealing with sites where day laborers gather, including the formal site in Herndon that is now defunct. While the County did not establish the site in Herndon, the County funded a nonprofit to implement the County's strategy at this location in the town.

► **Method of Service Provision**

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► **Mandate Information**

There is no federal or state mandate for this LOB.

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LOBS SUMMARY

13-03: Customer Service

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
LOB #: 13-03		Customer Service	
Personnel Services			\$306,047
Operating Expenses			\$70,258
Recovered Costs			(\$42,588)
Capital Equipment			\$0
Total LOB Cost:			\$333,717
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$333,717
Positions/SYE involved in the delivery of this LOB			4 / 4.0

► LOB Summary

The Office of Public Affairs (OPA) is the information connection in Fairfax County. As with every agency in the County government, it strives to exceed customer service expectations when doing business with our County residents. Within OPA, customer service is more than a qualitative descriptor; it is a formal organized staff with processes and procedures and deliverables. The priority objective of the staff is to respond to informational requests from our residents over the phone, face to face and by e-mail about a wide range of information. This informational exchange occurs daily in each of five locations throughout the County.

With a trending demographic increase in both the number and diversity of County residents, OPA Customer Service staff responds daily to information requested in one of the more than 49 languages spoken by residents who may also have varying ability to navigate our County government.

In the presence of County resources directed at technological transformation, an obvious expectation would be a decline in the number of face-to-face or voice to voice contacts required; however the personal contact numbers are increasing. There may be several reasons for this conundrum.

- The OPA Customer Service South County Center is located in a facility tasked to serve the Human Services needs of the community. Among other services in the center, OPA Access Fairfax provides computers and phones for residents to use as they engage in employment-seeking tasks. Technology in the home is often non-existent for these residents. Often the residents need help in understanding directions given on the center's technology as well as

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redirection to another facility or other services. This facility also houses new student registration for Fairfax County Public Schools, which also impacts the walk-in traffic.

- The Government Center (GC) is the centralized site of many County services and agencies that either require in-person business transactions or facilitates the personal preference of the resident to do business in person. The GC is also the site of many public meetings and conferences. These occasions may entertain repeat visitors as well as national and international one-time visitors. Although there is event information posted in many prominent locations along with a CRiS kiosk, visitors still find comfort in stopping by the Information Desk to confirm their directions. These requests become opportunities to market the positive “intangibles” of Fairfax County.
- The Courthouse location is a high-traffic location for obvious reasons. There is a sense of urgency and sometimes agitation in its visitors because they are usually responding to a requirement to perform a corrective action. Confusing directions or locations can result in life-altering penalties. Often the residents have to be redirected by Customer Service staff to one of the 14 other court-related locations. In these circumstances the service time per customer ratio is lengthened and may cause a backlog. This location has a preponderance of residents with English as a second language and literacy challenges that make the ability to use the technology that is available more challenging if not impossible. With the opening of the new larger Courthouse complex, and its additional technology support, no reduction in personal contact requirement is expected.

The Customer Service team tracks not only the volume of information requests but also the content. The resulting trend analysis provides insight to the Public Information Officers as well as those involved with Web content and non-traditional media. Issues can be anticipated and highlighted in media discussions in a timely fashion.

Statistically speaking, in 2006 the Government Center Lobby Information Desk served 18,591 walk up customers and answered 33,845 phone calls and e-mails and 247 Emergency Information Line calls. Additionally the GC staff had a plethora of back office ad hoc assignments to execute. The OPA Customer Service 5th floor reception desk in the Government Center also served walk-in visitors and responded to phone calls. In the future this position is being redefined to additionally provide backup support administratively to the Deputy Director of Operations, the Executive Administrator and to the Manager of Financial Operations.

The new Courthouse Information Desk will support Juvenile and Domestic Relations District Court, Fairfax General District Court and Fairfax Circuit Court with linkages to other municipalities. In 2006 the current Courthouse Information Desk operated only half-time staffed by two Court employees and one volunteer and yet served 23,4000 walk-ups and answered 3,900 phone calls. The Courthouse Customer Service Information program delivers critical information to include: daily dockets, agency information about the Adult Detention Center, Commonwealth’s Attorney, Bar Association, Police Department, Law Library, Probation and Parole Departments, Office of the Magistrate, Sheriff’s Office and the Office of the Public Defender.

The South County OPA Customer Service staff, located in the South County Government Center, responded to 3,098 phone calls and 17,384 walk-in requests in 2006. Access Fairfax is a one-stop, stand-alone facility managed by OPA Customer Service staff in the South County Center. There are both computers and phones for County residents to use in their e-government-related activities.

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Access Fairfax is also a telework and satellite office facility for County agency employee outreach, flexible work scheduling or a conveniently located space for client meetings. 21,794 patrons were served in 2006. The South County staff is also responsible for scheduling all public meeting facilities in the building. The South County function evolved from a Fairfax County Public Library service function and a Facility Management Function of the South County Government Center.

Customer Service Delivery Tools

- **703-324-INFO** — Coordinates and manages content of 703-324-INFO (703-324-4636). An automated information line that contains more than 200 messages and provides easily accessed, taped information with 24/7 access, about County programs, services and civic responsibilities.
- **Directory of County Information** — Maintains and updates Directory of County Information, which includes government activities, addresses, phone numbers, hours of operation and branch offices. This directory, which includes more than 1,400 entries, is used by multiple County agencies.
- **Customer Contact Center** — The Office of Public Affairs is piloting the Customer Contact Center in cooperation with the Department of Information Technology. The customer service staff uses the Customer Contact Center to track phone call and walk-in requests. The system also houses the new Directory of County Information and Homeowner and Civic Association List. As other agencies are added to the system it will serve as a central repository providing an opportunity for sharing critical information across multiple Fairfax County call centers and managing customer relationships.
- **Delegations** — OPA manages, coordinates and accommodates requests for briefings from county staff for national and international visitors to Fairfax County. Delegations range in size from one to 30 people.
- **Homeowners Association List** — Maintains list of more than 1,700 Community and Homeowner associations. This list is used by many County agencies as a primary means of communicating with residents.
- **Public Meetings Calendar** — Maintains and serves as approval for the Public Meetings Calendar. This calendar sits on the County website and lists all public meetings. This helps to fill Virginia Freedom of Information Act (FOIA) requirements to post public meetings.
- **OPA E-mail Box** — The agency responds to more than 500 e-mail messages annually received through the County Web site.
- **Information Presentations** — Prepares, updates, delivers and disseminates PowerPoint presentations on the services provided by Fairfax County. The presentations are communication tools that promote the County and give the audiences a comprehensive overview of the services provided. The presentations have been given to groups of residents, students and visitors.

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► Method of Service Provision

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► Mandate Information

This LOB (OPA Customer Service) is state mandated by the Virginia Freedom of Information Act (VFOIA). The percentage of this LOB's resources utilized to satisfy the mandate is 25-50 percent. See the January 2007 Mandate Study, reference page 5 for the specific state code and a brief description.

13-04: Media Relations

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
<i>LOB #: 13-04</i>		<i>Media Relations</i>	
Personnel Services			\$153,026
Operating Expenses			\$35,129
Recovered Costs			(\$21,295)
Capital Equipment			\$0
Total LOB Cost:			\$166,860
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$166,860
Positions/SYE involved in the delivery of this LOB			2 / 2.0

► LOB Summary

Due to its proximity to the nation's capital, Fairfax County provides information to local, national, regional and international media outlets. For this reason, media relations demands a considerable amount of time from the Office of Public Affairs (OPA) staff. In addition, the Director acts as County spokesperson, which requires an additional commitment to gathering comprehensive information and developing media strategy.

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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 general newspapers, radio stations and television stations. Reaching out to the social media includes targeting messages towards 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.

In FY 2007, OPA introduced News to Use as an online publication to keep the media and the general public informed about the latest happenings in the County. In response to media calls about County issues, OPA staff provides accurate, positive and timely information in a constructive way. The individual activities designed to build strong media relations are outlined in the following section.

- **Daily 24/Seven Media Response**

The Director of OPA serves as a spokesperson for the County with OPA staff filling this role in his/her absence. The office responds to an average of 70 media calls each month, which require an average of nearly 15 minutes each to complete. Since assuming the role of spokesperson in January 2001, OPA has managed media coverage of routine questions from reporters and large-scale events, such as the sniper trials and Hurricane Isabel. All non-OPA communicators in the County have a dotted-line reporting relationship with the OPA Director. In the event that more than two County agencies become involved in an incident, OPA takes the lead in coordinating communications for that incident.

- **Communication Policies and Procedures**

OPA writes or revises policies and procedures to reflect changing priorities. The office is currently in the process of producing a strategic plan using the communication audit as a springboard. Based on issues raised during mock emergency exercises, staff is also preparing a Countywide crisis communication policy.

- **Proactive Media Contacts**

OPA researches, writes, edits and distributes approximately 340 news releases annually to more than 150 print, broadcast and online media. The releases allow the agency to inform the media of events and issues affecting the County. The releases are also posted online with an RSS feed to allow the public immediate access to the news as well.

- **FOIA Meeting Schedule**

OPA prepares and distributes a weekly FOIA meeting notice to media, as mandated by the Virginia Code 2.1-340 through 2.1-346, regarding publishing notices of public meetings.

- **FOIA Requests**

OPA coordinates responses to all FOIA requests from the media, as mandated by Virginia Code 2.1-340 through 2.1-346.

- **Media Database**

OPA edits and maintains a current list of more than 150 reporters and media outlets. This list is shared with other County agencies to ensure information is disseminated to the same audience throughout the County.

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- **Media Paging System**

OPA enhances its availability to the media through a media paging system, which provides the media with access to the OPA Director or a designated staff member 24 hours a day/seven days a week. The system allows the caller to leave a message and page the on-call staff member.

- **Media Satisfaction Survey**

To gauge the quality of its media relations efforts, OPA has initiated a media satisfaction survey that is sent annually to any media representative that has more than three contacts with OPA during the previous 12 months. The survey is evaluated to determine any area of media relations that needs to be improved.

- **News Conferences/Media Events**

OPA provides support to the Board of Supervisors and County agencies to plan news conferences and media events and ceremonies. For example, OPA coordinates the annual news conference with the County Executive and Board of Supervisors members on the fiscal year budget.

- **Social Media**

OPA monitors online media outlets, such as blogs and discussions 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 efficient manner if 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 Web sites, video-sharing Web sites, wikis, virtual reality, podcasts, and RSS feeds.

► **Method of Service Provision**

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► **Mandate Information**

There is no federal or state mandate for this LOB.

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13-05: Communication Support for County Agencies

Fund/Agency: 001/13		Office of Public Affairs
LOB #: 13-05		Communication Support for County Agencies
Personnel Services		\$229,538
Operating Expenses		\$52,691
Recovered Costs		(\$31,942)
Capital Equipment		\$0
Total LOB Cost:		\$250,287
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$250,287
Positions/SYE involved in the delivery of this LOB		3 / 3.0

► LOB Summary

The Office of Public Affairs assigns its staff to assist County agencies that do not have their own Public Information Officers or Communications Specialists. OPA communicators assist these agencies with media relations, communications, marketing, news releases, publications, etc. OPA currently has 11 staff members assigned as communications consultants to 29 different agencies. The agencies for which OPA currently consults are:

- Administration for Human Services
- Board of Supervisors
- Cable Communications & Consumer Protection
- Civil Service Commission
- Clerk of the Circuit Court
- Clerk of the General District Court
- Clerk to the Board of Supervisors
- Community Revitalization and Reinvestment
- County Attorney's Office
- County Executive's Office
- Elections
- Emergency Management
- Equity Programs
- Facilities Management
- Finance
- Health Insurance Portability and Accountability Act (HIPAA) Compliance Manager
- Human Resources
- Human Rights Commission
- Information Technology
- Internal Audit
- Juvenile and Domestic Relations District Court

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- Management and Budget
- Planning & Zoning
- Public Safety Communications
- Public Works and Environmental Services
- Purchasing
- Systems Management for Human Services
- Tax Administration
- Vehicle Services

Agency Communication Survey

OPA conducts an annual survey of all County agencies designed to measure the effectiveness of its support to agencies and to determine their communication needs.

Board Presentations and Proclamations

OPA coordinates approximately 195 presentations requested by the Board of Supervisors annually for proclamations, resolutions and certificates for more than 900 recipients; includes scheduling all participants, preparing items for presentation by researching, writing, coordinating review and producing final document, arranging photographic services in print and online, and providing support materials to the Board.

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 e-mail summarizing the highlights of the meeting. The e-mail is sent to the Board of Supervisors, the Senior Management Team, and the lead communicators in the County. A staff member is also present at Board committee meetings. OPA staff responds to media inquiries related to the Board agenda and to the committee issues.

Communication Seminars/Training

To support the Board of Supervisors' emphasis on marketing the County, OPA coordinates a Media Relations Training, a 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 the interviewee have. The Social Media Training provides an overview of emerging technologies that employees need to be aware of, and what the County policy is for staff utilizing this media. Previous seminars have included "A Marketing Toolbox," "Successful Media Relations" and "How to Plan an Event."

County Participation in Awards Programs

OPA manages the County's participation in many award programs; including announcing timelines; collecting, reviewing and editing submissions from other agencies; preparing submissions for review by the County Executive and submitting final selections to approximately 10 state and national award programs such as NACo, NACIO, VML, Ford Foundation Innovations in Local Government and Public Service Excellence Awards.

Equipment Maintenance

OPA monitors agency audiovisual equipment and ceremonial supplies and maintains a log for lending that equipment to Board members and other agencies.

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Photographic Services

OPA coordinates photographic services for a wide variety of events to be included in Courier, posted online, or distributed to the media.

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 support to County communicators on a day-to-day basis in addition to an emergency situation when more than two agencies are involved.

Publication Editing and Design

OPA designs, writes, reviews and edits brochures, newsletters, correspondence and other printed and online materials for County agencies.

Special Events

OPA coordinates planning, scheduling, marketing, production of invitations and programs, equipment placement, event logistics and agendas with Board members, other County staff and business and residents for special events such as ribbon-cuttings, groundbreakings and dedication ceremonies.

► Method of Service Provision

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► Mandate Information

There is no federal or state mandate for this LOB.

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LOBS SUMMARY

13-06: Web Content

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
LOB #: 13-06		Web Content	
Personnel Services			\$153,026
Operating Expenses			\$35,129
Recovered Costs			(\$21,295)
Capital Equipment			\$0
Total LOB Cost:			\$166,860
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$166,860
Positions/SYE involved in the delivery of this LOB			2 / 2.0

► LOB Summary

Fairfax County's Web pages are the places where Public Information and Customer Service come together.

The Office of Public Affairs (OPA) plays a pivotal role in creating and managing the County's Web presence to residents and to the world. As the virtual front door and the only communications medium available to anyone in the world with an Internet connection that the County fully controls, OPA's Web content purpose is simple: convey the County's mission and business effectively and efficiently. Accomplishing this means taking an approach different than typical printed communications because the Web is a different medium with its own precise set of best practices, guidelines and standards.

Fairfax County's Web presence is managed at the highest levels by two County agencies – the Office of Public Affairs and the Department of Information Technology (DIT) – and staff members in each agency/department also publish content. OPA is ultimately responsible for the content published on the public Web site and Infoweb, serving as planner, creator and coordinator.

The County's Web site is a strategic asset that's included in both OPA and DIT strategic plans. This partnership is crucial to the success of the County's Web presence because OPA manages the messages and content while DIT manages the technology assets.

OPA plays a key, vigilant role in coordinating content and ensuring that the public can access information in a usable format without always knowing what specific agency or department controls the topic. This silo-busting philosophy is critical to the foundation of a successful, useful Web site and it follows the growing trend of coordinating information more effectively. OPA has created

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many cross-cutting Web components for major County initiatives, including Emergency Information, Public Meetings Calendar, Bond Referendums (since 2002), the Enhanced Code Enforcement Strike Team, Ending Homelessness, Beeman Commission, Cool Counties, 50+ Action Plan, Senior Navigator and Pandemic Flu.

Going forward, OPA's Web content role will become more critical and influential. As the 2006 "Anticipating the Future" study noted, "The residents of Fairfax County have been rapid adopters of new technology." The study further shows that even in 2000, the County was well above the national standard for homes with Internet access as 79 percent of residents were connected versus just 42 percent nationwide. The strong level of access and the rise of video, blogs, maps and other mainstream Web content creates different expectations that Fairfax County must respond to in order to reach as many residents as possible with its services and messages. Another reason is a simple demographic shift.

Consider these numbers of age groups and their Internet use (from July 2005, Pew Internet and American Life Project):

<u>Age</u>	<u>Use</u>
12-17	87 percent
18-29	77 percent
30-49	75 percent
50-64	58 percent
65+	22 percent

The numbers point to a clear trend of more residents using the Internet more often at all age levels, especially as the demographics shift over time. Also, as the demographics of the County workforce shift, an enhanced internal Web presence will be key to doing business, improving efficiency and sharing information.

These trends will dominate Fairfax County's future. A performance-based thinking question would ask, "What is the customer doing that impacts us?" OPA's Web content line of business will need to assess the best ways to respond, in partnership with DIT and other County departments.

OPA's FY08 budget cited 18 "New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision." Of those, 15 included a Web content component, either through external or internal communications.

Web content was not part of the 2001 ICAPS because the Web was in its infancy. The importance of an organization's Web presence (both external and internal) has been well documented during the last six years. One dramatic example that shows how the Web has become an integral part of everyday life comes from the Pew Internet and American Life Project. Between 1996 and 2006, the percent of Americans who access news on a Web site increased 1,450 percent, while the following sources lost major ground: national TV 53 percent; newspapers 31 percent; radio 23 percent; and local TV 22 percent.

In this new, online media world, OPA is adapting to respond and leading the County in new directions.

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Creating, Updating and Verifying Content

OPA has created, updated and verified hundreds of Web pages during the last six years. In the last six months alone, OPA has created or updated Countywide pages for the Enhanced Code Enforcement Strike Team, Ending Homelessness, Josiah H. Beeman Commission, Cool Counties, 50+ Action Plan, and Pandemic Flu. This small sampling shows the depth and breadth of cross-county information sharing that's unique to OPA – we ensure a consistent message that includes all County department information on a topic. OPA publishes more than 300 news releases online a year; updates the Board of Supervisors' presentations after every meeting; maintains the news section of the County's home page with timely information such as tax deadlines, upcoming events and County initiatives; updates the central, Countywide News to Use Web page; creates biweekly podcasts; and publishes key information to the Infoweb such as the Countywide Communication Strategy, Code of Ethics and other major topics. OPA also envisions taking a more active role in managing content on major topics such as the environment and transportation.

Planning and Development

OPA and DIT are jointly planning the County's new Web site and new Infoweb. These two major projects are significant because they will propel the County into a new age of Web content. Short-term and long-term needs are being addressed and efficient solutions are being discussed and implemented. OPA's Web content line of business and the County's line of business are affected by these new Web sites because they must be user-friendly and easy to access.

Public Outreach

Testing and assessing Web sites constantly are key pillars to successful Web sites. OPA will take the lead in public outreach for County Web pages through online surveys, focus groups and one-on-one usability tests. This outreach is critical to planning and development because actually watching users test a product leads to important changes that make the product more effective and efficient.

Coordinating Web Content

OPA's unique role as the County's central communications office extends to the Web. OPA knows the big picture of the County and conveys this on the Web through timely publishing of key information and coordinating content between agencies that may be working on the same topic and not be aware that there are relevant Web pages elsewhere. As the County continues to break down stovepipes among agencies, the Web coordinating role only will become more important, just as it has become critical for successful media relations. OPA envisions bringing together representative Web staff to form an advisory council to plan and coordinate more effectively.

Education and Training

As cited earlier, other County staff members publish content to the public Web site and Infoweb. However, the level of training, the priority of Web content in their job portfolios and the intuition to link other County efforts together is inconsistent. OPA has started to take the critical steps necessary to educate and train County staff to publish Web content more effectively. These efforts will increase during the next few years. The return on investment in education and training will tie into satisfaction levels. Throughout the last six years, the levels of satisfaction with the County Web site have decreased:

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Satisfaction Levels	February 2001	August 2007
Very	32 percent	31 percent
Moderately/Somewhat	52 percent	43 percent
Not Very	5 percent	19 percent
Not At All	3 percent	7 percent
Do Not Use the Site	8 percent	n/a

Improving Web satisfaction requires a multifaceted effort which must include educating and training County Web content providers. Online resources are now available on the Infoweb, but online training modules, in-person seminars and other opportunities are envisioned.

Emergency Information

According to the County's Emergency Operations Plan, OPA is mandated as the lead communications agency during major emergencies. OPA uses the Web as a primary method. Emergency information was published to the Web site for Hurricane Isabel, Huntington flooding, Tropical Storm Ernesto, sniper attacks and anthrax. In addition, the County's emergency information Web pages have been enhanced. OPA Web content staff is available at any hour to publish critical information. On a regional level, one major emergency Web-based initiative that OPA plans to lead is the development of an online Joint Information Center (JIC) for regional communications. OPA also maintains the National Capital Region's Make a Plan Web site.

Policy

OPA — in consultation with the Deputy County Executive for Information, the E-Gov Committee and DIT — provides the policy backbone for the County's Web content. Conversely, DIT consults with OPA about the technical standards. The Public Web Site Content Policy is outlined in Procedural Memorandum No. 13-04. OPA will lead efforts to develop a content policy for the new Infoweb by mid-2009.

Internal Communications

Currently, OPA maintains key portions of the Infoweb such as the Countywide Communication Strategy, Code of Ethics, all County Executive pages and other pages. A more robust Intranet is planned in 2008-09 and OPA's role is expected to expand to include publishing a daily news home page for employees and developing new content that helps employees become more efficient and effective.

Publishing Social Media

The Internet evolves every day with new Web sites, standards and trends. OPA is keeping up to date with these changes, especially changes in social media such as blogs, podcasts and wikis. OPA has taken the lead on some social media efforts already, including podcasts. From April 2007 to August 2007, 32 podcasts were created in partnership with Channel 16. Podcasting clearly moves the County's mission forward because residents now have another option to access County information. The County is taking advantage of social media and communicating beyond traditional ways.

New Technologies Research

OPA researches and analyzes new technologies to make the agency more efficient. For example, the use of automated electronic mailing lists is currently being researched. The automated electronic mailing lists will allow the agency to disseminate information quickly and easily to a large population, hence improving both the service provided and the efficiency of the agency.

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Other Languages

According to the 2006 “Anticipating the Future” study, 39 percent of the Fairfax County population may speak a language other than English at home by 2010. Web content must keep pace so residents can continue to access information, especially life safety information. OPA is taking the lead through a Request for Proposal to develop a uniform process for agencies to accurately publish Web content in other languages.

► Method of Service Provision

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► Mandate Information

There is no federal or state mandate for this LOB.

13-07: Emergency Communications and Planning

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
LOB #: 13-07		<i>Emergency Communications and Planning</i>	
Personnel Services			\$76,513
Operating Expenses			\$17,564
Recovered Costs			(\$10,647)
Capital Equipment			\$0
Total LOB Cost:			\$83,430
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$83,430
Positions/SYE involved in the delivery of this LOB			1 / 1.0

► LOB Summary

Emergency Communications

The Office of Public Affairs (OPA) is the lead agency in providing emergency public information to residents and businesses in the County and employees of Fairfax County Government.

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According to the *Fairfax County Emergency Operations Plan*, this emergency communications task is defined as Emergency Support Function (ESF) 15: External Affairs. As lead agency for ESF 15, OPA has a mission:

“To provide timely and accurate information to the public, the media, the private sector, and Fairfax County elected officials and employees during emergencies or threatened emergencies and to provide the protective action guidance as appropriate in order to save lives and protect property.”

The Emergency Operations Plan also states that “when more than two County agencies are involved in emergency operations, the Office of Public Affairs, as the lead agency of ESF 15, will serve as the primary point-of-contact for release of information to the media and public.”

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 (FAC) to include family and media briefings, Web site postings, news releases, and other public information efforts, and facilitates communications with family members.

Emergency communications encompasses:

- 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 attempts to do no harm to the current situation, eases public concern and provides 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 wide-spread 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, severe snow, ice and ozone action days.

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 to and provide support and guidance for either the elected 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.

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Emergency Information Officer

During emergency events, the OPA Emergency Information Officer serves as operations lead for OPA staff in the response to the incident. This position also provides support to the OPA Director, Chairman's Office, County Executive and other agencies in responding to emergency incidents. The OPA Emergency Information Officer (Public Safety Information Officer IV) is a dedicated position in support of emergency communications and emergency planning functions for the agency, as well as the County.

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 OPA staff assigned to an emergency role for a 12-hour shift – either the red team (first to respond) or the blue team (second 12-hour shift). On a weekly basis, OPA staff know their roles and responsibilities for emergency communications and are expected to respond to the call 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. Additional OPA personnel, such as the Emergency Information Officer and other senior level management staff, have also been trained in higher level courses, such as ICS 232: Effective Communication; ICS 300: Intermediate ICS for Expanding Events; and ICS 400: Advanced ICS for Command and General Staff, Complex Incidents and MACS.

WebEOC

During emergencies, OPA uses the WebEOC product – 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 Alternate Emergency Operations Center (AEOC), the Emergency Information Line Call Center or the OPA Operations Center. Because the software is primarily used for emergency management, OPA is also investigating funding and solutions to establish a Virtual Joint Information Center (JIC).

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, because of 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 AEOC. This position most recently served on the countywide Continuity of Operations Planning (COOP) Committee and was a part of the team that developed the Medical Needs/Social Needs Registry (as well as the communication plan for the program), served on the Government Center Emergency Response Open House planning team and was a member of the change team that led in the transition of the County's 9-1-1 Center from within the Police Department to a stand-alone County agency — the Department of Public Safety Communications.

The Emergency Information Officer (and other OPA staff) is involved in all County tabletop and functional exercises, such as the Family Assistance Center exercise, the Cities Readiness Initiative exercise (Health Department), both Patriot Challenge exercises, etc. In addition, the OPA Director, as Chair of the National Capital Region's Emergency Support Function 15, was the only

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communicator that was allowed to participate in a September 2007 NCR “Senior Leaders Seminar” to discuss emergency “events of regional significance.”

OPA staff has also participated in the facility design process for the Public Safety and Transportation Operations Center (PSTOC) to ensure that the resources required to support the Public Information Officer (PIO) function of the *Fairfax County Emergency Operations Plan* were included in the final design of the new state-of-the-art facility.

Emergency Support Function (ESF) 15: External Affairs

Recent events such as the April 16, 2007, shootings at Virginia Tech, the anthrax scare and the D.C. sniper shootings emphasize the need to have trained personnel ready to respond to the incident, but also to communicate life safety and risk communication messages to county residents.

As outlined in the *Fairfax County Emergency Operations Plan*, OPA is responsible for Emergency Support Function (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 the operation of the Fairfax County Government Emergency Information Line (rumor control system).

ESF 15 encompasses the full range of external affairs functions including public information, community relations and governmental affairs:

- 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) and 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 the members of the Fairfax County Board of Supervisors and legislative offices representing the affected areas to provide information on the incident and the status of response and recovery activities. It also includes coordinating responses to inquiries from the Board of Supervisors and elected officials.

PIO Corps

A component of ESF 15 is the County PIO Corps, simply defined as all County government Public Information Officers. As the lead for ESF 15: External Affairs, OPA must perform numerous functions during an emergency event or activation of the Alternate Emergency Operations Center (soon to be the EOC when the Public Safety and Transportation Operations Center is complete), including:

- Staffing and supervising 20-plus volunteer call-takers for the Emergency Information Line.
- Staffing the Alternate Emergency Operations Center (five staff positions).
- Staffing the OPA Operations Center.

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- Providing staff support as needed to a local/regional Joint Information Center (JIC) and/or Virtual JIC.
- Staffing and/or providing support to field PIO's at multiple locations.

Because of these and other responsibilities, OPA staff are often taxed. That's why the PIO Corps was established. As needed during emergencies, the Director of OPA can assign any County PIO to work the emergency incident. That PIO remains an employee of his/her agency, but for the duration of the event, is assigned to emergency communications functions as directed by the Director of OPA.

Emergency Communication Tools

The Office of Public Affairs disseminates emergency communications to various audiences using numerous methods including:

- ♦ Media outlets
- ♦ Press Room
- ♦ County Web Site
- ♦ Medical Needs/Social Needs Registry
- ♦ RSS Feeds
- ♦ Health and Safety Podcast
- ♦ Channel 16
- ♦ Emergency Messaging System
- ♦ Emergency Information Line
- ♦ 703-FAIRFAX (324-7329)
- ♦ Community Emergency Alert Network (CEAN)
- ♦ Emergency Alert Network (EAN)
- ♦ ESF 15 Business/Nonprofit Update
- ♦ Community Meetings
- ♦ Door-to-Door Contact
- ♦ Joint Information Center (JIC)
- ♦ Virtual JIC
- ♦ 1670 AM Radio

324-SNOW (7669), 246-SNOW (7669) and 87-SNOW-FFX1 (1-877-669-3391)

Through the use of these tools and resources, OPA is able to provide emergency communications to County residents, businesses and nonprofit organizations, the media, and the County's workforce. A more detailed explanation of each follows:

- **Media outlets** – A major role of OPA is to distribute emergency communications to the media, which become a partner to the County in broadcasting life safety and property conservation messages to County residents. 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, photo releases and also schedules media briefings and news conferences as needed during an emergency.
- **Press Room** – While not a communications tool, the County Press Room, located in Suite 158 of the Government Center, is an important part of OPA's emergency information program. Designed as a location for members of the media to work on a day-to-day basis, the Press Room serves during emergencies as a location for media to position themselves in a safe and secure environment where they will be able to cover the story and have access to County spokespersons and agency heads involved with the incident. Located almost directly across from the Alternate Emergency Operations Center, the Press Room features a briefing

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area complete with broadcast-quality television lighting, podium, audio/visual system and sound system designed so that media can easily record briefings and presentations.

- **County Web Site** – With the popularity of the Internet, OPA redesigned the County’s Emergency Information Web page during National Preparedness Month (September 2007) to be more user friendly and easier to read. The Web is critical for information dissemination to such a “wired” community as Fairfax County. In addition to a specific Emergency Information Page, OPA posts emergency communications to the home page of the County Web site 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 about the incident, where to find assistance, numbers to call, etc.
- **Medical Needs/Social Needs Registry** – A part of the County’s Web site is the newly created Medical Needs/Social Needs Registry, an online registration area where individuals with medical needs and organizations serving people with social needs can pre-identify themselves to the County so that 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 for this new service launched in September 2007.
- **RSS Feeds** – RSS, which stands for “Really Simple Syndication,” is a way to publish frequently updated content such as news headlines or podcasts making it possible for people to keep up with their favorite Web sites in an automated manner that’s easier than checking them manually. In addition to the generic RSS feeds of County news releases, OPA has created an emergency news RSS feed as a way to quickly “push” emergency information to County residents, media, business, nonprofits and other interested audiences that sign up to receive the feeds through their RSS reader.
- **Health and Safety Podcast** – The Health and Safety podcast is a tool designed to present 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, the Police Department, Fire and Rescue Department and the Health Department. The OPA Emergency Information Officer writes and records this podcast which can be listened to via the County’s Web site or downloaded and listed to on a portable device, such as an iPod.
- **Channel 16** – OPA uses the County government’s Channel 16 to disseminate emergency information through “crawl” messages that scroll across the top of the screen; OPA also has the ability in a severe emergency situation to broadcast a full screen of life safety information for Channel 16 viewers.
- **Emergency Messaging System** – OPA has the ability to override the entire County cable television network in the event of a severe emergency event. This is in addition to the ability to broadcast messages on Channel 16.
- **Emergency Information Line** – The County’s Emergency Information Line (703-817-7771) features three pre-recorded emergency preparedness messages callers can

FAIRFAX COUNTY 703-817-7771
EMERGENCY
INFORMATION LINE

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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, OPA works with the Facilities Management Department and the Department of Information Technology to establish a Call Center in conference rooms 2/3 of the County Government Center. This process takes approximately 90 minutes as all phone lines, power cords, etc. are pre-wired in the room. Volunteer call-takers augment OPA staff in providing emergency information to residents through 20 telephone lines for incoming calls.

- **324-SNOW (7669), 246-SNOW (7669) and 87-SNOW-FFX1 (1-877-669-3391)** – These dedicated phone lines feature automated messages that are recorded by OPA staff to communicate emergency closure and leave information to the County’s workforce. Originally used just for snow events, these lines are utilized anytime there is an emergency event requiring emergency communications to County employees.
- **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 event, 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.
- **Community Emergency Alert Network (CEAN)**
– The CEAN delivers important emergency alerts, notifications and updates during a major crisis or emergency, in addition to day-to-day notices about weather and traffic. Messages are delivered to e-mail accounts, cell phones, text pagers, satellite phones and wireless devices.
- **Emergency Alert Network (EAN)** – Similar to the CEAN, the EAN is the County’s internal alerting and communication tool for County employees.
- **ESF 15 Business/Nonprofit Update Newsletter** – OPA created and maintains a list of business and nonprofit organization contacts throughout the County and produces a monthly e-mail 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 trainings and a section featuring emergency preparedness information and news.
- **Community Meetings** – An important part of healing within a community is the ability 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 the Supervisor of the Magisterial District the emergency occurred in, promoting and publicizing the event, scheduling transportation services as needed, working with the media covering the event, etc.
- **Door-to-Door Contact** – Many times, the most efficient method of communicating with a targeted geographic area is the door-to-door delivery of news and information to County residents. OPA coordinates production of the message and then works with public safety



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agencies – most often the Fire and Rescue Department and the Police Department – to walk a neighborhood to deliver critical life safety/property conservation messages house by house.

- **Joint Information Center (JIC)** – Should an emergency event include adjacent jurisdictions or involve the National Capital Region, a Joint Information Center is normally established. A JIC is a physical location where communicators from various agencies and disciplines gather to craft messages, talking points, news releases and coordinate emergency communication efforts. OPA will staff any JIC that is established.
- **Virtual JIC** – OPA is working to establish a Virtual JIC, which will enable more communicators to be involved in an emergency response since they will be able to log into a Virtual JIC from wherever they may be regardless of the day or time. Because more communicators can access a Virtual JIC than can physically travel to a traditional JIC, more communicators will be able to provide input and experience into developing emergency communications for County residents, employees and the media. The Virtual JIC project is a proposed County Fund 104 project in partnership with the Department of Information Technology.
- **1670 AM Radio** – OPA is constantly in search of new methods to deliver emergency communications. As such, OPA established 1670 AM, “Emergency Radio for Fairfax County” as a means to get emergency news and information to County residents via that medium. 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 many residents. 1670 AM is a collection of low-power AM radio signals that broadcast within a three- to five-mile radius of each signal location. Because of the size of the County, a collection of signals needed to be developed. By fall 2007, 10 broadcast signals have been established, with an 11th signal being planned for installation in 2008. The use of 1670 AM will provide the ability of highly localized “targeted” emergency communications as well as more broad based emergency communication to large parts of or even the entire County by utilizing the GPS component of the system.



Regional Emergency Support Function 15 (External Affairs)

In addition to being responsible for the County’s emergency communication functions, the Director of OPA serves as Chair of both the Northern Virginia Region’s Public Information Officers, as well as the National Capital Region’s (NCR) Regional Emergency Support Function (RESF) 15: External Affairs, which serves the same function as the County’s ESF 15 except on a regional basis across the whole of the NCR.

As head of RESF 15, the Director of OPA is the only NCR communicator allowed access to the U.S. Department of Homeland Security’s “NICCL” line public affairs conference calls and is responsible for coordinating emergency communications across the region. Various OPA staff also assist regionally in the area of communications, as OPA manages the RESF 15 Web portal for

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communicators, plans monthly RESF 15 meetings and emergency exercises, and manages content for the regional emergency preparedness Web site “Be Ready. Make a Plan” (www.makeaplan.org).

Conclusion

Unfortunately, “real world” emergency events are increasing every year. And to better prepare, County agencies and affiliate organizations are conducting an ever-increasing number of emergency exercises and planning sessions each year.

In the OPA Strategic Plan: 2003-2007, OPA identified as one of six critical issues “the need to expand emergency/crisis communications.” Because the need to communicate with County residents, businesses, nonprofits, the media and employees during emergency events is so critical, this identified need to continually improve on emergency/crisis communications means an increasing need to expand Fairfax County’s Emergency Support Function 15: External Affairs.

Much has been done in the area of emergency communication; however, more can still be accomplished. As lead agency for ESF 15, the Fairfax County Office of Public Affairs is committed to serving the County in the delivery of emergency communication.

► Method of Service Provision

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► Mandate Information

There is no federal or state mandate for this LOB.

13-08: Agency Planning and Organizational Development

<i>Fund/Agency: 001/13</i>		<i>Office of Public Affairs</i>	
<i>LOB #: 13-08</i>		<i>Agency Planning and Organizational Development</i>	
Personnel Services			\$153,025
Operating Expenses			\$35,129
Recovered Costs			(\$21,295)
Capital Equipment			\$0
Total LOB Cost:			\$166,859
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$166,859
Positions/SYE involved in the delivery of this LOB			2 / 2.0

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► LOB Summary

Agency Planning and Organizational Development are both processes and outcomes and are critical components in the response to continuing demand for accountability and good governance. There is a significant increased demand for programs, services and products from stakeholders; both the public and employees who are more active and vocal today. There is heightened uncertainty about the future and significant new concerns in the face of the terrorist attacks on Sept. 11, 2001. There is a need to integrate plans of many different kinds — strategic, budget, information technology, human resource planning, communications, emergency management and financial, as well as short-term action plans (e.g., virtual Joint Information Center). The Agency Planning and Organizational Development Line of Business will emphasize both strategic and human resource planning as critical success factors in the implementation and integration of all other agency planning.

A strong infrastructure resulting from Agency Planning and Organizational Development enables an agency to run effectively and efficiently and benefits the entire organization. It ensures the optimum application of both financial and human resources in providing services for which the agency is responsible. The Office of Public Affairs (OPA) has newly dedicated resources to the coordination and management of operations, planning and training as a result of its reorganization. This resource provides leadership to the agency response to the mandated Countywide strategic planning process using the Balanced Scorecard methodology. This process renders a strategy map deliverable intended to ensure Countywide strategic planning consistency to support efforts to remain a High Performance Organization.

Operations, Planning and Training Activities and Deliverables:

- **Strategic Planning Strategy Map**

The strategy map will help OPA to better understand the cause and effect of its activities as they relate to the accomplishment of OPA's mission. It is an ongoing process that supports OPA's results-based decision making, planning and budgeting.

- **Employee Development: Human Capital Management**

People are an agency's most important organizational asset. The agency's people define its character, affect its capacity to perform and represent the knowledge base of the organization. Strategic human capital management is at the center of any effort to transform the agency's culture to become less hierarchical, process-oriented, stovepipe and inwardly focused and more flat, results-oriented, integrated and externally (customer) focused. OPA will focus on addressing three strategic challenges of human capital management: (1) leadership, continuity and succession planning; (2) organizational alignment; (3) results-oriented culture. OPA training initiatives will use the Countywide Competency Map for Learning as its source document. Because OPA does not function in a stand-alone mode, collaboration with key stakeholders and Human Resources is critical to the agency's success.

- **Workforce Analysis: Workforce Planning and Deployment**

Global trends that are impacting any human resource initiative are: aging of the population, baby boomers redefining the idea of retirement; harnessing technology to change the human resource function; proliferating rules and regulations; and number of people with advanced degrees. Based on this current environment, OPA will develop a proactive workforce planning strategy that is linked to the agency's strategic program and planning efforts by identifying current and future human capital needs, including the size of the workforce, its

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deployment across the organization, and the competencies needed to produce a resident-centered, results-oriented agency. Proactive planning benefits OPA's management by anticipating and planning for replacement of low competencies and institutional knowledge. OPA's workforce planning will strive to avoid creation of additional organizational layers and redundant operations and to maintain the right balance of supervisor/non-supervisor positions supporting the County's Human Resources Division's mission of "having the right number of people in the right jobs with the right competencies at the right time."

- **Agency Budget**

OPA's Financial Operations Manager prepares, justifies and executes the agency budget and third quarter review. Also, provides monthly spreadsheets that give detailed information about agency expenditures and groups the fiscal information by project. The spreadsheets give the agency leadership team a clear financial picture for the agency and allows for the more efficient management of agency resources.

- **Dissemination Methods Research**

OPA staff researches and analyzes information dissemination methods. As a result of one such research project, the agency now has the capability to send "blast faxes" using an outside vendor. This capability allows for the faster distribution of information to a large population and frees up valuable staff time, allowing for greater efficiency.

- **Countywide PIO Training**

OPA is developing a comprehensive training program that all Public Information Officers and Communication Specialists in the County must adhere to. The program will identify a list of core competencies that will ensure all County communicators have basic training in areas such as media relations, public speaking, writing, editing, publication layout and design, and event planning.

► **Method of Service Provision**

Service provided directly by County employees.

Regular Agency Hours of Operation: 8:00 a.m. to 4:30 p.m. Monday through Friday; OPA staff members are on-call 24-hours a day, seven days a week.

► **Mandate Information**

There is no federal or state mandate for this LOB.

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AGENCY PERFORMANCE MEASURES

Objectives

- To provide communications consulting services to county agencies without public information officers while maintaining 90 percent or higher satisfaction rating.
- To provide requested information to residents contacting customer service staff and to disseminate useful information to the general public, while maintaining 90 percent or higher satisfaction rating.
- To disseminate useful information to the media that earns an 90 percent or higher satisfaction rating.

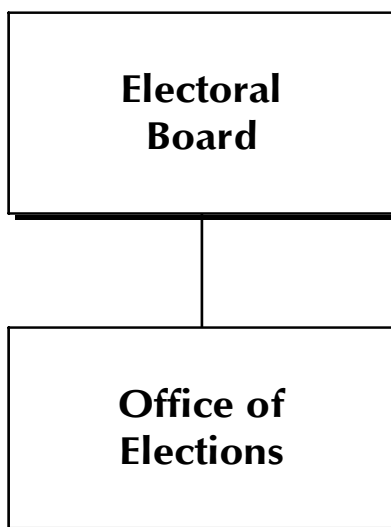
Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Project hours in support of communication consulting services to other agencies	5,141	5,300 / 5,998	5,350	5,500	13-02, 13-03, 13-05, 13-06, 13-07,
Customer service interactions with the general public	118,998	140,000 / 172,105	175,000	175,000	13-08 13-04, 13-05, 13-06,
New/existing Web pages created, reviewed or updated	2,848	3,200 / 3,987	3,200	3,200	13-07
Publication issues (print and electronic)	373	358 / 352	358	360	13-01
News releases produced	328	350 / 331	360	400	13-04
Efficiency:					
Consulting hours per agency assisted	177	183 / 207	184	190	13-02, 13-05
Customer service hours per customer assisted	0.05	0.05 / 0.06	0.05	0.05	13-03
Visitors to the OPA Web pages per hour spent maintaining the site	1,457.97	1,406.25 / 1,496.57	1,406.25	1,406.25	13-06 13-01,
Printed/online news articles generated by the media about Fairfax County as the result of dissemination of information by OPA per news release.	1.6	1.5 / 1.0	1.5	1.5	13-02, 13-04, 13-05, 13-07

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Average satisfaction with OPA's services support as assessed by customers (agencies, general public, media)	92%	90% / 93%	90%	90%	13-03 13-04, 13-05
Percent of information requests from the general public answered within a day	95%	95% / 96%	95%	95%	13-03
Percent information requests from the media answered within a day	97%	95% / 96%	95%	95%	13-04
Outcome:					
Percentage rating of user satisfaction for consulting services	94%	90% / 93%	90%	90%	13-05, 13-08
Percentage rating of user satisfaction for information provided to the general public	94%	90% / 93%	90%	90%	13-03, 13-08
Percentage rating of user satisfaction for services to the media	90%	90% / 93%	90%	90%	13-04, 13-08

Note: The Director's time is not included in any of the performance indicators.

Office of Elections



Mission

To provide each resident 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.

Focus

The success of the democratic process requires fair and open elections, which accurately reflect the will of the electorate. It is the responsibility of this agency to provide all Fairfax County residents with the means to have a voice in their government by offering:

- The opportunity to register to vote;
- The opportunity to vote in a convenient, accessible location;
- The opportunity to vote by using secure, accurate and user-friendly equipment that is equally accessible to all voters, including those with disabilities;
- A means for absentee voting for those voters unable to go to the polls on Election Day;
- Knowledgeable and helpful staff and poll workers;

THINKING STRATEGICALLY

Strategic issues for the agency include:

- Providing a comprehensive program of voter registration, outreach, and education;
- Maintaining secure and accurate records to ensure a resident's legal right to vote;
- Intensifying recruiting efforts focusing on volunteers fluent in multiple languages to assist staff and to serve as election officers and assistant registrars;
- Utilizing a variety of electronic media for contacting and training election officers;
- Providing secure, accurate, and user-friendly equipment accessible to all voters;
- Maintaining convenient and accessible polling places and absentee voting sites; and
- Replacing outdated paper-based records with electronic technology, where permitted by law.

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- Accurate and timely reporting of election results; and
- A responsible use of available funding and resources.

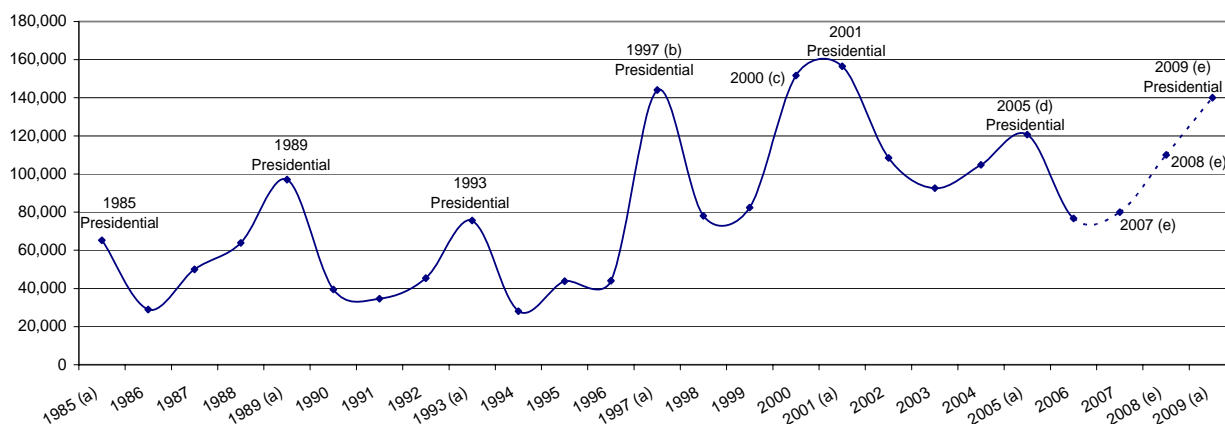
The election administration function of the Office of Elections manages the logistics for conducting and certifying elections by preparing election equipment, overseeing polling places, recruiting and training election officers, preparing ballots, providing information to the public, and posting unofficial election results on the agency's Web site on election night. It also receives, audits, and provides public access to the candidates' campaign contribution and expenditure reports.

The voter registration function of the Office of Elections determines eligibility of voters, develops policies and procedures in accordance with federal and state laws, maintains the voter registration records and the street file database, offers a comprehensive program of year-round voter registration, processes absentee ballot applications, certifies candidates' nominating petitions and processes local candidate qualification forms, maintains the Web site for public information, and provides public information and access to electronic lists of registered voters.

In FY 2008, the agency will conduct: (1) a November general election to elect nine members of the Virginia Senate, 17 members of the House of Delegates, 10 members of the Board of Supervisors, 12 members of the School Board, the Commonwealth's Attorney, the Sheriff, the Clerk of the Circuit Court, and three directors of the Northern Virginia Soil and Water Conservation District; (2) a February primary election for the nomination of candidates for office of President of the United States; (3) three town elections in May to elect mayors and town council members in the Towns of Clifton, Herndon, and Vienna; (4) a June primary election, if called by one or more political parties, to select nominees for Congressional offices; and (5) any special election(s) which may be required. The number of voter registration applications and absentee ballot requests is a direct function of population growth and voter interest in these elections, which in turn causes cyclical fluctuations in agency workload.

Office of Elections

VOTER REGISTRATION APPLICATIONS PROCESSED BY FISCAL YEAR IN
FAIRFAX COUNTY



(a) Presidential Election occurred in this fiscal year.

(b) National Voter Registration Act (NVRA) adopted.

(c) Application totals increased due to four month study when all DMV forms came directly to the agency.

(d) Application totals decreased due to DMV's new "Print On Demand" (POD) applications.

(e) Projected numbers are shown with a dotted line.

FY 2008 presents three issues that could significantly increase the agency's workload:

- (1) **Implementation and functionality of the new Virginia Election and Registration Information System (VERIS):** The Federal Help America Vote Act (HAVA) mandated a new electronic voter registration system by January 1, 2006. VERIS replaces the Virginia Voter Registration System (VVRIS), which maintained the official voter registration records for all jurisdictions in Virginia, but did not meet some HAVA requirements, requiring development of a new system. Initial user acceptance testing of VERIS identified numerous deficiencies and implementation was delayed until February 2007. Despite attempts to modify the system to prevent a significant increase in transaction processing time, VERIS requires greater staff resources to operate than the previous voter registration system due to inherent process extensions required to comply with federal legislation and limitations inherent in the system's design.

Office of Elections

- (2) **Legal Requirements Related to Voting Equipment:** In April 2007, legislation was passed by the Virginia General Assembly and signed into law by the Governor prohibiting future purchases of direct recording electronic voting machines (DREs) and providing for the phase out of DREs as the machines currently in operation wear out. The new law also prohibits any form of wireless communication to or from voting or counting devices while polls are open on Election Day. As the County's current voting system consists of DREs that utilize wireless communication, these new requirements could have significant financial ramifications for Fairfax County. The full impact of this legislation has yet to be determined, but it could potentially necessitate a total replacement of the current voting system in the near future. The agency is working closely with state officials to identify the possible impacts. In addition, a host of federal legislative mandates continue to be possible, including requiring voting machines to produce a contemporaneous voter verifiable paper receipt, which could create significant financial obligations that the agency would not be able to accommodate within existing resources. The agency continues to closely monitor pending legislation to assess any local impact.
- (3) **Presidential Primaries:** In February 2008, both major political parties will likely hold primary elections to select candidates for the office of President of the United States. Great public interest will bring a high level of activity before the election as well as a large turnout at the polls, creating additional staff requirements in both the office and at the polls.

Utilizing new, fully-tested technology is a key factor in providing superior service to County voters. In FY 2005 and FY 2006, the agency leased an electronic look-up device for each precinct, which enabled election officers to quickly assist voters in determining their assigned precinct without monopolizing County phone lines. The look-up device was the first step toward implementation of and electronic pollbook. The e-pollbook has a tremendous potential to increase accuracy, accelerate the check-in process at polling places, and assist voters who are at the wrong location. With the implementation of VERIS, the agency expects to introduce barcode technology into a number of processes, including the tracking of absentee ballots and returned voter confirmation cards. Barcoding should greatly reduce processing time associated with these functions. The agency will be assessing other operational areas to determine where additional efficiencies may be identified.

Security, equity, identity, and privacy issues continue to be a priority with the implementation of new registration and voting technology. The agency is working closely with the State Board of Elections, the Virginia Information Technologies Agency, the County's Department of Information Technology, and vendors to ensure that these issues are being properly addressed. The growing County population and its diversity also present new challenges and concerns. The biggest challenge, however, will be to implement new mandates and manage change, while keeping costs down.

Office of Elections

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	21/ 21	21/ 21
Exempt	3/ 3	3/ 3
Expenditures:		
Personnel Services	\$1,709,188	\$2,277,191
Operating Expenses	422,014	886,837
Capital Equipment	712,331	0
Total Expenditures	\$2,843,533	\$3,164,028
Income:		
Publication Sales	\$591	\$1,000
State Shared General Registrar Expenses	109,617	107,724
Total Income	\$110,208	\$108,724
Net Cost to the County	\$2,733,325	\$3,055,304

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
15-01	Election Administration	\$1,730,071	8	8.0
15-02	Voter Registration	\$1,325,233	16	16.0
TOTAL		\$3,055,304	24	24.0

Office of Elections

LOBS SUMMARY

15-01: Election Administration

<i>Fund/Agency: 001/15</i>		<i>Office of Elections</i>	
<i>LOB #: 15-01</i>		<i>Election Administration</i>	
Personnel Services			\$1,310,069
Operating Expenses			\$435,315
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$1,745,384
Federal Revenue			\$0
State Revenue			\$10,313
User Fee Revenue			\$5,000
Other Revenue			\$0
Total Revenue:			\$15,313
Net LOB Cost:			\$1,730,071
Positions/SYE involved in the delivery of this LOB			8 / 8.0

► LOB Summary

The Elections division of the Office of Elections is responsible for the logistics of conducting elections including providing the voting equipment, ballots, materials, polling places, officers of election and training to conduct all federal, state, town and local elections in Fairfax County. This division is also responsible for receiving, cataloging and reviewing candidate's Statement of Organization and Campaign Contribution and Expenditure reports.

Due to the cyclical nature of departmental responsibilities, the division operates with a small full time staff, relying on a veritable army of limited term employees to assist with all aspects of election preparation from packing supplies and setting up the voting machines to contacting and training officers of election. Limited term employees staff the absentee voting satellites and assist with processing and mailing absentee ballots. The division recruits and trains over 2,200 citizens to operate the polling places on Election Day.

Since any change affecting voting is subject to preclearance by the United States Department of Justice under the Voting Rights Act, Elections division staff works closely with the Voter Registration division and County Attorney's Office to ensure compliance with all federal, state and local laws. The Elections division also coordinates efforts with many other County agencies during the course of the year to fulfill election requirements. These agencies include: Circuit Court, DIT, GIS, Public Affairs, Libraries, Police, Print Shop, Mail Services, Purchasing, Department of Management and Budget, Finance, Facilities Management, Parks and Public Schools.

Voting equipment: The County currently uses a Direct Recording Electronic (DRE) voting system. As mandated by the Code of Virginia, the Electoral Board must provide one voting machine for every 750 voters (or portion thereof) in a precinct. A recent change to Virginia law prohibits the future acquisition of additional DRE units, requiring instead that any new unit be an optical scan

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device. The Office of Elections has been examining new equipment from several vendors who are currently state certified. Additional voting units will be necessary to provide adequate voting opportunities during the 2008 Presidential election. Funding is now the primary barrier to any voting equipment acquisition. This factor will drive the decision on whether to make a uniform transfer from DRE units to optical scan or to make a more gradual transition.

Voting Machine Ballots and Smartcards: The design of voting machine ballots is prescribed by the State Board of Elections and is coordinated with other jurisdictions using similar machines. Ballots are developed in-house rather than being contracted to a vendor. Programming the ballot activation devices (smartcards) and testing over 1,200 machines is a process that takes several weeks. Thirty days following the election, the machines are available for maintenance and storage.

Paper Ballots and Absentee Voting: Paper ballots for absentee voting must be approved and printed in a manner prescribed by the State Board of Elections. The Electoral Board must have the ballots available for mail and in-person voting 45 days before a general election and 30 days prior to a primary or special election. Optical-scan equipment is used to read and tally these ballots in the Central Absentee Precinct on Election Day. These machines also require the same rigorous maintenance, programming and testing as the DRE units. Paper ballots must also be printed for use in the precincts for provisional voters and in emergency situations.

All paper ballots must be strictly secured and accounted for before, during and after each election. Each election also requires different numbers and types of ballots. For example, in November 2007, this agency will need 64 different ballot styles to conduct elections for the multiple legislative districts within the County.

As a service to voters, the Office of Elections maintains seven absentee voting satellites at various locations around the County for three weeks prior to each November election. These satellites also require secure facilities, voting machines, ballots, forms, phone lines, signage, supplies, staffing, and staff training.

Materials: The Electoral Board must design, produce and/or secure a multitude of forms, signs, instructions and supplies to conduct each election – everything from legal documents such as the Statement of Results and Abstracts of Election to items such as signs, rulers and pens. Although the State Board of Elections prescribes the format for many of the legal forms, staff has customized these forms to merge with the precinct and candidate databases for greater efficiency.

Precincts and Polling Places: The Electoral Board makes recommendations to the Board of Supervisors for changes in precinct boundaries and polling places based on election districts, population growth, and suitability of facilities and communities of interest. Several upcoming changes are predicated on population growth and loss of availability. All potential polling locations are evaluated by staff for compliance with the Americans with Disabilities Act of 1990. They are further evaluated for traffic patterns, ease of access for precinct voters, identifiably, etc. Once a suitable site is located, careful negotiations are made with proprietors and other property users to ensure compliance with all requirements for polling facilities. Since 1990 the number of precincts has increase from 170 to 225.

Officers of Election: Over 2,200 citizens are required to staff the 225 polling places and count absentee ballots on Election Day. In recent years it has become increasingly difficult to find reliable, competent citizens to fill these positions. In an effort to reduce “no-shows,” the election officer

Office of Elections

coordinators have developed electronic communication methods to streamline the information flow to and from potential election officials. As new processes are implemented and the conduct of elections becomes more “high-tech,” the Electoral Board will be seeking younger, computer-literate citizens to serve as officers of election. However, demand for this limited volunteer pool is very competitive and the division has very little reward structure to offer for a very demanding set of tasks.

Election Officer Training: Training 450 Chief and Assistant Chief Officers and over 900 new officers in the short period of time allowed before Election Day presents an enormous challenge for the staff. The division will continue to explore innovative methods for providing adequate training for all officers. Experience elsewhere points to training deficiencies as a legal vulnerability in the event of real or perceived errors at the polls.

Campaign Finance Reports: State code requires the Agency to “receive, catalog and review” campaign contribution and expenditure reports. The Agency also has the authority to impose and collect penalties for violations of campaign reporting requirements. The division has recently incorporated labor-saving processes to expedite the posting of campaign filings to the web for review by the public and press.

► Method of Service Provision

Normal services are provided in the Office of Elections in the Government Center. Regular division hours are 8:00 a.m. to 4:30 p.m. weekdays. (The Voter Registration division is open from 8:00 a.m. to 6:00 p.m. weekdays.) The Code of Virginia mandates that the office be open for absentee voting a minimum of 8 hours the two Saturdays before a general election and one Saturday before each primary or special election. The office is required to be open until 5:00 p.m. on days when candidate filings and reports are due.

As a service to voters, office hours for absentee voting are extended to 7:30 p.m. for three weeks before each November election. Seven absentee satellite offices, located in the governmental centers, are also staffed for three weeks before the November election. Satellite hours are 3:30 p.m. to 7:30 p.m. weekdays and 9:00 a.m. to 5:00 p.m. on Saturdays. Office and satellite voting hours are extended for presidential elections to manage the high volume of voters.

On Election Days the Office of Elections is open at 5:00 a.m. and remains open until all absentee ballots are counted and all precincts have reported in, often after midnight. The Electoral Board provides 225 polling places staffed with over 2,200 officers of election at over 200 locations for each November general election. Polling places are located in public schools, libraries, churches, community centers and other public buildings.

Training for new officers of election and all Chief and Assistant Chief officers is mandated by Code for each election. The Electoral Board staff conducts both day and evening classes at various times and locations before each election. This includes special sessions for new officers, satellite officers, rovers, chief and assistant chief officers and central absentee officers.

Voting machines are stored, tested and maintained at the county warehouse facility in Springfield. Electoral Board staff services the 1,220 voting machines over a 2-3 week period each summer. Machines are tested and set-up approximately 6 weeks before each November election over a period

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of 2-3 weeks. Preparation for primary and special elections requires approximately 1 week, depending upon the number of machines needed for the election.

► Mandate Information

This LOB is mandated as noted on page 6 of the 2007 Federal and State Mandates Report. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent.

15-02: Voter Registration

<i>Fund/Agency: 001/15</i>	<i>Office of Elections</i>
<i>LOB #: 15-02</i>	<i>Voter Registration</i>
Personnel Services	\$967,122
Operating Expenses	\$451,522
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,418,644
Federal Revenue	\$0
State Revenue	\$93,411
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$93,411
Net LOB Cost:	\$1,325,233
Positions/SYE involved in the delivery of this LOB	16 / 16.0

► LOB Summary

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 assure their franchise through the maintenance of complete and accurate records. This role has continued to grow in volume and complexity; due to the population growth of the County, the ever-growing work requirements derived from new legislative demands, and the requirements of new hardware and software systems. Since 1990 the number of registered voters has grown from 415,000 to over 626,000.

In order to fulfill its mission, the Voter Registration Division of the Office of Elections has established working relationships with numerous County agencies; i.e., County Attorney, Public Schools, County Libraries, Print Shop, Facilities Management, Circuit Court, Department of Information Technology, Department of Taxation and Geographic Information Systems, to name a few. Additionally, the work involves direct contact with elected public officials and candidates vying for office.

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Since the implementation of the National Voter Registration Act of 1993 in 1996, the work of the division is much less cyclical than it was historically. Virginia, unlike many states, has a November general election every year. Fairfax County has at least two and usually three elections each year and sometimes as many as five or six, with no definitive method of projecting the 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, clearly increase voter activity), the competitiveness of the races on the ballot, and “get out the vote” efforts. The recent implementation of a new statewide centralized voter registration database has created additional workload due to increased data processing steps per transaction and unresolved system issues.

The enactment of the Help America Vote Act of 2003 (HAVA) has added to the burden generated by NVRA. This Act required the implementation by the state of a new central computer registration system, the Virginia Elections Registration Information System (VERIS) which interacts with other database systems; i.e., Vital Statistics, State Police, Department of Motor Vehicles. Because of these links, VERIS requires more time and resources to do the same amount of work. As a rule of thumb, it takes an experienced employee twice the time to process a transaction in the new system as it required in the previous one. And at this time, the system’s reliability is problematic, which imposes an additional burden due to lost time due to system outages, workarounds and necessary updates. 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 2008, we can expect a much greater level of activity due to the nature of the elections.

Processing of the voter registration application is a multi-stepped operation which results in a voter information card which is mailed to the voter at the home address. The incomplete applications, that require additional research, represent approximately 25 percent of the total.

Besides processing applications, staff must process: 1) voter inquiries made in-person, by telephone and e-mail. An extremely high volume occurs in the month or two month period prior to every November election, 2) name and address change requests; 3) applications which must be forwarded to other localities; 4) cancellations; 5) transfers; 6) deletes and reinstatements; 7) petition verification for candidates; 8) street and map changes; 9) re-precincting needs; and 10) filing. Staff must also support such voting activities as: in-person and satellite voting coverage, verification of precinct rosters, pre and post-election processing of voting records. Other major on-going responsibilities require a great deal of additional part-time support are: 1) processing returned address confirmations; 2) sending out redistricting notifications; and 3) certifying absentee ballot applications. In addition, the Registrar’s office is responsible for managing the election night returns of results and materials from all of the County’s precincts.

How these factors affect the amount of work varies from year-to-year. In February, 2008, the division will have the first dual Presidential Primary election to occur in the Commonwealth of Virginia for many years and the possibility of a second statewide primary in June. These will greatly impact the activity of the Office of Elections.

Fairfax County processes the largest volume of work in the Commonwealth, yet has among the lowest staffing levels, when comparing the ratio of registered voters served by each staff member. Seasonal employees have been used to fill in the gaps. However, there has been a greater need for highly-skilled workers in these positions, due to: 1) the more complex requirements of the Office of

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Elections, 2) an increase demand on the office staff working directly with the public, and 3) an increased work load due to the introduction of VERIS.

► Method of Service Provision

The Office of Elections has expanded hours to afford the most flexibility to the citizens of Fairfax County. The department is open weekdays from 8:00 a.m. to 6:00 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. Additionally, staff must be provided when requested by the two major political parties, if they choose to nominate by "firehouse primary", convention or canvass.

► Mandate Information

This LOB is mandated as noted on page 6 of the 2007 Federal and State Mandate Report. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent.

AGENCY PERFORMANCE MEASURES

Objectives

- To provide the legally mandated one voting machine for each 750 registered voters in each precinct with a minimum of three voting machines per precinct and a countywide average of 2.19 voting machines per precinct.
- To provide, at a minimum, three election officers at each polling place, with a countywide average of 11.84 election officers at each polling place based on the number of registered voters in the precinct and anticipated voter turnout.
- To maintain no less than 98 percent, the number of error-free data entry transactions initially completed for all voter registration documents processed, including all registrations, transfers, and address/name changes.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Registered voters	611,183	630,000 / 626,983	645,700	677,346	15-01
Poll voters	258,165	331,500 / 318,410	258,280	418,000	15-01
Absentee voters	19,306	15,000 / 30,255	18,000	90,000	15-01
Precincts	224	225 / 225	227	228	15-01
Voting machines	1,168	1,180 / 1,131	1,190	1,170	15-01
Absentee satellites	7	7 / 7	7	8	15-01
Election officers	1,783	2,100 / 1,963	2,000	2,700	15-01
Registrations, transfers, and address/name changes processed	100,881	99,600 / 81,121	104,250	141,260	15-02

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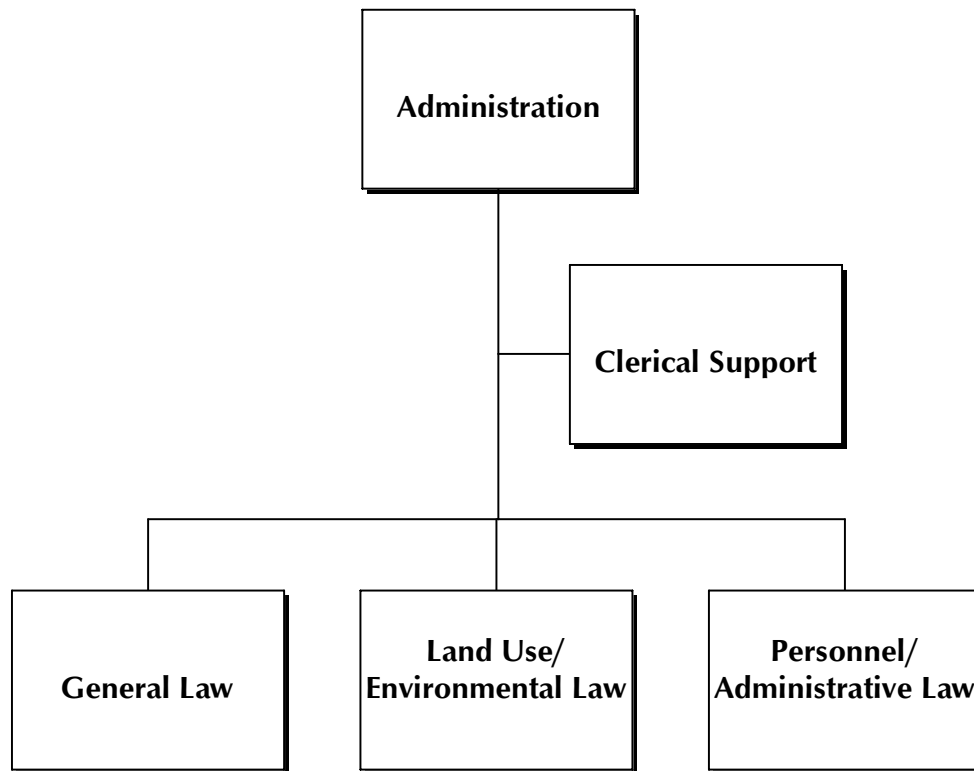
Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Efficiency:					
Cost of machines/precinct	\$1,413	\$1,415 / \$1,022	\$1,311	\$1,371	15-01
Cost of officers/precinct	\$871	\$1,004 / \$1,022	\$1,031	\$1,334	15-01
Cost per poll voter	\$1.98	\$1.65 / \$1.61	\$2.24	\$1.48	15-01
Cost per registration, transfer or address/name change processed (1) (2)	\$4.58	\$6.41 / \$5.47	\$5.41	\$5.68	15-02
Service Quality:					
Percent of polling places that are handicapped accessible	99.5%	100.0% / 100.0%	100.0%	100.0%	15-01
Percent of polling places that are in compliance (machines)	100.0%	100.0% / 100.0%	100.0%	100.0%	15-01
Percent of polling places that are in compliance (size)	100.0%	100.0% / 100.0%	100.0%	100.0%	15-01
Percent voter turnout	45.4%	55.0% / 55.6%	42.8%	75.0%	15-01
Error rate	1.7%	1.4% / 2.0%	2.0%	2.0%	15-02
Outcome:					
Registered voters/precinct	2,728	2,800 / 2,787	2,844	2,971	15-01
Machines/precinct	5.21	5.24 / 5.03	5.24	2.19	15-01
Officers/precinct	7.96	9.33 / 8.72	8.81	11.84	15-01
Percent of registrations, transfers, and address/name changes completed without error	98.3%	98.6% / 98.0%	98.0%	98.0%	15-02

Note: Calculations are based on statistics for the November general elections.

(1) The compensation for Chief and Assistant Chief Election Officers was raised in FY 2008 which increased the overall average cost for election offices.

(2) In FY 2007 the new state information system, VERIS, was implemented, which mandated interfaces that measurably increased processing times. VERIS also accounts for data in a different method than the earlier system; thus the total transactions count and error rates do not translate exactly from system to system. FY 2008 and FY 2009 estimated costs per transaction (registration, transfer or address/name change processed) are projected to be at these higher processing rates. While exact error rates are currently not measurable, the estimated rate of 98 percent is a reliable projection. New methodologies are being developed which will allow the agency to once again accurately measure the error rate involving these transactions.

Office of the County Attorney



Mission

To provide the best possible legal counsel and representation to County officials and agencies in support of their mission to protect and enhance the community.

Focus

The Office of the County Attorney is divided into three sections: the General Law section; the Land Use/Environmental Law section; and the Personnel/Administrative Law section. The General Law section civilly prosecutes delinquent tax claims; defends erroneous tax assessment lawsuits; advises County agencies on highly complex financial matters and bond issues, including the formation of special tax and transportation improvement districts; interacts with the Virginia General Assembly on proposed legislation; drafts proposed County ordinances; reviews County contracts; and issues opinions to the governing body and the County government on all manner of subjects. The office maintains intensive collection and litigation efforts regarding tax delinquencies and bankruptcies. The section also defends litigation brought by, among others, large corporations located in the County to

THINKING STRATEGICALLY

Strategic issues for the department include:

- Defending claims against the County to a favorable conclusion;
- Pursuing cases involving the abuse and neglect of children and the elderly;
- Assisting in the revitalization of older neighborhoods and the creation of housing opportunities for the low-income workforce and aging populations;
- Assisting the Zoning Administrator and the Property Maintenance Code Official in enforcing the laws against residential overcrowding and illegal multiple dwelling units; and
- Assuming a leadership role in facilitating transit in the Dulles corridor and in developing public-private partnerships to effect major highway improvements.

Office of the County Attorney

challenge real estate, business personal property and Business, Professional and Occupational License (BPOL) tax assessments.

The Land Use/Environmental Law section defends land use decisions of the Board of Supervisors, drafts and enforces zoning ordinances and land development regulations, brings condemnation actions, sues defaulting developers, advises County agencies on environmental issues, and reviews subdivision documents affecting County property interests. The shrinking inventory of land in the County on which development can take place increases infill development and places pressure on existing neighborhoods to redevelop. If the Board of Supervisors approves an infill application, litigation challenging the decision becomes likely. In addition, new developments may have an adverse environmental impact on neighboring developments. As a result, the Land Use/Environmental Law section may be called upon to enforce environmental constraints such as the County's erosion and sediment control regulations. Overcrowding of dwelling units and the creation of illegal multiple dwelling units on residential property have become major causes of the destabilization of certain mature neighborhoods within the County. The Land Use/Environmental Law section has become a crucial player in the efforts of the Zoning Administrator and the Property Maintenance Code Official to enforce the law and that section works closely with the other members of the strike teams that have been assembled to deal with this problem.

The Personnel/Administrative Law section defends County personnel decisions before administrative hearings and in litigation, provides counsel to the Fairfax County Redevelopment and Housing Authority (FCRHA) and the Park Authority; civilly prosecutes cases involving abuse and neglect of children and elders in the Juvenile and Domestic Relations District Court and Circuit Court, drafts personnel and retirement ordinances, and defends the County and its employees in tort actions. A growing population density impacts this section in that accidents involving County vehicles are more likely, as are the filing of tort lawsuits. More people also means more instances of abuse and neglect of children and elders, the results of which currently occupy the efforts of five full-time attorneys. The aging population, many of whom will be on lower fixed incomes during their retirement years, will look to the County to assist them in meeting their housing needs, and this will result in more work for the section in its provision of legal advice and transactional expertise to the Redevelopment and Housing Authority. The Board of Supervisors' successful initiative to provide more affordable and workforce housing also results in greater involvement of the section in the work of the FCRHA.

Office of the County Attorney

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	65/ 65	65/65
Expenditures:		
Personnel Services	\$5,646,464	\$6,064,988
Operating Expenses	624,938	574,311
Capital Equipment	0	0
Subtotal	\$6,271,402	\$6,639,299
Less:		
Recovered Costs	(\$414,361)	(\$432,757)
Total Expenditures	\$5,857,041	\$6,206,542
Income:		
FCPS Legal Assistance Fees	\$38,724	\$35,997
County Attorney Fees	0	1,000
Litigation Proceeds	122,215	92,613
Copy Machine Revenue	194	0
Total Income	\$161,133	\$129,610
Net Cost to the County	\$5,695,908	\$6,109,561

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
17-01	Legal Service/Representation	\$5,502,190	57	57.0
17-02	Tax Collection	\$607,371	8	8.0
TOTAL		\$6,109,561	65	65.0

Office of the County Attorney

LOBS SUMMARY

17-01: Legal Service/Representation

<i>Fund/Agency: 001/17</i>	<i>Office of the County Attorney</i>
<i>LOB #: 17-01</i>	<i>Legal Service/Representation</i>
Personnel Services	\$5,505,925
Operating Expenses	\$526,003
Recovered Costs	(\$432,757)
Capital Equipment	\$0
Total LOB Cost:	\$5,599,171
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$96,981
Total Revenue:	\$96,981
Net LOB Cost:	\$5,502,190
Positions/SYE involved in the delivery of this LOB	57 / 57.0

► LOB Summary

This Office represents Fairfax County in civil legal matters, and it gives legal advice and opinions to the Board of Supervisors, to other boards, authorities, and commissions, to the County Executive, and to all of the other County agencies.

We continue to achieve a high rate of success in litigation before all of the trial and appellate courts in which we practice. Due to the County's renewed enforcement efforts by the recently formed Enhanced Code Enforcement Strike Team, the Land Use/Environmental Law section expects a significant increase in workload as a result. In September 2007, the BOS approved the creation of ten new positions in the County, including one full-time land use attorney in this Office dedicated to this effort.

In addition, this Office has provided, and will continue to provide, preventative law services by conducting specialized training sessions for the Criminal Justice Academy, the Department of Public Works and Environmental Services, the Department of Planning and Zoning, the Human Resources Department, the Department of Information Technology, Department of Family Services, and the Department of Taxation.

Lastly, the members of this Office, both the attorneys and the paralegals, strive to be active members of professional associations, and such activity enhances their ability to work with colleagues in both the public and private sectors. This Office has continuously attained leadership positions in the Fairfax Bar Association, the Fairfax Law Foundation, the Local Government Attorneys of Virginia, the Virginia State Bar and the Fairfax Paralegal Association. Members of this Office have also attained membership on the Bar Council and the Executive Council of the Virginia State Bar, the Budget and Finance Committee of the Virginia State Bar, and the Mandatory Continuing Legal Education Board. One member is an instructor for the Harry L. Carrico

Office of the County Attorney

Professionalism Course. In addition, in 2004-2005, County Attorney David P. Bobzien served as the 66th President of the Virginia State Bar, becoming the first local government attorney to serve in that capacity. He is currently the Virginia State Bar's Delegate to the American Bar Association, a board member of the Fairfax Law Foundation and Virginia Law Foundation, and president-elect of the Virginia Lawyers Helping Lawyers, which assists lawyers with substance abuse and mental health problems.

► Method of Service Provision

County Attorneys in the Office of the County Attorney provide these services directly by means of oral and written communication. This Office's base hours are 8:30 a.m. to 5:00 p.m. However, such circumstances as court appearances, attendance at Planning Commission and public hearings, attendance at FCRHA and Park Authority meetings and the preparation of briefs and other legal documents are often done outside of the normal base hours. Additionally, the attorneys in this Office are on call at all times for emergencies requiring legal advice.

► Mandate Information

This LOB is federally or state mandated and is found on page 6 of the Federal/State Mandate Report. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent.

17-02: Tax Collection

<i>Fund/Agency: 001/17</i>	<i>Office of the County Attorney</i>
LOB #: 17-02	Tax Collection
Personnel Services	\$559,063
Operating Expenses	\$48,308
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$607,371
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$607,371
Positions/SYE involved in the delivery of this LOB	8 / 8.0

► LOB Summary

This Office collects various delinquents taxes owed to the County, including real estate, business personal property, personal property, and Business, Professional and Occupational License.

This Office has been working with the Department of Tax Administration to accelerate the referral rate of delinquent cases for legal action. In turn, the dollar amounts referred are lower because the

Office of the County Attorney

delinquent accounts typically no longer include years of penalties and accumulated interest. This section continuously strives to achieve and maintain a high collection rate. This Office has also made great strides in pursuing back taxes from those who have filed for bankruptcy and has been successful in various federal bankruptcy courts throughout the country.

In addition, one member of this section has conducted two Continuing Legal Education seminars on bankruptcy for the Local Government Attorneys Association. This member has also published an article on the Bankruptcy Reform Act in the Journal of Local Government Law.

► Method of Service Provision

County Attorneys and Paralegals in the Office of the County Attorney provide these services directly by means of oral and written communication. This Office's base hours are 8:30 a.m. to 5:00 p.m. However, such circumstances as court appearances and the preparation of briefs and other legal documents are often done outside of the normal base hours. Additionally, the attorneys in this Office are on call at all times for emergencies requiring legal advice.

► Mandate Information

This LOB is federally or state mandated and is found on page 6 of the Federal/State Mandate Report. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent.

AGENCY PERFORMANCE MEASURES

Objectives

- To ensure that the civil litigation brought by or against the County of Fairfax and its constituent entities in state or federal, trial or appellate courts and administrative tribunals is consistently processed to a favorable conclusion by maintaining the percentage of lawsuits concluded favorably at 97 percent.
- To maintain the response time to all requests for legal opinions and advice from the Board of Supervisors, other boards, authorities or commissions, the County Executive, and County agencies at 87 percent of responses meeting timeliness standards.
- To forward a final draft Bill of Complaint to the Zoning Administrator within 40 days of the request for zoning enforcement 90 percent of the time.
- To maintain the recovery rate of amounts referred for collection by the Department of Tax Administration at a minimum of 63 percent.

Office of the County Attorney

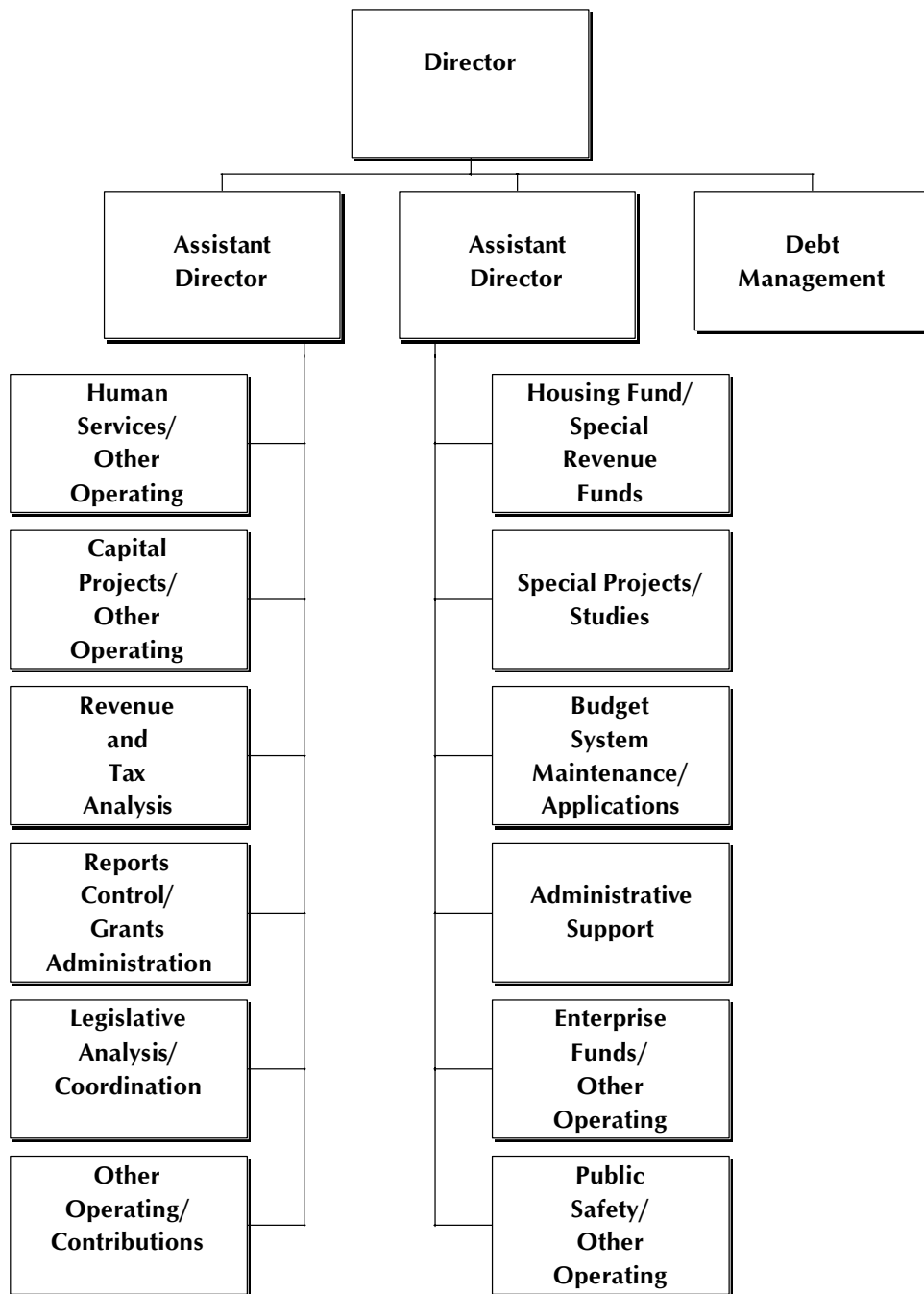
Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Lawsuits completed	1,287	925 / 1,121	1,138	1,162	17-01
Advisory responses completed	3,067	3,150 / 3,181	3,230	3,330	17-01
Draft Bills of Complaint submitted	86	70 / 94	128	128	17-01
Dollars collected for real estate	\$446,359	\$500,000 / \$919,876	\$600,000	\$600,000	17-02
Dollars collected for BPP, PP, BPOL, Other (1)	\$3,161,196	\$3,150,000 / \$2,679,107	\$2,600,000	\$2,600,000	17-02
Total dollars collected	\$3,607,555	\$3,600,000 / \$3,598,983	\$3,200,000	\$3,200,000	17-02
Efficiency:					
Lawsuits completed per staff	20	14 / 17	17	17	17-01
Responses provided per staff	48	48 / 49	49	49	17-01
Draft Bills of Complaint per staff assigned	34	28 / 38	37	37	17-01
Salaries expended per collection amount	17%	16% / 17%	20%	20%	17-02
Service Quality:					
Percent of lawsuits concluded favorably	98%	97% / 97%	97%	97%	17-01
Percent of advisory responses meeting timeliness standards for BOS requests (14 days)	91%	91% / 93%	91%	91%	17-01
Percent of advisory responses meeting timeliness standards for subdivision review (21 days)	100%	95% / 99%	95%	95%	17-01
Percent of advisory responses meeting timeliness standards for legal opinion (30 days)	91%	85% / 73%	80%	85%	17-01
Percent of advisory responses meeting timeliness standards for Freedom of Information Act requests (according to state law)	100%	100% / 100%	100%	100%	17-01
Percent of advisory responses meeting timeliness standards for other requests (1 year)	81%	81% / 88%	82%	82%	17-01
Percent of advisory responses meeting timeliness standards overall	85%	87% / 90%	87%	87%	17-01
Percent of zoning enforcement requests meeting 40-day submission standard	100%	90% / 100%	90%	90%	17-01
Collection rate (Total BPOL, BPP, PP, collected in current year divided by total BPOL, BPP, PP referred in previous year) (1)	80%	63% / 89%	63%	63%	17-02

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percentage point change of lawsuits concluded favorably during the fiscal year	(1)	(1) / 0	0	0	17-01
Percentage point change of responses meeting timeliness standards	(2)	2 / 5	(3)	0	17-01
Percentage point change in zoning enforcement requests meeting 40-day submission standard	12	(10) / (10)	(10)	0	17-01
Percentage point change in recovery of amounts referred for collection	1	(17) / 9	(26)	0	17-02

(1) BPP = Business Personal Property Tax; PP = Personal Property Tax; BPOL = Business, Professional and Occupational License Tax.

Department of Management and Budget



Department of Management and Budget

Mission

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

Focus

The Department of Management and Budget (DMB) is chiefly responsible for coordination of the County's annual budget process, which includes the financial forecast, development of budget guidelines, review 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 \$5 billion for all funds, including over \$3 billion for General Fund Disbursements.

However, the role of the agency extends considerably beyond budget preparation. In addition, 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. Providing fiscal impact analysis for proposed legislation and coordinating requests for federal legislation are other important functions that this agency addresses.

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 14 service areas are benchmarked annually and comparisons of efficiency and effectiveness are included in the annual budget document. In October 2007, Fairfax County was awarded ICMA's Certificate of Distinction, their highest level of recognition. Only 24 out of more than 200 jurisdictions participating in ICMA's Center for Performance Measurement initiative earned the prestigious 2007 Certificate of Distinction in 2007. In addition, Fairfax County was one of only 21 jurisdictions in the United States and Canada that received the Government Finance Officers Association (GFOA) "Special Performance Measures Recognition" in 2007.

Based on direction from the Board of Supervisors, DMB took steps to develop an even more robust mandates program in order to collect and share information regarding the impact of federal and state mandates on Fairfax County's budget. The trend continues to be one of increasing directives

THINKING STRATEGICALLY

Strategic issues for the department include:

- Enhancing service to both internal and external customers, taking into account changing demographics and technology improvements;
- Promoting effective communication both within and outside of County government;
- Developing collaborative relationships to improve performance;
- Providing consultation in areas of DMB expertise;
- Leveraging technology to improve operations as well as support customers;
- Continuing to evaluate and streamline processes; and
- Supporting efforts to attract and retain talented individuals to meet future workforce needs of a high performance organization.

Department of Management and Budget

from the federal and state governments, with no corresponding increase in revenue to support those mandates. For FY 2007, the total program expenditure level impacted by federal and state mandates is \$1,268 million, with offsetting revenue of \$553 million, for a net cost to the County of \$715 million.

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. To further support future workforce needs, DMB will coordinate a countywide college internship program to attract talented students and provide training and development opportunities that will both encourage and position these individuals to pursue a career with Fairfax County. Trends indicate that the County will face a significant loss of staff over the coming years as “baby boomers” retire, so it is necessary to take steps now to increase the pool of dedicated professionals who view a career with Fairfax County as a desirable alternative to other options such as the private sector.

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. The County’s population exceeds that of seven states, while its budget is larger than four states. 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. In addition, the County faces the dual challenges of maintaining an aging infrastructure, while addressing the needs of a growing population that requires additional facilities.

As a result of budget reductions in the past decade, DMB’s authorized staffing level has been reduced by over 17 percent since FY 1996, presenting additional challenges to formulate the budget given the increasingly complex fiscal environment. To meet those challenges, DMB has leveraged technology extensively, redesigned and streamlined the budget process, and has also focused resources on expanding public access to essential information in order to afford residents a better understanding of their County government, as well as the services it offers and the role they can play in the budget process.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	38/ 38	38/ 38
Expenditures:		
Personnel Services	\$2,450,380	\$2,869,876
Operating Expenses	434,843	319,622
Capital Equipment	0	0
Total Expenditures	\$2,885,223	\$3,189,498

Department of Management and Budget

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
20-01	Fiscal Planning, Monitoring and Analysis	\$2,332,562	29	29.0
20-02	Economic, Legislative and Management Analysis	\$856,936	9	9.0
TOTAL		\$3,189,498	38	38.0

LOBS SUMMARY

20-01: Fiscal Planning, Monitoring and Analysis

<i>Fund/Agency: 001/20</i>		<i>Department of Management and Budget</i>
<i>LOB #: 20-01</i>		<i>Fiscal Planning, Monitoring and Analysis</i>
Personnel Services		\$2,088,640
Operating Expenses		\$243,922
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$2,332,562
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$2,332,562
Positions/SYE involved in the delivery of this LOB		29 / 29.0

► LOB Summary

The Department of Management and Budget (DMB) is responsible for the administration of fiscal policy and coordination of the County's annual budget process, which includes development of budget guidelines, review of agency requests, presentation of recommendations to the County Executive, preparation of the Advertised Budget Plan, support of deliberations by the Board of Supervisors (including Add-On and reduction packages), and preparation of the Adopted Budget Plan.

For 22 consecutive years, DMB has earned the *Distinguished Budget Presentation Award* from the Government Finance Officers Association (GFOA) award, which represents the highest form of recognition by GFOA for governmental budgeting.

The Department of Management and Budget (DMB) continues to achieve considerable accuracy in forecasting expenditures. The FY 2007 actual variance for expenditures was only slightly off at 2.1

Department of Management and Budget

percent. This indicates very accurate fiscal forecasting and careful budget management to achieve savings.

Annually, DMB reviews over 200 agency budget requests and prepares estimates for over 300 tax and revenue categories. DMB is responsible for the County-wide budget review at Third Quarter to ensure conformance with spending limits and revenue estimates. DMB also conducts a budgetary review at the close of each fiscal year to carry appropriations into the next fiscal year in support of continuing financial obligations (Carryover Review). Throughout the year, DMB staff monitor agency budgets and review expenditure and revenue levels. DMB coordinates with agencies if trends indicate any potential overexpenditures or revenue shortfalls so corrective action can be taken early. DMB also provides day-to-day oversight for requisitions for major capital equipment purchases and adjustments to positions, and reviews approximately 200 Board items with a fiscal impact each year.

Another fiscal planning responsibility of the Department of Management and Budget is to administer Fund 002, Revenue Stabilization. The Board of Supervisors established the Revenue Stabilization Fund (RSF) as part of the *FY 1999 Carryover Review*. The purpose of this fund is to provide a mechanism for maintaining a balanced budget without resorting to tax increases and expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy. The RSF has a fully funded target balance of 3.0 percent of General Fund disbursements. This fund is separate and distinct from the 2.0 percent Managed Reserve, which was established in FY 1983. It should be noted that as a result of Board of Supervisors' approved general fund transfers along with projected interest earnings the fund achieved fully funded status in FY 2006 by reaching its target level of 3.0 percent of General Fund disbursements. Based on the projected earnings on the balance in the fund and depending on the average yield for the portfolio, it is anticipated that the fund will remain fully funded by retaining its interest earnings. DMB's responsibility is to monitor the balances in the fund and projected interest earnings to insure that the fund remains its fully funded status. If adjustments to disbursements result in a target level which exceeds the amount of interest projected to be earned by the fund, a general fund transfer to this fund would be required to maintain the 3.0 percent of disbursements fully funded target level. Conversely, if the amount of interest projected to be earned by the fund exceeds the amount required to maintain fully funded status, Fund 001, General Fund, will retain the additional interest earnings.

DMB 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 along with analyzing the fiscal impact of benefit and retirement changes, and other cross-County issues.

In addition, DMB 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.

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 I and II 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

Department of Management and Budget

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 Infoweb/intranet sites to improve efficiency and enhance communication between agencies.

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.

In addition, DMB oversees the coordination and development of the County's Capital Improvement Program (CIP).

DMB also develops the County's Official Bond Offering Statements, coordinating all bond sales and conducting analyses of the County's bonding capacity and capital construction cashflow requirements. Financial analysis is provided for evaluating special financing arrangements, such as public private partnerships, land preservation acquisitions, and various sewer, park and County bond refundings. In FY 2007, DMB coordinated one General Obligation bond sale with a total value of \$234.60 million and achieved savings of \$9.42 million compared to the Bond Buyer municipal index. Through its strong 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 Poors, Moody's, and Fitch Investors Service) which has resulted in the bond sale savings noted above and more than \$350 million since 1978.

► Method of Service Provision

The fiscal planning, monitoring and analysis function is provided directly by County employees. Normal hours of operation are 8:00 a.m. to 4:30 p.m. Monday through Friday. Staff also provides after-hours support for County agencies, boards, authorities and commissions in the evenings and on weekends when needed.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 51-75 percent. See the January 2007 Mandate Study, reference page 6 for the specific state code and a brief description.

Department of Management and Budget

20-02: Economic, Legislative and Management Analysis

<i>Fund/Agency: 001/20</i>		<i>Department of Management and Budget</i>
<i>LOB #: 20-02</i>		<i>Economic, Legislative and Management Analysis</i>
Personnel Services		\$781,236
Operating Expenses		\$75,700
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$856,936
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$856,936
Positions/SYE involved in the delivery of this LOB		9 / 9.0

► LOB Summary

In addition to the budgetary and fiscal policy responsibilities of the Department of Management and Budget, the agency conducts ongoing analysis functions in three key operational areas: revenue forecasting, legislative fiscal impact analysis, and management analyses, which includes the performance measurement/managing for results initiative, technical support for pay for performance, and specialized management analysis services for the County Executive and Board of Supervisors. Studies and reports are prepared to facilitate ongoing strategic planning, evaluation, and decision-making Countywide. A study of user fees Countywide is underway in FY 2008.

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 two key monthly economic reports: the "Fairfax County Economic Index" newsletter, prepared in partnership with George Mason University, and the "Economic Indicators Bulletin" which is published in-house; 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.

The Department of Management and Budget (DMB) continues to achieve considerable accuracy in forecasting revenues. The FY 2007 target variance of 2 percent or less was achieved for revenues at 0.4 percent. This indicates very accurate fiscal forecasting and careful budget management.

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 2007 General Assembly session, staff reviewed over 300 House and Senate bills referred to DMB.

Working with the Department of Human Resources (DHR), DMB provides technical support for pay for performance, monitoring expenditures by agency, projecting fiscal impacts of trends in and

Department of Management and Budget

modifications to the program, and serving a key role on the Compensation Steering Committee. In addition, DMB works with DHR to provide management analysis support to 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. Trends indicate that the County will face a significant loss of staff over the coming years as “baby boomers” retire, so it is necessary to take steps now to increase the pool of dedicated professionals who view a career with Fairfax County as a desirable alternative to other options such as the private sector.

Another key function of this program area is Reports Control, which includes data collection, compilation and document preparation tasks associated with monitoring the adopted and revised budget plans, quality control and data integrity of the appropriations and budget information contained in FAMIS, the County’s online computer system for accounting.

Throughout each year, the Department of Management and Budget also responds to numerous requests for information from citizens, civic associations, commissions, bond rating agencies, other jurisdictions, the Commonwealth of Virginia, Federal Government, and all County agencies. DMB responds to requests for information and performs analyses for members of the Board of Supervisors and County senior management. Agency staff also conducts presentations and briefings for interested groups. The agency fully supports public hearings by making staff available at all times to assist the Board of Supervisors with information needs.

In addition, based on direction from the Board of Supervisors, DMB took steps to develop an even more robust mandates program in order to collect and share information regarding the impact of federal and state mandates on Fairfax County’s budget. The trend continues to be one of increasing directives from the federal and state governments, with no corresponding increase in revenue to support those mandates. For FY 2007, the total program expenditure level impacted by federal and state mandates is \$1,268 million, with offsetting revenue of \$553 million, for a net cost to the County of \$715 million.

Finally, DMB is responsible for coordinating the County’s performance measurement program, the County’s comprehensive performance measurement program which links performance (results) to resources (the budget), 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 14 service areas are benchmarked annually and comparisons of efficiency and effectiveness are included in the annual budget document. In October 2007, Fairfax County was awarded ICMA’s Certificate of Distinction, their highest level of recognition. Only 24 out of more than 200 jurisdictions participating in ICMA’s Center for Performance Measurement initiative earned the prestigious 2007 Certificate of Distinction in 2007. In addition, Fairfax County was one of only 21 jurisdictions in the United States and Canada that received the Government Finance Officers Association (GFOA) “Special Performance Measures Recognition” in 2007.

DMB has gained recognition on the local, national and international level as a leader in the areas of performance measurement, and budget policy and development. Government officials from across the nation and around the world (including China, Russia, Japan, Korea, etc.) have come to Fairfax County to learn about the County’s innovative approaches to performance measurement and

Department of Management and Budget

budgeting. An interagency team coordinated by the Department of Management and Budget has provided support for this effort since 1997. In addition, DMB provides annual training for County staff in four core areas including Basic Performance Measurement, Data Collection, Surveying for Customer Satisfaction, and Managing for Results.

► Method of Service Provision

Services are provided directly by County employees. Normal hours of operation are 8:00 a.m. to 4:30 p.m. Monday through Friday. Staff also provides after-hours support for County agencies, boards, authorities and commissions in the evening and on weekends when needed.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 26-50 percent. See the January 2007 Mandate Study, reference page 6 for the specific state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- ◆ To maintain a variance of 2.0 percent or less between estimated and actual General Fund revenues and expenditures.
- ◆ To achieve an interest rate of no greater than 5.00 percent on General Obligation bond sales, comparing favorably to other jurisdictions' sales.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Dollar value of budgets reviewed (in billions)	\$5.05	\$5.25 / \$5.42	\$5.77	\$5.77	20-01, 20-02
Special financings conducted	1	3 / 3	3	3	20-01
Dollar value of special financings conducted (in millions)	\$40.60	NA / \$90.40	NA	NA	20-01
General Obligation bond sales or refinances conducted (1)	1	2 / 1	2	1	20-01
Dollar value of General Obligation bond sales (in millions)	\$190.34	\$239.54 / \$234.60	\$250.00	NA	20-01
Dollar value of General Obligation refundings (in millions)	\$353.24	NA / NA	NA	NA	20-01
Bond referenda	1	2 / 2	2	2	20-01
Active project negotiations for special financing	37	34 / 35	41	39	20-01

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Efficiency:					
Budget Analysts per 1,000 population	1:44	1:44 / 1:42	1:45	1:45	20-01, 20-02
Cost per \$1,000 bonds issued	\$2.07	NA / \$3.04	NA	NA	20-01
Service Quality:					
GFOA Distinguished Budget Presentation Award	Yes	Yes / Yes	Yes	Yes	20-01, 20-02
Bond Ratings of AAA/Aaa/AAA (2)	Yes	Yes / Yes	Yes	Yes	20-01
Outcome:					
Percent variance in actual and projected revenues	1.1%	2.0% / 0.4%	2.0%	2.0%	20-01, 20-02
Percent variance in actual and projected expenditures	2.3%	2.0% / 2.1%	2.0%	2.0%	20-01, 20-02
Interest rate for bond sale	3.88%	5.00% / 4.12%	4.50%	4.50%	20-01
Savings for bond sales (in millions) compared to the Bond Buyer 20-bond municipal index	\$8.96	NA / \$9.42	NA	NA	20-01
Savings associated with refundings (in millions)	\$11.86	NA / NA	NA	NA	20-01

(1) For bond sale interest rate and savings, note that in some fiscal years, multiple bond sales were held, while in others, only one was held. The dollar value and interest rate for special financings and refundings cannot be projected as they do not take place unless the prevailing interest rates indicate it is favorable to undertake them. Therefore, while no projections are made for this category, actual results are reported.

(2) Fairfax County's Bond Ratings are determined by Moody's, Standard & Poors, and Fitch Investors Service and represent the highest ratings that can be awarded for general obligation bonds. Ratings for special financings are lower based on credit issues unique to each financing, but benefit from the County's underlying general obligation bond rating.

Fund 002

Revenue Stabilization

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 002, Revenue Stabilization</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$1,243,810

► **Summary of Program**

The Board of Supervisors during their deliberations on the *FY 1999 Carryover Review*, approved the establishment of Fund 002, Revenue Stabilization Fund. The fund was established as a mechanism to maintain a balanced budget without resorting to tax increases and expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy.

The target balance of 3.0 percent of General Fund disbursements was to be accomplished by transferring funds from the General Fund over a multi-year period. The Board of Supervisors determined that a minimum of 40 percent of non-recurring balances identified at quarterly reviews would be transferred to the Revenue Stabilization Fund and the Fund would retain the interest earnings on the balance, and the retention of interest would continue until the Reserve is fully funded. It should be noted that as a result of Board of Supervisors' approved general fund transfers along with projected interest earnings the fund achieved fully funded status in FY 2006 by reaching its target level of 3.0 percent of General Fund disbursements.

► **Funding Availability and Future Considerations**

The fund will not be used as a method of addressing the demand for new or expanded services, it is solely to be used as a financial tool in the event of a significant economic downturn.

This fund may not be utilized unless the following criteria is met:

- 1) Projected revenues reflect a decrease greater than 1.5 percent from the current year estimate.
- 2) Withdrawal from the Fund shall not exceed one half of the fund balance in any fiscal year, and
- 3) Withdrawals from the Fund shall be used in combination with spending cuts or other measures.

The Revenue Stabilization Fund has a fully funded target balance of 3.0 percent of General Fund disbursements. The fund is separate and distinct from the County's 2.0 percent Managed Reserve which was established in FY 1983. However the aggregate balance of both reserves shall equal 5.0 percent of General Fund Disbursements.

Fund 002

Revenue Stabilization

► Status of Program

As of the FY 2008 Adopted Budget Plan, the fund maintained the 3.0 percent of disbursements target level. The Revenue Stabilization Fund balance is \$99.9 million.

Based on the projected earnings on the balance in the fund and depending on the average yield for the portfolio, it is anticipated that the fund will remain fully funded by retaining its interest earnings. However, if adjustments to disbursements result in a target level which exceeds the amount of interest projected to be earned by the fund, a general fund transfer to this fund would be required to maintain the 3.0 percent of disbursements fully funded target level. Conversely, if the amount of interest projected to be earned by the fund exceeds the amount required to maintain fully funded status, Fund 001, General Fund, will retain the additional interest earnings.

► Mandate Information

There is no federal or state mandate for this LOB.

Financial and Program Auditor

Administration

Mission

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.

Focus

This three-member agency, comprised of the Director and two part time Management Analysts II, 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. The Financial and Program Auditor works apart from the Office of Internal Audit which focuses on day-to-day administration of the County as requested by the County Executive. In addition, the Financial and Program Auditor operates the Fairfax County Government Audit Hotline, which was established by the Board of Supervisors to obtain citizen comments and suggestions for improving County programs and services.

THINKING STRATEGICALLY

Strategic issues for the agency include:

- o Continuing to positively respond to, and reinforce, the Audit Committee's goal of effective and efficient resource utilization by County agencies.

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.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Exempt	2/ 2	2/ 2
Expenditures:		
Personnel Services	\$202,565	\$219,625
Operating Expenses	11,978	15,166
Capital Equipment	0	0
Total Expenditures	\$214,543	\$234,791

Financial and Program Auditor

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
37-01	Independent Reviews of County Operations As Directed By the Board of Supervisors Through Its Audit Committee	\$234,791	2	2.0
TOTAL		\$234,791	2	2.0

LOBS SUMMARY

37-01: Independent Reviews of County Operations As Directed By the Board of Supervisors Through Its Audit Committee

<i>Fund/Agency: 001/37</i>	<i>Office of the Financial and Program Auditor</i>
<i>LOB #: 37-01</i>	<i>Independent Reviews of County Operations As Directed By the Board of Supervisors Through Its Audit Committee</i>
Personnel Services	\$219,625
Operating Expenses	\$15,166
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$234,791
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$234,791
Positions/SYE involved in the delivery of this LOB	2 / 2.0

► LOB Summary

The Board of Supervisors decided it needed its own independent auditor to assist it 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 current Office of the Financial and Program Auditor came into existence in March 1997. The office is under the direction of an Audit Committee of the Board of Supervisors. The Audit Committee determined that it would meet quarterly, and that the Office of the Financial and Program Auditor would submit four status reports annually, timed to coincide with the quarterly Audit Committee meetings.

Financial and Program Auditor

Working together, the Audit Committee and the Office of the Financial and Program Auditor determines the areas to be reviewed by the Office. These areas have included the operation of the Retirement Administration Agency, as well as expediting requests for grant reimbursements by various County agencies. The latter review has added millions of dollars to the County's pooled cash and hundreds of thousands of dollars in investment income. Other areas reviewed include the collection of overdue accounts receivable that were at least a year old, which has resulted in the County receiving hundreds of thousands of dollars it might otherwise not have collected.

The Audit Committee most recently has requested a review of the size and use of the County's vehicle fleet, including its FASTRAN vehicles, and controls over the issuance of fuel at the County's 47 fueling sites. As a result of the Office's work, the County Executive created the Fleet Utilization Management Committee to provide recommendations on under-utilized vehicles. This has resulted in 178 vehicles being rotated, reassigned or sold, resulting in total one-time savings of approximately \$1,890,000 and annual maintenance savings of about \$330,000. Also, FASTRAN managers have begun a gradual reduction of 11 buses that will result in one time savings of \$670,000 and annual savings of \$77,000.

Regarding the Office's review of fuel dispensing procedures, the County tightened controls over the use of miscellaneous fuel codes. Consequently, fuel consumption declined by 56,726 gallons compared to the previous 12 months. The decline saved the County \$115,000. While other factors such as fuel conservation undoubtedly contributed to the reduction, the improved controls have achieved their intended impact.

The Audit Committee also requested a review of the system used to track proffers pledged by developers for the County's school system. The Office worked with School and County officials to help develop a reporting system that provides a coordinated tracking process and periodic reports to the County and the public on the use of proffer money. As a result, the County transferred \$5.4 million in undesignated proffer money to the Schools and will make quarterly transfers in the future. The Schools will provide semiannual reports on how the money has been, or will be, spent.

It is a goal of the Office of the Financial and Program Auditor to maximize revenue for the General Fund, or prevent unnecessary General Fund expenditures. 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 \$12.3 million. The cost of operating the Office during that period was approximately \$1.7 million through June 30, 2007, a ratio of over \$7 saved for every \$1 spent. The audits are conducted under the direction of an Audit Committee and the savings achieved by audits will vary depending on the type of audits undertaken and the conditions found.

► Method of Service Provision

The audits are conducted by the Director and two part-time Management Analysts II. The hours of operation are from 8:00 a.m. to 5:00 p.m. Monday through Friday.

► Mandate Information

There is no federal or state mandate for this LOB.

Financial and Program Auditor

AGENCY PERFORMANCE MEASURES

Objectives

- To review County agency operations to identify opportunities for savings and/or more efficient and effective operations, and achieve agreement with agency directors on implementing at least 90 percent of recommended improvements.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Audit reports issued to the BOS	4	4 / 4	4	4	37-01
Efficiency:					
Savings achieved as a percent of the agency's budget	256%	200% / 553%	200%	200%	37-01
Service Quality:					
Percent of audit reports completed on time	100%	100% / 100%	100%	100%	37-01
Outcome:					
Percent of recommended improvements in operations accepted and implemented by County agencies	100%	90% / 100%	90%	90%	37-01

Civil Service Commission

Executive Director

Mission

To represent the public interest in the improvement of Personnel Administration in the County and to advise the County Board of Supervisors, the County Executive and the Human Resources Director in the formulation of policies concerning Personnel Administration within the competitive service; and act as an impartial hearing body for County employee grievances and appeals.

Focus

The Civil Service Commission (CSC) serves as an appellate hearing body to adjudicate employee grievances. The Commission also reviews and conducts public hearings on proposed revisions to the 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.

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 prior to Commission hearings.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Expediting Commission procedures and processes to reduce the waiting period for adjudication of grievance appeals;
- Improving employee and agency understanding of Commission purpose and procedures, thus serving justice for all parties appearing before the Commission; and
- Encouraging and preparing all parties in the grievance and appeal process to use mediation and intervention to settle differences.

On September 26, 2005, the Board of Supervisors approved revisions to Section 3-1 of Chapter 3 of the Code of the County of Fairfax by expanding the membership of the Civil Service Commission and modifying the employee appeal process. Implementation of the new process is effective January 1, 2006. This action was in response to the significant backlog and resulting delays in the employee appeal process. These changes will drastically reduce the time required to complete a hearing and render a decision. Prior to this change, it could take up to a year or more for a case to be heard; with the new process, hearings could be completed within 45-60 days of the request for a hearing. To expedite the grievance appeal process, several operational changes were made:

- Expanded the Commission membership from five to twelve members in order to expand the pool of available members to hear cases, which will enable four panels of three members each to conduct hearings four days per month;
- Limited the length of hearings to one day, on average;
- Increased the number of appeals heard during the fiscal year by hearing appeals weekly during daytime hours in order to typically complete a hearing in one day;

Civil Service Commission

- Increased commissioners' stipends from \$75 per meeting to a flat amount of \$500 per appeal hearing based on the move to daytime hearings and in recognition of the significant time commitment, particularly if a commissioner has fulltime employment;
- Increased hearing officer fees from \$90 per hour to a more competitive hourly rate of \$150 per hour based on the market for this service.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	2/ 2	2/ 2
Expenditures:		
Personnel Services	\$152,870	\$197,011
Operating Expenses	71,951	286,767
Capital Equipment	0	0
Total Expenditures	\$224,821	\$483,778

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
41-01	Adjudication of Employee Grievances and Appeals	\$483,778	2	2.0
TOTAL		\$483,778	2	2.0

Civil Service Commission

LOBS SUMMARY

41-01: Adjudication of Employee Grievances and Appeals

<i>Fund/Agency: 001/41</i>		<i>Civil Service Commission</i>
<i>LOB #: 41-01</i>	<i>Adjudication of Employee Grievances and Appeals</i>	
Personnel Services		\$197,011
Operating Expenses		\$286,767
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$483,778
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$483,778
Positions/SYE involved in the delivery of this LOB		2 / 2.0

► LOB Summary

The Civil Service Commission serves as an appellate hearing body to adjudicate employee grievances and appeals. The Commission also reviews and conducts public hearings on proposed revisions to the Personnel Regulations.

► Method of Service Provision

Appeals that are classified under the Personnel Regulations as grievable, eligible for a binding decision are heard by a panel of the Civil Service Commission, a twelve-member citizen body that is appointed by the Board of Supervisors. The Commission meets every Tuesday during the day, starting at 9:00 a.m. and continuing until the hearing is completed. The panel convenes into executive session, and then reconvenes in the open hearing to vote on their decision. The two staff positions also provide office coverage and customer service during the hours of 7:30 a.m. to 4:30 p.m. Monday through Friday.

Appeals that are eligible for an advisory decision under the Personnel Regulations and appeals received from the non-instructional employees of the Fairfax County Public Schools are heard by a hearing officer assigned by the Commission to hear such appeals. The Executive Director of the Commission may also serve as the assigned hearing officer. The hearings are conducted during normal business hours.

The Civil Service Commission also conducts public hearings on proposed revisions to the Personnel Regulations and forwards its recommendations to the Board of Supervisors.

The primary challenge to the Commission is to manage the cases that it receives. Appeals that are classified under the Personnel Regulations as grievable, eligible for a binding decision are heard by a

Civil Service Commission

panel of the Civil Service Commission, a twelve-member citizen body that is appointed by the Board of Supervisors. The Commission hears grievance appeals in panels of three. The goal is hear an appeal within 60 days of receipt of the Petition on Appeal. However, this deadline is often extended at the request of either party in order to facilitate any settlements.

► Mandate Information

This line of business is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 7 for the specific federal or state code and a brief description.

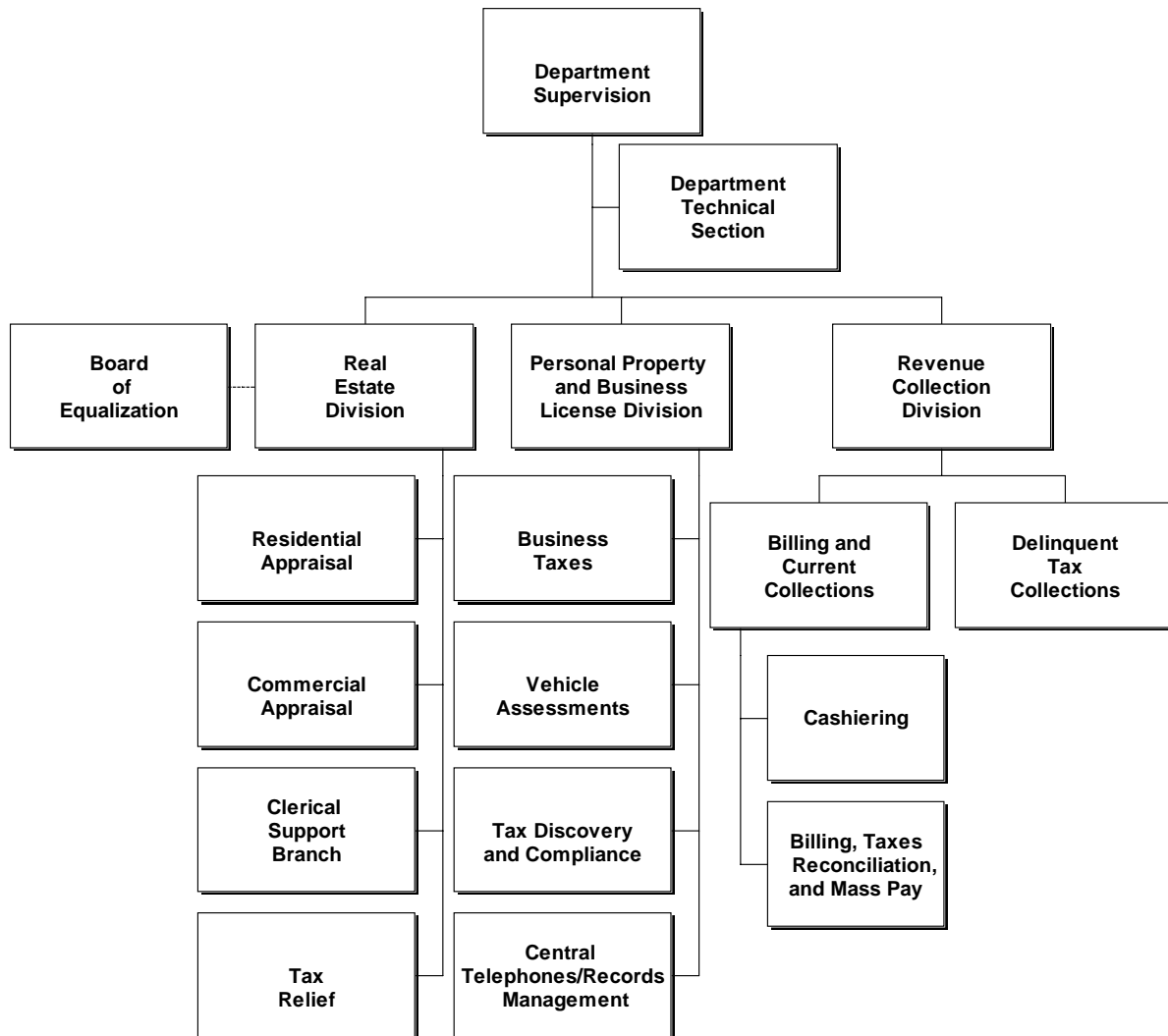
AGENCY PERFORMANCE MEASURES

Objectives

- To ensure due process of appellants and to process the case workload in an effective and efficient manner by adjudicating appeals in an average of 2 meetings.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Grievance appeals involving final and binding decisions closed	25	30 / 13	25	25	41-01
Grievance appeals involving advisory decisions closed	3	10 / 13	10	10	41-01
Efficiency:					
Staff hours per case in final and binding decisions	25	25 / 25	25	25	
Service Quality:					
Average waiting period for a hearing before the CSC for dismissals (in months)	6.2	2.0 / 2.5	2.0	2.0	41-01
Average waiting period for a hearing before the CSC for binding/adverse discipline other than dismissals (in months)	7.9	2.0 / 2.9	2.0	2.0	41-01
Average waiting period for a hearing before the CSC for advisory cases (in months)	3.7	2.0 / 2.5	2.0	2.0	41-01
Average days between conclusion of hearing and rendering written decision (in days)	12	10 / 6	10	10	41-01
Outcome:					
Average meetings required to adjudicate appeals	3	2 / 2	2	2	41-01

Department of Tax Administration



Department of Tax Administration

Mission

To uniformly and efficiently assess and collect County revenue, provide high quality customer service and promote an empowered, well-informed community.

Focus

The Department of Tax Administration (DTA) assesses and collects taxes fairly and in accordance with relevant County and state codes. The department is comprised of four main divisions: Department Supervision; Real Estate; Personal Property and Business Licenses; and Revenue Collection.

The Supervision Division oversees all DTA operations and takes the lead in the department's strategic planning and implementation process. As necessary, resources are reallocated across division boundaries to ensure that taxes are properly billed, collection rates remain strong and taxpayers receive responsive customer service. Increased automation and streamlining of operations have been implemented wherever possible to address the needs of County citizens with fewer staff and budgetary resources. In FY 2007, through the actions of the Board of Supervisors, the department was the first jurisdiction in the state of Virginia to eliminate both the local vehicle decal and associated fee. This new program will increase efficiencies and generate cost savings with respect to the purchase and mailing of vehicle decals. Under this new program, citizens will continue to be required to pay vehicle personal property taxes on time but the extra cost of purchasing decals and the laborious task of scraping and replacing them each year has been eliminated.

More efficiency will prevail as this new program becomes the recognized standard way of doing business.

The Division continues to focus on efforts to increase secure access to pertinent tax information. Such efforts will include public access to the Personal Property and Accounts Receivable databases online. These initiatives will better empower citizens to conduct business in a 24/7 environment and enable DTA to continue to do more with less.

The Real Estate Division 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. DTA appraisers handle residential and commercial properties, the real estate taxes for which account for nearly 60 percent of all General Fund revenue. Like the rest of Northern Virginia, Fairfax County has experienced a continued softening of residential real estate properties over the past year. From FY 2002 through FY 2007, robust value increases, along with numerous property sales, translated into significant workload. Refinancing, remodeling and construction work also presented a significant challenge to staff in that a visit to the property is often necessary to ensure accurate property descriptions and assessment. Similar to the workload created during a hot real estate market, a downturn in the market also proves challenging for staff. Residential values

THINKING STRATEGICALLY

Strategic issues for the department include:

- Reliably forecast, assess and collect current and delinquent County revenue;
- Maintain high quality customer service;
- Maintain average assessment-to-sales ratio in the low 90s as of January 1 each year;
- Increase availability and acceptance of ways to conduct business in a 24/7 environment; and
- Maintain a highly skilled and knowledgeable workforce.

Department of Tax Administration

went from double digit appreciation to a flat market in FY 2008 and it is anticipated that values will fall in FY 2009. When the market shifts in such dramatic ways, it is of utmost importance that the County has the best and most up-to-date information to base real estate assessments. This division began a long-term project in FY 2006 to enhance data accuracy of property characteristics. This project involves physically visiting and reviewing all residential properties in the County using exempt limited term data collectors to supplement existing appraisal staff. Data accuracy is paramount to fair and equitable property assessment and taxation. This division completed a major computer replacement project in recent years, working with a private vendor to replace the County's 1970s-era mainframe assessment system. Further enhancements are planned during FY 2008 to increase secure access to tax information and to provide staff additional data resources to address the ever-changing real estate market. Real estate payment information may be available online using the new system.

In FY 2006, the Board of Supervisors expanded the Real Estate Tax Relief Program for the Elderly and Disabled. Staff has intensified its efforts to educate eligible citizens about the program through public outreach initiatives such as sending staff to speak at community meetings throughout the County. As a result, additional applicants are expected to file for Real Estate Tax Relief in FY 2007 and FY 2008. Staff will work to accommodate all additional requests for information and process all applications without an increase to the level of permanent staffing and will continue to absorb all additional work and costs associated with the expansion of the program parameters.

The Personal Property and Business License Division assesses all vehicle and business personal property taxes and administers the Business, Professional and Occupational License (BPOL) tax. Workload in this division is driven predominantly by continued population increases over the past decade, as well as the condition of the automobile sales market. The transient nature of Northern Virginia also impacts workload, as all vehicle changes (i.e., moves, sales, purchases) must be recorded to ensure an accurate vehicle tax file. Greater use of Department of Motor Vehicles (DMV) record matching provides some help in quality control over the vehicle tax file. Quality control efforts concerning the vehicle database will continue to be a high priority in FY 2007 and FY 2008, along with efforts required by state law under the Personal Property Tax Relief Act (PPTRA), commonly referred to as the state "Car Tax" legislation. The Personal Property and Business License Division will enhance efforts to ensure all vehicles are properly registered with the County. This includes an aggressive effort to research and identify potential tax evaders with out state license plates.

While much of the valuation process is automated, and records are matched to the Virginia DMV, this division still has an enormous volume of customer contacts. The division also staffs DTA's main telephone call center, which receives approximately 500,000 phone calls a year. It should also be noted that calls coming into the call center cross internal division boundaries. Overlap in customer service also extends to a certain amount of taxpayer correspondence, although DTA has been promoting an increasing shift to e-mail contact, which is handled more proportionately by each appropriate division.

E-commerce transactions increased 5 percent from FY 2005 to FY 2006 and with continued outreach efforts; such transactions are projected to increase at this 5 percent rate in FY 2007 and FY 2008. In FY 2006, approximately 350,000 e-commerce transactions were processed; this number is estimated to be nearly 400,000 by FY 2008. The volume of business tax workload remains constant, except that the complexity of tax administration has increased in the last few years due to various court cases, state tax department rulings and economic conditions.

Department of Tax Administration

The Revenue Collection Division is responsible for all billing, collection and account reconciliation activities. Staff is split between current year cashiering, deposit operations, and delinquent tax collection, and handles well over 1.5 million billing transactions per year. The workload in this division is also influenced significantly by population and economic conditions. Staff works to ensure that current year collection rates are maintained, as this provides necessary revenue and helps minimize the amount of unpaid receivables accumulated over time. Each year, outstanding receivables are collected as delinquent revenue. Collection work is a function of data accuracy (i.e., finding and contacting the property owner), as well as the economy. As the economy falters, collecting can become more difficult. For example, bankruptcies complicate collection efforts can impact collection rates. Conversely, a strong real estate market, coupled with low interest rates, typically stimulates a wave of mortgage refinancing, helping to boost real estate collections. Along with other collection tools, some delinquent accounts are outsourced to private collection agents. Assistance is also provided by the County Attorney's Office and the Office of the Sheriff. The Fairfax County Police Department also tows vehicles with outstanding parking tickets.

Additionally, the Revenue Collection Division staffs the full service counters at the Government Center and forwards the relevant paperwork to the appropriate division for processing. When customer traffic at the Government Center is extremely heavy, employees are redeployed to front-line cashiering service, irrespective of division, in an effort to provide responsive customer service. Similar efforts are made to staff DTA telephones. Efforts to reduce walk-in traffic include the promotion of online registration of new vehicles and the elimination of vehicle decals. This division has also enhanced customer service and increased cash accountability through implementation of a new cashiering system which was fully integrated with the new real estate computer system in FY 2006. In FY 2006, the division began developing an automated real estate delinquent collection tracking system implemented in FY 2007. This new system tracks delinquencies and allows timely follow-up, improving the collection rate. Additionally, a software enhancement in FY 2007 that improved the posting of parking ticket receipts has helped streamline the process and provide real-time account information. This division will face additional challenges in FY 2008 as a result of changes in the state Car Tax program. Typically, personally owned and used vehicles are eligible for the state Car Tax subsidy, and as the delinquent 'personal use' taxes are collected, the state would reimburse the County the associated Car Tax amount. However, due to state budget changes made over the last two years, the state Car Tax funding for delinquent tax years 2005 and prior expired as of September 1, 2006. As of September 1, 2006, delinquent taxpayers that still owed their local share of Personal Property Taxes became liable not only for their local share, but also became liable for 100 percent of the amount previously reimbursed by the state. This change only pertains to delinquent tax years 2005 and prior. It does not affect future Car Tax reimbursements that will continue to be paid by the state for tax year 2006 and beyond. This change expands the need for clear communication with the taxpayer, as well as, increases the amount of delinquent taxes to collect.

Department of Tax Administration

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	310/ 310	310/ 310
Expenditures:		
Personnel Services	\$16,510,635	\$17,511,918
Operating Expenses	6,546,635	6,058,285
Capital Equipment	33,425	0
Total Expenditures	\$23,090,695	\$23,570,203
Income:		
Land Use Assessment Application Fees	\$634	\$600
Administrative Collection Fees for Delinquent Taxes	1,177,706	570,361
state Shared DTA Expenses	2,144,589	2,149,566
state Shared Retirement - DTA	65,888	66,498
Total Income	\$3,388,817	\$2,787,025
Net Cost to the County	\$19,701,878	\$20,783,178

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
57-01	Agency Supervision	\$636,732	8	8.0
57-02	Real Estate Taxes	\$9,024,647	122	122.0
57-03	Vehicle Taxes	\$7,224,535	119	119.0
57-04	Business & Other Taxes	\$3,897,264	61	61.0
TOTAL		\$20,783,178	310	310.0

Department of Tax Administration

LOBS SUMMARY

57-01: AGENCY SUPERVISION

<i>Fund/Agency: 001/57</i>	<i>Department of Tax Administration</i>
<i>LOB #: 57-01</i>	<i>Agency Supervision</i>
Personnel Services	\$604,336
Operating Expenses	\$117,782
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$722,118
Federal Revenue	\$0
State Revenue	\$85,386
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$85,386
Net LOB Cost:	\$636,732
Positions/SYE involved in the delivery of this LOB	8 / 8.0

► LOB Summary

Agency Supervision provides oversight and management of all programs and budget administered by DTA. This division includes management oversight, systems and security administration and payroll/procurement functions. This LOB reflects the DTA director's constitutional duties as the chief assessor and tax collector, responsible for ensuring proper administration and adjudication of all assessment and tax collection matters for the County. This represents over \$2.6 billion in FY 2008 General Fund revenue from Real Estate, Personal Property, and Business Licenses alone. This LOB also provides direct constituent services, staff support and programmatic analysis to the Board of Supervisors and senior County management. In pursuing DTA's vision of "Generating Revenue Fairly", this LOB is concerned with ensuring an efficient and effective tax system that focuses on accurately applying the law, following professional standards and maximizing collections. This LOB is also the driving force behind DTA's service delivery. DTA places great emphasis on providing Quality Customer Service in all aspects of operations. Pursuant to DTA's Strategic Plan, this LOB oversees the revenue forecasting function to provide reliable information to County decision-makers. 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 on-line. Finally, this LOB has oversight responsibility for the financial integrity, reporting and controls of the public taxes assessed and collected by DTA.

► Method of Service Provision

Service is provided directly by the DTA director and other technical and clerical employees within Agency Supervision. In addition to internal services, 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.

Department of Tax Administration

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 10 for the specific federal or state code and a brief description.

57-02: Real Estate Taxes

<i>Fund/Agency: 001/57</i>	<i>Department of Tax Administration</i>
LOB #: 57-02	Real Estate Taxes
Personnel Services	\$7,573,791
Operating Expenses	\$2,661,062
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$10,234,853
Federal Revenue	\$0
State Revenue	\$1,149,696
User Fee Revenue	\$0
Other Revenue	\$60,510
Total Revenue:	\$1,210,206
Net LOB Cost:	\$9,024,647
Positions/SYE involved in the delivery of this LOB	122 / 122.0

► LOB Summary

DTA's Real Estate Taxes LOB reflects the assessment and collection of all ad valorem real estate taxes in the County. Of the resources shown above, roughly 80 percent are associated with assessing activities and about 20 percent are associated with collection activity.

Real Estate Taxes are assessed by professional staff in accordance with the Code of Virginia, the Virginia Constitution and based on standard mass appraisal practices. The assessment process includes a review of all market sales and benchmarking these against the mass of unsold properties. DTA heavily relies on statistical analysis for large groups of relatively comparable properties due to more than 350,000 real estate parcels in the County. Staff analyzes these sales to ensure comparability and measures the accuracy of assessments by use of various statistical measures, such as the Assessment-to-Sales Ratio and the Coefficient of Dispersion. Given the complexity, size, and heterogeneity of the County's real estate market, along with the timing of sales throughout the year, assessments approximate fair market value if the Assessment-to-Sales Ratio is in the low 90s. Professional standards cite the acceptable range to be from 90 percent to 110 percent. For tax year 2008, the County's range is expected to be around 94 percent. The Coefficient of Dispersion is a statistical measure of uniformity. Therefore, a low Coefficient of Dispersion indicates greater uniformity. Professional standards state that a coefficient of 15 or below is good uniformity. DTA's coefficient for FY 2008 of 6.0 is classified as excellent.

Department of Tax Administration

DTA supplements the sales or market review, with a cost analysis, in which a capitalized income approach to valuation is used, especially for commercial properties. This approach considers the ability of the property to earn income through rents, taking into account the operating expenses and allowing for vacancy and collection losses. The resulting net operating income is then capitalized into value with an appropriate rate to achieve a fair market value estimate.

A challenge in mass assessing is data accuracy. In order to comply with professional standards of making a site visit to each property at least once every six years, this LOB has employed a cadre of Exempt Limited Term (seasonal) Data Collectors to make regular field visits in order to validate property characteristics. These temporary employees visit approximately one-sixth of residential parcels each year.

Commercial appraisers handle a smaller number of commercial parcels as opposed to a greater number of residential parcels. In addition to field visits, staff annually examines building permits and compares the physical characteristics of properties found in the REALTORS multiple listing services. Appraisers have on-line access to the deed recordation system, computerized by the Circuit Court Clerk's Office. This LOB also makes extensive use of the County's GIS system and "fly-over" pictures purchased from the vendor, Pictometry, to perform its duties.

A misperception over the years has been that assessments are established based on the needs of the budget. The opposite is actually true - the budget follows and is dependent upon the revenue generated by the assessments. The local tax burden is always a function of the assessed value plus the tax rate. The Board of Supervisors determines the actual budget revenue based on the tax rate it approves each spring, applied to the January 1 assessments established under this LOB. Real Estate taxes represent nearly 60 percent of General Fund revenue, with approximately 77 percent coming from residential property and 23 percent coming from non-residential property. Assessments are based on the calendar year so, assessments as of January 1, 2008 will generate revenue for FY 2009 (billed and collected in two installments on July 28, 2008 and December 5, 2008). The Board of Supervisors adopted a new classification for non-residential property beginning in FY 2009 that allows a separate and additional tax rate to be applied to non-residential assessments. The rate for this add-on commercial tax cannot exceed \$0.25 per \$100 of assessment, and the additional funding must be used for Fairfax County transportation needs. This new taxing power was authorized by the Virginia General Assembly in 2007 as part of the omnibus transportation bill, HB 3202.

Tax Relief for Elderly and Disabled Citizens

This LOB also includes the Revitalization Tax Abatement Program and Tax Relief for Elderly and Disabled citizens. Tax Relief in particular has grown over the last several years based on increases in the income and asset limits approved by the Board of Supervisors. As of FY 2008, the amount of tax relief is graduated based on the applicant's income, up to a maximum allowable income of \$72,000, and up to \$340,000 in net financial assets. The amount of real estate taxes estimated to be relieved in FY 2008 is approximately \$28 million for nearly 8,000 applicants.

Appealing Assessments

While the Board of Supervisors is not authorized by law to change assessments or apply assessment ratios, assessments can be appealed to the Board of Equalization, an independent body appointed by the Board of Supervisors. Based on state law, assessments reflect market value as of January 1 each year. Staff appraisers analyze sales, new construction, and other market factors throughout the year and combine this with statistical analysis to produce the assessment roll each spring which is

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included in the County Executive's Advertised Budget. Board members are briefed on the annual assessment results as part of the County Executive's budget presentation. Also upon release of the County Executive's Advertised Budget, real estate assessment notices are mailed to all taxpayers whether there is an assessment change or not. Property owners are requested to file any administrative appeals they may have with DTA within a specific time frame close to the first part of April. This time frame allows DTA time to internally process the appeal prior to the statutory deadline of June 1st for Board of Equalization (BOE) appeals. Citizens can appeal their current year assessments to the BOE by June 1st, regardless of whether or not an administrative appeal has been filed. BOE cases are heard in panels or by the BOE as a whole throughout the remainder of the year and decisions are binding upon DTA. To enhance communication with citizens during the annual assessment, Real Estate appraisers meet with interested citizens throughout the year, but particularly during the appeal period. Management also attends public meetings and citizen forums to discuss the assessment process upon request.

Collection Rate

This LOB also crosses Cost Center boundaries by combining assessing functions with collection activity. Working with the County Attorney's Office, DTA consistently achieves strong collection rates in excess of 99 percent. The estimated collection rate for FY 2008 is 99.61 percent. DTA utilizes a wide array of seizure authority as necessary to collect delinquent taxes. Delinquent real estate taxes are a priority lien that run with the land and remain collectible for a period of 20 years. The County Attorney's Office is authorized by law to pursue collection by tax auction as may be necessary. DTA also establishes installment payment plans for delinquencies where viable in cases of financial hardship.

► Method of Service Provision

Direct service delivery is provided by professional staff appraisers, customer service representatives and DTA tax collectors. Normal hours of operation are 8 a.m. to 4:30 p.m. Monday through Friday, with extended counter hours on Thursdays. Internet enhancements provide real estate assessment information on specific properties 24 hours a day, seven days a week. Assessment information can also be obtained via an Automated Voice Response System during and after regular business hours. Tax Relief staff make outreach visits upon request to Board member offices, nursing homes and senior centers to help serve elderly and disabled applicants.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 11 for the specific federal or state code and a brief description.

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57-03: Vehicle Taxes

<i>Fund/Agency: 001/57</i>	<i>Department of Tax Administration</i>
LOB #: 57-03	Vehicle Taxes
Personnel Services	\$6,063,075
Operating Expenses	\$2,130,270
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$8,193,345
Federal Revenue	\$0
State Revenue	\$301,535
User Fee Revenue	\$0
Other Revenue	\$667,275
Total Revenue:	\$968,810
Net LOB Cost:	\$7,224,535
Positions/SYE involved in the delivery of this LOB	119 / 119.0

► LOB Summary

Vehicle taxes represent a major LOB for DTA. This LOB includes the assessment, proration, and collection of taxes. Of the resources shown above, approximately half are associated with assessing activities and half are associated with collection activity.

This ad valorem tax on the value of cars, trucks, trailers and motorcycles has been the subject of intense scrutiny since the advent of the Personal Property Tax Relief Act of 1998 (PPTRA). Commonly referred to as the “No Car Tax” legislation, PPTRA required the state to reimburse localities a percentage subsidy of the Personal Property tax on personal use vehicles. At its height, the state reimbursed localities 70 percent of the tax based on the first \$20,000 of assessed value, with the taxpayers paying the difference. However, the cost of this reimbursement to the state far exceeded state budget estimates. As a result, beginning in FY 2007, the state froze the level of local reimbursements. Since that time, Fairfax County receives a fixed annual payment of \$211,313,944 from the state; and, because the tax base continues to grow, the relative percentage of subsidy to individual taxpayers will continue to diminish over time. In FY 2007 and FY 2008, the effective subsidy decreased to 67 percent, rather than 70 percent. DTA provides an estimate of the subsidy percentage and publishes this each year as part of the budget advertisement. Qualifying taxpayers are credited with their share of the effective subsidy. Approximately 900,000 vehicles are assessed annually under this LOB and roughly 92 percent of these are ‘personal use’ vehicles subject to state reimbursement under the PPTRA.

Customer Service

As in other parts of DTA, this LOB focuses on providing quality customer service. Business operations have been streamlined to maximize automation and access 24 hours a day, seven days a week for the public to allow citizens to file new registrations on-line, adjust their accounts, and change billing addresses on-line. The on-line feature also allows citizens to see the amount of personal property taxes they may owe and pay these on-line by credit card or by e-check through a secure payment application with unique identifiers. Payment by credit card is an option, not a requirement. Using the Internet, DTA also offers monthly payment plans in order to pay this tax

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(analogous to monthly taxes paid via mortgage companies). Based on the County Code and credit card company by-laws, DTA must use a third-party processor to handle credit card payments at a processing fee of approximately 2.5 percent which is paid by the taxpayer and is received by the vendor. The Board has considered changing the ordinance in the past to allow DTA to absorb this fee, but has declined to do so as the General Fund cost would be in excess of \$600,000 per year and would eliminate free on-line payments.

This LOB also manages a central telephone call center which handles a wide variety of tax questions that may span other DTA LOBs. In FY 2008, it is estimated that the call center will handle over 400,000 citizen inquiries with an average maximum wait time of less than 2 minutes.

Another customer service initiative pertains to the annual vehicle renewal process. Beginning in FY 2007, the Board of Supervisors eliminated the requirement for citizens to purchase and display vehicle decals. The decreased annual revenue of approximately \$20 million was adopted by the Board as a measure of additional tax relief for citizens. This also reduced the burden on citizens in complying with tax requirements each year and eased the strain on customer service each year during the peak tax deadline for this LOB of October 5th. For the vast majority of vehicles, DTA mails out an annual statement listing vehicles of which we have record for validation by taxpayers. This is the Filing By Exception (FBE) process and has significantly lessened the registration burden for taxpayers. As long as the information is correct, taxpayers only need to contact DTA for new registrations and for exception processing (data corrections, sales, moves, address changes).

Program TARGET

Program TARGET, a highly successful program that allows staff to research vehicle leads to identify, verify, assess and collect on vehicles that appear to be evading taxation, has been responsive to citizen complaints and allows citizens to report possible evasion to DTA on-line. Staff makes extensive use of in-house research tools, such as on-line access to the Department of Motor Vehicles (DMV), state income tax records and Virginia Employment Commission (VEC) files. Tax Collectors also use a full array of collection tools, to include multiple billing and letter programs, bank liens, wage liens, vehicle boots and towing, and other property seizures when necessary. A particularly successful collection tool is the ability to restrict DMV registrations for vehicle owners who owe delinquent personal property taxes. This LOB also seizes income tax refunds for payment of delinquent taxes, under the state's Set-Off Debt program. Credit records may also be flagged and delinquencies may be published on the County's cable channel.

This LOB supplements its collection activity through the use of private collection firms. DTA receives able assistance from the County Attorney's Office to obtain judgments and for property tax sales as necessary. In accordance with state law, the Sheriff's Office executes boot and seizure orders on behalf of DTA, and the Police Department will impound vehicles.

Collection Rate

Personal Property taxes, including business property, business vehicles and personal use vehicles, amount to over \$500 million in FY 2008 General Fund revenue. Of this amount, approximately 74 percent is from vehicle taxes. Vehicle taxes can be difficult to collect, especially given the transient nature of the Northern Virginia area. Nonetheless, this LOB has historically achieved strong collection rates, with an estimated collection rate of 97.4 percent in FY 2008.

► **Method of Service Provision**

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In addition to the e-commerce initiatives, service is provided directly to County taxpayers by DTA staff, many of whom are cross-trained in assessing and collecting. Normal hours of operation are 8 a.m. to 4:30 p.m., Monday through Friday with extended hours until 6:30 p.m. on Thursdays. Saturday and extended evening hours are available during the peak workload around the October 5th payment deadline.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference pages 8-9 for the specific federal or state code and a brief description.

57-04: Business & Other Taxes

<i>Fund/Agency: 001/57</i>	<i>Department of Tax Administration</i>
<i>LOB #: 57-04</i>	<i>Business & Other Taxes</i>
Personnel Services	\$3,270,716
Operating Expenses	\$1,149,171
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$4,419,887
Federal Revenue	\$0
State Revenue	\$271,864
User Fee Revenue	\$0
Other Revenue	\$250,759
Total Revenue:	\$522,623
Net LOB Cost:	\$3,897,264
Positions/SYE involved in the delivery of this LOB	61 / 61.0

► LOB Summary

Business & Other Taxes (non-real estate) combines assessing functions along with collection activity on this array of taxes, spanning Cost Center boundaries found in the DTA budget. Of the resources shown above, roughly 60 percent are associated with assessing activities and about 40 percent are associated with collection activities. Under this LOB, assistance is also provided to citizens in the completion of their state income tax returns as required by state law.

This LOB is a catch-all LOB to include Business Personal Property taxes; Business, Professional & Occupational License (BPOL) taxes, Transient Occupancy taxes, miscellaneous taxes such as Bank Franchise and Short Term Daily Rental taxes, Parking Tickets (individuals as well as business) and issuance of licenses for Mixed Drink Establishments. The major components of this LOB and the associated FY 2008 revenue include Business Personal Property (\$125 million) and BPOL taxes (\$140 million), followed by Transient Occupancy taxes (\$20.9 million), Bank Franchise taxes (\$7 million) and Parking Tickets (\$2.7 million). Overall, the Business & Other Taxes (non-real estate;

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non-vehicles) generated under this LOB account for around \$300 million in FY 2008 General Fund revenue.

Business Personal Property taxes include computer equipment and furniture and fixtures, but excludes vehicles (see Vehicle Taxes LOB). BPOL tax administration has been based on a Statewide Uniform Model Ordinance since FY 1997. Along with BPOL taxes, certain Business Personal Property tax disputes can be appealed to the state Tax Commissioner, as well as to the Circuit Court.

Parking Ticket enforcement has been strengthened over the years through contract support from a parking ticket agent, Citation Management. This partnership provides DTA with better automation and reporting capabilities and supplements in-house collection activity. However, the collection of Parking Tickets is still labor intensive. In addition to wage and bank liens, and vehicle seizures, certain DMV registrations can be restricted because of unpaid parking tickets. Based on these enhancements over the last five years, the collection rate has increased from about 65 percent to approximately 85 percent.

Beginning in FY 2008, and in accordance with a Memorandum of Understanding authorized by the Board of Supervisors, DTA also serves as the collection agent for Transient Occupancy taxes levied by the Northern Virginia Transportation Authority (NVTa). These funds will be collected and deposited directly to NVTa's bank account. This new tax is part of the omnibus transportation bill authorized by the Virginia General Assembly in 2007, HB 3202. Also beginning in FY 2008, greater emphasis will be placed on the collection of dog licenses though this is a minor revenue category only totaling approximately \$260,000. Based on legislation passed by the General Assembly in 2007, veterinarians are now required to provide DTA with notice of all dogs that receive rabies vaccinations.

Collection Rate

Along with assessing functions, this LOB includes tax collectors who use a wide array of tools to ensure strong collection rates in the major tax areas. For example, the collection rate for Personal Property is slightly over 97 percent, and BPOL taxes are approximately 98 percent. Parking Tickets are about 85 percent, which reflects an industry norm. Finally, this LOB also has customer service staff answering telephones, correspondence and e-mail.

► Method of Service Provision

DTA staff in this LOB provide direct service delivery to Fairfax County taxpayers. This line of business includes assessment discovery staff, such as auditors and field staff. These employees help ensure that all businesses are properly reporting and paying business taxes. These employees also handle tax appeals and various classification issues, and assist in the review of complex financial documentation. All such information is maintained under strict confidentiality rules under state law.

Most Parking Ticket interactions are managed by DTA's agent, Citation Management, with support from a senior manager in DTA. Citation Management schedules General District Court hearings for citizens who wish to contest parking tickets. By law, DTA does not have authority to adjudicate or waive parking tickets, though staff will coordinate with law enforcement personnel in this regard where possible.

In addition to information always available via the Internet, normal operating hours are 8 a.m. to 4:30 p.m. Monday through Friday, with extended counter hours to 6:30 p.m. on Thursday.

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► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference pages 7-9 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To enhance taxpayer convenience by supporting an increase of at least 5 percent per year in 24/7 e-commerce transactions.
- To accurately forecast current real estate, personal property, and Business, Professional and Occupational License taxes to achieve a variance of 0.5 percent or less between estimated and actual revenues.
- To provide high quality customer service as measured by an average maximum wait time of no more than 1:30 minutes on the phone and at least a 3.5 point satisfaction rating (on a 4-point scale) by DTA customers.
- To assess property at fair market value as measured by an average assessment-to-sales ratio in the low 90s.
- To equitably assess properties by maintaining a maximum coefficient of dispersion of 7.5 with a target coefficient of dispersion of 6.0.
- To maintain the cost per Personal Property and BPOL dollar levied at or below \$0.01 with no degradation in accuracy as measured by exonerated assessments as a percent of total assessments.
- To achieve the highest degree of accuracy in personal property and business license assessment such that exonerations do not exceed 4.0 percent of annual levy.
- To maintain a minimum collection rate of 99.61 percent in real estate tax collections toward a target collection rate of 99.65 percent for current year real estate taxes; 98.86 percent for current year personal property taxes; and 98.5 percent for Business, Professional, and Occupational License (BPOL) taxes.
- To maintain at least 51 percent collection of accounts receivable (i.e., unpaid taxes from prior years), while maintaining a cost per delinquent dollar collected of no more than \$0.13.

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
24/7 e-commerce transactions	350,017	367,518 / 264,033	277,270	291,133	57-03
Real Estate, Personal Property, and BPOL Tax Revenues (in billions)	\$2.379	\$2.513 / \$2.526	\$2.602	\$2.617	
Phone calls received	483,666	500,000 / 386,154	405,461	405,461	
Parcels assessed	349,995	354,000 / 354,830	359,000	364,000	57-02
Total tax levy for Personal Property and BPOL	\$622,573,013	\$648,023,704 / \$648,478,065	\$654,943,417	\$659,179,640	
Value of Personal Property and BPOL tax bills adjusted	\$26,271,704	\$26,435,054 / \$25,772,195	\$25,902,943	\$25,826,970	
Current year taxes collected: Real Estate (in millions)	\$1,772.1	\$1,884.8 / \$1,884.7	\$1,956.7	\$1,966.7	57-02
Current year taxes collected: Personal Property (in millions)	\$481.7	\$496.9 / \$508.3	\$506.2	\$504.8	57-03
Current year taxes collected: BPOL (in millions)	\$125.2	\$131.4 / \$132.5	\$138.9	\$145.2	57-04
Delinquent taxes collected: Real Estate	\$11,715,456	\$11,715,456 / \$11,324,812	\$11,898,189	\$11,898,024	57-02
Delinquent taxes collected: Personal Property (1)	\$15,808,127	\$13,887,924 / \$14,033,618	\$8,854,189	\$8,854,189	57-03
Delinquent taxes collected: BPOL (2)	\$2,009,588	\$2,372,475 / \$3,931,528	\$421,618	\$3,040,375	57-04
Efficiency:					
Cost per \$1,000 collected	\$9.19	\$9.54 / \$9.16	\$8.89	\$8.84	
Cost per phone call	\$2.56	\$2.33 / \$2.77	\$2.46	\$2.51	
Cost per parcel assessed	\$22.78	\$22.98 / \$22.98	\$23.29	\$24.05	57-02
Residential parcels per appraiser (3)	6,604	6,679 / 6,695	6,411	5,778	57-02
Cost per tax dollar levied	\$0.01	\$0.01 / \$0.01	\$0.01	\$0.01	
Cost per current dollar collected	\$0.004	\$0.004 / \$0.001	\$0.001	\$0.001	
Cost per delinquent dollar collected	\$0.10	\$0.10 / \$0.09	\$0.13	\$0.12	
Service Quality:					
Average maximum wait time on phone in minutes.seconds (4)	2.59	2.30 / 0.45	1.30	1.30	
Average rating of DTA services by customers	3.5	3.5 / 3.5	3.5	3.5	
Assessment/Sales ratio	92.7%	92.0% / 91.5%	94.0%	94.0%	57-02
Percent of bills deliverable	97.0%	97.0% / 97.0%	97.0%	97.0%	

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent change in 24/7 e-commerce transactions (5)	4.6%	5.0% / (25.0%)	5.0%	5.0%	
Percent variance between estimated and actual revenues	0.1%	0.4% / 0.5%	0.1%	0.1%	
Percentage of phone calls answered	81.5%	84.0% / 95.8%	90.0%	90.0%	
Coefficient of Dispersion	7.5	5.9 / 4.4	6.0	6.0	57-02
Exonerations as a percent of total assessments	4.2%	4.1% / 4.0%	4.0%	3.9%	57-02
Percent of current year taxes collected: Real Estate	99.62%	99.61% / 99.64%	99.62%	99.62%	57-02
Percent of current year taxes collected: Personal Property	98.11%	97.40% / 99.71%	98.86%	98.95%	57-03
Percent of current year taxes collected: BPOL	98.27%	98.31% / 98.45%	98.50%	98.50%	57-04
Percent of accounts receivable collected	41%	42% / 57%	51%	51%	

1) Delinquent personal property tax collections are projected to decline in FY 2008 as no portion of the delinquent tax will be paid by the state as a result of the capping of Personal Property Tax Relief reimbursements.

2) Net delinquent BPOL collections are expected to decline in FY 2008 due to a refund as a result of a court settlement.

3) Number of parcels per appraiser will decline in FY 2009 due to the hiring of 10 new appraisers.

4) The efficiencies of technology is being seen in the decrease in phone calls. More and more citizens use the internet and our DTA web site for information rather than calling the department. The decrease in calls has allowed us to greatly reduce our telephone call wait time from over 2 minutes to less than 1 minute. We are also not as rushed on calls and can take more time with citizens, especially those who speak English as a second language.

5) E-commerce transactions were down in FY 2007 primarily because of the change in the vehicle decal requirement.

Unclassified Administrative Expenses – Non-DPWES

Focus

To provide General Fund support through various accounts that cannot be allocated to specific agencies. Unclassified Administrative Expenses in this program area include reserve accounts for the General Fund. Amounts included here will be allocated to specific agencies at some future period.

It should be noted that Unclassified Administrative Expenses, is split into two functional areas. The agency is not only used to separately track the various accounts listed above, it is also used to account for the General Fund contribution for various Public Works programs. For further information on the Unclassified Administrative Expense categories associated with the Public Works function (LOBS 87-01), please refer to the Department of Public Works and Environmental Services (DPWES) section.

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
87-02	Other Reserves	\$1,050,000	0	0.0
TOTAL		\$1,050,000	0	0.0

LOBS SUMMARY 87-03: Other Reserves

<i>Fund/Agency: 001/87</i>		<i>Unclassified Administrative Expenses -Non-DPWES</i>
<i>LOB #: 87-03</i>		<i>Other Reserves</i>
Personnel Services		\$0
Operating Expenses		\$1,050,000
Recovered Costs		\$0
Capital Equipment		\$0
Total LOB Cost:		\$1,050,000
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$0
Total Revenue:		\$0
Net LOB Cost:		\$1,050,000
Positions/SYE involved in the delivery of this LOB		0 / 0.0

Unclassified Administrative Expenses – Non-DPWES

► LOB Summary

As part of the FY 2008 Adopted Budget Plan, funding for Other Reserves is primarily included for the Office of Community Revitalization and Reinvestment (OCRR) (\$750,000), the Community Initiative Grant Program (\$100,000), and the Office to Prevent and End Homelessness (\$200,000).

The Office of Community Revitalization and Reinvestment (OCRR) - Funding is held in reserve pending final approval of a plan to establish an Office of Community Revitalization and Reinvestment to implement Board of Supervisors' recommendations regarding commercial and residential revitalization efforts in the County. Funding in the reserve in conjunction with funding and positions to be redirected from other agencies in the County will provide the newly established office with the resources required to achieve revitalization goals.

Note: The County Executive established the Office of Community Revitalization and Reinvestment (OCRR) as of July 1, 2007 as a separate office under his direct supervision. Funding adjustments were not made until after the FY 2008 Adopted Budget Plan was approved. Funding was reallocated from this reserve as part of the FY 2007 Carryover Review to support OCRR activities. For further details on OCRR activities please refer to Agency 02, Office of the County Executive – LOB 02-06: Community Revitalization and Reinvestment

Community Initiative Grant Program - Funding is held in reserve to provide funding for one-time grants to neighborhood and community organizations for community clean-up, community colleges and other reinvestment related initiatives.

The Office to Prevent and End Homelessness - Funding is held in reserve pending final approval of a plan to establish an Office to Prevent and End Homelessness in the Fairfax-Falls Church Community. Funding is set aside pending further direction regarding how to meet the Board of Supervisors' goal of ending homelessness in the County by effectively addressing the four major strategies of prevention, housing options, support services and management and accountability. The next phase is to develop an implementation plan around the four strategic goal areas to be presented to the Board of Supervisors for approval in the June/July 2007 timeframe.

► Method of Service Provision

Reserves are held centrally and reallocated to the appropriate agency or fund as part of a future quarterly review.

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

There are no performance measures for this agency.

Fund 102 Federal/State Grants

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 102, Federal/State Grants</i>	
Total Expenditures:	\$58,592,050
Revenue:	
General Fund Support	\$4,293,491
Bond Revenue	\$0
Other Revenue	\$54,298,559
Total Revenue	\$58,592,050

► Summary of Program

This fund provides reserves for unanticipated and anticipated grants awarded to Fairfax County from federal, state, and other funding sources. The reserves enable Fairfax County to accept grant funding to enhance services provided to the citizens of Fairfax County.

The purpose of this fund is to:

- Gather information for the development of an accurate budget based on the grants received in the current year and grants anticipated for the upcoming year.
- Review and track budgets for categorical grants from federal and state sources.
- Record and track budgets for grants from other sources, such as private firms and not-for-profit organizations.
- Review and evaluate the use of the unanticipated grant reserve for unanticipated grants awarded and received in the current year.
- Review and track the use of the anticipated grant reserve for anticipated grants awarded and received in the current year.

► Funding Availability and Future Considerations

The fund will not be used as a method of addressing the demand for new or expanded services, it is solely to be used as a financial tool in the event of a significant economic downturn.

In order to provide a comprehensive summary of grant awards to be received by the County in FY 2008, awards *already received* and awards *anticipated to be received* by the County for FY 2008 are included in Fund 102, Federal/State Grants budget. The total FY 2008 appropriation within Fund 102 is \$58,592,020 and includes both grant awards already received and grants that are anticipated. The total for grant awards already received and appropriated directly to the agency receiving the grant is \$667,495 in FY 2008. Funds for grants held in reserve until the grant award is received and approved by the Board of Supervisors total \$57,924,555 in FY 2008.

Fund 102

Federal/State Grants

In order to secure grant funding, the grantor often requires that a certain percentage of funds be matched from local funding sources. In FY 2008, the total General Fund commitment for Local Cash Match totals \$4,945,912. The FY 2008 Local Cash Match total for grant awards already received and appropriated directly to the agency receiving the grant is \$652,421, while funds for grants held in reserve until the grant award is received and approved by the Board of Supervisors totals \$4,293,491.

There is some funding associated with grants that is appropriated directly to agencies, based on grantor specifications as well as the need to access funds immediately in crisis situations. The Community Oriented Policing (COPS) Grants from the U.S. Department of Justice (DOJ) are appropriated directly to the Police Department, within Fund 102, in the amount of \$667,495. The COPS grants are multi-year awards by the federal government to localities aimed at increased community policing. The FY 2008 appropriation includes the second year of a COPS in Schools award received in FY 2006 in the amount of \$667,495.

In recent years, the Department of Homeland Security (DHS) has funded several initiatives to support state and local emergency preparedness efforts through its First Responder Programs, including the Urban Areas Security Initiative (UASI) Program and Homeland Security Grant Program which is administered through Fund 102. The UASI Program provides funds to support and enhance efforts within the areas of law enforcement, emergency medical services, emergency management, fire service, public works, public safety communications, and public health. The Homeland Security Grant Program provides funds to support and enhance efforts within the areas of first responders which focus on the prevention, response and recovery of weapons of mass destruction and terrorism incidents involving chemical, biological, radiological, nuclear and explosive devices and cyber attacks. Fairfax County anticipates that \$10,000,000 will be received by DHS for the First Responder Programs in FY 2008 to be appropriated throughout the fiscal year as awards are received.

Prior appropriation of the anticipated grants will allow for grants to be handled in an expeditious manner when actual awards are received. As specific grants are awarded and approved, a supplemental appropriation of the required funds is made to the specific agency or agencies administering a grant. This increase in a specific agency grant appropriation is offset by a concurrent decrease in the grant reserve. In addition, an amount of \$1,075,000 is included as part of the reserve to allow for grant awards that cannot be anticipated.

Effective September 1, 2004, the Board of Supervisors established new County policy for grant applications and awards that meet certain requirements. If a grant is \$100,000 or less, with a required Local Cash Match of \$25,000 or less, with no significant policy implications, and if the grantor does not require Board of Supervisors' approval, the agency can work directly with the Department of Management and Budget to receive the award and reallocate funding from the anticipated/unanticipated reserve directly to the agency. If an award exceeds these limitations but was listed in the Anticipated Grant Awards table in the Adopted Budget for the current fiscal year, Board of Supervisors' approval is not required unless the actual funding received differs significantly from the projected funding listed in the budget. For any grant that does not meet all of the specified criteria, the agency must obtain Board of Supervisors' approval in order to apply for or accept the grant award.

Fund 102

Federal/State Grants

► Status of Program

This fund is an ongoing program that supports grants of various program years.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 102

Federal/State Grants

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 102, Federal/State Grant Fund

	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan	FY 2008 Adopted Budget Plan
Beginning Balance¹	\$13,766,400	\$239,103	\$23,237,963	\$240,464	\$257,130
Revenue:					
Federal Funds	\$53,867,176	\$734,926	\$92,178,826	\$15,074	\$15,074
State Funds	8,114,177	0	6,808,258	0	0
Local Cash Match	0	0	0	0	0
Other Match	5,789,405	1,874,781	7,532,415	652,421	652,421
Other Non-profit Grants	171,495	0	185,286	0	0
Seized Funds	1,327,947	0	280,000	0	0
Interest - Seized Funds	60,478	0	0	0	0
Interest - Fire Programs Funds	141,130	0	0	0	0
Miscellaneous Revenue	774,433	0	855,636	0	0
Funding	0	59,270,383	33,311,079	53,631,064	53,631,064
Total Revenue	\$70,246,241	\$61,880,090	\$141,151,500	\$54,298,559	\$54,298,559
Transfers In:					
General Fund (001)					
Local Cash Match	\$2,639,032	\$0	\$2,387,000	\$0	\$0
Reserve for Estimated Local Cash Match	6,852,625	5,476,204	2,089,204	4,293,491	4,293,491
Total Transfers In	\$9,491,657	\$5,476,204	\$4,476,204	\$4,293,491	\$4,293,491
Total Available	\$93,504,298	\$67,595,397	\$168,865,667	\$58,832,514	\$58,849,180

Fund 102

Federal/State Grants

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 102, Federal/State Grant Fund

	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan	FY 2008 Adopted Budget Plan
Expenditures:					
Emergency Preparedness ²	\$24,504,503	\$0	\$20,706,542	\$0	\$0
Office of County Executive	318,299	0	446,752	0	0
Economic Development Authority	0	0	0	0	0
Capital Facilities	2,032,114	0	30,579,665	0	0
Department of Housing and Community Development	1,239,077	0	2,740,070	0	0
Office of Human Rights	54,879	0	540,309	0	0
Department of Transportation	780,786	0	1,481,021	0	0
Department of Community and Recreation Services	268,185	0	409,201	0	0
Fairfax County Public Library	174,457	0	98,140	0	0
Department of Family Services	23,799,434	0	35,198,958	0	0
Department of Systems					
Management for Human Services	13,820	0	36,180	0	0
Health Department	2,089,553	0	3,113,549	0	0
Circuit Court and Records	38,522	0	51,050	0	0
Juvenile and Domestic Relations District Court	234,771	0	2,751,692	0	0
Commonwealth's Attorney	0	0	277,812	0	0
General District Court	577,793	0	663,732	0	0
Police Department	8,604,224	2,609,707	15,027,612	667,495	667,495
Office of the Sheriff	33,517	0	82	0	0
Fire and Rescue Department	5,502,401	0	15,494,101	0	0
Unclassified Administrative Expenses	0	64,746,587	38,992,069	57,924,555	57,924,555
Total Expenditures	\$70,266,335	\$67,356,294	\$168,608,537	\$58,592,050	\$58,592,050
Total Disbursements	\$70,266,335	\$67,356,294	\$168,608,537	\$58,592,050	\$58,592,050
Ending Balance³	\$23,237,963	\$239,103	\$257,130	\$240,464	\$257,130

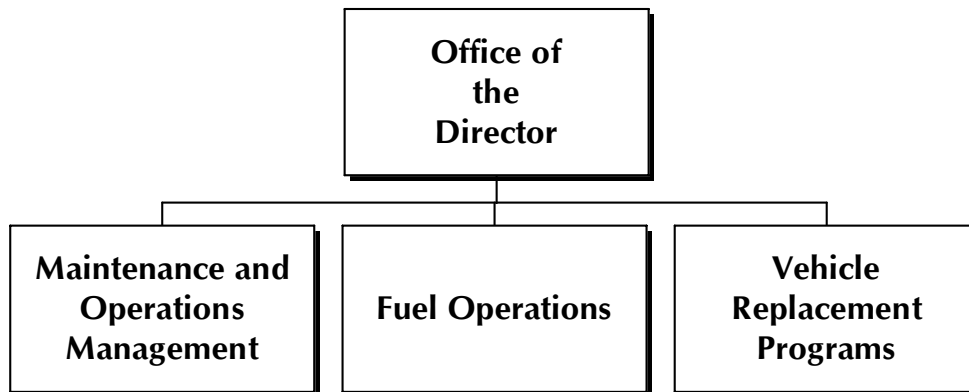
¹ The FY 2007 Revised Budget Plan Beginning Balance reflects \$6,852,625 in Local Cash Match carried over from FY 2006, including \$3,260,839 in Local Cash Match previously appropriated to agencies but not yet expended and \$3,591,786 in the Reserve for Estimated Local Cash Match consisting of the balance of the Reserve not used during FY 2006 plus Local Cash Match returned to the Reserve as the result of grant closeouts. Thus, the total Reserve for Estimated Local Cash Match in FY 2007 is \$5,680,990.

² Emergency Preparedness grant funding is reflected as a separate category in order to centrally identify grant funds earmarked for security and emergency preparedness requirements. Agencies involved in this effort include the Office of Public Affairs, Department of Purchasing and Supply Management, Facilities Management Department, Department of Public Works and Environmental Services, Department of Transportation, Department of Family Services, Department of Information Technology, Health Department, Police Department, Office of the Sheriff, Fire and Rescue Department, and the Office of Emergency Management.

³ The Ending Balance in Fund 102, Federal/State Grant Fund, fluctuates primarily due to timing, as some revenues received late in the fiscal year have not been by spent by June 30 as the time period for spending grant funds often continues beyond the end of the fiscal

Fund 503

Department of Vehicle Services



Mission

To establish efficient and effective delivery of fleet services by providing customer agencies with safe, reliable, economical, and environmentally-sound transportation and related support services which are responsive to the needs of customer departments, and which conserve the value of the vehicle and equipment investment.

Focus

The Department of Vehicle Services (DVS) provides management and maintenance services to the County's vehicle fleet and maintenance support to the Fairfax County Public Schools (FCPS) vehicles. At the end of 2006, there was a combined County and School fleet of approximately 5,810 units. Of these units, approximately 2,270 units belong to FCPS. The remaining 3,540 County units consist of approximately 1,430 units with specialized equipment (i.e., dump trucks, wreckers) or a police package, 730 vehicles over one half ton in capacity, 750 "light fleet" vehicles supporting programs and services, and 630 non-motorized units (trailers, mowers, snow plow blades). Not included in the County fleet count are vehicles owned by the Fairfax County Water Authority, FASTRAN programs, or FAIRFAX CONNECTOR buses.

The department has four maintenance facilities. The Jermantown and West Ox facilities are located on the western side of the County, and the Newington and Alban facilities are on the south end of the County. These facilities provide timely, responsive and efficient vehicle repairs/services, including effective towing and road services at competitive prices. In order to increase efficiency, productivity, health, morale, and to accommodate future fleet growth at DVS maintenance facilities, the Facility Infrastructure/Renewal Reserve was created as part of the

THINKING STRATEGICALLY

Strategic issues to be addressed by the Department include:

- Providing high quality vehicle maintenance/repair and fleet management services at a competitive price;
- Ensuring the workforce is properly trained to maintain vehicles with new technology and fuel sources;
- Practicing environmental stewardship through various methods such as using alternative fuels, purchasing lower emission vehicles, and pursuing retrofit and fuel treatment technologies to reduce emissions from the current fleet; and
- Establishing inventory management data and analysis procedures that ensure needed parts are available when required.

Fund 503

Department of Vehicle Services

FY 2005 Carryover Review. This reserve continues to fund critical FY 2008 renewal projects in the third year of the plan. Examples of items accomplished with funding in FY 2006 and FY 2007 include: upgrading lighting at the Alban, Newington, and Jermantown facilities; expanding the Parts Window at the Newington Facility to allow more mechanics access to the parts room counter; installing a new Fluid Control Inventory (FCI) System at the West Ox and Jermantown facilities to increase efficiencies; and planned modifications to the Alban Facility to allow the use of three maintenance bays which now cannot be effectively used due to building design. In FY 2008, 17 renewal projects are planned, including expanding the parking lots at Alban and West Ox to accommodate more school buses and the new larger transit style school buses; applying an epoxy floor coating at Jermantown to improve safety and to provide a cleaner environment; and adding a bay and office for the body shop at the Newington facility to improve efficiency and customer safety.

DVS manages the County's Vehicle Replacement Fund, which accumulates funding over a vehicle's life in order to pay for the replacement of that vehicle when it meets replacement criteria. The current replacement criteria include the age, mileage, and condition of the vehicle. This fund is intended primarily for General Fund agencies. As of July 2006, 30 agencies participate in the fund, which includes approximately 2,200 units. Additionally, DVS manages funds for Helicopter, Boat, and Police Specialty Vehicle Replacement for the Police Department; an Ambulance and a Large Apparatus Replacement Fund for the Fire and Rescue Department; and a FASTRAN Bus Replacement Fund for the Department of Community and Recreation Services. These funds allow the Police Department, Fire and Rescue Department, and Department of Community and Recreation Services to make fixed annual payments to ensure the availability of future funds for a regular replacement program.

DVS manages the County's fuel program, including maintenance of the County's 49 fuel sites. These sites are primarily located at police stations, fire stations, schools, DVS maintenance facilities, Connector Bus maintenance facilities, and Public Works facilities. During FY 2006, DVS removed and replaced fuel tanks at Thomas Jefferson, Falls Church, and West Springfield High Schools, and in FY 2007 DVS will replace tanks at Marshall and Herndon High Schools. DVS upgraded its Fuelforce software in FY 2006, allowing easier access to and downloading of data regarding fuel issues to vehicles. It also installed this software at three additional County fuel sites, bringing the total number of automated sites to 38 of 49 total sites. DVS tightened controls over fuel charges to ensure agencies charge fuel directly to their agency vehicle codes and minimize the use of miscellaneous fuel codes. In FY 2006, DVS provided customer agencies with the Voyager Fleet Card to procure fuel outside County boundaries. This card is accepted by most major and regional companies in all 50 states, and offers the benefit of downloadable transaction data.

Other services provided by DVS include: emergency roadside repair; oversight and records maintenance, including security administration for the County's Fleet Maintenance System; analysis of current fleet mileage and usage; evaluation of new technologies; operation of the County's motor pool; technical support/review of specifications; and initiating purchase requests for approved County vehicles and related equipment purchased by the County's vehicle replacement fund.

In FY 2006, DVS began an aggressive approach to notify agencies when their vehicles were past due for preventive maintenance, emissions, or state inspections. This approach has resulted in increased compliance with mandated inspections. DVS also continues to explore and expand system capabilities within the Fleet Maintenance System (M4). In FY 2006, DVS installed a parts warranty module into the system, which when fully implemented will allow DVS to easily track parts covered

Fund 503

Department of Vehicle Services

under manufacturer's warranty, increasing warranty claims to vendors and achieving cost savings to customer agencies. In FY 2008, DVS will work closely with customer agencies to customize reports for their use. In FY 2008, DVS will institute a formal training program for customer agencies and a remedial training program for DVS employees.

In FY 2005, DVS and the Department of Management and Budget finalized a procedural memorandum for a fleet utilization policy with the goal of balancing the investment in the fleet while ensuring that departments and agencies have the fleet means to support their missions. This policy established a Fleet Utilization Management Committee (FUMC) with the responsibility to routinely review the vehicle and equipment fleet to ensure that fleet use and practices are in compliance with the procedural memorandum. In FY 2008, the FUMC will continue its annual review of the County fleet to ensure that fleet levels currently in place within each agency are appropriate to actual program and service requirements. It should be noted that a total of 167 vehicles have been rotated, reassigned, or sold as part of previous reviews. The FUMC also routinely reviews agency requests for fleet additions to ensure a legitimate need for fleet growth.

DVS actively searches for ways to take advantage of new technologies and to manage County resources soundly. DVS works cooperatively with Risk Management to evaluate and incorporate new vehicle technologies to minimize damage claims for vehicle backing accidents. DVS currently is examining nitrogen inflation technology for tires to extend tire life and maximize fuel economy, is examining ways to adapt current hybrid technologies into light duty trucks and vans, and has replaced part of the 15 passenger van fleet with smaller, more stable and fuel efficient Sprinter vans. DVS also has provided demonstration alternative vehicles to FASTRAN, so FASTRAN can evaluate applications which achieve twice the current miles per gallons achieved by the existing fleet.

The Washington Metropolitan area continues to be designated by the Environmental Protection Agency (EPA) as in non-attainment of the National Ambient Air Quality Standards for ground-level ozone and particulate matter. As noted to the Board of Supervisors as part of the *FY 2003 Carryover Review* and in a Board Administrative Item on September 13, 2004, the total cost of the emissions reduction strategy is estimated between \$7 million and \$8 million, and implementation would take place over a multi-year period, as funding is available. As part of the County's numerous environmental efforts, DVS completed the phase in of ultra low sulfur diesel fuel in FY 2007 and continues to retrofit the County and FCPS diesel fleets with diesel oxidation catalysts (DOCs). The DOCs reduce the emissions of particulate matter, hydrocarbons (an ozone precursor) and carbon monoxide. In bid evaluations DVS favors the cleanest diesel engines. DVS converted one hybrid drive Prius to a plug-in configuration, increasing current fuel economy. DVS, in partnership with FCPS, is seeking grant funding to purchase a hybrid electric school bus as part of a national buyers' consortium. DVS will continue to explore other grant opportunities as they become available.

Fund 503

Department of Vehicle Services

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	261/ 261	261/ 261
Expenditures:		
Personnel Services	\$17,177,181	\$18,780,486
Operating Expenses	34,062,852	38,947,841
Capital Equipment	13,176,328	13,581,505
Capital Projects	1,419,999	2,189,150
Total Expenditures	\$65,836,360	\$73,498,982

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
503-01	Vehicle Maintenance and Management	\$2,174,207	260	260.0
503-02	Vehicle/Equipment Replacement Funds	\$423,751	0	0.0
503-03	Fuel Operations	(\$343,085)	1	1.0
TOTAL		\$2,254,873	261	261.0

Note: Net cost equates to General Fund support of these LOBs after applying revenues and fund balance.

Fund 503

Department of Vehicle Services

LOBS SUMMARY

503-01: Vehicle Maintenance and Management

<i>Fund/Agency: 503</i>	<i>Department of Vehicle Services</i>
LOB #: 503-01	Vehicle Maintenance and Management
Personnel Services	\$18,720,224
Operating Expenses	\$13,550,493
Recovered Costs	\$0
Capital Equipment	\$14,880
Capital Projects	\$2,189,150
Total LOB Cost:	\$34,474,747
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$32,300,540
Total Revenue:	\$32,300,540
Net LOB Cost¹:	\$2,174,207
Positions/SYE involved in the delivery of this LOB	260 / 260.0

Note: An amount of \$2,189,150 was transferred from the Vehicle Replacement Reserve Beginning Balance to support the FY 2008 Facility Infrastructure Renewal Reserve.; therefore, no revenue is required in FY2008. As a result, the Net LOB cost presented here is “overstated” by that amount.

► LOB Summary

The Department of Vehicle Services provides centralized maintenance and repair services and performs required special tasks on vehicles and equipment owned by County agencies and Fairfax County Public Schools (FCPS) through the use of County staff and contractors. DVS ensures that these vehicles and equipment are maintained in safe operational condition and are in accordance with all federal, state, and County policies, procedures and regulations, and ensure that vehicles are maintained as efficiently and cost-effectively as possible with consideration to the customer's requirements.

The Quality Control Branch monitors vehicle maintenance and repair services. The Quality Control Branch is tasked with supporting DVS' overall goal of providing customers with vehicles and equipment that are available to users when they are needed; reliable when they are in use; safe to operate; maintained in an environmentally responsible manner; and are up to customers' expectations.

This LOB also includes department management, which provides management oversight, direction, and fiscal control for the entire agency to ensure effective and efficient application of resources in providing services to meet the agency's mission. It also provides support for County agencies' equipment requirements to include, technical review and/or evaluation of vehicle and equipment

Fund 503

Department of Vehicle Services

specifications, providing information and evaluation on vehicle maintenance requirements, and providing maintenance and operating costs when requested.

Major customers include the Fairfax County Public Schools, Public Safety agencies and the Department of Solid Waste. The following represents the characteristics of customers whose vehicles are maintained by DVS as of the end of FY 2006:

Category	Number of Vehicles	Percentage of Fleet
Schools	2,271	39.7%
Public Safety	1,707	29.8%
Other	1,419	24.8%
Solid Waste	325	5.7%

The Vehicle Maintenance and Management Services are provided at the following locations:

DVS Central
12000 Government Center Parkway
Suite 417
Fairfax, VA 22035

Alban Maintenance Facility
7245 Fullerton Road
Springfield, VA 22150

Newington Maintenance Facility
6900 Newington Road
Lorton, VA 22079

Jermantown Maintenance Facility
3609 Jermantown Road
Fairfax, VA 22030

West Ox Maintenance Facility
4620 West Ox Road
Fairfax, VA 22030

In addition, some maintenance is performed at police stations and fire stations and other customer work sites, as well as various contractor locations.

Various fees are charged and centrally billed for these services. The fees are:

1. A per hour charge for all work performed directly on a vehicle (or for an agency) by mechanics.
2. Parts cost plus markup (a percent over parts cost, calculated to recover the staff costs associated with ordering, receiving, storing/inventorying, and issuing parts; and to recover the non-accountable shop supplies needed for repairs).
3. Commercial cost plus markup (a percent – capped at \$100 maximum per repair) over commercial charge to recover the staff costs associated with ordering, receiving, quality assurance and contract administration).
4. A charge per vehicle equivalent to recover the costs of DVS administrative functions.

Fund 503

Department of Vehicle Services

The Motor Pool, also included in this LOB, provides customer agencies with use of a vehicle for a short-term need and consists of 43 vehicles, with two rental locations. The primary Motor Pool is located in the Government Center, with 37 vehicles. In addition, there is one satellite location at the DVS Germantown Facility, with six vehicles. These vehicles are available for hourly/daily rental to agencies that may have programs which require predictable but limited use of a vehicle. In addition, motor pool vehicles are utilized by County employees for unpredictable use, including attending meetings, training, and other events required to conduct ongoing County business.

The Motor Pool is utilized by General Fund, General Fund-Supported, and Non-General Fund agencies, whose needs do not justify an agency-owned vehicle. Customers pay for use of the Motor Pool with two charges: an hourly fee, with an 8 hour/day maximum, and a mileage charge.

As listed in the FY2008 Adopted Budget, strategic initiatives and recent accomplishments that support the Fairfax County Vision attributed to this LOB include:

- Converted one hybrid drive Prius to a plug-in configuration to evaluate increasing current fuel economy.
- Continue to seek grant funding to complete the purchase of a hybrid electric school bus as part of a national buyers' consortium.
- Continue to implement a plan to reduce vehicle emissions in the County by retrofitting the County and FCPS Diesel Fleets with diesel oxidation catalysts (DOCs). The DOCs will reduce the emissions of particulate matter, hydrocarbons (an ozone precursor) and carbon monoxide.
- Institute a formal training program for customer agencies and a remedial training program for DVS employees.
- Continue to explore and expand system capabilities within the fleet maintenance system, including implementing the recently installed parts warranty module. Improved scheduled maintenance capabilities and vehicle replacement modeling are planned for the future.
- Continuing the refinement of the fleet utilization policy, in coordination with the Department of Management and Budget and the Office of the County Executive, to balance investment in the fleet while ensuring departments and agencies have the fleet means to support their missions. This policy established a Fleet Utilization Management Committee, which in three separate reviews of the County fleet recommended that 167 vehicles be rotated, reassigned, or sold, resulting in significant savings to the County. Additional annual reviews of the fleet will continue.
- Prioritized agency notification of vehicles past due for preventive maintenance, emission, and state inspections, helping to conserve the value of the County's investment in equipment and vehicles.

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Department of Vehicle Services

- Continue the renewal of DVS's four maintenance facilities, committing third year funding to 17 projects in FY 2008. As part of the *FY 2005 Carryover Review*, a Facility Infrastructure/Renewal Reserve was established from existing reserves to increase efficiency, productivity, health, morale and accommodate future fleet growth at DVS maintenance facilities.

► Method of Service Provision

County employees and private vendors provide vehicle maintenance services to customer agencies. County employees provide management services, and quality control to customer agencies. The customer agencies deliver their vehicles to the facility, are visited at their work sites, or call for road service. Services are provided on either a scheduled or non-scheduled (emergency repair) basis. The DVS mechanics perform the necessary maintenance and or repair (e.g., preventive maintenance, vehicle inspections, major work as required, accident damage) and/or DVS management coordinates repairs with a private maintenance/repair vendor. In some instances the DVS mechanics respond to road calls and/or provide wrecker services for disabled vehicles. The services performed are accounted for in M4. The agency owning the vehicle is billed for the parts and services provided on a monthly basis.

The Hours of Operation are as follows:

Alban Facility	5:30am to 10:30pm	Monday through Friday
West Ox Facility	5:30am to 10:30pm	Monday through Friday
Jermantown Facility	5:30am to 10:30pm	Monday through Friday
Newington Facility	5:30am to 10:30pm 5:30am to 2:00pm	Monday through Friday and Saturday (necessary to maintain Solid Waste trash "packer" trucks and provide Saturday service as needed for other agencies)
Quality Control	8:00am to 4:30pm	Monday through Friday, however, hours will vary to conduct site reviews of work accomplished on both production shifts (5:30am to 10:30pm).
Administration	7:00am to 4:30pm	Monday through Friday

Additionally, during emergency operations, facilities operate 24-hours per day.

County employees oversee the operation of the Motor Pool. These vehicles are rented on a first come/first served reservation basis to County personnel. Requests are generally made by telephone, e-mail, or via the County Infoweb. Customers come to the motor pool location to get vehicle keys and instructions. Customers fill out a Trip Ticket which provides information needed to bill the customer agency. Vehicles are maintained by DVS in "ready condition" (fueled and serviced).

The Central Motor Pool desk, located in the Government Center is open from 7:00 a.m. to 4:30 p.m., Monday through Friday, however, with prior arrangements, customers can pick up vehicles 24

Fund 503

Department of Vehicle Services

hours a day. Vehicles at the Motor Pool satellite location at the DVS Jermantown Maintenance Facility, are available 5:30am to 10:30pm, Monday through Friday.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 1-25 percent. See the January 2007 Mandate Study, reference page 62 for the specific federal or state code and a brief description.

503-02: Vehicle/Equipment Replacement Funds

<i>Fund/Agency: 503</i>	<i>Department of Vehicle Services</i>
LOB #: 503-02	Vehicle/Equipment Replacement Funds
Personnel Services	\$0
Operating Expenses	\$0
Recovered Costs	\$0
Capital Equipment	\$13,566,625
Capital Projects	\$0
Total LOB Cost:	\$13,566,625
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$13,142,874
Total Revenue:	\$13,142,874
Net LOB Cost¹:	\$423,751
Positions/SYE involved in the delivery of this LOB	0 / 0.0

► LOB Summary

The Department of Vehicle Services manages several replacement funds whose purpose is to set aside funding over the life of a vehicle (or equipment) in order to pay for the replacement of the vehicle at such time as the vehicle meets replacement criteria. Therefore, the Vehicle Replacement Reserve ensures the systematic replacement of vehicles which have completed their cost-effective life cycles.

The current replacement criteria include the age, mileage, and condition of the vehicle. This fund is intended primarily for General Fund agencies, and as of July 1, 2006, approximately 2,200 vehicles (and 30 agencies) participate in the fund. Vehicle Replacement Reserve Fund revenues are generated through monthly billings to the agency that owns the vehicle. The monthly rate is based on the projected future cost of replacing the vehicle, divided by the number of months the vehicle is expected to remain in service.

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Department of Vehicle Services

The Vehicle Replacement Reserve Fund supports the following major customers:

Agency	Percentage of Revenues in Reserve
Police Department	61.2%
Fire & Rescue Department	6.9%
Office of the Sheriff	4.6%
Maintenance and Storm Water Management	3.7%
Site Development Services	3.7%
Park Authority	3.5%
Facilities Management Division	2.5%
Housing and Community Development	1.7%
Office of Transportation	1.7%
Family Services	1.6%
Mental Health Services	1.1%
Community and Recreation Services	1.0%

The Helicopter Replacement Fund was started in FY 1996, and a Boat Replacement Fund and Police Specialty Vehicle Fund were started FY 2002, all of which support the Police Department. The Police Department makes annual payments into the funds to ensure that funding is available for regular replacement programs. The Ambulance Replacement Fund and the Large Apparatus Replacement Fund were started in FY 1997 and FY 1998, respectively. Similar to the Helicopter Replacement Fund, the Fire and Rescue Department makes regular payments into these funds to ensure that funding is available when a piece of Fire Apparatus or Ambulance requires replacing. In addition, as part of the *FY 1999 Carryover Review*, a FASTRAN Bus Replacement Fund was established to allow the Department of Community and Recreation Services to set aside funding for the replacement of FASTRAN buses.

For all six of these funds, the Police Department, the Fire and Rescue Department, and Department of Community and Recreation Services are responsible for determining what annual payments are required, and for requesting the required funding as part of their annual budgets. The payments are shown as a revenue in the Fund 503 Fund Statement. These agencies coordinate with DVS to ensure that the DVS budget submission includes requests for appropriation as necessary, to purchase the replacement vehicles.

Fund 503

Department of Vehicle Services

As listed in the FY 2008 Adopted Budget, strategic initiatives and recent accomplishments that support the Fairfax County Vision attributed to this LOB include:

- Continue to expand the hybrid fleet as older vehicles are replaced, as well as explore the use of other fuel-efficient vehicles in order to promote cleaner air.
- Began a phased-in process to use funds available in the Vehicle Replacement Reserve to replace light vehicles not currently in the vehicle replacement program. This will increase the safety and reliability of the fleet as well as reduce the high maintenance cost of older vehicles.

► Method of Service Provision

Oversight of the various replacement programs is provided by DVS administrative employees. The DVS administrative offices are open Monday through Friday from 7:00am to 4:30pm. Timing of vehicle replacement is determined by the age, mileage, and condition. For the Vehicle Replacement Reserve, and the Ambulance Replacement Reserve, customers are notified when a vehicle meets the replacement criteria. The agency then works with DVS to verify that the condition of the vehicle warrants its replacement. For the Helicopter Replacement Fund, Boat Replacement Fund, Large Apparatus Fund, and Police and Specialty Vehicle Fund, the agency works with DVS to determine which year DVS should request an appropriation.

► Mandate Information

There is no federal or state mandate for this LOB.

503-03: Fuel Operations

<i>Fund/Agency: 503</i>		<i>Department of Vehicle Services</i>	
LOB #: 503-03		Fuel Operations	
Personnel Services			\$60,262
Operating Expenses			\$25,397,348
Recovered Costs			\$0
Capital Equipment			\$0
Capital Projects			\$0
Total LOB Cost:			\$25,457,610
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$25,800,695
Total Revenue:			\$25,800,695
Net LOB Cost¹:			(\$343,085)
Positions/SYE involved in the delivery of this LOB			1 / 1.0

Fund 503

Department of Vehicle Services

► LOB Summary

The Fuel Program provides vehicle fuel (gasoline and ultra low sulfur diesel fuel) from 49 County-owned fuel sites. The 49 fuel sites are located throughout the County at selected Fire Stations, Governmental Centers and Public Works sites; and the Connector Bus Yards and DVS Maintenance Facilities. Of these 49 sites, 46 are accessible to County staff, the remaining three are located at the Police Driver Training Track, and the two Connector Bus Maintenance Facilities. Commercial fuel credit cards are also provided to customers for specific needs. The management of these fuel sites includes: ensuring adequate supply, arranging fuel deliveries, paying for fuel deliveries, handling fuel site repairs, managing the automated fuel system, ensuring compliance with federal and state regulations regarding testing for leaks and any necessary notification/remediation of site contamination, replacing tanks and equipment, accounting for fuel issues to vehicles in the M4 and billing Customer agencies for fuel.

DVS dispenses unleaded and ultra low sulfur diesel fuel through the County-owned sites to all County agencies, including FASTRAN, Connector buses, and the Fairfax County Public Schools. The following table represents the percentage of revenue generated through the Fuel Program by category of customers.

Category	Percentage of Revenue
Schools	36.8%
Connector	21.7%
Public Safety	20.6%
Other	11.1%
Solid Waste	9.8%

Fuel customers are charged for the actual price of the fuel used, plus a per gallon markup to recover the overhead cost related to the Fuel Operations.

As listed in the FY 2008 Adopted Budget, strategic initiatives and recent accomplishments that support the Fairfax County Vision attributed to this LOB include:

- Completed the phase-in process for the use of ultra low sulfur diesel fuel. By the end of 2006, all diesel purchases are ultra low sulfur, in accordance with EPA regulations.
- Increased accountability for fuel transactions through installing software updates, and tightened controls on agencies' fuel billings, ensuring the use of vehicle specific codes rather than miscellaneous fuel codes where possible. DVS will continue to update fuel codes and to send details on miscellaneous fuel issues to department heads on a monthly basis for their review.

Fund 503

Department of Vehicle Services

► Method of Service Provision

Contract and County employees provide delivery of fuel and oversee fuel site operations. Customer agency employees drive to one of the County-owned fuel sites for fuel. The issuance of the fuel is accounted for either through the Automated Fuel Management System (FUELFORCE) which accounts for 98.7 percent of issues, or manual ledgers. Fuel issue information (date, gallons, and vehicle number) is input into the M4. The agency owning the fuel site is billed on a monthly basis for the deliveries to that site, less fuel issues recorded from that site. Agencies owning vehicles are billed for fuel issues on a monthly basis through M4. The price charged is the average product cost per unit (gallon) plus an administrative mark-up, times the number of gallons issued. Fairfax County purchases fuel using a Council of Governments (COG) contract. Even after adding the administrative mark-up, the prices charged to DVS customers are lower than prices that would be charged by commercial vendors.

Fuel site availability varies from site to site. Generally, automated sites (i.e., those with FUELFORCE), of which there are 24, are open 24 hours/day, 7 days/week. Sites requiring manual recordation are not available to general County Customers outside of the owning-agencies' business hours for that site. Agencies that are responsible for non-FUELFORCE fuel sites, control hours of access.

Fuel is delivered by commercial vendors and DVS staff between 5:30am and 4:00pm.

► Mandate Information

This LOB is federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 1-25 percent. See the January 2007 Mandate Study, reference page 62 for the specific federal or state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To maintain a vehicle availability rate of at least 98 percent on 100 percent of operating days.
- To order 100 percent of vehicles that meet replacement criteria within the fiscal year.
- To provide in-house fueling services that support fleet operations in order to achieve a cost savings of 5.0 cents per gallon for unleaded gasoline and 15.0 cents per gallon for diesel fuel compared to commercial fuel stations.

Fund 503

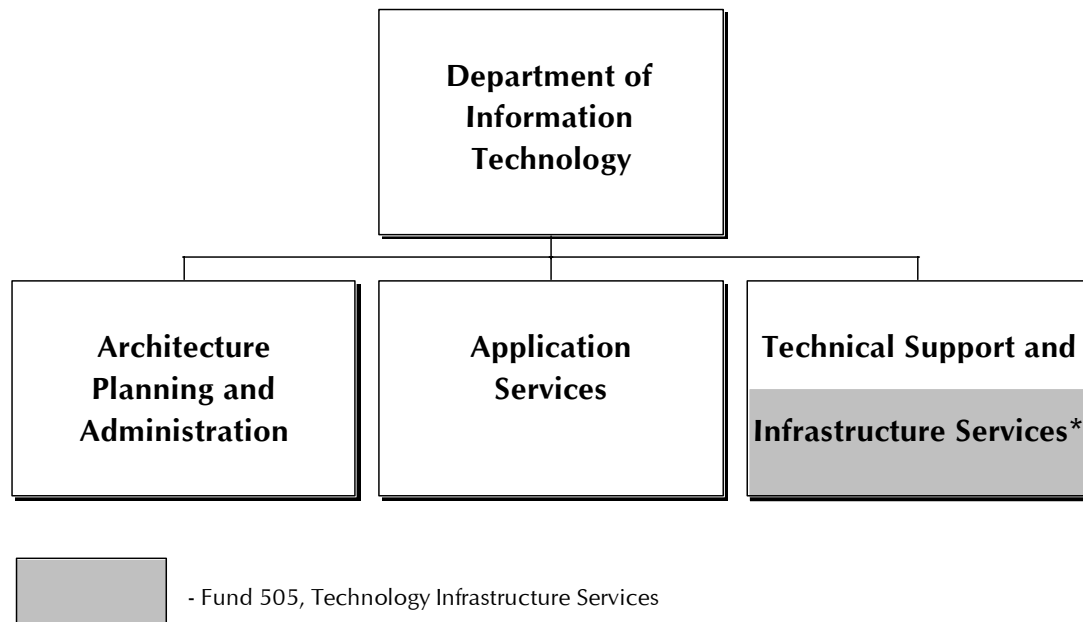
Department of Vehicle Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Units maintained (1)	5,762	5,813 / 5,676	5,711	5,736	503-01
Vehicle equivalents maintained	21,957	22,161 / 21,779	21,920	21,998	503-01
Vehicles in Vehicle Replacement Reserve (VRR)	2,248	2,285 / 2,255	2,280	2,305	503-02
Technical reviews processed	166	185 / 180	180	180	503-02
Vehicles meeting VRR criteria	322	288 / 265	281	281	503-02
Vehicles ordered/replaced	322	288 / 265	281	281	503-02
Gallons of unleaded gasoline purchased	2,462,032	2,498,521 / 2,523,815	2,557,627	2,591,438	503-03
Gallons of diesel purchased	7,024,258	7,446,368 / 6,861,624	7,213,580	7,565,537	503-03
Efficiency:					
Maintenance cost per vehicle equivalent	\$1,388	\$1,454 / \$1,428	\$1,554	\$1,526	503-01
Parts inventory value per vehicle	\$238	\$236 / \$264	\$263	\$262	503-01
Parts inventory fill rate	89.9%	92.3% / 90.3%	91.0%	91.0%	503-01
Parts inventory turnover	4.75	4.65 / 4.73	4.65	4.65	503-01
VRR administrative cost per vehicle	\$26.28	\$25.61 / \$25.95	\$26.84	\$27.94	503-02
Average cost per gallon (all fuel types) (2)	\$2.21	\$2.47 / \$2.18	\$2.68	\$3.32	503-03
Service Quality:					
Parts inventory accuracy	97.2%	99.5% / 96.5%	99.5%	99.5%	503-01
Percent of customers satisfied	95.0%	95.0% / 95.0%	95.0%	95.0%	503-01
Percent of customers satisfied	95.0%	95.0% / 95.0%	95.0%	95.0%	503-02
Percent of customers satisfied	95.0%	95.0% / 95.0%	95.0%	95.0%	503-03
Outcome:					
Vehicle availability rate	98.1%	98.0% / 97.8%	98.0%	98.0%	503-01
Percent of days 98% target was achieved	100.0%	100.0% / 100.0%	100.0%	100.0%	503-01
Percent of vehicles meeting criteria that are replaced	100.0%	100.0% / 100.0%	100.0%	100.0%	503-02
Price savings between in-house and commercial stations: unleaded gasoline	\$0.131	\$0.050 / \$0.075	\$0.050	\$0.050	503-03
Price savings between in-house and commercial stations: diesel	\$0.199	\$0.150 / \$0.242	\$0.150	\$0.150	503-03

(1) "Units maintained" in any given year may include vehicles authorized as additions in a previous year, but not received until the indicated year.

(2) Includes appropriate mark-up to cover overhead.

Department of Information Technology



* Staffing, management and operational support is in the Department of Information Technology General Fund, except for positions and operational specific to Infrastructure Services which is found in Fund 505.

The LOBs in this document in the Department of Information Technology relate to the high level functions in DIT as follows:

- **Architecture Planning and Administration LOBs:**
 - E-government & Advanced Technology
 - Information Security
 - Asset and Policy Management
 - Courtroom Technology
 - HIPAA
 - Information Technology Initiatives management
- **Applications Services LOBs:**
 - GIS
 - Application Development and Support
- **Technical Support & Infrastructure Services LOBs:**
 - Communications Technology
 - Enterprise Technology Infrastructure
 - End User Support Services
 - Radio and Emergency Communications
 - Enterprise Fleet Digital Printer/Copier Program

Department of Information Technology

Mission

To deliver and support innovative technology solutions that strengthens the public service commitment of Fairfax County.

Focus

The Department of Information Technology (DIT) manages all aspects of information technology and communications systems deployment and maintenance supporting the delivery of County agencies' services to residents. These activities support the County's goals for improvement of service delivery to County residents through the use of technology. In addition to the General Fund, funding for DIT activities is also included in Fund 505, Technology Infrastructure Services, which includes data center operations, enterprise automated productivity tools, the enterprise data communications network, radio center services and 911 communications. Fund 104, Information Technology, supports major projects for agency automation initiatives and business application system modernization (e.g. public safety; human services, land development, revenue, and financial systems, etc.); others with countywide strategic importance; enterprise-level applications such as Geographic Information Systems (GIS), content and document management and imaging, CRM, and e-government (WEB) initiatives; and supporting technology infrastructure enhancements.

The Department strives to implement proven and dependable technology using best practice management techniques and fully leveraging technology investments across the enterprise. Recognizing the fluid technology environment in which the County supports a wide variety of business function requirements along with the rapid pace of marketplace technology advancement, DIT continually seeks to find the appropriate balance between its stewardship role in leveraging the current information technology investments and its strategic role in pursuing and embracing opportunities to innovate and strengthen technology use that will result in high value County services. In fulfilling its mission, DIT builds strategic partnerships with internal and external stakeholders. DIT uses a strategic planning process and a collaborative business and technical execution model to ultimately provide the County with a return on investment in the form of increased access to the government, as well as improved service that facilitates the ability to meet County growth and demand for services economically. The results are improved processes for County operations, greater efficiencies and effectiveness in service delivery, improved opportunities for data sharing and decision making, enhanced capability to the public for access to information, and improved utility and security of County technology and information assets. The work of DIT is primarily performed by County staff in direct execution, project management and asset management roles. DIT partners with the private sector for expert skills to augment the overall capacity to develop and implement projects, deliver solutions, and to support operational activities.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Fulfilling new and increasing demands for technology services in innovative, cost-effective ways;
- Ensuring the security of the County's IT investments and information assets;
- Pursuing IT investment opportunities that provide residents with increased government access, integrated information and improved services;
- Aligning technology solutions with the County's changing business needs; and
- Keeping pace with rapid change in the technology field by maintaining high technical competence of IT staff.

Department of Information Technology

In ensuring the integrity and viability of the County's technology assets, DIT executes the County's IT security policy through strategies that build a secure technology infrastructure, and, security architecture and processes that protect the County's systems from threats and vulnerabilities, unauthorized access, intrusions, and potential loss of data assets. This activity is closely aligned with the Health Insurance Portability and Accountability Act (HIPAA) compliance program and its core group of interdepartmental representatives. The security requirements of HIPAA are incorporated in the information security and infrastructure programs within DIT, in order to develop technical strategies and solutions required to meet standards, policy and compliance around the IT aspects of HIPAA and other privacy legislation.

In 2006, the Board of Supervisors commissioned a citizen advisory group to study enhancements for improved public accessibility to land-use information and greater visibility for community-wide development. By mid-2007, recommendations from the study were released that expanded upon initiatives to include further integration of GIS into County land use information systems and enhancements to the My Neighborhood portal on the County's Web site as well as new features into related agency information systems. Another strategic emphasis for the County's technology program is internal and regional interoperability for communications and secure data sharing. The County has a significant leadership role in developing the architecture and standards that are being adopted through the national capital area. This architecture is a foundation for the County's technology strategy to create a process that ties together agency-based independent applications and enables them to share data.

The County's technology programs have been recognized with many honors over the past five years for innovation and contribution to excellence in public service, and are routinely referenced in the industry as best practice examples. In 2006, the County was recognized as being one of the top "Best Places to Work in IT" among the field of predominately private sector technology firms. In 2007, the County won awards for Digital Cities Best of the Web, and was recognized as one of the top digital counties in the nation by the Center for Digital Government and the National Association of Counties.

Department of Information Technology

Budget and Staff Resources

Agency Summary (General Fund)		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	252/252	257/ 257
Expenditures:		
Personnel Services	\$18,672,286	\$21,027,467
Operating Expenses	13,047,382	14,352,884
Subtotal	\$31,719,668	\$35,380,351
Less:		
Recovered Costs	(\$6,510,398)	(\$7,191,873)
Total Expenditures	\$25,209,270	\$28,188,478
Income:		
Map Sales and Miscellaneous Revenue	\$43,912	\$29,023
Pay Telephone Commissions	0	1,417
City of Fairfax - Communication	33,410	50,444
Total Income	\$77,322	\$80,884
Net Cost to the County	\$25,131,948	\$28,107,594

Agency Summary (Fund 104)		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Total Expenditures	\$16,315,364	\$13,760,015
Total Income	\$3,409,898	\$1,400,000
Net Cost to the County	\$12,905,466	\$12,360,015

Agency Summary (Fund 505)		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	67/67	67/67
Expenditures:		
Personnel Services	\$6,018,642	\$6,614,660
Operating Expenses	20,196,736	21,297,841
Capital Equipment	3,173,392	1,400,000
Total Expenditures	\$29,388,770	\$29,312,501
Total Income	26,274,801	26,784,384
Net Cost to the County	\$29,388,770	\$2,528,117

Total Net Cost to the County	\$67,426,184	\$42,995,726
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Note: Also included in this LOB section is the I-Net portion of Fund 105 (see LOB 70-04).

Department of Information Technology

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
70-01	E-Government and Advanced Technology	\$1,951,042	20	20.0
70-02	Geographic Information Systems	\$1,900,695	21	21.0
70-03	Application Development and Support	\$12,025,830	94	94.0
70-04	Communications Technologies	\$6,920,871	36	36.0
70-05	Information Security	\$1,949,352	10	10.0
70-06	Enterprise Technology Infrastructure	\$1,088,500	53	53.0
70-07	User Support Services	\$5,156,372	47	47.0
70-08	Asset and Policy Management	\$1,545,242	29	29.0
70-09	Radio Communications	\$314,103	10	10.0
70-10	Courtroom Technology	\$306,078	3	3.0
70-11	HIPAA	\$127,626	1	1.0
104-01	Information Technology Initiatives	\$12,360,015	0	0.0
TOTAL		\$45,645,726	324	324.0

NOTE: Includes Agency 70 in the General Fund, all of Fund 104 and Fund 505, and the DIT portion of Fund 105 (an amount of \$2,650,000 which is included in LOB 70-04). DOES NOT include Fund 120, Fund 303, Fund 312, or Fund 504.

LOBS SUMMARY

70-01: E-Government and Advanced Technology

<i>Fund/Agency: 001/70</i>	<i>Department of Information Technology</i>
<i>LOB #: 70-01</i>	<i>E-Government and Advanced Technology</i>
Personnel Services	\$1,768,935
Operating Expenses	\$182,107
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,951,042
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$1,951,042
Positions/SYE involved in the delivery of this LOB	20 / 20.0

Department of Information Technology

► LOB Summary

The e-government program in the Department of Information Technology (DIT) develops and maintains systems that provide information and services to citizens through publicly accessible on-line mediums. This program supports the County's mission to provide convenient, efficient, effective and timely information and transactions with government, 24 hours a day, 7 days a week. E-government is the hallmark of the benefits obtained through solid planning and investment in information technology, providing the catalyst for a change in the way government operates. Utilizing concepts of e-business and e-commerce, the e-government program facilitates the connection between citizens, the government, and back-end business systems. Further, e-government gives the County an additional means to meet growing demand and expectations. The County's e-government program is considered a best practice in government, being recognized by national organizations, and in government and technology publications and journals. Officials from over fifteen different countries have visited the County specifically to gain insight on how to establish a good e-government program. A steering committee of agencies reporting to the Deputy County Executive for Information including DIT, DCCCP, OPA, and FCPL gives input to strategy and the development of new channels that further the value and effectiveness of the program.

E-government provides the public with responsive and flexible alternatives for obtaining information and services and to allow residents to conduct business with the County any time, from most anywhere. The fundamental premise is to build a "government without walls, doors, or clocks" – that is, provide access to information and services 24 hours a day, seven days a week from the constituents' home, office or anywhere. The work is carried out by the Public Access Technologies group in DIT, who work with County agencies and other public and private sector entities to improve business operations and accommodate the growing variety of services and needs by thoroughly understanding business needs and by planning, implementing and managing the best public access solutions available. The three technology platforms comprising the County's e-government initiative are:

- **The Fairfax County Web Site**, located on the World Wide Web at www.fairfaxcounty.gov. The County site currently includes over 17,000 and nearly four dozen interactive applications, with more than 60 agencies participating. The website has 40,271 visitors per day, more than 1,200,000 visits per month.
- **Information Kiosks** that use multimedia (audio, video, graphics and text) touch screen technology to provide information at times and locations convenient to the public, including interactive applications such as the DMV application that allows residents to apply for and renew vehicle registrations, licenses, etc. There are currently over 25 kiosks in 22 locations around the County, including county buildings, Libraries, a hospital and a mall. The CRiS kiosk is also a regional resource with participation from Fairfax City, the town of Warrenton and others. There have been more than 10.8 million "screen touches" to date.
- **Interactive Voice Response (IVR)** units that permit telephone callers to select information and services from audio menus via a touch-tone telephone. There are a total of 22 IVR applications that have served 4 million people since FY 2005.

These three technologies are consolidated under one management team. Many of the same information look-ups and business transactions are available on all three channels, integrated on a single platform architecture, with seamless connectivity to state and federal e-government programs and services. This provides a holistic solution to making service available to all constituents

Department of Information Technology

regardless of their ability to own technology. Capabilities also include secure electronic payments capabilities through certified third party payments portal, with consolidated payment services across the three e-government channels.

Future enhancements includes more interactive and social media applications, enhanced search, and content management (CM) which provides a set of tools to allow for more active content contribution from agency staff allowing agencies to quickly add or update information without the need for technical expertise. The pre-defined CM templates will ensure consistency of the presentation layer (i.e., Web, Kiosk, etc.) as well as automatically ensuring compliance with ADA and other mandates. Workflow components with the CM software will ensure the integrity of the quality assurance and approval process. We are also incorporating voice recognition into the IVR system, where appropriate.

The e-government staff is committed to adhering to both the dictates and spirit of ADA accessibility guidelines and mandates. The addition of all new information areas and business functionality will include ADA compliance as a principal focus.

The increased reliance on e-government programs for county services delivery demand the requirements for 24/7 support. Today the program is supported by a single staff shift on-call. The essential nature of the program demands hard examination of the staffing, budgetary and infrastructure implications to keep it vital.

Because of the power of electronic data interchange and associated implications, these technologies are receiving more scrutiny of lawmakers to ensure privacy and protections. We expect additional requirements to avoid inappropriate penetration and attacks to maintain the security and integrity of our e-government environment as we continue to roll out e-government initiatives. The e-government LOB is supported by the Information Protection, Asset & Policy Management, Communications Technologies, and Information Technologies Initiatives (104) LOBs in DIT. The e-government program works collaboratively to support the GIS, Corporate Applications, and Enterprise Technology Services LOBs in DIT.

In addition to the e-government channels, this group is responsible for the development of the county's data and system interoperability strategy and framework; application development methodology and advancement and lifecycle development methodology for all other DIT groups; Service Oriented Architecture, meta data structures and business intelligence; content and document management platform and project management; wireless applications; CRM/311 strategy and projects; and regional and state interoperability and data sharing initiatives.

► Method of Service Provision

The County's e-government programs are provided by a combination of internal staff and contracting support with specialized expertise and skills. County staff performs approximately 80 percent of the work. Contract services are used on an as-needed or special projects basis. For example, County staff developed the new web site design and navigation, but contract services were used to assist in converting the approximately 15,000 pages to the new format. Contract services were also used for the development of several web applications. In addition, contract services provide systems maintenance for IVR hardware and operating system software. It is anticipated that

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this mix of internal staff with contract support as required will continue. The site is available 24/7 and the staff of the branch respond to emergency outages on an “on-call” basis.

► **Mandate Information**

There is no federal or state mandate for this LOB.

70-02: Geographic Information Systems

<i>Fund/Agency: 001/70 Department of Information Technology</i>	
LOB #: 70-02	Geographic Information Systems
Personnel Services	\$1,392,211
Operating Expenses	\$537,507
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,929,718
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$29,023
Other Revenue	\$0
Total Revenue:	\$29,023
Net LOB Cost:	\$1,900,695
Positions/SYE involved in the delivery of this LOB	21 / 21.0

► **LOB Summary**

The Geographic Information Systems Branch (GIS) provides high quality geo-spatial infrastructure, innovative analytical applications products, and mapping and web services to Fairfax County government agencies and the public. The centralized investment in GIS data layers has allowed all agencies and departments to benefit from shared data layers, shared use of aerial and orthophotography, and shared use of spatial analyses.

GIS updates, maintains, and publishes the parcel and zoning maps for the County, and is responsible for assignment of the unique Parcel Identifier Numbers (sometimes called map numbers) for every parcel in the County. It also maintains and produces the large format wall maps, of which approximately 10,000 are distributed annually. GIS is also responsible for the Master Address Repository (MAR) database. DPWES collaborates to add new addresses into MAR, and GIS is the data administrator and ensures that the MAR data are available to the GIS and that parcel/address histories are maintained. All of the data for these maps, as well as many other categories (or layers) of information are now maintained by GIS for the entire County in a highly accessible GIS data warehouse. The core spatial data warehouse includes digital aerial photography, parcel information, zoning and over 600 additional layers.

GIS provides critical components such as historic and mandated baseline of parcel and zoning mapping, and aerial photography including oblique (side view) and ortho (direct overhead view).

Department of Information Technology

GIS supports zoning research and has dramatically expanded data and mapping services to the County during the past nine years. During 2008-2009, GIS will have an increased role supporting public safety needs and data requirements for the new Computer Aided Dispatch (CAD) system.

Fairfax County's GIS has continued its growth in the number of direct GIS users (now over 700) as well as thousands of indirect users, working with applications and departments that now include GIS embedded as part of their operation. The tools and information are available to both the county staff on the intranet (Infoweb), and the public via the Internet. Overall GIS usage by the public and by County staff continues to increase as a result of heavier use of existing applications and several new applications, including the My Neighborhood (see Figure 2) application, the police incident mapper, and the IQ GIS interface for Board of Supervisors members' offices. The Digital Map Viewer increased usage again, this time by 35 percent as more property/zoning and other maps are now viewed/downloaded via the internet. Online digital maps have enabled GIS to significantly reduce the number of printed map books each year.

In response to demand, historic maps were added to GIS for property and zoning. Complete sets of the property maps are now available back to 2000, and zoning maps back to 2002. Over the next year, all available historic zoning and property maps will be scanned and made available online. At that point we will have property maps back to 1961 and zoning maps to 1986. Currently, over 7,000 pre-made maps are now available online.

The amount of information available in the GIS data warehouse continued to increase as it now holds over 600 layers of GIS data. The overall size of the vector data has increased to 88 GB (including business data tables), and the raster data is now over 5 TB. Vector data includes data layers and is represented by points, lines or polygons. Raster data includes the digital imagery: raw photographs, orthophotos, and oblique imagery. The GIS data layers and the aerial photography require high accuracy and special technical processing and control so they can be overlaid and integrated with each other.

The amount of data within the layers continues to increase. Table 1 illustrates some of the most significant layers and their 2005, 2006 and 2007 values, along with some additional values that we began tracking in FY 2007:

Data Layers	FY 2005	FY 2006	FY 2007
Parcels	341,000	343,500	356,000
Addresses	360,000	365,000	368,000
Building Outlines	248,000	252,000	257,000
Miles of Roads	4,000	4,600	4,700
Number of streetlights	-	-	57,939
Linear miles of sanitary sewer lines	-	-	3,350
Linear miles of perennial streams	-	-	1,090

The GIS Branch collaborates with other agencies to share ownership of GIS data. The GIS Branch enters and maintains most primary and core data (such as parcels, zoning, planimetric data, and orthoimagery) into the Data Warehouse and serves it to both the County staff and to the general public. Other departments are responsible for entering and maintaining other datasets in the

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warehouse. For instance, DPWES maintains the sanitary and storm sewer data, while Parks, DPWES, and DPZ maintain the trails layer.

GIS in Fairfax County: A Brief Background

The County uses digital mapping. The foundation for this transition occurred when the County started investigating and planning an enterprise GIS project in the mid 1980s. From 1991-1993, the GIS team conducted a comprehensive applications survey to determine potential uses of GIS and help form a detailed database design. In 1995, the County implemented a project called “Quick Start” that converted 17 small-scale data layers (such as Magisterial District, School Attendance Area, Public Facilities Maps, etc.) and implemented workstation GIS software around the County. In 1997, the County initiated a large-scale data conversion contract that consisted of the conversion of all parcel, zoning, contours, and planimetric data (for example, conversion of mylars to digital information). Delivery of GIS data from that contract began in 1998. In 1999, Fairfax County implemented a server-based GIS Data Warehouse and Application Server that enables any County employee connected to the LAN to access not only GIS data but also the GIS applications. Citrix server technology has completely changed the GIS paradigm for the County and enabled greatly expanded GIS usage with low increases in GIS licensing fees at the desktop. For example, in 2007 GIS is able to effectively serve via Citrix over 600 GIS users with about 100 GIS software licenses. This helps reduce the burden of constantly upgrading hardware and software for office desktops that are heavy users of GIS.

In 2001 the GIS office moved to totally digital production of its map products, retiring the paper and mylar based work from the previous 33 years. This switch has significantly enhanced the productivity of the office. Today we are able to enter and maintain more data into the GIS and on the maps than ever before, with fewer dedicated staff. Many time-consuming manual steps are now replaced with the digital production process enabling staff to capture more critical features in the GIS (such as more easements, particularly conservation easements). Additionally, the changes to those maps are posted to the internet daily, providing web users of the Digital Map Viewer with the latest versions of the maps. Prior to this innovation, departmental users and external constituents had to deal with old paper maps that were annually updated for printing. The popularity of that frequently updated data is shown by the continuing increase in the usage of the Digital Map Viewer (over 1.4 million maps were served through the Viewer in FY 2006).



Over the next year there will be several major additions to GIS functionality. GIS is implementing a web-based GIS tool that will enable agencies to create their own internal GIS web applications. This should significantly broaden the number of GIS users and the number of uses of GIS data. At the request of the Board of Supervisors, GIS is providing more integration of land use and land development data with GIS to make it easier for constituents to locate and view land development information. GIS is also participating in a pilot program to investigate future digital submission of plans. And GIS is also moving into 3-D imagery which has already been obtained for part of Tysons Corner

with more coming in 2008 for the Reston-Herndon area. The Branch is also investigating options to make the 3-D imagery available on the web for general constituent use.

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GIS Branch Services

The GIS Branch provides a wide range of services to County agencies. These services are tailored to both support the ongoing work of digitizing parcels and foster growth in GIS understanding and use across County agencies. In addition to providing the software, data and server support that ensures GIS is available across the County, the Branch provides a broad range of services for County Agencies:

- **Training:** Regular hands-on GIS software training sessions are offered to all County staff. The training involves hands-on use of actual County GIS data. Eleven different classes are offered.
- **Software Support:** Any County GIS user can call for support on GIS software and mapping issues, with GIS staff available to answer use and technical questions.
- **Database Support:** Provides special technical support to allow user departments to integrate their operational data and databases with GIS data layers and databases.
- **Special Project Support:** Many GIS users need special purpose thematic maps and spatial analyses for unique reasons throughout the year.
- **Application Development:** The GIS Branch works with other County agencies to develop specific applications for their business processes. For instance it has worked extensively in the development of the Police Incident Mapper, the LDSNet GIS component, the IQ GIS component and with FIDO to enter flood plain information. It can provide in-house staff supplemented by contractor programming staff to develop agency specific applications.
- **Spatial Data Updates:** The Branch is also responsible for updating key components of the GIS data warehouse - in particular the digital orthophotography, oblique imagery, planimetric, and cadastral (parcel) data. The GIS staff has expertise in each of these areas, enabling them to draft project proposals and manage the resulting work.
- **Public Safety Support** – GIS is preparing to take on additional responsibility in maintenance of the road centerline data and preliminary plan digitization so that GIS data can directly feed the new CAD system planned to go live in 2009. GIS has established a Public Safety GIS committee to coordinate GIS activities in Public Safety agencies (Police, Fire and Rescue, Public Safety and Communication, as well as the emergency management and Sheriff's departments).
- **Walk-in Customer Support:** The Branch serves dozens of citizen and County agency requests daily through its front counter desk. Customers are provided copies of maps, property plats, interpretation of maps, parcel research, flood plain research, aerial photography for environmental and zoning research, and customized mapping through public terminals that are linked directly to the GIS data warehouse and the Branch's high speed plotters. The front desk also provides copies of digital data to the public. Over the next year GIS plans to transition away from making copies of plats and film and move those



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files to DPWES (Land Development Services – Environmental Site Review Division). Users will then be able to obtain all plan copies in one location.

- Web-based applications and access to maps and data: Public Support via the World Wide Web: The GIS Branch now serves both data and software functionality via the Web to both County staff and the general public. This service has provided dramatic growth in functionality and increased public access to GIS and mapping information on a 24/7/365 basis.
- Maps and Publications Office: GIS provides printed wall maps to County staff and the public. The public can purchase the wall maps in the County's Maps and Publications Central Store in the Government Center's first floor. Also available there are the printed parcel and zoning books. Overall about 10,000 of the maps are delivered annually.
- Consulting to Other Agencies: The GIS Branch provides GIS consulting and application development support to other County agencies and departments, through both existing staff and other contractors.
- Special Services: The GIS Branch also provides special GIS services to County agencies. The most recent example is the planning, design, and support of the GIS Services and training for the Citizen's Advisory Committee on Reapportionment. This required a wide range of services from many of the GIS staff for an extended period of time.
- Web-Services – GIS now has web services that are used by other applications to automatically validate GIS data against the MAR. It also provides GIS web services that can be reused and embedded into other applications.

Publications

The GIS Branch Staff has authored many papers and given many presentations. Papers have included "Transit GIS Applications in Fairfax County, Virginia" in the Journal of Public Transportation; "Shared Geography: Building a Common Street Centerline Resource to Service State and County Governments", "Achieving Enterprise GIS Data Integration in Fairfax County – Using GIS Every Day", "Implementing a Server Based Computing Solution in an Enterprise GIS", and "GIS Quality Assurance – Data Acceptance Specification and Control", all presented at and published at URISA conferences and proceedings. "Fairfax County Virginia GIS: Planning, Design and Implementation – The Critical Steps" was presented at an ESRI User Conference and published in their proceedings. Other presentations have been given at URISA, the ESRI International User's Conference, the Virginia State GIS conference, and other local and regional GIS conferences. Other local and international jurisdictions have sent employees and delegations to Fairfax County in part to learn about our GIS program.

To provide these services, the Branch has organized its staff into three areas: Systems and Applications, Data Maintenance, and Customer Services. Two additional positions provide liaison with Public Safety and oversee aerial imagery acquisition and related ground control issues.

Awards and Recognition to GIS

In FY 2005 Fairfax County's GIS won FOSE's E-Town Award for GIS Integration. The County's GIS program also received a "Best of Breed" award in the 2003 Digital Counties Survey. This survey and award recognition was conducted by the Center for Digital Government, in partnership

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with the National Association of Counties. Other awards to county GIS programs include the VA Governor's Technology award for DPWES' use of GIS in routing refuse collection vehicles.

Fairfax County's GIS has received international recognition via the Environmental Systems Research Institute (ESRI) Special Achievement in GIS (SAG) Awards for both the GIS Branch work and the countywide efforts in GIS. It also received recognition from the National Association of Counties for its use of GIS in the reapportionment process. The awards highlight increasing use of GIS in Agency operations, which is an important goal of GIS.

Fairfax County GIS projects have also been highlighted in ESRI's annual Map Book publication of local government GIS maps and spatial analyses.

► Method of Service Provision

The GIS Branch delivers GIS services to County staff, walk-in customers, and residents with existing full-time and limited-term staff, as well as contract programmers.

► Mandate Information

A portion (7-10 percent) of this LOB is state mandated. See the January 2007 Mandate Study, page 12 for the specific state code and a brief description.

70-03: Application Development and Support

<i>Fund/Agency: 001/70 Department of Information Technology</i>	
LOB #: 70-03	<i>Application Development and Support</i>
Personnel Services	\$8,720,344
Operating Expenses	\$3,305,486
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$12,025,830
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$12,025,830
Positions/SYE involved in the delivery of this LOB	94 / 94.0

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► LOB Summary

The Application Development and Support activities in the Department of Information Technology (DIT) support the core operations of the County by developing, implementing, and maintaining over 700 computer applications for county agencies. There have been major changes in the work of this program since 1997 when most of the applications were mainframe based and considered “legacy”. Since that time, many applications have been replaced with commercial off-the-shelf (COTS) software packages, on a variety of server platforms including Windows and Unix. Work efforts continue to be changes to application code, primarily driven by county, state and federal mandates, agency business process improvement initiatives, reports and analytics, and migrating systems to newer technologies resulting from projects in the technology investment program (Fund 104). This program is continues to modernize the existing legacy systems to WEB based application architectures, integrate with the e-government capabilities, improve data mining and decision support capabilities, and seamless interoperability between disparate systems and data.

Due to centralization, the County’s computer applications support is highly effective. The systems are stable, perform reliably, and meet the basic mission requirements of the agencies supported. Approximately 95 positions under this LOB ensure that applications providing services for public health and safety, human services, taxation, and land planning and development functions are accessible to facilitate the transaction of County business; and applications required to perform corporate administrative and management functions such as finance and accounting, budget, purchasing, payroll and human resource management, and facilities management. This LOB is organized in DIT with branch groups with special knowledge and focus on the needs these business areas. With an average of about one staff year equivalent per system, it is imperative to keep these systems in optimum operational order and minimize the level of maintenance required. Staff needs to have sufficient depth of knowledge about the software architecture of each application and the business of the user agency to provide quality support. Staff provides services ranging from planning and coordinating major projects, system design and configuration management, software acceptance testing, documentation and training, and, systems implementation planning, maintenance and enhancements. They also evaluate business process impacts, assist in resolving problems and reviewing alternatives. Staff coordinates all application issues affecting vendors and users, especially for Commercial-Off-The-Shelf (COTS) software.

Staff is also heavily involved in development and technical review of numerous RFP documents that support projects in the IT Plan Fund 104. Some highlighted activities in the LOB include:

- **In-house application development primarily by County staff** such as the web-based inquiry portion of the Human Services Resource Services and the Victim-Witness System, an Adoptions System for Circuit Court, development of a Court Services Court Appointed Attorney system to appoint and pay attorneys, warning ticket process and system for the Police Department, new Jail Management system, and others. Staff also directly supports Personnel Resources Information System (PRISM) – the County’s personnel system, the Financial Management Information System (FAMIS) accounting system that is used by both the County of Fairfax and Fairfax County Public Schools with two separate database and data warehouse for the Fairfax County Public Schools. The County and Schools Procurement System (CASPS), Personal Property Tax system, Police Records Management System, the Urban Development Information System (UDIS) now IPLS, several document management and imaging systems for a variety of agencies, and others.

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- **Commercial-off-the-shelf (COTS) software applications:** staff provides system solution architecture, reporting, and integration services for COTS applications. Some examples include: Real Estate System; Harmony Social Services System, Inspections and Permitting System (FIDO), Library Systems (Sirsi), and the Customer Relationship Management (CRM) IQ software used by several agencies, including the Board of Supervisors, to track issues, correspondence, complaints and events pertinent to providing answers to our constituents.
- **Custom developed software with the use of contractors,** such as the Zoning and Planning System, LDSNet, the Plans and Waivers system, and a variety of sub-systems.
- Many applications provide access to information on the Internet or Kiosk and via the Interactive Voice Response system. For more detailed information, please refer to the e-government LOB.

Links with Other Governments

Both the federal and state governments mandate that Fairfax County provide information to numerous federal and state agencies and databases. The Application Development and Support staff works with the agencies to fulfill these requirements, primarily in the public safety and human resources areas. Among the many recent examples of these activities are: update of the Virginia Compensation Board's Local Inmate Data System (LIDS) database from the Sheriff's Adult Detention Center Information System (ADCIS) to ensure correct prisoner reimbursements from the state; update of the Virginia Crime Information Network (VCIN) and subsequently the Federal National Crime Information Center (NCIC) from the supported Police Records Management System (PRMS) consisting of numerous databases to enable accurate queries by other law enforcement jurisdictions; Provision of mandated Incident-Based Reporting (IBR) statistics to the State Police also from PRMS.

► Method of Service Provision

This LOB is supported directly by County staff assigned to DIT, augmented by outside consulting assistance as well as for temporary staff supervised by County Staff for assistance with large projects.

It should be noted that many of the services that are provided to citizens and other County agencies are available 24 hours a day, 7 days a week. DIT staff work normal Monday through Friday business hours, but must be available for operational support of applications on nights and weekends, and during special periods of activity. The necessity for working outside and often in addition to normal hours is especially true within the Public Safety and other areas that require 24/7 operations of IT applications. This is also the case with the growing public access/Internet applications.

► Mandate Information

There is no federal or state mandate for this LOB.

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70-04: Communications Technologies

<i>Fund/Agency: 001/70</i>	<i>Department of Information Technology</i>
LOB #: 70-04	Communications Technologies
Personnel Services	\$3,245,486
Operating Expenses	\$18,353,498
Recovered Costs	(\$6,762,569)
Capital Equipment	\$0
Total LOB Cost:	\$14,836,415
Federal Revenue	\$0
State Revenue	\$3,521,687
User Fee Revenue	\$0
Other Revenue	\$4,393,857
Total Revenue:	\$7,915,544
Net LOB Cost:	\$6,920,871
Positions/SYE involved in the delivery of this LOB	36 / 36.0

Note: this LOB contains portions of the General Fund, Fund 105, and Fund 505. Please see the table below for a cost summary:

LOB #: 70-04	General Fund	Fund 105	Fund 505	Total
Personnel Services	\$1,143,732	\$469,893	\$1,631,861	\$3,245,486
Operating Expenses	\$7,539,122	\$5,701,794	\$5,112,582	\$18,353,498
Recovered Costs	(\$6,762,569)			(\$6,762,569)
Capital Equipment				\$0
Total LOB Cost:	\$1,920,285	\$6,171,687	\$6,744,443	\$14,836,415
Federal Revenue				\$0
State Revenue		\$3,521,687		\$3,521,687
User Fee Revenue				\$0
Other Revenue	\$51,861		\$4,341,996	\$4,393,857
Total Revenue:	\$51,861	\$3,521,687	\$4,341,996	\$7,915,544
Net LOB Cost¹:	\$1,868,424	\$2,650,000	\$2,402,447	\$6,920,871

¹Net cost equates to General Fund support of this LOB after applying revenues and fund balance.

► LOB Summary

The Communications Technology LOB in the Department of Information Technology (DIT) has the responsibility for planning, designing, implementing, and managing the County's voice, data and video communications enterprise network. This includes phone systems, intercom systems and telecommunications, and hot lines; voice messaging; voice and video conferencing; data and video network; 911 Center communications; PSTOC infrastructure, building wiring and cabling; wireless "hot spots" in Libraries and other locations; wireless devices such as cell phones, pagers, Blackberries and PDAs; Alert Notification system; in-building wireless coverage infrastructure; Internet pipes; and wireless wide-band data capability.

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The group also supports the county's private fiber network - I-Net - connecting 400 County and Schools buildings. The I-Net is the foundation layer for all communications technologies. The I-Net provides a cost-effective, reliable, and flexible infrastructure which enables the County to adjust its communications bandwidth requirements on the spot as needed, providing virtually "unlimited" bandwidth to meet the County's present and future communication network requirements. It is a carrier class network, becoming the "super highway" for the County's internal video, voice and data communication network. The Fairfax County Public Schools is a partner with the County in the I-Net.

In addition, this service and support extend beyond County locations to external networks, such as the Commonwealth of Virginia Department of Information Technology, State Government-to-County Government services, Public Safety, State Courts, ADVANTIS, VCIN, NCIC, and various mandated federal and state human service programs and agencies.

Services and support is provided to over 12,000 employees located at over 400 County facilities and office locations, including parks, firehouses, group homes, recreation facilities, police stations, SACC centers, health clinics, libraries, governmental centers, maintenance shops, etc. The primary staff for support of this technology is located at the Government Center. Staff is responsible for the design, planning, implementation, management and support of the voice and data communications networks on a 24/7 basis. This service includes coordinating the provision and maintenance of all electronic (voice and data) communications for Fairfax County government and related agencies; managing and maintaining all communications equipment and services; designing and implementing communication features and applications; planning and managing the installation of new communication equipment and services; evaluating emerging communications technologies.

The group continues to enhance convergence of voice and data over the network with the enhancements significantly improving access to County critical information, in addition to:

- Improved security and reliability, and increased capacity to support ongoing and future application while providing a faster flow of information between County agencies;
- Improved TCO, reduced operational and maintenance costs by installing new communication equipment thereby increasing availability of replacement parts, when components fail;
- Improved service levels to the public by empowering County employees with the technology to more expeditiously extract information to fulfill County citizen requests;
- Increased public satisfaction with government services and the attractiveness of Fairfax County to prospective businesses and residents by more quickly responding to constituent inquiries or business transactions saving valuable private and corporate resources; and
- Reduced staff time permitting redeployment of staff to higher value-added issues, such as increasing number of customers serviced and/or providing improved services at a lower cost to County citizens.

Communication Technologies strategies continue implementation of technology enhancements such as Voice over IP (VoIP), Virtual Private Networks (VPN), wireless LANs, reconfiguration of the network to Natural Address Translation (NAT), proxy servers, teleconferencing and full motion

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video, etc. Voice over IP (VoIP) will result in significant increases in capability while reducing overall network costs through the utilization of a single network cable and network appliance to provide voice, data and video services to the client. VoIP reduces initial implementation and overall maintenance and support costs.

Virtual Private Networks (VPN) provide significant advantage to the County by increasing the security of the data transmitted, providing easier access by employees, and reducing overall network costs. Since VPNs use the public Internet to securely connect remote offices and remote employees at a fraction of the cost of dedicated, private telephone lines the County could eliminate the need for the racks of modems required for remote access. One of the biggest advantages of VPNs is that it allows access to protected network resources by only authorized users and through the use of highly sophisticated encryption techniques.

Wireless technology strategies have redefined the way LANs are implemented. This infrastructure has been implemented in the Board Auditorium, AEOC, Conference Rooms, training rooms, other general use areas, and even more importantly, in on-site emergency events, such as command posts for Public Safety Emergency Response Teams. The ability to send and receive critical information in times of catastrophic emergencies is vital.

Natural Address Translation (NAT) and the use of proxy services provide increased security for the County's network. NAT is a re-addressing scheme, which allows only a single IP address to be seen outside the County's internal network. This reduces the possibility of a user determining the IP address of a specific device (such as a PC, a router, or a switch), thereby compromising access to the network. Proxy servers provide two advantages, which are increased security and increased Internet speed. Proxy servers are devices, which store copies of the County's public data, as well as received static Web pages. Users never "touch" the live data stored behind the firewall on the internal Network. The user thereby retrieves the data quicker, a "cyber" hacker can only corrupt this copy of the data, not the real protected data, and the County can quickly restore the data by simply providing a new copy from the protected database.

Funding for these programs is found in the DIT general fund (telecommunications), DIT Infrastructure Fund 505 (data network operating), and a portion of the Cable Fund 105 (for I-Net).

► Method of Service Provision

The work of the communications technologies group is accomplished by County staff that applies management, design, installation, monitoring, maintenance and support techniques common to information technology installation. The staff in this LOB has specialized expertise in deploying effective, efficient, cost-justified, maintainable and reliable enterprise-wide voice and data communications network. Staff resources are augmented with vendor provided contractor expert engineers. Staff coordinates with agencies and vendors to determine communication requirements and design solutions. The work of this group also includes billing and agency charge-back.

► Mandate Information

There is no federal or state mandate for this LOB.

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70-05: Information Security

<i>Fund/Agency: 001/70 Department of Information Technology</i>	
LOB #: 70-05	Information Security
Personnel Services	\$955,969
Operating Expenses	\$993,383
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$1,949,352
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$1,949,352
Positions/SYE involved in the delivery of this LOB	10 / 10.0

► LOB Summary

The Information Security and Protection LOB in the Department of Information Technology (DIT) is responsible for ensuring the implementation of information security practices and technology architecture for the County government that protect automated government services, and the privacy for sensitive and protected information. The role of the Information Security Office (ISO) is to protect the integrity and availability of systems, networks, and data. In order to carry out its mission, the ISO has developed a policy and management framework for information security, authorized by the County Executive. The information security staff serves as catalysts for ensuring that cyber security risks are considered in planned and ongoing agency and DIT operations, a central resource for advice and expertise to units throughout the organization, a conduit for keeping top management informed about security-related issues and activities affecting the organization, and policy enforcement and compliance. The Information Security Office reports to the County's Chief Technology Officer, receiving authority for compliance activities from the County Executive and risk tolerance guidance from the Senior IT Steering Committee.

Specific activities of the Information Security Office staff include:

- exploring and assessing information security risks to business operations;
- researching potential threats, vulnerabilities, and control techniques and communicating this information to others in the organization;
- determining what policies, standards, and controls are worth implementing to reduce these risks;
- developing and adjusting countywide policies and procedures to ensure information systems reliability and accessibility, and to prevent and defend against unauthorized access to systems, networks and data;

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- promoting awareness and understanding of security issues among program managers, computer users, and systems development staff and ensuring sound security principles are reflected in organization's visions and goals;
- developing and implementing programs to ensure that systems, network, and data users are aware of, understand, and adhere to systems security policies and procedures;
- participating in assurance of security compliance with regulatory requirements;
- participating in network and systems design to ensure implementation of appropriate systems security policies;
- conducting risk and vulnerability assessments of planned and installed information systems to identify vulnerabilities, risks, and protection needs;
- developing systems security contingency plans and disaster recovery procedures;
- monitoring various aspects of the organization's security-related activities;
- establishing a computer incident response capability, and, in some cases, serving as members of the emergency response team;
- accounting for the number and types of security incidents;
- facilitating the gathering, analysis, and preservation of evidence used in the prosecution of computer crimes;
- assessing security events to determine impact and implementing corrective actions; and
- ensuring rigorous application of information security/information assurance policies, principles, and practices in the delivery of all Information Technology services.

Operational Audit and Access Controls Mechanisms

- **Perimeter Vulnerability Assessment:** The objective of performing the network perimeter vulnerability assessment has been to establish the County of Fairfax's security baseline as it relates to electronic threats and vulnerabilities associated with Internet connectivity. Through contractual support, commercial and public domain tools often employed by hackers, were used to perform analysis on Fairfax County devices that are Internet-accessible. The information that is acquired from the scan identifies potential weak points in configuration and/or architecture. The findings provided the impetus for the implementation of processes and procedures required to minimize risk and improve the County's security posture.
- **War-Dialing Assessment:** The objective of performing the War-Dial has been to attempt to establish a connection to remote access servers or unregistered modems behind the perimeter or firewall, as well as searching for weak security points, such as common usernames and weak passwords. Through contractual support, extensive scanning has been performed on a sample block of analog phone numbers. The information provided from this scan is being utilized to eliminate unsecured remote access.
- **Internal Network Scanning Assessment:** Internal scanning detects unauthorized capabilities on the internal network. Through contractual support, commercial and public

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domain tools were used to perform the analysis. The results of this analysis are being utilized to address vulnerabilities associated with system configuration, unidentified or undocumented services and equipment, and to address network segmentation issues.

- **Network Architecture Review:** Network architecture reviews evaluate the current and planned network architecture and recommend enhancements to increase the security of the proposed network.
- **E-government Security:** The Security Infrastructure is evolving to meet the increased need for e-government activities. Activities include Public Encryption Infrastructure (PKI) certificates, which identify specific Internet servers and provided encryption capabilities; and secure authentication for transactions and data requiring privacy.
- **Anti-Virus Protection:** The County uses the Three-Tier protection model with anti-virus software employed at the Internet Gateway, on servers and on desktop/laptops. With the implementation of a new firewall, anti-virus software will be employed at the firewall level. Virus protection is also the Outlook E-mail platform with the capability to perform subject-line filtering. Currently the majority of malicious code attacks (e.g. virus, Denial of Service, WORM, etc.) are being stopped preventing an infection of the system.
- **Firewall Implementation:** External communications entering the County's system are routed through dedicated circuits or via the Internet. All external traffic transiting the Internet is routed through a firewall before access to the County's system is granted. Behind the firewall the County has implemented a public/private network topology. Platforms that contain publicly accessible information are located on the public network. Platforms that require more protection are located throughout the private side. The firewall is implementing controls to ensure that the majority of external hosts are denied access to the internal network.
- **Mainframe to Decentralized Network Infrastructure:** The Security Infrastructure currently in effect is a centrally managed enterprise effort using decentralized computing platforms. Every County user is granted the required access necessary to perform job functions. User identification and authentication is based upon a unique User ID that is used to create access accounts on the mainframe, network, servers, and other platforms. Auditing on all platforms is conducted based upon this User ID. Users are authenticated to the system by using passwords uniquely connected to the User ID. Security functionality (i.e. User Identification and Authentication, Access Control and Auditing) is accomplished at the operating system, with such functionality that is inherent to the operating system, and at the application level using internal access tables and application specific controls.
- **Use of Security Tokens for Dial-Up Remote Access:** Dial-Up Remote access is granted to individuals who are approved telecommuters; users who periodically need to access the system from home or other locations, and individuals who need access while traveling. By use of Dial-Up Remote access the user is provided the same access as if the user were physically present at his or her workstation. Dial-Up Remote authentication uses security tokens, which provide two-factor authentication.
- **Audit Tools:** Info Sec has the ability to audit user activity at all device levels including servers, PCs and Laptops.

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- **Computer Forensics:** InfoSec has the capability to interrogate user activity on county network, databases and internet use. These services are used to support investigations.

The Federal Rules of Civil Procedure (FRCP) amendments took effect December 1, 2006. The amendments (e-Discovery) mandate that when the County reasonably anticipates litigation, the County must take affirmative steps to preserve electronically stored information (ESI). The County can reasonably anticipate litigation with EEOC complaints, claim letters, lawsuits filed against the County, its Board or employees, when someone threatens to file suit, during investigations and anything else that makes litigation "foreseeable". Once an attorney for the County has made a determination that litigation is foreseeable, they issue a notice to Infosec to find, preserve and retain any electronically stored information identified by the attorney. Information stored electronically includes email, instant messaging threads, SKYPE chats and other forms of electronic communication. The changes to the FRCP require organizations to manage their data in such a way that this data can be produced in a timely and complete manner when necessary during legal discovery proceedings. Possible sanctions for not preserving ESI include adverse inference jury instruction, monetary sanctions against the attorney or the party or both, disallowing testimony or defense and bad publicity.

► Method of Service Provision

Services are provided primarily by internal staff and expert contractors for operations support and projects.

► Mandate Information

There are several federal and/or state mandates affecting this LOB, specifically in protecting integrity of financial reporting, the privacy of certain information and health records (HIPAA), as well as lawful uses of the internet.

Approximately 60 percent of this LOB is state or federally mandated. See the January 2007 Mandate Study, page 11 for the specific federal or state code and a brief description. It should be noted that e-Discovery is a recent federal mandate made effective December 2007.

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70-06: Enterprise Technology Infrastructure

<i>Fund/Agency: 001/70</i>	<i>Department of Information Technology</i>
LOB #: 70-06	Enterprise Technology Infrastructure
Personnel Services	\$4,704,793
Operating Expenses	\$10,624,705
Recovered Costs	\$0
Capital Equipment	\$1,400,000
Total LOB Cost:	\$16,729,498
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$15,640,998
Other Revenue	\$0
Total Revenue:	\$15,640,998
Net LOB Cost:	\$1,088,500
Positions/SYE involved in the delivery of this LOB	53 / 53.0

Note: This LOB contains portions of the General Fund and Fund 505. Please see the table below for a cost summary:

LOB #: 70-06	General Fund	Fund 505	Total
Personnel Services	\$1,004,264	\$3,700,529	\$4,704,793
Operating Expenses	\$84,236	\$10,540,469	\$10,624,705
Recovered Costs			\$0
Capital Equipment		\$1,400,000	\$1,400,000
Total LOB Cost:	\$1,088,500	\$15,640,998	\$16,729,498
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue		\$15,640,998	\$15,640,998
Total Revenue:	\$0	\$15,640,998	\$15,640,998
Net LOB Cost:	\$1,088,500	\$0	\$1,088,500

► LOB Summary

The Enterprise Technology Infrastructure (ETI) LOB in the Department of Information Technology (DIT) provides the technology infrastructure framework and central operational management for computer systems in Fairfax County. Services are provided for all County agencies, as well as the Fairfax County Public Schools, the Fairfax County Water Authority, and Circuit, General District, and Juvenile and Domestic Relations Courts. ETI provides a central center of operation (enterprise data center) for servers and processors, data access and storage, hardcopy production and output, and system back-up and recovery needs. ETI also performs comprehensive platform architecture support services for the mainframe, Windows and Unix servers, operating systems, databases, middle-ware technology, and print services. ETI is also responsible for the operation of the County's Outlook/Exchange (e-mail, calendaring and messaging system, and Citrix remote interface). In the DIT budget, this LOB includes several branches with specialists:

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- Enterprise Data Center Operations
- Computer Platforms (Servers, Citrix, Exchange/Outlook, Unix and Windows)
- Database Administration (DB2, IDMS, Oracle, SQL)

Note: other related and integrated technology hardware environments are represented by the End-User Support Services LOB which is staffed in both the DIT general fund and DIT 505 Infrastructure fund), and, the Enterprise Fleet Digital Printer Copier Program which is in a separate fund – Fund 504- which is shared with the Department of Cable Communications and Consumer Protection's Print Shop).

ETS actively participates and/or consults with agencies in the following areas:

- hardware computer platforms, operating systems and middleware, software configuration management and systems monitoring;
- system engineering and integration between system platforms;
- technology architecture requirements for new systems;
- system problem resolution;
- database design and administration;
- server procurement and installation and monitoring;
- data storage; and
- disaster recovery and IT COOP.

Background

DIT has adopted IT industry technology architecture innovations that have enhanced business information processing, storage and retrieval activities. Enterprise Technology Infrastructure (ETI) LOB in DIT provides computer hardware platform, database and middle-ware architecture support for over 1,000 applications in the County. ETI supports multiple computer platforms including the mainframe with several mission critical applications (human resources, payroll, financial accounting personal property tax, public safety applications and others), over 800 Windows based servers supporting a variety of agency based applications, 25 mid-tier UNIX servers supporting applications such as enterprise e-mail, Libraries, DPW-LDS, Real-Estate, human services applications, and related data storage systems. The County's portfolio of application systems and have grown dramatically in the past 5 years, which increases processing and data storage requirements and related performance. *(See Charts in Performance Measurements section).*

Database support has expanded to include more than 50 ORACLE and 150 SQL Server production databases. This is in addition to mainframe based IDMS and DB2 databases. Correspondingly, data storage requirements have grown by one thousand percent in the County since 2001.

In addition to duties in implementing and maintaining computer processing environment for enterprise-wide and agencies systems, the technical staff in ETI also performs internal consulting for county agencies in the analysis, design, implementation and support of agency specific systems, and

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work with the project managers and analysts in the DIT Application Development, e-Government, End-User Support, and Information Security LOBs. ETI performs technical reviews of all agency hardware/software procurements. ETI is the DIT lead LOB for computer disaster recovery and COOP planning.

Functions That Are In The ETI LOB

Enterprise Technology Center (ETC): The ETC (Data Center) contains over 700 servers, mainframe and mini-computers, high speed impact and laser printers, and the enterprise network's central communication lines, routers and hubs; all in a temperature controlled, raised floor environment that can operate on its own independent power source.

The ETC operates 24 hours a day, 7 days a week for scheduling, monitoring, hardcopy and backup/restore services, and generates and distributes 300,000 documents annually, including Court Dockets, Residential and Commercial inspection schedules, Real Estate Bills, Personal Property taxes, 1099's, W-2's and payroll stubs. The ETC also executes 387,000 batch (overnight) computer programs each year that support financial transactions, mailing labels, and electronic bank file transfers for Community Service Organizations, employees, and business partners (i.e., banks, mortgage companies, state and federal governments).

ETC is also responsible for Disaster Recovery support for all mission critical County systems. ETI staff maintains an off-site tape storage facility for system backup tapes, and conducts three Disaster Recovery exercises each year. During the Disaster Recovery exercise, systems are installed and tested at the County's Disaster Recovery "hot" site by County employees to ensure business continuity in the event of a Data Center disaster (flooding, fire, tornado, etc.).

The Technology Platform group supports 4 different database management systems (DB2, ORACLE, IDMS, SQLSERVER), 200 middle-ware/third party products, and 4 operating systems (OS/390 on the mainframe, open systems and e-government hardware platforms). This group responds to over 1,500 requests each year from County agencies and citizens for assistance in the design and administration of databases, baseline and ad-hoc reports, and the procurement, configuration and deployment of application, file and print servers.

Systems Management (SM) staff maintains the "guts" of all application systems by installing and maintaining server and mainframe operating systems such as WINDOWS 2003, UNIX and OS/390. SM staff also creates and manages over 12,000 User IDs and 117 million middle-ware transactions that support e-government, enterprise and agency-specific applications such as FAMIS, CASPS, ISIS, PAMS, PRISM, SYNAPS, REABS, Fire, Police, and billing and client tracking systems of the Water Authority and Office for Children.

SM staff is responsible for the development of all County server, database and operating system standards and also provides multi-platform (server, mainframe) "quick response" teams to resolve agency IT emergencies. Examples of quick-response activities include fixing agency servers or databases anomalies and system fail conditions, supporting agency developed systems that flounder after the "departure" of agency IT staff or vendors, and developing new reports required for County agencies, FOIA inquiries, security related requirements.

Components:

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- Storage Area Network (SAN) addresses the explosive growth in storage. Benefits of the SAN include: providing the ability to share data across different platforms rather than building “islands of data”; and reducing storage costs by standardizing on a single enterprise solution rather than operating system specific storage solutions. The SAN will reduce the total cost of ownership, and reduce the return on investment for storage and related acquisitions by providing scaleable storage capacity that will allow users to increase their storage as needed, and provide a single resource point for storage for all platforms and applications.
- County-wide Windows Active Directory Services provides a standard server operating system for all servers optimizing the management of network resources, streamline the administration of user id's and passwords and, implementing group policies that standardize desktop configurations thereby reducing the time required to fix end-user PC problems. This also eliminates incompatibilities among various server operating systems and enables end-user single point of entry to County data. County IT staff will have the capability to maximize limited training resources on the mastery of one server operating system to enhance staff's ability to administer the network server infrastructure.
- MS Office desktop and Systems Management Server (SMS) facilitate improved business communications and data sharing and provide a platform with automated capabilities for work group collaboration and coordination. It also extend mainstream desktop productivity tool to integrate with emerging Internet and Intranet capabilities. SMS on desktops automates the distribution of software to desktops, and allow staff to resolve desktop problems electronically rather than visiting each individual PC thereby reducing the time and cost to support desktops throughout the County.
- MS Exchange and Outlook, which is the enterprise e-mail and messaging management systems. Developed, tested on 8 different occasions, and implemented a Disaster Recovery Plan for mission critical County systems to ensure business continuity in the event of a disaster.

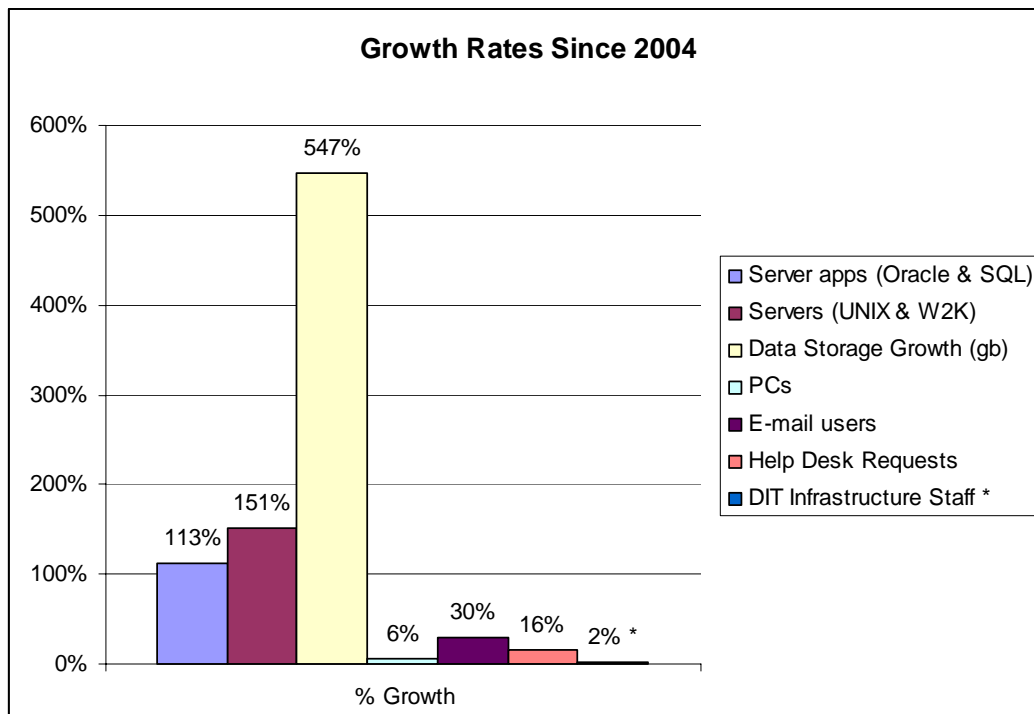
ETI has an exceptional performance record. On average 99.8 percent system availability rate is maintained (does not include scheduled system maintenance time) for enterprise application systems.

It should be noted that ETI has been viewed quite favorably in a study performed by the Gartner Group, the IT industry's leading management consulting firm. The Gartner Group found that DIT's desktop and server total cost of ownership is significantly lower than peers in both the public and private sectors, with support of the County's hardware and software infrastructure found to be more efficient and cheaper than other private or public IT support organizations similar in size and scope.

Challenges faced by ETI include server consolidation, exponential growth in data storage requirements, electronic records retention requirements, going 'green', and expanded disaster recovery and COOP requirements.

There are no performance measures for the LOB, but the following chart shows growth in many areas of this LOB.

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► Method of Service Provision

Services are provided primarily by internal staff. Consultants/contractors are utilized as needed for special projects or for areas where additional staffing is needed. Recipients of these services include: e-government; Applications; Communications Technologies; User Support Services; GIS; all Fairfax County agencies and the Board of Supervisors' offices.

The ETI is funded both by the General Fund and by Fund 505.

Hours of operation are 365 days a year, 7 days a week, 24 hours a day for critical services. Both onsite and on-call support are provided.

► Mandate Information

Approximately 60 percent of this LOB is state or federally mandated. See the January 2007 Mandate Study, page 11 for the specific federal or state code and a brief description.

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70-07: User Support Services

Fund/Agency: 001/70	Department of Information Technology
LOB #: 70-07	User Support Services
Personnel Services	\$5,007,425
Operating Expenses	\$6,328,847
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$11,336,272
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$6,179,900
Other Revenue	\$0
Total Revenue:	\$6,179,900
Net LOB Cost:	\$5,156,372
Positions/SYE involved in the delivery of this LOB	47 / 47.0

Note: This LOB contains portions of the General Fund and Fund 505. Please see the table below for a cost summary. Also included in this LOB are PSTOC positions not reflected in the FY 2008 Adopted Budget Plan.

LOB #: 70-07	General Fund	Fund 505	Total
Personnel Services	\$4,480,748	\$526,677	\$5,007,425
Operating Expenses	\$864,057	\$5,464,790	\$6,328,847
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:	\$5,344,805	\$5,991,467	\$11,336,272
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue		\$6,179,900	\$6,179,900
Other Revenue			\$0
Total Revenue:	\$0	\$6,179,900	\$6,179,900
Net LOB Cost:	\$5,344,805	(\$188,433)	\$5,156,372

► LOB Summary

The User Support Services (USS) LOB in the Department of Information Technology (DIT) is responsible for providing direct technical support services for over 12,000 end-users with first tier service to 22 agencies and partners with the remaining County agencies for second tier technical support. The role of User Support Services is comprehensive, providing a wide-range of technical services, including help desk support, dispatched technicians, the PC replacement program, and PC break-fix (desktop hardware (PCs) and software (Microsoft) administration and management), network user access and authentication, and blackberry servers. The activities of this area spans the spectrum from daily operational requirements, to standards and support in implementation of IT initiatives. The funding for USS staff and activities comes from Fund 505 and Fund 104.

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Background

The basic services provided by this LOB have always been a part of Department of Information Technology's core mission, but have expanded dramatically in the past several years. Over the years, its organizational structure has evolved into the Technical Support Services groups and Technical Support Center (help-desk activity) into an integrated business unit of several teams: Desktop Support Services organized in regions, the PC replacement program, direct Customer Services liaisons and Technical Support Center whose primary purpose is to respond directly to the individual users' technical needs (problems, break/fix, or installation) via the phone or dispatch to first and second tier technical staff. The organizational changes have resulted from streamlining efforts and enhance DIT's capability to handle expansion in technology components without staff increases. This has enabled the organization to leverage staff and resources effectively and provide services in our rapidly changing technological environment, which has experienced phenomenal growth in both the expanded use of new technology and in the services provided to support it. The desktop support group configures, distributes and/or repairs 3,500 devices each year, with a total inventory of 13,000 desktops and printers.

We systematically overhaul the County's computing environment to provide the latest and most powerful desktop computing standards to county end-users, based on a determined lifecycle of supportable technology. Technology changes of the last five years were rapid and wide-ranging that the users and the providers of technology support must keep up with a rapid pace of change, which normally requires increased level of skill sophistication and the support level demand from users.

PCs are "standard equipment" assigned to almost every office worker. PC operating systems, MS-Suite application resides on local hard drives, with data residing on centrally managed network based file servers supported by the ETI LOB in DIT. This includes more complex technical support requirements for workers in using the power of these tools in their daily jobs and problems associated with up-time performance expectations. The proliferation of applications, larger data files and increased usage of e-mail with file attachments has also meant more support at the back end (ETI LOB) as well.

In order to manage this environment, USS operates under a standards policy for products, provides various awareness campaigns, develops use policies, and works with DIT's training unit (see Asset and Policy Management LOB) to determine course offerings.

Here is a very brief review of how dramatically the client/server technology deployment has increased in the past five years (estimated):

	<u>1996</u>	<u>2001</u>	<u>2007</u>	<u>Approx. % Increase</u>
Number of PCs	1,981	8,103	12,000	600%
Number of Servers	<20	>120	900	800%
Number of E-mail Users	3,500	>10,000	14,000	250%
Number of associated merit staff	5	14	14	

* Service Level is 24 to 48 hours for dispatch.

In addition to the widespread use of technology throughout the County, the rapid technological advances in software technology also have resulted in the need for more robust. To keep systems operational and ensure the hardware supports software implementations, DIT manages a strategy

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that replaces PCs on a regular cycle through the PC replacement program, which began in FY 1995. While this has worked, we continue investigating best-practices and other acquisition strategies for supplying and managing the PC inventory for the future.

The tremendous increase in the user population along with the implementation of more advanced end-user computing tools created additional increases in direct and indirect user support. The following strategies were developed to address the user support needs and expectations:

- The Technical Support Center provides County users with a central point of contact for technical support.
- Desktop Support Services group put the teams most directly involved with user support together in regions for faster service delivery and reduced transportation time and costs.
- User outreach programs that include three staff focused on direct interface for high level agency user needs and to provide additional technical support liaison with staff in Enterprise Technology Infrastructure LOB (see 70-06).

In addition to daily operation support of its customers, the User Support Services LOB also provides special support for ad hoc events. A sampling includes the annual Celebrate Fairfax and Fall for Fairfax fairs, local, state, and federal elections, Senior Job fairs, and special events in the Library (such as summer programs for children requiring additional computer resources), Senior Tax Assistance program, and special situations such as elections, Emergency Operations support in setting up remote relief sites, and Strike Force operations.

► Method of Service Provision

Although services are expected 24 hours a day, 7 days a week, and 365 days a year for certain customers, USS has a single workforce shift (staggered), with all staff on-call.

Business Hours: The Technical Support Center business hours are Monday-Thursday 7 a.m. to 9:30 p.m., Friday 7 a.m. to 6:30 p.m., Saturday 10 a.m. to 5 p.m., and Sunday 12 p.m. to 6 p.m. Staff is on site prior to and after these hours but phone support is available during these hours.

Desktop Support Services core hours are 8 a.m. - 4:30 p.m. but staff are onsite as early as 6 a.m. and as late as 5:30 p.m., Monday through Friday.

Locations and Clientele: 200 plus locations across the County.

Methods of support: Onsite, telephone, e-mail, remote support, consulting are all used by User Support Services staff. A variety of technologies and other tools are used to automate the work of reduce the amount of direct staff touches to PCs.

► Mandate Information

There is no federal or state mandate for this LOB.

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70-08: Asset and Policy Management

<i>Fund/Agency: 001/70</i>	<i>Department of Information Technology</i>
LOB #: 70-08	Asset and Policy Management
Personnel Services	\$1,197,560
Operating Expenses	\$776,986
Recovered Costs	(\$429,304)
Capital Equipment	\$0
Total LOB Cost:	\$1,545,242
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$1,545,242
Positions/SYE involved in the delivery of this LOB	29 / 29.0

► LOB Summary

This LOB provides management, policy, fiscal and administrative services for all the divisions, programs and services in the Department of Information Technology. It is the responsibility of this LOB to ensure coordination of all programs, to provide administrative support, to develop County technology standards and ensure compliance, to develop the technology architecture, to provide fiscal and human resource management, to coordinate information technology audits, and to manage the Fund 104 portfolio.

This LOB provides support oversight for countywide information technology planning, standards, and IT budgeting and fiscal management. It supports work of the Deputy County Executive for information, Chief Technology Officer/Director of DIT, the Senior IT Steering Committee, and, the Information Technology Policy Advisory Committee (ITPAC), which is appointed by the Board of Supervisors, to review and advise the Board regarding the County's information technology direction.

It also provides oversight for the planning and management of the functions, programs and services of the Department of Information Technology; execution of the Fund 104 IT investment portfolio; and strategic and tactical direction to provide information technology support Countywide. This includes:

- Executive management of the agency, including strategic planning to support the County's information technology needs, leadership and participation in senior management steering committees and boards;
- Enterprise-wide and departmental policy development;
- Executive oversight for special projects;
- Regional initiatives and programs such as COG, Commonwealth Interoperability, and others;

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- Management of IT equipment replacement programs;
- Administration of DIT's budgets, procurement, and financial accounting, human resource management and workforce planning;
- Grant management for regional programs;
- Project Management oversight administration;
- Coordination of audits;
- Development of performance measurements and balanced scorecard;
- Training and business applications resources services; and
- Awards programs and marketing and acceleration of best practice implementation of IT in government.

Fiscal Management

The fiscal management program prepared budgets totaling \$127 million in FY 2008, including the General Fund, Fund 505, Fund 104, and portions of Funds 303 (and the PSTOC IT budget of \$37 million in Fund 312), and Fund 120. Expenditures are monitored and analyzed and required financial reports are completed and provided to staff. Financial staff works closely with DIT's management, and County departments such as the Department of Management and Budget (DMB), Department of Finance, Department of Human Resources, and the Facilities Management Division to develop budgets, perform financial monitoring, produce invoices and customer account statements, collect revenues, ensure compliance with federal and state requirements, and manage our physical workspace. The human resource area provides personnel administration support, including payroll and processing of all personnel actions.

The contracts management activity supports program development, performance management and monitoring activities on behalf of the Information technology programs. Staff acquires, reviews, and analyzes DIT contract information, then works with program management to keep them informed of changes and pertinent deadlines. In addition, staff prepares the necessary correspondence and documentation to ensure that viable contracts are in place and are correctly utilized to minimize delays in materials and or service availability.

Research and Performance Management

This activity includes monitoring programs to imbed continuous improvement and measurement into all DIT functions. A major effort is underway for developing, enhancing and maintaining a comprehensive, strategic performance measurement system. This system provides continuous feedback to managers as to the progress of their unit in meeting the Information Technology goals published in the IT Plan. In addition, work is being done with the DIT divisions on specific improvement projects. The Application Life Cycle Standards, for example, improves the development of applications by providing a consistent framework to ensure communications and high quality applications. The individual DIT branches (LOB) are provided assistance in examining their processes and helping them implement improvements.

This area also provides leadership for advanced and emerging technologies, and assesses potential application and readiness of new technologies for cost-effective deployment throughout Fairfax

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County. It provides consulting support on major technology acquisitions, including formulation of requests for proposals, assessments of product and vendor viability, formulation and execution of negotiating strategies, evaluation of best-value proposals, and consultations on licensing models, pricing structures and other key terms and conditions of major contracts. It supports efforts to formulate and maintain a cost-effective technical architecture that maximizes IT infrastructure responsiveness to changing business requirements. In addition, it performs IT planning and analysis activities in support of the Director and CIO, including monitoring a myriad of sources on IT best practices and industry trends. Relevant and timely published research is disseminated to DIT senior management and operational staff.

IT Portfolio Management

This activity manages the County's Information Technology Fund (Fund 104) where major technology initiatives and projects with the highest priority for the County are budgeted. An IT program manager with project experience conducts these activities and monitors, and reports progress of the portfolio to the Chief Technology Officer. (*See Information Technology Fund 104 LOB 104-01*).

Business Applications Resources (training)

The Business Applications Resources Branch (BAR) seeks to facilitate and enable the efficient, effective and responsible development and use of business information systems and desktop applications by Fairfax County employees. This will be achieved through BAR's participation in the Department of Information Technology Systems Development Life Cycle Standards (SCLCS) processes and by providing direct customer service to sponsoring agencies and end-users through:

- Business process analysis for continuous work process improvement;
- Systems implementation planning;
- Effective software acceptance testing;
- Comprehensive end-user documentation and training;
- A state-of-the-art learning center;
- Alternative learning strategies including online learning methodologies, and
- Support, consultation and evaluation services to the agencies and County employees for major IT projects and initiatives.

Increasing the accessibility of County government to citizens and businesses demands that we have staff that can manage both operational support and the new technologies. To accomplish this, we have to retain and train skilled staff.

This constant demand for keeping staff current in a world of constantly changing and improving technologies challenges the traditional primacy of instructor-led classroom training. Efficient, cost effective Technology-Based-Training (TBT) allows employees to learn at their own pace, at times that are convenient to them and with minimal disruption to the staffing requirements of the workplace.

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► Method of Service Provision

Staffing for the LOB is comprised of the department director, program managers, accountants, analysts and administrative clerks, which are all full-time merit staff. The budget also includes the Deputy County Executive for information.

► Mandate Information

There is no federal or state mandate for this LOB.

70-09: Radio Communications

<i>Fund/Agency: 001/70 Department of Information Technology</i>	
LOB #: 70-09	Radio Communications
Personnel Services	\$755,593
Operating Expenses	\$180,000
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$935,593
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$621,490
Other Revenue	\$0
Total Revenue:	\$621,490
Net LOB Cost:	\$314,103
Positions/SYE involved in the delivery of this LOB	10 / 10.0

► LOB Summary

The Radio Communications group in DIT provides design, engineering, acquisition, deployment, system administration, maintenance, and emergency restoration services for the County's Public Safety Radio System used by the Police, Fire and Rescue, and Sheriff's Departments; for the Public Service Radio System used by general government agencies, including the Public Schools, Public Works and Environmental Services and Transportation; and for the 9-1-1 Emergency Telephone System utilized at the Public Safety Communications Center. In addition, the work program provides oversight and assistance to Information Technology projects related to Public Safety Communications applications, and further acts as the DIT liaison to the County's Emergency Management Section. This LOB is supported by Fund 505.

The Radio and Emergency Services work program provides the following functions for the County:

Technical Program Management: Technical staff provides work program supervision and engineering, consulting, system design, project management and logistical expertise to users of the County's radio and 9-1-1 systems. Essential tasks include overall Radio Service program management, and participation in local and regional frequency use committees; the licensing and

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ownership responsibilities for the many radio frequencies assigned to the County, as dictated by the Federal Communications Commission; the management responsibilities that are associated with owning and/or leasing of radio tower and transmitter sites; frequency analysis, and the review and evaluation of other public or private sector communications systems which may impact or interfere with the County's radio communications capabilities; the administration of the County's Public Safety and Public Service radio system networks, 9-1-1 System infrastructure, and other associated components and services; and developments and issues associated with new technology which may meet County agency needs and/or have an impact on program staff. The group implemented the digital trunked simulcast radio system for over 3,000 public safety users (County Police, Fire and Rescue, and Sheriff's Departments, as well as the police departments for the City of Fairfax and the Towns of Herndon and Vienna), and is currently planning for upgrade of this system for move into the PSTOC and for interoperability with locality partners in mutual aid. In addition, this group implemented replacement of the 3,000 subscriber Public Service Radio System (Schools, Public Works, FASTRAN, Water Authority, etc.). Staff members are also managing the replacement of the "9-1-1" Call Answering System at the County's Public Safety Communications Center (PSCC).

Services also include management of the regional radio interoperability program, which includes local government s across the three states (VA, MD, and DC) in the metro area, and with the public safety agencies of the Commonwealth of Virginia. Fairfax County's Radio Services group is also leading the region in managing and implementing federally mandated re-banding of the 800 MHz frequencies used by the radio network.

Other regional activities that the group hosts and/or coordinates which are not funded through the budget include coordination of the annual radio interoperability rally which draws participation from local, state and federal agencies for demonstration of capabilities and future planning efforts for enhancements, and coordination and participation in Department of Homeland Security required Tactical Communications Interoperability Exercises, and management of the regional radio cache.

Technician-Level Services: Radio Services Center staff provides for the daily customer service activities of the work program, and for emergency restoration response or other after-hours support for County agencies. Center staff provides hands-on service, installation, and repair of portable (handheld), mobile (vehicle-mounted), and fixed site (some base stations and transmitters) radio equipment. Program staff maintains a mixture of old radio equipment (board-level maintenance) but have also trained and are migrating to the service and support of CPU-based programmable portable and mobile radios. Other tasks include installation and troubleshooting of mobile computer terminals (MCTs or laptop PCs) and data radios in public safety vehicles, maintenance of some audio and paging systems for fire stations and other County facilities and functions, and the certification of handheld radar units for the County and area police departments. Another service provided is radar gun calibration.

► Method of Service Provision

Until recent years, all maintenance for portable and mobile radios, and for most of the base stations and transmitters, was performed by County employed technicians. The County is finishing its migration to a new vendor-maintained Public Safety Radio System, encompassing about one-half of the "fleet" (and which allowed for the elimination of 5/5.0 SYE positions from the Radio Services Center). County technicians continue to maintain all components of the large Public Service Radio System, and will do so until its eventual replacement. Other County staff has completed the transition from "bench-tech" type work to administration and management of the integral data and

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software applications in 24-hour use by the new Public Safety Radio System (most installation work and hands-on maintenance in the field are done by private contractors). A private consultant is also used for higher-level radio system engineering work.

► **Mandate Information**

This LOB is affected by the FCC mandated national 800 MHz re-banding effort, which is not included in the January 2007 Mandates Report.

70-10: Courtroom Technology

<i>Fund/Agency: 001/70 Department of Information Technology</i>	
<i>LOB #: 70-10</i>	<i>Courtroom Technology</i>
Personnel Services	\$256,078
Operating Expenses	\$50,000
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$306,078
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$306,078
Positions/SYE involved in the delivery of this LOB	3 / 3.0

► **LOB Summary**

The Courtroom Technology Office (CrTO) was established to develop, coordinate, and implement courtroom technology and interface with automated information systems throughout the 19th Judicial Circuit supporting judicial proceedings and trials. Capabilities include remote testimony, video arraignment, Court “way finding” and docket displays, audio visual evidence displays, and bench computers and related equipment that gives access to Court case systems (for example). Major stakeholders include the Circuit Court, the General District Court, the Juvenile and Domestic Relations District Court, the Office of the Sheriff, the Commonwealth Attorney’s Office, and the Bar Association. The CrTO provides oversight for the implementation of these specialized technologies and required infrastructure in County court rooms, and administration of the deployment and use of the specific technologies during proceedings. The CrTO ensures that judges, support staff, and administrative personnel have complete and reliable access to information and the necessary technological support for high-tech trials and proceedings. An area of high priority is the completion of 17 new courtrooms and the renovations of 26 existing courtrooms.

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The Courtroom Technology Office's core functions include:

- Strategic planning for effective use of the court room technology equipment for the Circuit court, Juvenile and domestic Relations Court, and General District Court, and integration with related court information systems.
- Acting as the liaison with County Department of Information Technology, Department of Cable Communications, and Supreme Court Office of Technology for standards and architecture.
- Providing project management over the completion of Courthouse technology roll-out and implementation.
- Acting as an advisor/consultant throughout the Judiciary on computer/information systems-related matters.
- Providing oversight and facilitating improvement of operations through system enhancements or new system development.
- Developing the technical needs of the judiciary through the implementation of new technologies such as video conferencing, wireless networking, and video streaming.
- Developing, implementing, and enforcing standards and procedures related to computer/information processing.
- Recommending computer/information services related policy for senior management and/or Policy committee approval.
- Serving as support staff to the Judiciary and affiliated organizations.
- Evaluating and selecting hardware/software and serving as the primary vendor contact.
- Maintaining state-of-the-art expertise on the technology and informing user groups of how the technology can be applied to enhance operational effectiveness.
- Providing equipment set-up and operational support during proceedings.

FY 2007 funding of \$1,730,000 was provided under Fund 104 to support the first phase of implementing the recommended technologies in the new wing of the expanded Courthouse. Funding will procure the necessary consulting services, hardware, and software to outfit a modern day courtroom.

Future technologies beyond what has been piloted to date will include Remote Distance Interpreting and Electronic Court Recording.

There are no performance measures for this LOB.

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► Method of Service Provision

The Courtroom Technology Office (CrTO) is managed by a Courtroom Technology Officer in the Department of Information Technology, under the direction of the Chief Judge and the Clerk of the Court. Support staff includes one Chief Engineer and one highly-trained Courtroom Technologist. Technical staffs from the Enterprise Infrastructure group in DIT and staff in the three Courts are also available to provide assistance as needed.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, page 17 for the specific state code and a brief description.

70-11: HIPAA

<i>Fund/Agency: 001/70 Department of Information Technology</i>	
LOB #: 70-11	HIPAA
Personnel Services	\$107,626
Operating Expenses	\$20,000
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$127,626
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost:	\$127,626
Positions/SYE involved in the delivery of this LOB	1 / 1.0

► LOB Summary

The HIPAA Compliance Program ensures that the provisions of the Health Insurance Portability and Accountability Act (HIPAA) are implemented as appropriate within the Fairfax County Government. HIPAA is a federal law enacted by Congress in 1996 to improve portability and continuity of health insurance coverage; to combat waste, fraud, and abuse in health insurance and health care delivery; to promote the use of medical savings accounts; to improve access to long term care services and coverage; and to simplify the administration of health insurance.

Compliance with the law requires ensuring the privacy and security of "protected health information" and the transition of health claims transactions from paper-based to electronic forms. Under the law, residents and employees are provided with notice of the County's privacy practices regarding the handling of their individually identifiable health information. Employees are trained on appropriate policies and procedures related to the protection of health information in written,

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electronic, and oral mediums. Also required is a single entity point of contact for investigations and complaints regarding the entities' handling of HIPAA covered information.

► Method of Service Provision

To coordinate the County's enterprise-wide compliance with the law, the Board of Supervisors approved a HIPAA Compliance Manager position in FY 2003. The position is funded in the Department of Information Technology's general fund, reporting directly to the Deputy County Executive for information. The county implemented the program initially at a county-wide level as a focused oversight function based on this industry-wide law. Core services are for the three county HIPAA covered agencies: The Health Department, Community Services Board, and Emergency Medical Services in the County's Fire and Rescue Department, and, provides consultation to other agencies that have/use health record information. HIPAA assists covered agencies with assessments, agency specific policy development, service agreements, operational practices recommendations and awareness campaigns, and is the county's point of coordination for HIPAA related investigations. Since its inception Fairfax County Government covered agencies have incorporated HIPAA requirements in their business practices and operations.

The Department of Information Technology provides support by implementing HIPAA compliant security requirements, ensuring the implementation of electronic data transmission (EDI) standards for health record and covered information such as reports, and ensuing modification of automated information processing systems for electronic health records compliance. The HIPAA manager works with the IT Security Office in the Department of Information Technology for implementation of technology related standards that reduces the county's risk. Over the years since inception, the program has achieved major implementation goals and now works with covered agencies to ensure proper controls are incorporated in new initiatives and systems.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, page 11 for the specific federal code and a brief description.

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104-01: Information Technology Initiatives

<i>Fund/Agency: 104</i>	<i>Information Technology</i>
<i>LOB #: 104-01</i>	<i>Information Technology Initiatives</i>
Personnel Services	\$0
Operating Expenses	\$13,621,454
Recovered Costs	(\$1,212,639)
Capital Equipment	\$1,351,200
Total LOB Cost:	\$13,760,015
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$1,400,000
Total Revenue:	\$1,400,000
Net LOB Cost:	\$12,360,015
Positions/SYE involved in the delivery of this LOB	0 / 0.0

► LOB Summary

Fund 104, Information Technology, was established in FY 1995 to strengthen investments and centralize management of technology resources by consolidating major Information Technology (IT) projects in one fund. Based on the 1994 Information Technology Advisory Group (ITAG) study, this fund was created to account for spending by project and is managed centrally by the Department of Information Technology. Historically, a General Fund transfer, the State Technology Trust Fund, the E-911 Emergency Telephone Service Fee, and interest earnings are sources for the investment in the Information Technology projects. In FY 2001, the E-911 Emergency Telephone Service Fee revenue is restricted to funding only those projects that directly supported the Public Safety Communications Center and related project expenses, thus in FY 2001, the E-911 Emergency Telephone Service Fee revenue was moved to Fund 120, E-911 to satisfy a state legislative requirement that E-911 revenues and expenditures be accounted for separately. Fund 104 and Fund 120 IT projects are documented in the annual IT Plan.

The County's technology strategy has several key elements. These are to provide an adequate infrastructure of technology for agencies to use in making quality operational improvements; redesign existing business processes with technology to achieve large-scale improvements in service quality and achieve administrative efficiencies; and promote the use of technology in enabling government services without “doors, walls or clocks”. The County’s long-term commitment to provide quality customer service through the effective use of technology is manifested in service enhancements; improved means of providing access to services electronically, expedited response to citizen inquiries, improved operational efficiencies, better information for management decisions, and increased performance capabilities.

Development of the initiatives includes initial project recommendations from the County agencies as part of the annual budget process. Early in the process, Departments are requested to submit both a business and technical viability analysis for each proposed project. The business analysis, reviewed by staff in the DMB, includes such factors as business objectives, return on investment (including cost savings, cost avoidance, enhanced revenue, non-quantifiable service benefits, staff savings, and

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staffing efficiencies), and indicators to be used to measure success, estimated costs, business-related risks and alternatives to the proposed project.

The technical analysis, reviewed by staff from DIT, includes such factors as proposed system architecture and its compatibility with County's Technical Architecture Standards, impact on existing systems, data conversion and electronic interface requirements, and staffing requirements for development, enhancement and maintenance of the project.

From an interview process involving user agencies, a recommendation for project funding is created. The Senior IT Steering Committee and ITPAC review the recommendations, revisions (if needed) are made, and ITPAC writes a letter endorsing the proposed projects and funding to the Board of Supervisors. The Board makes the final decision on funding based on this endorsement.

FY 2008 Initiatives

In FY 2008, funding of \$13,760,570 is included for initiatives that meet one or multiple priorities established by the Senior Information Technology Steering Committee. These initiatives include a mix of projects that provide benefits for both citizens and employees and that adequately balance continuing initiatives with the need for maintaining and strengthening the County's technology infrastructure. Funded projects will support initiatives in the Human Services, Planning and Development, General County Services, and Public Safety program areas. Although many initiatives meet more than one of the technology priorities, for narrative purposes below, projects have been grouped into only one priority area.

In keeping with guidelines established for FY 2008, agencies were instructed that funding for new projects would be considered only if the submission met one or more of the following criteria:

- Project met one of the five strategic priorities of the Fund
- Project considered low cost, short-term and small in scope
- Contractual obligations and/or to complete a phase of the existing project
- Project must be completed and maintained without additional staff

A Project Review Team consisting of business and technical staff from the Department of Information Technology (DIT) and the Department of Management and Budget (DMB) reviewed all submissions. The project review included identification of projects that provide opportunities for improvement; those that help sustain the performance and reliability of the County technology infrastructure; and those poised to take advantage of technological advancements.

In addition, projects were reviewed from both a business and a technical perspective. On the business side, consideration included whether the implementation of the project would benefit citizens, the County or both. Benefits of the project were weighed against the cost of the project and several risk factors, including the risk of cost and scope escalation due to factors such as the type of technology chosen, organizational disruption, schedule viability and the impact of delaying the project.

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On the technical side, factors examined included how closely the project matched, and its impact on, existing County IT infrastructure, and the technical uncertainty of the project as it pertained to the commercial availability of, and the organizational experience with, the proposed hardware, software and resource support. In addition, consideration was given to the availability of human resources both in DIT and the sponsoring agency to staff the project.

Funding Priorities are based on:

1. **Mandated Requirements:** (enacted by the federal government, Commonwealth of Virginia, Board of Supervisors, Court-ordered or County regulation changes).
2. **Completion of Prior Investments:** (multi-year lease purchase, implements phase or completion of planned project).
3. **Enhanced County Security:** (homeland security, physical security, and information security and privacy).
4. **Improved Service and Efficiency:** (consolidate business practices; support more efficient government; optimize management and use of county assets and data; enhance systems to meet the expectations and needs of citizens; and promote service that can be provided through the Internet-‘e-government’).
5. **Maintaining a Current and Supportable Technology Infrastructure:** (consistent and reliable hardware, software and communications infrastructure; ensure that citizens, businesses and County employees have appropriate access to information and services).

In FY 2008, funding of \$13.8 million is provided for initiatives that meet one or multiple priorities established by the Senior Information Technology Steering Committee. These initiatives include a mix of projects that provide benefits for both citizens and employees and that adequately balance continuing initiatives with the need for maintaining and strengthening the County’s technology infrastructure. Funded projects will support initiatives in the Human Services, Planning and Development, General County Services and Public Safety program areas. Although many initiatives meet more than one of the technology priorities, for narrative purposes below, projects have been grouped into only one priority area.

The five investment policy objectives relate to the County’s continuing focus on making access to government services more reliable, secure, and efficient. The projects on the following pages are supported and will receive additional funding in FY2008.

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The established priorities for IT projects for FY 2007 are summarized as follows:

Priority	FY 2008 Adopted Funding
Mandated Requirements	\$0.2 million
Completion of Prior Investments	\$1.5 million
Enhanced County Security	\$3.1 million
Improved Service and Efficiency	\$4.3 million
Maintaining a Current and Supportable Technology Infrastructure	<u>\$4.7 million</u>
TOTAL	\$13.8 million

Mandated Requirements - \$0.2 million

The County is responsive to federal and state agencies' mandates, as well as to directives of the Board of Supervisors. Each year, agencies review mandates and directives to ensure compliance. In FY 2008, funding of \$217,200 is included for the development of a project to support data conversion from the Juvenile and Domestic Relations District Courts' legacy JUVARE system. The application currently contains historical, archived data and individual records that must be expunged according to the Code of Virginia. With the system upgrade, maintenance, expungement, and purging of data will be ongoing while still allowing for historical data archiving and inquiry.

Completion of Prior Investments - \$1.5 million The County's IT program focuses on using technology as an essential tool to enable cost-effective delivery of services, and continues to stress the need to build reliable, supportable projects for these services in a timely manner. Many projects are funded annually that can be completed within that fiscal year. Others are multi-phase projects that require more than one year of funding for completion.

FY 2008 funding of \$500,000 will allow for the final build-out of the Fairfax-Falls Church Community Services Boards' (CSB) SYNAPS environment, which is a client tracking, third-party billing, and data system. The final phase of the project will enable a maximum of 800 CSB employees to use the system, which will also be upgraded to current specifications with improved security technology to ensure continued data protection.

In FY 2008, funding of \$351,000 will provide for further enhancements to the Fairfax Inspections Database Online (FIDO) project, which supports commercial and residential land-use management operations, including the maintenance of permits, inspections, contractor licenses, and code enforcement information for the Department of Public Works and Environmental Services (DPWES), Fire and Rescue Department, Department of Planning and Zoning, and Health Department. Most notably, FY 2008 funding will enable the development of a Web-based portal for residents and building industry users to view the status of permits, inspections and complaints, as well as allow users to notify the County of alleged ordinance violations.

Funding of \$280,785 will provide for a back-up location for components of the Health Department's AVATAR system, used as the agency's central database for collecting and maintaining patient information. Funding will help to ensure that the Health Department's central information system remains operational and confidential patient information remains secure, in the event of an unforeseen catastrophic event.

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FY 2008 funding of \$194,165 will allow for an upgrade to the Office for Children's Child Care Management system. This application is used to process over 2,500 home child care facility permits, connect families with child care providers in the Child Care Resource and Referral System, determine client eligibility, process provider payments, and track enrollments. The application software and supporting technology must be upgraded in order to ensure the application can maintain its operational integrity and will ensure system compliance with County IT requirements and standards.

In addition, funding of \$125,000 will allow for an upgrade to the Department of Housing and Community Development's financial and property portfolio management software system. The upgrade will promote compliance with Housing and Urban Development (HUD) requirements; include additional accounting, audit tracking, and compliance tools; and enhance security features.

Enhanced County Security - \$3.1 million

Ensuring the security of the County's IT investments and information assets is of primary importance to the Department of Information Technology. Through many projects and initiatives, efforts are focused on the security of various levels of County data, from email to homeland security measures. During FY 2008, the County will continue to implement a multi-faceted approach to securing County data and assets.

FY 2008 funding of \$2,200,000 is included for the continuation of a multi-phase effort to replace the existing Police Department disparate information systems with an integrated Law Enforcement Records Management System (LERMS). The new system will improve the ability to prevent, respond to, manage, and analyze situations relating to the safety and property of County residents. Intelligence led policing, improved criminal justice, and overall strategic public safety resource deployment will be improved upon implementation. Improvement in the reliability, accuracy, and quality of data will be realized and the system will operate on the principles of "single point of data entry and query" for all functions. The system will expand the capacity of the Police Department, allowing it to better analyze -- statistically and through geographic-based means -- data on incidents and personnel. It will also aid in identifying trends, and assist in staffing decisions and monitoring departmental effectiveness. The system will integrate with the Computer Aided Dispatch (CAD) system in the Department of Public Safety Communications, ensuring a unified technology platform approach that facilitates the seamless sharing of processes and data across public safety functions and leverages available technologies.

Funding of \$632,166 is provided in FY 2008 for the fourth year of a seven year annual lease-purchase payment for the new Public Service Radio System network infrastructure. The project replaced a 20 year old Public Service Communications System, which provided two-way radio communications for all County non-public safety agencies, as well as the Fairfax County Public Schools Transportation Department (school buses), FASTRAN and Fairfax Water, with updated technology that meets the needs of user agencies. The system provides adequate call processing capacity and area coverage to more than 90 percent of the area within the jurisdictional boundaries of Fairfax County. The FY 2008 project cost is estimated to be \$1,844,805 and based on a portion of project costs, derived from the number of radios users will have operating on the system as a percent of the total number of radios, \$1,212,639 will be recovered from Non-General Fund Supported agencies, the Fairfax County Public Schools and Fairfax Water in FY 2008.

In addition, funding of \$244,160 is provided to continue implementation of additional internal network access controls, forensics tools, other security devices designed to detect viruses and worms, as well as applications to quarantine renegade devices and prevent unauthorized use of the

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County's IT systems. The County security architecture is designed to provide an appropriate level of protection for all County information processing resources regardless of technology platform. Aimed at ensuring the confidentiality of information in an evolving environment, new technologies will be employed to meet current and future security challenges.

Improved Service and Efficiency - \$4.3 million

There are several projects funded in FY 2008 that provide for additional improvement in service and efficiency. These improvements are aimed at both external County interactions, such as with residents and the business community, as well as internal County processes, that result in improved results on the provision of direct services.

FY 2008 funding of \$1,145,000 is provided to support agencies that are currently implementing a document management activity or phase, or are ready to invest in a shared services solution. Imaging and workflow initiatives provide an opportunity for agencies to increase the security and integrity of records; reduce the labor intensive record retrieval and re-filing process; expedite workflow processes through an electronic workflow management system; provide simultaneous and instant access to records; and reduce the costs associated with space and shelving for storage of paper requirements. There are two separate initiatives funded in FY 2008 in the Department of Housing and Community Development and the Department of Finance.

Funding of \$800,000 is included in order to begin an assessment for the eventual replacement of the County's legacy systems used to support core business functions including budget, purchasing, finance, and human resource management. The County's human resources system is the first in a phased approach to replace all of these legacy systems. A new system will enable more advanced human resource management capabilities, including workforce planning, analyses of personnel costs, and tracking of employee data. The project will transform the management of the County's human resources activities from a cumbersome, manual system to one that is dynamic and supports the new requirements of human resources management.

In addition, funding of \$450,000 is provided to modernize the capability for reporting on financial data in the County's financial systems. A Data Analysis Reporting Tool (DART) will replace existing ad-hoc, stovepipe reporting with a unified reporting methodology and capability. Financial information from the County's financial, procurement, and payroll systems will be integrated in a data warehouse, and reporting features will provide the users the capability to generate on-demand charts, reports, inquiries, and analyses.

In FY 2008, funding of \$392,000 is included for the further development of an Integrated Facilities and Grounds Management System used by the Facilities Management Department (FMD) and the Fairfax County Park Authority (FCPA). The system will increase the effectiveness and efficiency of staff and the utilization of capital resources required to maintain and manage County and Park facilities and properties. Funding in FY 2008 provides for integration services required for the implementation of a project management module that will help to manage the capital project process (including scheduling of labor, ordering materials, and creating reports) and the use of wireless technology on additional handheld devices.

Funding of \$386,680 will continue the regular process of updating the aerial imagery and digital orthophotography for the County. The original project to develop the GIS base map for the entire County began in 1996. Annual updates of this data are needed to reflect the changes that have occurred over the years. The current program provides for the update of 25 percent of the County's

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database each year and allows the County to keep up with the developmental changes and assure users that none of the imagery will be more than four years old. The funding will also continue to support viewing County land in a three-dimensional capacity at County staff desktops in agencies such as the Fire and Rescue Department, Department of Tax Administration, Police Department and Department of Planning and Zoning.

In FY 2008, funding of \$300,000 is provided to further enhance ongoing Land Use Information Accessibility Initiatives and address several of the Land Use Information Accessibility Advisory Group's recommendations including: expanding the initial "Search by Address" and "Search by Magisterial District" capabilities to also access rezoning/site plan history, and multiple plan types (the current inquiry capability is for a single plan type); summarizing key site and rezoning plan data in PDF downloadable formats for citizen access; utilizing a citizen notification technology (like the Community Emergency Alert Network, Listserv or other capability) to contact interested constituents about new land use activities in their nearby community (i.e., Site and Re-zoning plan public hearings, approvals, etc.), enhancing the LDSNET and GIS integration to streamline end user navigation between the two systems, and evaluating and designing web tool capabilities that could include 3D imagery to help enable citizen analyses of proposed land use activities.

FY 2008 funding of \$275,000 will continue integration of e-government architectures (Interactive Voice Response (IVR), Kiosk, Web, Infoweb, and Wireless) in order to enhance the delivery of information and services, and provide new information and services to citizens. This project will continue to generate economies of scale by providing the needed infrastructure support for the ever-increasing demand for e-commerce/e-government services. Funding will allow for additional Web capabilities to be further integrated, such as new as new electronic payment services, including e-checks and scheduled ACH payments.

Funding of \$250,000 will continue efforts to establish a single access point with a common database for County government information and service requests by constituents by integrating and augmenting existing technologies (i.e., voice platform; e-government channels including IVR, Kiosk and Web; Fairfax Inspection Database Online (FIDO); GIS, Intranet Quorum (IQ); and Documentum). The project will provide a familiar, easy to remember telephone number (3-1-1), standardize call taking operations, and enable employees to answer citizen questions and log service requests through a standard interface. This will eliminate the need for citizens to navigate through hundreds of County telephone numbers to find the right one, reduce the number of transfer calls from one agency to another, and minimize the non-emergency help and assistance calls to 9-1-1.

Funding of \$150,000 is provided in FY 2008 to support various technology improvements that originated from the Land Development Process Improvement Initiative, a partnership among Fairfax County government, the Northern Virginia Building Industry Association, the National Association of Industrial and Office Properties, and the Engineers and Surveyors Institute. Some of these recommendations include the implementation of queuing management system and customer flow software that can better manage the flow of transactions, maximizing efficiency and increasing throughput. The queuing system would not only be automated and provide a numbering system, but also would be linked to the Fairfax Inspections Database On-Line (FIDO) and would identify bottlenecks in the intake, site permit, zoning review, and plan review walk-through processes, enabling a redirection of staff and/or customers for faster service.

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FY 2008 funding of \$96,648 provides for tactical initiatives which focus on immediate improvements to information technology functions performed in a limited capacity across the County. Efforts in FY 2008 include the implementation of a legislative tracking module which will allow for an automated way to track federal legislative issues and specific legislation of interest to the County.

In addition, funding of \$75,000 will be used to develop an interface between the Department of Community and Recreation Services' and the Fairfax County Public Schools' (FCPS) scheduling systems, used to schedule community use of public athletic facilities at both County and FCPS sites. The interface will enable the County and FCPS to share specialized data that are common between the two systems and increase scheduling efficiencies, eliminate duplication of data entry, and reduce scheduling conflicts that can sometimes occur. FY 2008 funding provides for the County's share of this joint County-FCPS project.

Maintain a Current and Supportable Technology Infrastructure - \$4.7 million

In an ever changing technical environment, maintaining a current and supportable technology environment is a challenge that must be addressed. The County's technological improvement strategy strives to balance the need to pursue existing initiatives with the desire to adopt new industry technology, and previous infrastructure investments with the need to take advantage of newer features and functionality. Various projects are funded in FY 2008 supporting the goal of having consistent, reliable hardware and software, and ensuring that residents, the business community and County staff have appropriate access to information and services via technology.

In FY 2008, funding of \$2,687,750 supports an initiative to create the underlying architecture for the operational components of an integrated Computer Aided Dispatch (CAD) and Public Safety Records Management Systems (RMS), including public safety communications and Police, Fire and Rescue, and Emergency Medical Services records management. This initiative includes network development, augmentation of the enterprise GIS to meet public safety requirements, and provision of an interim commercial broadband wireless services pending completion of the regional broadband wireless network under development by the National Capital Region (NCR) Urban Areas Security Initiatives (UASI).

Funding of \$1,757,461 will support the modernization of the County's telecommunications infrastructure which will integrate voice, video and data communications onto a common structure. The multi-year project focuses on replacing the County's network of disparate voice technologies with an infrastructure platform based on current technology and integration into the Institutional Network (I-Net). This will ensure the County's voice, data and video network will meet future needs. This new network architecture will accommodate the projected growth in business applications requirements, and will allow cost savings through standardization and alignment with industry trends.

Information regarding technology initiatives can also be found in the [FY 2008 Information Technology Plan](#) prepared by the Department of Information Technology.

Department of Information Technology

► Method of Service Provision

The Department of Information Technology manages the Fund 104 investment portfolio and administration of project execution processes. Agencies that have projects in the portfolio are required to appoint a dedicated Project Manager, with DIT appointing a Technical Project Manager. All project solution designs are vetted through the DIT Technology Architectural Review Board. All Project Managers are required to develop and submit a project plan and expenditure plan. DIT has a dedicated position, IT Portfolio Manager, who is the steward of the portfolio and administrator of the fund processes. A fund manager supports the IT Portfolio Manager. The IT Portfolio Manager also staffs the Senior IT Steering Committee and Board Appointed Information Technology Policy Advisory Committee (ITPAC). DIT offers an annual IT Project Management Certification Course, which is required to be completed by appointed project managers. DIT also hosts a Project Managers Forum for sharing of new information, services, trends and experiences. DIT also provides business analyst services to assist agencies in documenting requirements and workflow requirements.

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To produce an IT security risk percentage trend showing the risk of unauthorized access and incidents happening through the network perimeter being identified, stopped and unsuccessful decreasing to less than 1 percent in FY 2008, toward a target of 0 percent.
- To increase the use of GIS data and services by 5 percent per year by making additional layers of data available.
- To maintain IT application projects that have complete documentation in accordance with County standards at 75 percent or greater.
- To increase the convenience to residents to access information and services through the E-Government platforms of Interactive Voice Response (IVR), Kiosk, and the Web by increasing revenue collection on E-Government platforms from 3.00 percent to 3.50 percent toward a goal of 5.00 percent.
- To achieve a cost savings of 60 percent by delivering basic and enhanced technical training to Fairfax County employees, versus contracting out training.
- To achieve a cost savings of 85 percent by delivering training to Fairfax County IT Project Managers to increase the number of successful IT projects implemented, versus contracting out training.
- To maintain the number of business days to fulfill telecommunications service requests for:
a) non-critical requests at a standard of 4 days; b) critical requests from at a standard of next business day; and c) emergency requests the same day.

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- To maintain the percentage of LAN/PC workstation calls to Technical Support Services closed within 72 hours at 75 percent.
- To maintain the resolution rate for the average first-call problem for the Technical Support Center (TSC), DIT Help Desk at 80 percent.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Events requiring incident response / investigation per day	125,000	140,000 / 110,000	160,000	160,000	70-05
Events reported by each component at the perimeter per day	11,334,361	12,000,000 / 12,678,452	13,000,000	13,000,000	70-05
Service encounters (GIS) (1)	274,032	279,000 / 1,175,362	1,234,130	1,295,837	70-02
Major application development projects completed in fiscal year	35	40 / 42	40	40	70-03
Requests for production systems support	2,105	1,900 / 2,250	1,900	1,900	70-03
Minor projects and system enhancements	152	100 / 178	100	100	70-08
IT project managers trained each year	NA	NA	20	20	70-08
County employees trained on desktop application use	NA	NA	2,910	3,500	70-03
New applications to allow residents to conduct business via E-Government platforms	12	12 / 8	12	10	70-01
Responses to call for repairs on voice devices	4,351	4,500 / 1,487	1,500	1,500	70-04
Moves, adds or changes for voice and data	2,919	2,300 / 8,614	8,600	8,600	70-04
Calls resolved	24,610	24,800 / 23,964	24,800	24,800	70-07
Customer requests for service fulfilled by Technical Support Center (TSC)	75,649	79,431 / 65,367	79,431	79,431	70-07
Efficiency:					
Staff Year Equivalents required for daily investigations	1.7	2.0 / 2.6	2.3	2.3	70-05
Cost per client served (GIS)	\$3.08	\$3.02 / \$1.64	\$1.59	\$1.52	70-02
Cost savings per employee for IT project management training	NA	NA	\$2,500	\$3,000	70-08
Cost savings per employee for technical training versus using a private vendor	NA	NA	\$139	\$150	70-08
Staff per application	0.9	1.2 / 0.7	1.2	1.2	70-03
Cost per call	\$98	\$105 / \$109	\$109	\$109	70-07
Hours per staff member to resolve calls	1,034	1,042 / 1,042	1,078	1,078	70-07
Customer requests for service per TSC staff member	6,304	6,619 / 5,447	6,619	6,619	70-07

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent of events identified as attacks and stopped	99.99%	99.99% / 99.99%	99.99%	99.99%	70-05
Percent change in cost per client served (GIS)	(35.27%)	(1.78%) / (51.90%)	(2.86%)	(5.00%)	70-02
Customer satisfaction with application development projects	91%	90% / 90%	90%	90%	70-03
Percent of projects meeting schedule described in statement of work or contract	70%	85% / 56%	85%	85%	70-08
Percent of IT Project Managers who are certified as County IT project managers	NA	NA	95%	95%	70-08
Employees satisfied with training	NA	NA	99%	99%	70-08
Percent change in constituents utilizing E-Government platforms	15%	10% / 10%	10%	10%	70-01
Customer satisfaction with telecommunication services	93.5%	95.0% / 95.0%	95.0%	95.0%	70-04
Percent of customers reporting satisfaction with resolution of LAN/PC workstation calls	79%	82% / 80%	80%	80%	70-07
Percent satisfaction of County employees with support from the TSC	85%	89% / 81%	89%	89%	70-07

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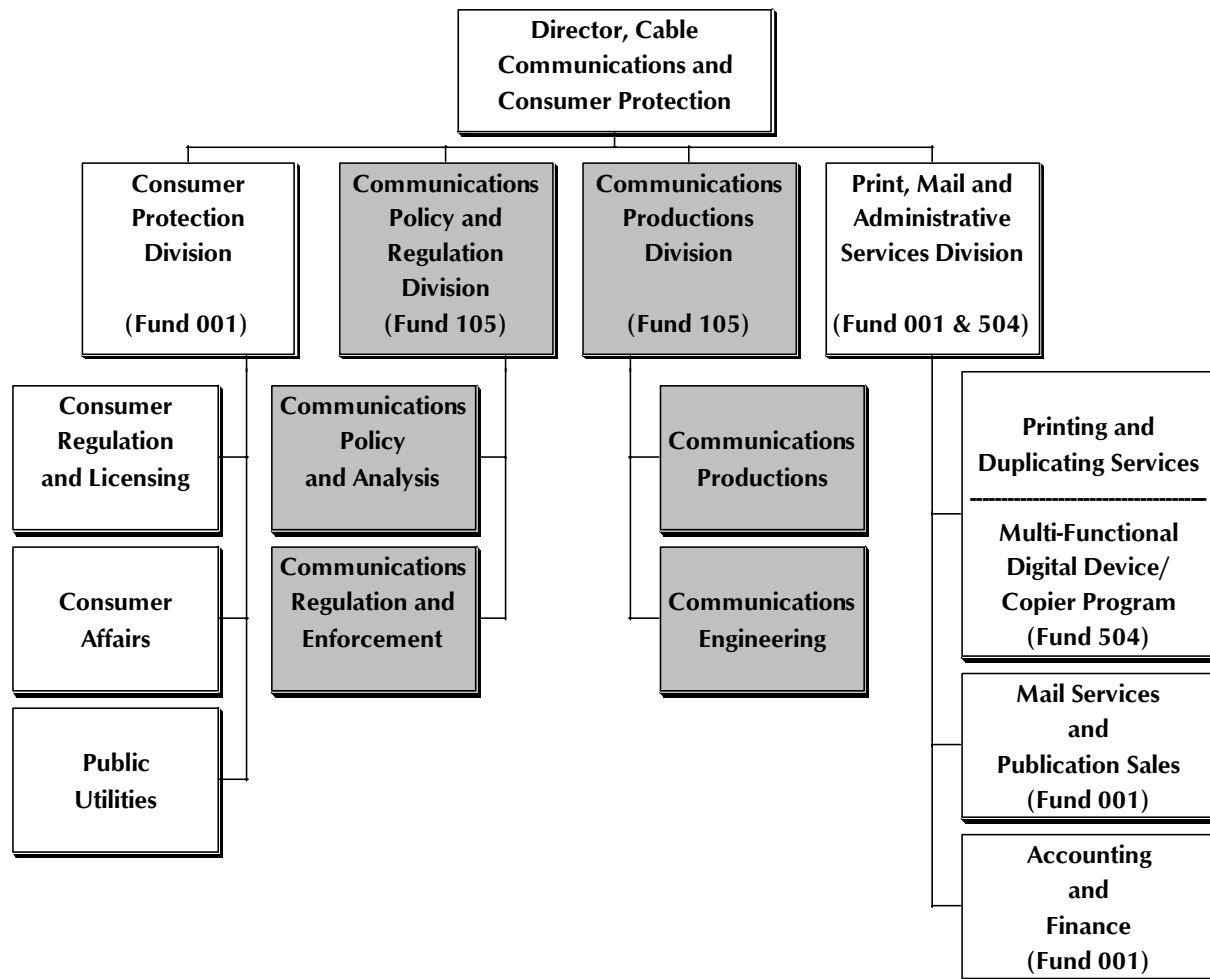
Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent risk of unauthorized network perimeter access and incidents that are identified, stopped and unsuccessful	0.61%	0.99% / 0.99%	0.99%	0.99%	70-05
Percent of GIS users/"constituency" (2)	18.36%	26.93% / 112.62%	NA	NA	70-02
Percent of IT application projects that have complete documentation in accordance with County standards	77%	75% / 80%	75%	75%	70-03
Percent of revenue collected on applicable E-Government platforms	1.98%	2.00% / 3.10%	3.00%	3.50%	70-01
Percent cost savings for delivering basic and enhanced technical training	NA	NA	56%	60%	70-08
Percent cost savings of internal Project Management training	NA	NA	85%	85%	70-08
Percent change in GIS users	NA	NA / 375.79%	5.00%	5.00%	70-02
Business days to fulfill service requests from initial call to completion of request for: Non-critical requests	4	4 / 4	4	4	70-04
Business days to fulfill service requests from initial call to completion of request for: Critical requests	2	2 / 2	2	2	70-04
Business days to fulfill service requests from initial call to completion of request for: Emergency requests	1	1 / 1	1	1	70-04
Percent of calls closed within 72 hours	95%	92% / 75%	75%	75%	70-07
Percent of first-contact problem resolution	76%	80% / 75%	80%	80%	70-07
Percent change in GIS users	NA	NA / 375.79%	5.00%	5.00%	70-02

(1) This includes counter sales, internal work requests, zoning cases, right-of-way projects, DTA abstracts, GIS server connections, Spatial Database Engine, GIS related help calls, and GIS projects.

(2) "Constituency" extrapolated from the Federal Census 2000 counts for Fairfax City, Fairfax County, and the City of Falls Church.

Fund 105

Cable Communications



The Department of Cable Communications and Consumer Protection (DCCCP) is the umbrella agency for four distinct functions: Consumer Protection; Communications Policy and Regulation; Communications Productions; and Print, Mail and Administrative Services. The total agency staff is dispersed over three funding sources. The Consumer Protection Division, which mediates complaints, educates consumers, regulates taxicabs, issues licenses and provides utility rate case intervention, is fully supported by the General Fund and may be found within the 04 LOBs. Also within the 04 LOBs are Mail Services and Gifts and Publications Sales along with Accounting and Finance. The Cable Communications function, which includes the Communications Policy and Regulation Division and the Communications Productions Division, is responsible for communications regulation and television programming and is presented within this LOB, Fund 105. Fund 105 is supported principally by revenue received from local cable operators through franchise agreements. Printing and Duplicating Services is represented within the Fund 504 LOBs, and is funded by revenues received from County agencies and Fairfax County Public Schools (FCPS). The Department of Information Technology is responsible for the management of the Multi-Functional Digital Device/Copier Program (LOB 504-02) and the fiber Institutional Network (I-Net, which is part of Fund 105 but included in LOB 70-04). While the functions of Cable Communications and Consumer Protection provide diverse services, they all provide quality

Fund 105

Cable Communications

customer service to the community and work collaboratively with County agencies, neighboring jurisdictions and professional organizations.

Mission

To encourage competition and innovation in the Countywide deployment of cable communications services; to provide regulatory oversight and enforcement of cable communications contracts, ordinances, statutes, and customer service policies; to protect the public by rigorously enforcing safety codes and construction procedures; to integrate community needs into future cable communications development proposals and related legislation; to ensure community access to local, public, educational, and governmental programming; to develop and maintain reliable means of mass communication of official information during public safety emergencies; to provide digital media production services to create informational programming for County residents accessible through a variety of distribution channels; and to support internal communications, including remote origination and viewing of training programs for County employees and emergency first-responders.

Focus

The Cable Communications Fund (CCF) was established by the Board of Supervisors in 1982 to provide accurate and auditable accounting of revenues and costs associated with the administration of the County's Cable Communications Ordinance and Franchise Agreements (COFA), communications productions, and the provision of cable-related consumer and policy services. Revenue supporting this fund comes from Institutional Network (I-Net) and Public, Educational, and Governmental (PEG) access capital grants and franchise fees received from local cable operators based on the operators' gross revenues. Although total competition for cable communications services will continue to grow within the County, the total number of County cable subscribers is not expected to significantly increase, and thus, total CCF revenue is not likely to significantly increase.

The Communications Policy and Regulation Division (CPRD) is responsible for regulatory oversight of the three franchised cable television providers in the County. CPRD is responsible for ensuring that cable operators provide high quality customer service, safe construction and operations, and access to PEG programming and emergency information for over 244,000 County cable subscribers. With technology advances and significant changes in the competitive environment, CPRD continues to analyze the impact of competition on cable communications services, rates and deployment, and to proactively

THINKING STRATEGICALLY

Strategic issues for the department include:

- Ensuring the development, compliance and enforcement of federal, state and local communications standards in a rapidly changing industry and uncertain regulatory environment;
- Investigating and resolving resident complaints involving cable service and technical performance issues;
- Providing quality educational and informational cable television programming that meets the needs of a diverse community;
- Utilizing new cost-effective technologies to convey information to the public; and,
- Maintaining a highly skilled and knowledgeable workforce that interacts with a dynamic communications industry.

Fund 105

Cable Communications

monitor legislative and regulatory activity at the state and federal levels. In addition, CPRD will continue to advise the Board of Supervisors of changes in federal and state laws or regulations that threaten the County's historical authority over land use decisions, negotiation and consummation of new contracts, enforcement of existing franchises, public safety, consumer protection, and the ability to ensure fair competition in the County.

Working with the Office of the County Attorney, CPRD successfully negotiated a competitive cable franchise agreement with Verizon Virginia Inc. (Verizon) that was approved by the Board of Supervisors on September 26, 2005. Although Comcast and Cox Communications do not serve in overlapping areas, the new Verizon agreement will ultimately provide 85 percent of residents with a more robust choice of cable and video service providers. As providers continue to offer more residents a "triple-play" of services (i.e., video, broadband Internet access, and voice), CPRD will increasingly be required to address a broader array of technical, legal, regulatory, policy, and resident concerns.

CPRD requires strict compliance with all federal, state, and County codes and standards pertaining to cable communications construction in public rights-of-way from all franchised providers on a competitively neutral basis. CPRD works to resolve construction complaints from residents; improve construction code and safety procedure compliance; promote a "safety-first" attitude among construction crews; and to inspect construction of rebuilt or newly deployed cable communications networks. Such actions ensure safety and compliance with federal, state, and local codes and standards, including work zone traffic controls, safe burying of cables, restoration of streets and sidewalks, control of soil erosion, and adherence to signal quality and interference-reduction standards. CPRD also worked with national organizations to develop a user-friendly handbook, designed to help construction crews understand how the National Electric Code applies to cable communications network construction. In FY 2006, new Verizon construction significantly increased the number of construction work sites in the County. However, CPRD inspectors, augmented by temporary staff, were able to inspect almost 7,000 more construction sites in FY 2006, or 47 percent more than in FY 2005, by utilizing a combination of efficient route planning and improved staff technical training. Based on COFA requirements and Verizon's projected construction schedule, CPRD anticipates the number of new cable communications construction work sites requiring inspection will peak in FY 2006 and FY 2007. Division staff estimates that the FY 2008 level will be slightly less than in the previous two years, but will still remain above the level completed prior to the peak years. CPRD will continue to provide technical training for engineering staff in the use of continuously evolving state-of-the-art field testing equipment for analog and digital channels on cable communications networks to ensure compliance with applicable technical and quality standards.

In FY 2006, CPRD worked to analyze a significant amount of newly-proposed state and federal communications legislation and regulation. Despite experiencing significant staffing shortages throughout the year, CPRD was able to respond in a timely manner to Board of Supervisors and consumer policy and regulatory inquiries. Working with the Office of the County Attorney and the County's legislative liaison, CPRD was able to amend new Virginia legislation to grandfather protection of existing franchise agreements until the year 2013. CPRD anticipates significant legislative and regulatory activity will continue into FY 2008. CPRD will continue to work with the County's legislative liaison to support Board positions to limit federal legislative and regulatory changes that would preempt the County's ability and authority to provide local public safety information over cable systems; enact consumer protection regulations applicable to

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Cable Communications

communications service providers; and negotiate and enforce franchise agreements. In FY 2006, CPRD also brokered a first-in-the-nation interconnection agreement between Cox Communications and Verizon to ensure that Public, Educational, and Governmental programming is available to all County cable subscribers, regardless of cable service provider. CPRD also implemented improved criteria for enforcement of federal customer service standards for all cable providers in the County as part of its efforts to improve the quality of customer complaint resolution by cable operators.

In addition, CPRD continues to administer financial support for video and data communications projects associated with connecting approximately 390 County and Fairfax County Public Schools (FCPS) sites to the County's I-Net. The I-Net is a fiber optic cable network that established infrastructure for the provision of cost-effective digital transport of voice, video, and data services by interconnecting County and FCPS facilities. Currently the County supports these services using commercial telecommunications carriers at significantly greater expense. As part of CPRD's oversight of the Comcast franchise agreement, CPRD worked with Comcast, its subcontractors and the Department of Information Technology (DIT) to ensure the on-time design and construction of the Reston portion of the Countywide I-Net infrastructure. In FY 2008, funding will be used to continue the implementation of the I-Net as the primary carrier of voice and data transmissions.

CPRD continues to be active with public safety and new technology initiatives. CPRD is working with DIT and the federal Department of Homeland Security in a cooperative initiative with other regional jurisdictions and state and federal agencies to establish inter-jurisdictional communications network links that improve public safety response during public emergencies, such as natural disasters and terrorist incidents. CPRD and the Communications Productions Division are continuing to work with all three franchised cable providers to ensure that all County cable subscribers will be able to receive local emergency messages in addition to national Emergency Alert System messages.

The Communications Productions Division (CPD) is responsible for the production of television programming for Fairfax County Government Channel 16, the public information channel, and the Fairfax County Training Network (FCTN). Channel 16 programming includes both Board-directed programming and the highest rated program proposals submitted by County agencies. In FY 2008, Channel 16 will televise an estimated 347 live Board of Supervisors and Planning Commission meetings, County Executive projects, Board-directed special programming, town meetings and monthly video newsletters for members of the Board of Supervisors. In addition, programs and teleconferences which describe the services of County agencies will be televised. The final number of informational programs produced in FY 2008 will be determined by the Fairfax County Communication Strategy quarterly program proposal process. In addition, all Channel 16 programming is now video streamed, reaching an even larger audience. Channel 16 reaches an estimated 600,000 residents with information programming about County programs and services that serve the community.

In addition to programming for the public, the CPD is responsible for programming on closed-circuit FCTN. In FY 2008, the CPD will televise training and internal communications productions, as well as national satellite conferences, telecommunication courses, video training, and lectures on areas such as leadership, team work, self improvement and management issues. FCTN programming reaches approximately 25,000 combined County and Fairfax County Public Schools' employees, providing the latest training and professional development programming to improve services to residents.

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Cable Communications

The Communications Productions Division will continue to operate an emergency message system for residents, serve as a centralized resource for loan pool equipment for County agencies, manage a satellite downlink for County teleconferencing, and support the video magistrate system, County kiosk system, video teleconferencing and video streaming of Channel 16 on the Internet to better serve County residents. CPD also provides engineering support services to County agencies and the demand for these services has continued to increase as new County facilities featuring complex audio and video installations have been developed.

In conjunction with the implementation of the Fairfax County Communication Strategy, the CPD will continue to evaluate and redesign Channel 16 and FCTN programming in FY 2008; develop an external/internal communications campaign to publicize County programs and initiatives; and enhance current operations and customer service through technology changes. The CPD will continue to maintain a national presence, be a leader in the quality of programming produced and research new services to enhance operations.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	39/ 39	39/ 39
Expenditures:		
Personnel Services	\$3,043,653	\$4,286,033
Operating Expenses	5,595,311	6,983,205
Capital Equipment	5,305,098	250,000
Total Expenditures	\$13,944,062	\$11,519,238

Note: Fund 105 also receives total revenue of \$13,942,079 per the FY 2008 Adopted Budget Plan, which is included in the Agency LOBs but not illustrated in the Agency Summary table shown above.

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SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
105-01	Communications Policy and Regulation	(\$8,741,641)	8	8.0
105-02	Communications Inspections and Enforcement	\$532,452	8	8.0
105-03	Fairfax County Government Cable Channel	\$2,276,563	18	18.0
105-04	Fairfax County Training Network	\$555,873	3	3.0
105-05	Video Production Services	\$303,915	2	2.0
TOTAL		(\$5,072,838)	39	39.0

Note: I-Net, totaling \$2,650,000 in net cost, is included in the Agency Summary table but not included in the 105 LOBs. I-Net is located within Fund 105 but managed by the Department of Information Technology (DIT), and is included within LOB 70-04, which has the cost summary shown below. For more information about the I-Net, please refer to LOB 70-04.

<i>LOB #: 70-04</i>	<i>General Fund</i>	<i>Fund 105</i>	<i>Fund 505</i>	<i>Total</i>
Personnel Services	\$1,143,732	\$469,893	\$1,631,861	\$3,245,486
Operating Expenses	\$7,539,122	\$5,701,794	\$5,112,582	\$18,353,498
Recovered Costs	(\$6,762,569)			(\$6,762,569)
Capital Equipment				\$0
Total LOB Cost:	\$1,920,285	\$6,171,687	\$6,744,443	\$14,836,415
Federal Revenue				\$0
State Revenue		\$3,521,687		\$3,521,687
User Fee Revenue				\$0
Other Revenue	\$51,861		\$4,341,996	\$4,393,857
Total Revenue:	\$51,861	\$3,521,687	\$4,341,996	\$7,915,544
Net LOB Cost:	\$1,868,424	\$2,650,000	\$2,402,447	\$6,920,871

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105-01: Communications Policy and Regulation

<i>Fund/Agency: 105/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
LOB #: 105-01		Communications Policy and Regulation	
Personnel Services			\$1,282,214
Operating Expenses			\$393,735
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$1,675,949
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$10,417,590
Total Revenue:			\$10,417,590
Net LOB Cost¹:			(\$8,741,641)
Positions/SYE involved in the delivery of this LOB			8 / 8.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

Communications Policy and Regulation includes: negotiating and enforcing cable service franchise agreements with Cox Communications Northern Virginia, Comcast Communications and Verizon Virginia; researching and analyzing communications topics as requested by the Board of Supervisors or County Executive; investigating and resolving cable subscriber complaints; drafting Federal Communications Commission filings and assisting the Office of the County Attorney in judicial proceedings that could significantly impact Fairfax County; administering County conformance to related federal and state communications statutes and revising County Communications Code Chapter 9.1; developing testimony, drafting legislation, for federal, state, and local communications initiatives supporting regional and state organizations on communications issues; and, the policy planning and administering of the institutional network (I-Net).

These activities are the result of the federal Communications Act, which delegated the power to franchise cable operators to a Local Franchising Authority. This program has a direct impact on the County and its 240,000 cable subscribers, as represented by the following examples:

- Negotiating and enforcing cable service franchise agreements with Cox Communications Northern Virginia, Comcast Communications and Verizon Virginia, and regularly reviewing cable operator's customer service performance to ensure strict conformance with Federal Communications Commission (FCC) and County regulations and statutes;
- Intervening on behalf of cable subscribers in complaints against the cable service provider, responding to citizen inquires and questions regarding cable and broadband services, and providing consumer educational presentations on digital television, cable and broadband issues to citizen associations and groups;

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- Administering Fund 105, Cable Communications, that includes auditing cable operators' gross revenues and franchise fee payments, as well as the auditing, accounting, and administering of cable franchise and public, educational, and governmental access fees;
- Conducting special studies for the Board of Supervisors, the County Executive and commissions (e.g., Consumer Protection Commission) on communications issues such as:
 - communications resources available in Fairfax County;
 - communications management, regulation and enforcement best-practices;
 - communications market conditions;
 - cable operators' exclusive contracts with multi-dwelling unit owners; and,
 - multiple system cable operator performance in other jurisdictions.
- Providing legislative review of Virginia General Assembly communications-related legislation and develop testimony on congressional legislation, including amendments to the Communications Act and Federal Communications Commission proposed regulations regarding provision of cable and broadband services and improved customer service standards;
- Assisting the National Association of Counties, the National Association of Telecommunications Officers and Advisors, the National Association of Consumer Agency Administrators, and the National League of Cities in their development of communications legislative positions and testimony on communications issues;
- Providing leadership and position statements on communications issues to the Washington, DC and Virginia Chapters of the Association of Telecommunications Officers and Advisors, the Virginia Association of Counties, and the Virginia Municipal League;
- Manages County agencies' responses and actions regarding Countywide communications issues by serving on the core team for the Fairfax County Communications Strategy; and,
- Serving as Co-Chair for the I-Net Video Network Implementation.

Communications Policy and Regulation is supported principally by revenue received from local cable operators through franchise agreements. Initiatives in the FY 2008 Adopted Budget Plan include:

- Produce the *Connecting Your Home in the Digital World* informational campaign to provide updated information on digital telephone, broadband and cable TV choices and new consumer information about the digital television transition and HDTV;
- Continue to file comments with the Federal Communications Commission regarding the Fairfax County cable franchising process and the impact of competition between cable service providers; and,

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- Continue to connect and activate County fiber optic I-Net to establish cost-effective transport of video, voice and data services to County and Fairfax County Public Schools facilities.

Communications Policy and Regulation's objective is to meet response deadlines for regulatory, legislative and policy inquiries, and to complete 100 percent of all inquiries.

Note: The I-Net implementation and operational functions, and the corresponding four positions, were transferred to the Department of Information Technology (DIT) in February 2001. This was to consolidate the I-Net and telecommunications infrastructure programs. Concurrent with this transfer, all the information and design elements related to the I-Net were provided to DIT. Therefore, the continuation of the I-Net is reflected under DIT's Lines of Business. However, the I-Net continues to be funded by Fund 105 for the purpose of tracking all cable revenues and expenditures.

► Method of Service Provision

Services are provided primarily by merit County employees, Monday through Friday, 8:00 a.m. to 4:30 p.m. Additional services are provided by exempt limited term County employees as required.

► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 63 for the specific federal and state code and a brief description.

105-02: Communications Inspection and Enforcement

<i>Fund/Agency: 105/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
<i>LOB #: 105-02</i>		<i>Communications Inspections and Enforcement</i>	
Personnel Services			\$399,076
Operating Expenses			\$133,376
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$532,452
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			
Total Revenue:			\$0
Net LOB Cost¹:			\$532,452
Positions/SYE involved in the delivery of this LOB			8 / 8.0

¹Net cost is supported by revenue to the fund as well as fund balance.

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► LOB Summary

Communications Inspections and Enforcement includes: requiring strict compliance with all federal, state, and County codes and standards pertaining to cable communications construction and system operation; inspecting and investigating homeowner complaints about cable system construction; engineering review and installing inside cable wiring in County-owned facilities; testing and performance certification of cable facilities; and developing rights-of-way management partnerships with the Virginia Department of Transportation and the local communications construction industry. This program ensures that public safety is paramount in the construction and operation of cable systems in Fairfax County, and includes the following elements of engineering review and enforcement:

- Inspecting and enforcing cable construction for safe construction practices and conformance with applicable federal, state, and local telecommunications codes and franchise provisions, including issuing non-compliance notices, penalties and Stop Work orders for cable construction safety violations;
- Inspecting cable construction in the public rights-of-way as an enforcement agent for the Virginia Department of Transportation (VDOT);
- Investigating subscriber complaints involving signal quality and other questions of cable system conformance to FCC and County technical standards;
- Reviewing and approving internal cable communication wiring in County facilities; and,
- Supervising and auditing cable system conformance with Federal Communications Commission biannual proof-of-performance testing.

Communications Inspections and Enforcement is supported principally by revenue received from local cable operators through franchise agreements. Initiatives in the FY 2008 Adopted Budget Plan include:

- Continue to inspect Verizon's extensive new construction of its FTTP (Fiber-to-the-Premise) network, to ensure safety and compliance with federal, state and County construction standards; and,
- Create a "Safety First" program to increase awareness and compliance with applicable construction codes among new cable communications providers by recognizing exemplary cable communications construction crews in the County who use and promote safe construction practices.

► Method of Service Provision

Services are provided by merit and exempt limited term County employees, Monday through Friday, 8:00 a.m. to 4:30 p.m. Additional services are provided by consulting engineers as required.

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► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 63 for the specific federal and state code and a brief description.

105-03: Fairfax County Government Cable Channel

<i>Fund/Agency: 105/04</i>		<i>Department of Cable Communications and Consumer Protection</i>
<i>LOB #: 105-03</i>		<i>Fairfax County Government Cable Channel</i>
Personnel Services		\$1,601,138
Operating Expenses		\$490,726
Recovered Costs		\$0
Capital Equipment		\$187,500
Total LOB Cost:		\$2,279,363
Federal Revenue		\$0
State Revenue		\$0
User Fee Revenue		\$0
Other Revenue		\$2,800
Total Revenue:		\$2,800
Net LOB Cost¹:		\$2,276,563
Positions/SYE involved in the delivery of this LOB		18 / 18.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

The primary function of the Communications Productions Division is the development of programming for the Fairfax County Government Channel 16. The Division serves as a centralized video production center for the Board of Supervisors, County Executive, and all County agencies to communicate information to residents via cable television. This centralized resource has proven to be the most economical and efficient means to provide television programming to the public. Channel 16 operations account for approximately 75 percent of the staff hours and budget for the division.

Channel 16 is nationally recognized for programming excellence and the quality of the productions produced by staff, winning 4 awards in FY 2006, including the Best Government Access Channel in the country from the Alliance for Community Media. The division has won over 200 national awards since 1986.

The division continues to replace analog equipment with digital based operating equipment as items reach the end of their usable lifespan. This enables the division to improve program quality and provide video programming 24 hours a day, increasing the number of viewing hours available to the public.

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The staff continues to find technology solutions to production challenges, moving operations to more efficient computer-based systems in both technical and administrative areas. The need for reliable and effective communications with residents is expected to continue to grow in future years. Staff is finding ways to continue to work more efficiently and to use the programs created for Channel 16 in multiple ways for greater public impact and community outreach. As the I-Net Video Network develops, it will include the capability for two-way video communications from remote locations, enabling remote participation in public meetings.

The division is responsible for the technical support for 24/7 emergency communications via cable television and has redesigned the portable systems that allow messaging on Channel 16 via a remote laptop computer.

Channel 16 also meets the needs of deaf and hearing impaired residents through the closed captioning of Board of Supervisors meetings. In FY 2006, closed captions for all pre-recorded programming were introduced.

Funding for these services is in Fund 105, Cable Communications, and is supported in full from cable franchise fee revenues. Initiatives in the FY 2008 Adopted Budget include:

- Continue to enhance use of text on Channel 16 for improved news, agenda information during government meetings and emergency messaging;
- Continue to expand language offerings of translated programming for Channel 16 (including Spanish, Korean, and Vietnamese) as requested by County agencies;
- Produced the “Connecting Your Home” informational campaign including the program pamphlet, Web site and television program, providing information on telephone, broadband and cable TV choices. This campaign will expand to include information about digital television and HDTV choices;
- Continue to upgrade and modernize the audio and video systems in the Board of Supervisors Auditorium in order to meet demands for new technical capabilities;
- Evaluate new video programming and services for distribution over the County I-Net Video Network; and,
- Continue to maintain a national presence in the creation of high quality, award-winning informational programming for residents and employees.

Fairfax County Government Cable Channel 16’s objective is to serve the public information needs of the County by completing 98 percent of live, studio and field program hours requested for Channel 16 while maintaining cost, quality and work hour efficiencies.

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► Method of Service Provision

Services are provided by a combination of regular merit and exempt limited-term (ELT) employees. ELT employees assist on an as needed basis to meet the special staffing demands of a variety of television productions. Support services such as closed captioning, language translation, music services, narration, and major equipment repair, are contracted with the business community. The service is provided on demand as needed and therefore, is available 24/7 to the County and the public. Staff routinely work evenings and weekends to ensure that County Government activities and events are available to the public via television.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 63 for the specific state code and a brief description.

105-04: Fairfax County Training Network

<i>Fund/Agency: 105/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
<i>LOB #: 105-04</i>		<i>Fairfax County Training Network</i>	
Personnel Services			\$320,228
Operating Expenses			\$198,145
Recovered Costs			\$0
Capital Equipment			\$37,500
Total LOB Cost:			\$555,873
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost¹:			\$555,873
Positions/SYE involved in the delivery of this LOB			3 / 3.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

The Communications Productions Division is the centralized video production center and satellite conferencing facility for training via cable television for County employees. The Division produces training videotapes, operates an internal bulletin board for employee information, and downlinks telecourses for the Fairfax County Training Network (FCTN). The division works in conjunction with the Department of Human Resources to identify training programs for employees, purchases videotapes for the Employee Lending Library, and hires speakers for special training events such as the Millennium Forum series. This centralized resource has proven to be an economical and efficient means to provide television training and internal communications to employees. The

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division also maintains a loan pool of video equipment that can be borrowed by County agencies to accomplish training and internal communications needs that do not require professional staff operations.

The division continues to replace analog equipment with digital based operating equipment as items reach the end of their usable lifespan. This has enabled the channel to provide programming 24 hours a day, increasing the number of viewing hours available to employees on the channel and better serving shift workers.

Funding for these services is in Fund 105, Cable Communications, and is supported in full from cable franchise fee revenues. Initiatives in the FY 2008 Adopted Budget Plan include:

- Produce training and internal communications programs and special projects from County agencies to meet internal needs. Areas covered include leadership, teamwork, self-improvement, management issues, as well as computer skills to provide quality service to the public; and,
- Continue down-linking telecourses from around the nation bringing employees nationally known leaders in training and motivation, to save the cost of employee travel and job absence.

Fairfax County Training Network objective is to serve the educational needs of the County workforce by completing 98 percent of live, studio and field program hours requested for FCTN while maintaining cost, quality and work hour efficiencies.

► Method of Service Provision

Services are provided by a combination of regular merit and exempt limited-term (ELT) employees. ELT employees assist on an as needed basis to meet the special staffing demands of a variety of television productions. Support services such as closed captioning, language translation, music services, narration, and major equipment repair, are contracted with the business community. Training videotapes and telecourses are purchased from a number of national providers of training programs to meet County goals.

The service is provided on demand as needed and therefore, is available 24/7 to employees. Staff routinely works evenings and weekends to ensure that County activities and events are available on FCTN.

► Mandate Information

There is no federal or state mandate for this LOB.

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105-05: Video Production Services

<i>Fund/Agency: 105/04</i>	<i>Department of Cable Communications and Consumer Protection</i>
LOB #: 105-05	Video Production Services
Personnel Services	\$213,485
Operating Expenses	\$65,430
Recovered Costs	\$0
Capital Equipment	\$25,000
Total LOB Cost:	\$303,915
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
Total Revenue:	\$0
Net LOB Cost¹:	\$303,915
Positions/SYE involved in the delivery of this LOB	2 / 2.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

The Communications Productions Division (CPD) has experienced an increased demand over the years to meet requests from County agencies for advanced video services. These tasks have been accomplished without an increase in staff by management initiatives that allowed the redirection of resources to this new area. Funding for these services have been absorbed in Fund 105, Cable Communications, and are supported in full from cable franchise revenues.

A variety of video-related services is provided on demand and has not been tracked as performance measures in budget documents. However, the requests for these services account for approximately 10 percent of the staff hours used in the division. These services include, video on demand, video streaming, pod casting, Web site operation, DVD and tape duplication for residents and County agencies, video conferencing, special event support, and technical support for agencies using these technologies as part of cablecast programs and events.

CPD also continues to provide engineering for audio and video support services during the planning, design, construction and operational phases of the Public Safety and Transportation Operations Center, the Jennings Judicial Center Courthouse Expansion project and the County I-Net.

► Method of Service Provision

Services are provided by a combination of regular merit and exempt limited-term (ELT) employees. ELT employees' assist on an as needed basis to meet the special staffing demands required by this LOB. The service is provided on demand as needed and therefore, is available 24/7 to the County and the public.

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► **Mandate Information**

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To inspect 20 percent of cable communications construction work sites within the County and achieve 100 percent correction of all identified instances of non-compliance with applicable federal, state and County cable construction and public right-of-way codes and standards.
- To inspect 100 percent of all homeowner cable communications construction complaints requiring investigation by inspectors within 1 business day and to complete 100 percent of such complaint investigations.
- To achieve an 90 percent favorable resolution rate of cable communications service complaint investigations.
- To meet response deadlines for regulatory, legislative and policy inquiries, and to complete 100 percent of all inquiries.
- To meet measurement requirements for construction, activation and repair of the I-Net.
- To serve the public information needs of the County and the educational needs of the County workforce by completing 98 percent of live, studio and field program hours requested for both Channel 16 and FCTN while maintaining cost, quality and work hour efficiencies.

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Cable communications construction work sites	77,268	70,000 / 100,613	70,000	70,000	105-02
Homeowner cable construction complaints inspected	NA	160 / 180	160	160	105-02
Cable service complaints investigated	NA	NA / 218	180	150	105-02
Regulatory, legislative and policy inquiries	NA	50 / 117	70	70	105-01
I-Net locations activated for video transport	0	414 / 408	6	9	70-04
I-Net locations constructed	NA	NA / 26	8	6	70-04
I-Net incidents repaired	NA	NA / 9	52	52	70-04
Original live program hours	700.5	716.0 / 675.0	653.5	653.5	105-03
Original studio program hours	101.5	52.0 / 81.0	51.5	51.5	105-03
Original field program hours	81.0	150.1 / 96.4	148.5	148.5	105-03
Efficiency:					
Inspector hours per cable communications construction work site inspected	0.61	0.75 / 0.45	0.45	0.45	105-02
Inspector hours per inspected homeowner cable construction complaint	NA	4.0 / 2.5	3.5	3.5	105-02
Staff hours per cable service complaint	NA	NA / 4.5	6.0	6.0	105-02
Inquiry responses prepared per staff	NA	25 / 59	35	35	105-01
Staff hours per I-Net location activation	0	36 / 30	30	30	70-04
Staff hours per I-Net incident for repairs	NA	NA	16	16	70-04
Staff hours per I-Net location constructed	NA	NA	30	30	70-04
Live program work hours per program hour	5.2	5.2 / 5.5	5.0	5.0	105-03
Studio program work hours per program hour	49.8	49.8 / 49.6	45.9	45.9	105-03
Field program work hours per program hour	148.7	158.0 / 105.0	143.4	143.4	105-03

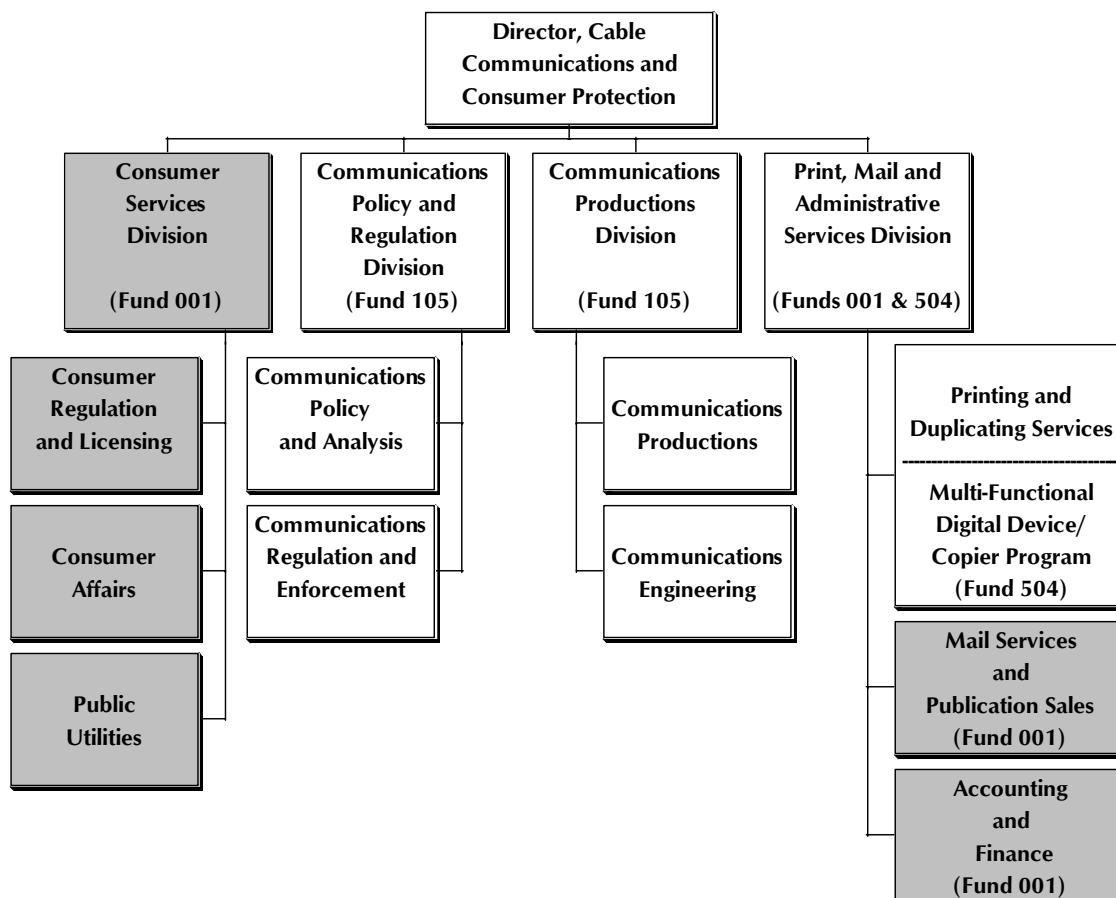
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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent of homeowner cable construction complaints inspected within one business day	NA	100% / 100%	100%	100%	105-02
Percent of cable service complaints responded to within 2 business days of receipt	NA	NA / 100%	100%	100%	105-02
Percent of I-Net on-time activations	0%	100% / 100%	100%	100%	70-04
Percent of cable communications construction work site deficiencies/non-compliance notices corrected	100%	100% / 100%	100%	100%	105-02
Percent of inquiry responses meeting response deadlines	NA	NA / 97%	95%	95%	105-01
Percent of I-Net locations constructed on time	NA	NA	85%	85%	70-04
Percent of I-Net incident repairs completed within 8 hours	NA	NA	90%	90.0%	70-04
Percent of clients satisfied with live programs	NA	97% / 100%	97%	97%	105-03
Percent of clients satisfied with studio programs	NA	97% / 100%	97%	97%	105-03
Percent of clients satisfied with field programs	NA	97% / 100%	97%	97%	105-03
Outcome:					
Percent of cable communications construction work sites inspected	19%	20% / 20%	20%	20%	105-02
Percent of homeowner cable construction complaints completed	NA	100% / 100%	100%	100%	105-02
Percent of favorably resolved cable service complaints	NA	NA / 99%	90%	90%	105-02
Percent of regulatory, legislative and policy responses meeting timeliness standards	NA	NA / 97%	95%	95%	105-01
Percent of total I-Net network locations activated - video	0%	100% / 98%	100%	100%	70-04
Percent of inquiries completed	NA	NA / 100%	100%	100%	105-01
Percent of I-Net overall uptime	NA	NA	99%	99.0%	70-04
Percent of I-Net locations constructed	NA	NA	100%	100%	70-04
Percent of requested live programs completed	NA	98% / 100%	98%	98%	105-03
Percent of requested studio programs completed	NA	98% / 100%	98%	98%	105-03
Percent of requested field programs completed	NA	98% / 98%	98%	98%	105-03

*Performance measures citing LOB 04-03 also reflect services provided by LOB 04-04. LOB 04-05 supports the operations of both LOB 04-03 and 04-04.

Department of Cable Communications and Consumer Protection



The Department of Cable Communications and Consumer Protection (DCCCP) is the umbrella agency for four distinct functions: Consumer Protection; Communications Policy and Regulation; Communications Productions; and Print, Mail and Administrative Services. The total agency staff is dispersed over three funding sources. The Consumer Protection Division, which mediates complaints, educates consumers, regulates taxicabs, issues licenses and provides utility rate case intervention, is fully supported by the General Fund and may be found within this LOB section, the 04 LOBs. Also within the 04 LOBs are Mail Services and Gifts and Publications Sales along with Accounting and Finance. The Cable Communications function, which includes the Communications Policy and Regulation Division and the Communications Productions Division, is responsible for communications regulation and television programming and is presented within the LOBs for Fund 105. Printing and Duplicating Services, is represented within the Fund 504 LOBs, and is funded by revenues received from County agencies and Fairfax County Public Schools (FCPS). The Department of Information Technology is responsible for the management of the Multi-Functional Digital Device/Copier Program (LOB 504-02) and the fiber Institutional Network (I-Net, which is part of Fund 105 but included in LOB 70-04). While the functions of Cable Communications and Consumer Protection provide diverse services, they all provide quality customer service to the community and work collaboratively with County agencies, neighboring jurisdictions and professional organizations.

Department of Cable Communications and Consumer Protection

Mission

To provide consumer education and protection services for consumers and businesses in Fairfax County in order to ensure compliance with applicable laws. To protect and maintain the fiscal integrity and financial solvency of the department. To provide and coordinate mail, publication sales and distribution services for County agencies.

Focus

In FY 2006, the department established the Print, Mail and Administrative Services Division. This division includes Printing and Duplicating Services; Mail Services and Gifts and Publication Sales; and Accounting and Finance. Mail Services and Gifts and Publication Sales along with Accounting and Finance are programs presented in the Legislative-Executive Functions/Central Services Program Area.

The Accounting and Finance Branch provides financial management for the Department of Cable Communications and Consumer Protection. The branch determines and recommends operational requirements for the annual budget submission and quarterly budget reviews by soliciting information from the division directors and other agency staff. Accounting and Finance is also responsible for initiating all procurement actions, revenue and workload forecasting, and establishing and monitoring service contracts. Additionally, the branch ensures sound financial procedures and policies are in place to safeguard assets. The branch assists the Department of Cable Communications and Consumer Protection's

Director in providing management support and direction in the areas of strategic initiatives, workforce planning, performance measurement and financial management.

THINKING STRATEGICALLY

Strategic issues for the department include:

- o Utilizing new technologies to improve and enhance mail sorting and distribution; and
- o Managing federal legislative requirements, which can result in costly mailing requirements.

Mail Services manages outgoing and incoming U.S. mail as well as inter-office mail. Centralized mail services allow the County to obtain the lowest possible rates by achieving 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 and employee pay advice slips at the agency's central facility. Smaller daily mailings are turned over to a presort contractor to ensure that the County achieves the best discount rate by combining mailings with those of other organizations to reach the presort discount minimum volume. Mail Services will also provide mail sorting and distribution services at the Public Safety and Transportation Operations Center (PSTOC) when it opens in the spring/summer of FY 2008.

The Gifts and Publication Sales Center is responsible for the sale of maps, publications, books, and commemorative gift items to County residents and other agencies.

The Consumer Affairs Branch provides essential consumer protection services to Fairfax County consumers through the enforcement of consumer protection laws and the investigation and mediation of consumer, cable and tenant-landlord disputes. Staff mediates complaints to determine whether consumer protection laws have been violated and also prepares cases for legal action. In

Department of Cable Communications and Consumer Protection

addition to mediation, staff develops conciliation agreements to resolve complex disputes and offers binding arbitration when mediation efforts are exhausted. The branch also provides leadership in the community by conducting presentations and distributing educational brochures on a wide variety of consumer topics. Regular meetings are conducted with associations, schools and other interest groups to keep them apprised of current consumer trends and ways to avoid consumer scams, frauds and other problems. Staff also develops a series of consumer programs, *Consumer Focus*, televised on Fairfax County Government Channel 16. The Consumer Affairs Branch administers an arbitration program at no cost to the business or consumer. Fairfax County's Arbitration Program is a fair and efficient way to resolve consumer disputes without going to court. The branch also provides staff support to the Consumer Protection Commission which is composed of 13 Fairfax County residents that are appointed by the Board of Supervisors for three-year terms. This Commission advises the agency and the Board of Supervisors on consumer protection and cable communication issues within the community.

The Consumer Affairs Branch also educates and supports the combined total of 1,700 homeowners' associations, condominium unit owners' associations and civic associations that represent approximately 80 percent of the County population. For example, this branch publishes a 300-page detailed Community Association Manual and hosts *Your Community Your Call* television production shown on Channel 16. In addition, the branch provides staff support to the Tenant Landlord Commission which is composed of 10 Fairfax County residents who are appointed by the Board of Supervisors for three-year terms. This Commission advises the agency and the Board of Supervisors on Tenant and Landlord issues within the community and arbitrates tenant-landlord complaints.

The Regulation and Licensing Branch regulates the operation of taxicabs for hire within the County by issuing certificates to taxicab operators and licenses to taxicab drivers, and conducting inspections to ensure vehicle safety, and accuracy of taximeters. In coordination with the Public Utilities Branch, the Branch biennially recommends to the Board of Supervisors the appropriate number of taxicabs required to service County transportation needs and reviews new taxicab certificate applications. The branch is also responsible for issuing licenses, permits or registrations to canvassers, peddlers, solicitors, vendors, promoters, massage establishments and technicians, pawn brokers, precious metal and gem dealers, going out-of-business sales, charitable organizations soliciting within the County, and companies that engage in trespass towing of vehicles. The branch investigates all consumer trespass towing and taxicab related complaints and develops rate recommendations for both industries within the County. The branch also provides staff support to the five member Trespass Towing Advisory Board made up of one County resident, two law enforcement, and two towing industry representatives. This board makes recommendations to the Board of Supervisors on towing industry regulations and fees.

The Public Utilities Branch provides utility rate case intervention on behalf of County residents, including petitioning the State Corporation Commission to change utility rates and services when appropriate, and works directly with the various utilities to encourage the development of beneficial consumer policies. In addition, this branch conducts electrical contract negotiations for County government electric service with Dominion Virginia Power and Northern Virginia Electric Cooperative, which has resulted in favorable contract terms at the lowest cost for all County government agencies. Staff has developed and presented expert testimony before federal, state and local governmental bodies on behalf of the Board of Supervisors and residents, and subsequently saved money for consumers.

Department of Cable Communications and Consumer Protection

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Legislative-Executive Regular	21/ 21	21/ 21
Public Safety Regular	15/ 15	15/ 15
Expenditures:		
Legislative-Executive		
Personnel Services	\$885,597	\$1,176,927
Operating Expenses	3,080,619	3,443,972
Recovered Costs	(2,713,955)	(3,141,646)
Capital Equipment	31,779	42,413
Subtotal	\$1,284,040	\$1,521,666
Public Safety		
Personnel Services	\$816,324	\$838,626
Operating Expenses	151,010	145,817
Capital Equipment	0	0
Subtotal	\$967,334	\$984,443
Total General Fund Expenditures	\$2,251,374	\$2,506,109
Income:		
Legislative-Executive		
Publication Sales	\$34,935	\$62,902
Commemorative Gifts	13,703	12,853
Copying Machine Revenue	1	500
Subtotal	\$48,639	\$76,255
Public Safety		
Massage Therapy Permits	\$26,000	\$26,389
Precious Metal Dealers Licenses	4,000	4,925
Solicitors Licenses	6,780	6,420
Taxicab Licenses	147,265	137,071
Going Out of Business Fees	1,430	780
Subtotal	\$185,475	\$175,585
Total General Fund Income	\$234,114	\$251,840
Net Cost to the County	\$2,017,260	\$2,254,269

Department of Cable Communications and Consumer Protection

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
04-01	Publications/Gift Store Sales	\$57,300	2	2.0
04-02	Management/Administrative Services	\$470,814	5	5.0
04-03	Mail and Distribution Services	\$917,297	14	14.0
04-04	Consumer Affairs	\$625,438	11	11.0
04-05	Licensing/Business Regulation	(\$7,594)	2	2.0
04-06	Utilities Analysis	\$191,014	2	2.0
TOTAL		\$2,254,269	36	36.0

LOBS SUMMARY

04-01: Publications/Gift Store Sales

<i>Fund/Agency: 001/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
<i>LOB #: 04-01</i>		<i>Publications/Gift Store Sales</i>	
Personnel Services			\$85,630
Operating Expenses			\$78,584
Recovered Costs			(\$30,659)
Capital Equipment			\$0
Total LOB Cost:			\$133,555
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$76,255
Total Revenue:			\$76,255
Net LOB Cost:			\$57,300
Positions/SYE involved in the delivery of this LOB			2 / 2.0

► LOB Summary

Publications/Gift Store is responsible for developing and managing a program to ensure the most effective methods of distribution to the general public and to all County agencies of County/state codes, ordinances and publications; e.g. *The History of Fairfax County*, Fairfax County Street Atlas, Area Plan maps, *Public Facilities Manual*, etc. The Gifts and Publication Sales Center is responsible for the timely dissemination of any changes to existing Codes or Ordinances through the management of a subscription mailing service and for the operation of a retail style distribution and commemorative gift center.

The Gifts and Publication Sales Center is fully funded by the General Fund and includes the following initiatives in the FY 2008 Adopted Budget Plan: to develop a marketing strategy to increase awareness of the Gifts and Publication Sales Center in an effort to generate additional sales

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while also exploring the possibility of placing Gifts and Publication Sales Center items on the County Web site.

► Method of Service Provision

Service is provided by merit County employees from 8:00 a.m. to 4:30 p.m. Monday-Friday through the operation of a retail style distribution center and a subscription mailing service.

► Mandate Information

There is no federal or state mandate for this LOB.

04-02: Management/Administrative Services

<i>Fund/Agency: 001/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
LOB #: 04-02		Management/Administrative Services	
Personnel Services			\$398,580
Operating Expenses			\$72,234
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$470,814
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$470,814
Positions/SYE involved in the delivery of this LOB			5 / 5.0

► LOB Summary

Management/Administrative Services includes directing the Print, Mail and Administrative Services Division, management and fiscal control of all agency cost centers and activities to ensure optimum utilization of resources in providing services for which the agency is responsible. This includes, but is not limited to: establishing long- and short-term goals; ensuring compliance with Board directives; identifying cost savings; establishing and monitoring customer service objectives; preparing the agency's annual budget submission, third quarter review and carryover; compiling all fiscal documents related to operations of the agency; performing all procurement, personnel and training functions related to needs of the cost centers; monitoring and auditing all invoices for services provided to ensure proper contract prices are charged and to recover any overcharges when necessary; billing user agencies promptly and equitably for postage, publications, and printing; and performing accounts payable functions.

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Management/Administrative Services is fully funded by the General Fund and includes the following initiative in the FY 2008 Adopted Budget Plan: to reduce the procurement processing time in an effort to streamline the procurement-to-payment process in order to decrease delivery and payment times.

► Method of Service Provision

Service is provided directly by County employees. Employees interact directly with County agencies and other entities through the use of the various corporate database systems (iCASPS, FAMIS, PRISM, etc.). Staff acts as the main contact point with agencies and vendors on issues of billing and payments. In addition, staff interacts with department and division management in dealing with budget preparation, procurement procedures, contract review, technical review and overall general support functions. Service is provided from 8:00 a.m. to 4:30 p.m. Monday through Friday.

► Mandate Information

There is no federal or state mandate for this LOB.

04-03: Mail and Distribution Services

<i>Fund/Agency: 001/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
LOB #: 04-03		Mail and Distribution Services	
Personnel Services			\$692,717
Operating Expenses			\$3,293,154
Recovered Costs			(\$3,110,987)
Capital Equipment			\$42,413
Total LOB Cost:			\$917,297
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$917,297
Positions/SYE involved in the delivery of this LOB			14 / 14.0

► LOB Summary

Mail and Distribution Services is responsible for providing all County agencies with total mail services in the most effective manner at the lowest possible cost. This includes continually monitoring and evaluating the overall effectiveness of mail services; collecting, processing and distributing all incoming and outgoing United States Postal Service (USPS) mail, as well as all County inter-office mail. Mail and Distribution Services is also responsible for reviewing and evaluating proposed USPS regulation and rate changes, and informing County agencies of the impact of such changes. In addition, the branch is responsible for determining and recommending

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to County agencies the most efficient and effective methods of delivering mailings, including special requirement mailings. Furthermore, this branch is responsible for the processing and delivery of all County tax-related documents, the *Weekly Agenda* and the *Courier*, and for courier and delivery service for other agencies.

Mail and Distribution Services is fully funded by the General Fund and includes the following initiatives in the FY 2008 Adopted Budget Plan: to increase the efficiency of sorting, tracking and distributing of mail with innovative mail handling and distribution equipment and to provide sorting and distribution services at the expanded Jennings Judicial Center Courthouse and the Public Safety and Transportation Operations Center (PSTOC).

► Method of Service Provision

County staff and private contractors provide the following services on a daily basis:

- Mail pick-up at the United States Postal Service (USPS) facility;
- Processing and delivery of USPS mail delivered directly to the Government Center;
- Pick up and processing of outgoing U.S. mail;
- Pick up, processing, and delivery of interoffice mail;
- Inserting, processing and delivery to USPS of all County tax-related documents;
- Review and coordination with USPS on rate increases and regulation changes and their impact on Fairfax County; and
- Addressing agencies' special requirements, ensuring the best rate and method of delivery.

Service is provided from 6:00 a.m. to 5:30 p.m., Monday-Friday. It should be noted that overtime is incurred during heavy mailing cycles and periodically on weekends.

► Mandate Information

This LOB is federally mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 17 for the specific federal code and a brief description.

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04-04: Consumer Affairs

Fund/Agency: 001/04		Department of Cable Communications and Consumer Protection	
LOB #: 04-04		Consumer Affairs	
Personnel Services			\$518,507
Operating Expenses			\$106,931
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$625,438
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$625,438
Positions/SYE involved in the delivery of this LOB			11 / 11.0

► LOB Summary

The Consumer Affairs Branch investigates and mediates consumer, cable, and tenant-landlord disputes that are essential for correcting illegal and unethical practices in the marketplace. The Branch investigates complaints to determine whether consumer protection laws have been violated and also prepares cases for legal action to enforce the consumer protection statutes. In addition to mediation, staff develops conciliation agreements to resolve complex disputes and offers binding arbitration when mediation efforts are exhausted. The branch investigated 2,668 formal complaints during FY 2006 and recovered \$1,394,080 for citizens, while maintaining a favorable resolution rate of over 77 percent for valid consumer complaints.

Staff support is provided to the Consumer Protection Commission and Tenant Landlord Commission. Educational publications and brochures on a wide variety of consumer topics are developed for public distribution. The branch conducts educational outreach presentations to citizen associations, schools, and other interest groups. Staff also researches and develops a series of consumer programs for the division's *Consumer Focus* and *Your Community Your Call* television shows and administers a volunteer program.

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Consumer Affairs is fully funded by the General Fund and includes the following initiatives in the FY 2008 Adopted Budget:

- Continue to expand the volunteer program, which consists of Fairfax County residents assisting staff with phone calls and correspondence, in an effort to reduce complaint resolution time;
- Continue to engage consumers through various outreach activities; to update the accessibility of the Community Association Manual on the Consumer Affairs Web site; and
- Develop and use surveys to determine the efficiency of complaint processing and outreach efforts.

► Method of Service Provision

Services are provided primarily by merit County employees and volunteers Monday through Friday 8:00 a.m. to 4:30 p.m. After-hours support is also provided for arbitration hearings, evening and weekend speaking engagements and commission and board meetings.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 16 for the specific state code and a brief description.

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04-05: Licensing/Business Regulation

<i>Fund/Agency: 001/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
LOB #: 04-05		Licensing/Business Regulation	
Personnel Services			\$148,548
Operating Expenses			\$19,443
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$167,991
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$175,585
Other Revenue			\$0
Total Revenue:			\$175,585
Net LOB Cost:			(\$7,594)
Positions/SYE involved in the delivery of this LOB			2 / 2.0

► LOB Summary

Licensing/Business Regulation regulates the operation of taxicabs for hire within the County by issuing operator certificates for taxicab companies and licenses to taxicab drivers; conducting vehicle safety inspections; and inspecting taximeters for accuracy. In coordination with the Public Utilities Branch, Licensing/Business Regulation biennially recommends to the Board of Supervisors the appropriate number of taxicabs required to service County transportation needs and reviews new taxicab certificate applications. The branch is also responsible for issuing licenses, permits or registrations to canvassers, peddlers, solicitors, vendors, promoters, massage establishments and technicians, pawn brokers, precious metal and gem dealers, going out-of-business sales, charitable organizations soliciting within the County, and companies that engage in trespass towing of vehicles. The individual license, permit or registration is granted in compliance with the applicable Code of the County of Fairfax and the Code of Virginia. The branch also provides staff support to the five member Trespass Towing Advisory Board made up of one County resident, two law enforcement, and two towing industry representatives. This board makes recommendations to the Board of Supervisors on towing industry regulations and fees.

The Regulation and Licensing Branch is fully funded by the General Fund and includes the following initiatives in the FY 2008 Adopted Budget:

- Complete revisions to the Code of the County of Fairfax to ensure best service to and protection of consumers, including Chapter 28.1 Massage Therapy, Establishments and Services; Chapter 82, Section 82-5-32 regarding towing services; and Chapter 84.1, Public Transportation regarding taxicab operations;
- Develop and implement a program for unannounced solicitor, massage, and taxicab licensing and certification site inspections;

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- Design and implement licensing applications and forms to be available to the public through the Regulation and Licensing Web site; and,
- Provide staff support to the Trespass Towing Advisory Board (TTAB).

► Method of Service Provision

Services are provided by County employees Monday through Friday 8:00 a.m.-4:30 p.m. Evening and weekend work is occasionally required to facilitate public safety training and staff support for commission and board meetings.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 16 for the specific state code and a brief description.

04-06: Utilities Analysis

<i>Fund/Agency: 001/04</i>		<i>Department of Cable Communications and Consumer Protection</i>	
LOB #: 04-06		Utilities Analysis	
Personnel Services			\$171,571
Operating Expenses			\$19,443
Recovered Costs			\$0
Capital Equipment			\$0
Total LOB Cost:			\$191,014
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
Total Revenue:			\$0
Net LOB Cost:			\$191,014
Positions/SYE involved in the delivery of this LOB			2 / 2.0

► LOB Summary

Utility Analysis responsibilities include the review of all accounting, economic, and financial issues associated with the provision of public utility services to Fairfax County citizens and government. In addition, the Public Utilities Branch staff is responsible for developing testimony and exhibits as necessary for presentation before state and federal regulatory agencies on behalf of the Board of Supervisors, the Consumer Protection Commission, or other County officials upon request. Duties include:

Department of Cable Communications and Consumer Protection

- Performs utility rate case intervention (electric, natural gas and telephone rates, issues and services) on behalf of County citizens, balancing utility company profit incentives with consumer concerns.
- Conducts electric contract negotiations (rates and service provisions) for County government electric service with Dominion Virginia Power and Northern Virginia Electric Cooperative. This support results in the most favorable contract terms at the lowest cost for all County Government agencies.
- Represents the County in a Joint Powers Agreement (JPA) association whereby local governments purchase power from competitive electricity suppliers. The JPA is responsible for developing Request for Proposals (RFPs) and analyzing competitive bids for electricity services, in particular renewable energy electricity services, with the goal of attaining maximum cost savings from reliable providers over extended time periods. As part of this activity, advises County agencies on competitive purchasing implementation strategies and procedures.
- Represents County government before state regulatory agencies on air quality attainment, and energy conservation and efficiency issues. Negotiates with utility companies to develop initiatives to stimulate energy conservation and efficiency among local governments in Virginia.
- Negotiates and intervenes with utility companies on behalf of individuals, groups of County citizens, and County government agencies regarding service provision issues.
- Intervenes in cases involving sighting of electric high voltage transmission lines (HVTTL) and provides assistance to citizens on issues involving underground natural gas and gasoline pipelines, as well as HVTTL.
- Prepares reports and recommendations to the Consumer Protection Commission and the Board of Supervisors on the allowable number of taxicab certificates to be issued, and on the appropriate rates to be charged for taxicab services.

Utilities Analysis is fully funded by the General Fund and includes the following initiatives in the FY 2008 Adopted Budget: to continue efforts to secure renewable energy sources, such as wind power, that are environmentally friendly, at the request of the Board of Supervisors and other local government organizations; to continue to work with State Corporation Commission (SCC) staff to implement energy conservation and efficiency programs in Virginia; to ensure that the appropriate rates are charged for taxicab services given the volatility in fuel prices; and to monitor and intervene before the SCC, if necessary, to ensure that consumers are receiving equitable billing treatment by public utility companies.

► Method of Service Provision

Services are provided by regular County employees Monday-Friday 8:00 a.m. to 4:30 p.m. Evening and weekend work is occasionally required.

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► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 100 percent. See the January 2007 Mandate Study, reference page 17 for the specific state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To process fiscal documents within three days of receipt while rejecting 1.5 percent or less of fiscal documents.
- To maintain the percentage of incoming U.S. mail distributed within 4 hours of receipt at 98 percent.
- To maintain the percentage of discounted outgoing U.S. Mail at 82 percent.
- To deliver 99 percent of inter-office mail by the next day.
- To maintain an inventory level of 95 percent of available publication and gift items for sale.
- To achieve an 80 percent favorable resolution rate on consumer complaints.
- To maintain the percentage of outreach contacts who report that educational programs met their associations' needs at 100 percent.
- To achieve a completion rate for issuing permanent licenses within 60 days of application of 97 percent.
- To intervene in rate and service provision utility cases before the State Corporation Commission to ensure quality utility service at the lowest possible rates, to reach an estimated \$55 million in curtailed or limited rate increases, up from \$48 million in FY 2007.

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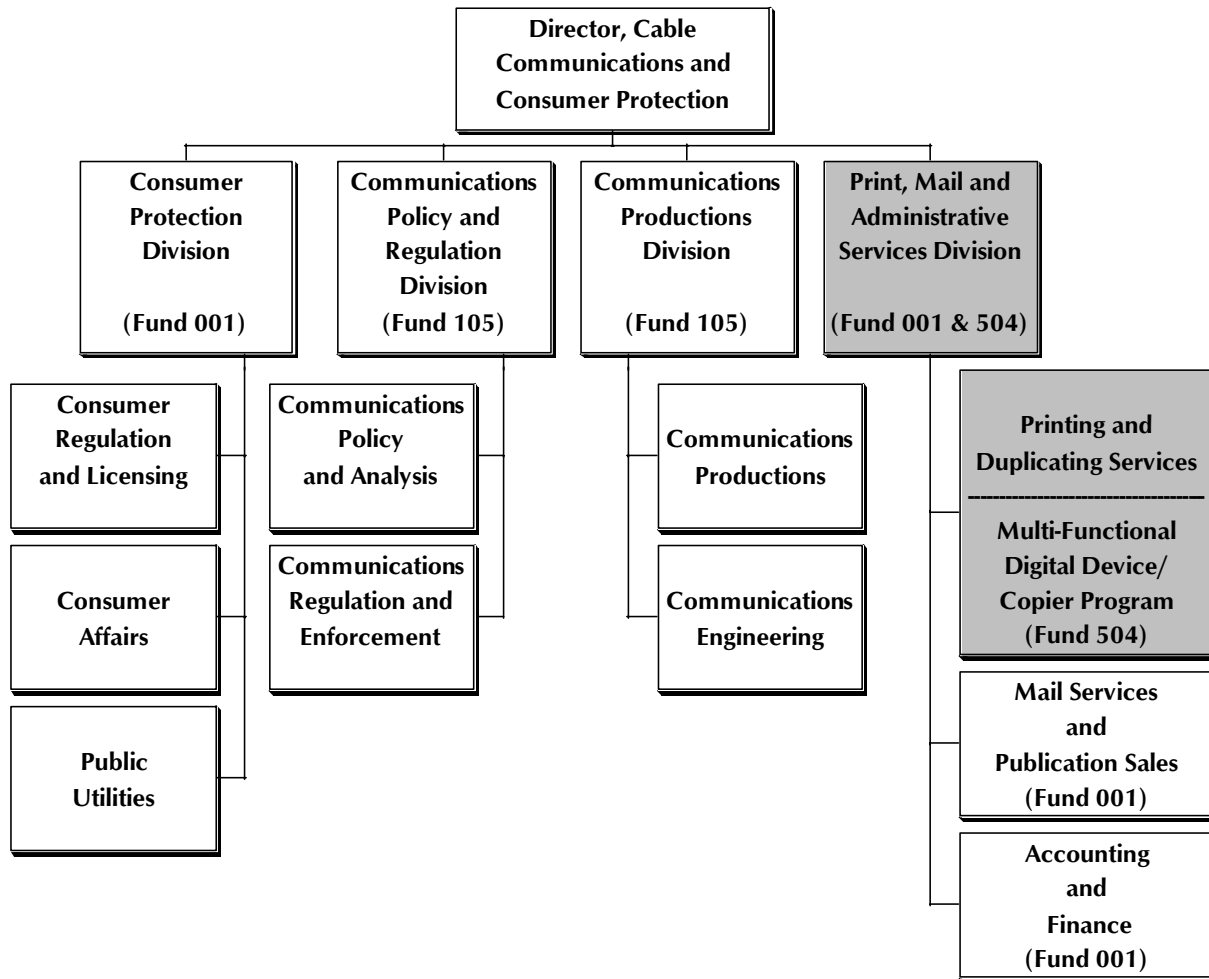
Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Fiscal documents processed	5,259	4,800 / 5,035	4,800	4,800	04-02
Pieces of incoming U.S. mail handled (in millions)	3.2	3.7 / 3.0	3.0	3.0	04-03
Pieces of outgoing U.S. mail handled (in millions)	7.2	7.9 / 7.3	7.4	7.3	04-03
Pieces of inter-office mail distributed (in millions)	4.9	5.0 / 4.6	4.5	4.4	04-03
Publication and gift items sold annually	7,113	7,469 / 5,963	7,000	7,000	04-01
Valid complaints investigated	2,668	2,700 / 2,271	2,500	2,500	04-04
Outreach seminars conducted	110	85 / 85	110	110	04-04
Licenses issued	1,324	1,345 / 1,680	1,400	1,450	04-05
Utility rate and service cases before SCC/contract negotiations with utility companies	8	10 / 27	18	15	04-06
Efficiency:					
Fiscal documents processed per Accounting and Finance staff	1,314	1,200 / 1,259	1,200	1,200	04-02
Pieces of incoming U.S. mail handled per staff	201,690	231,250 / 188,248	187,500	187,500	04-03
Pieces of outgoing U.S. mail handled per staff	427,630	493,750 / 455,862	462,500	456,250	04-03
Pieces of inter-office mail handled per staff	312,333	312,500 / 287,037	281,250	275,000	04-03
Publication and gift items sold per month	592	622 / 497	583	583	04-01
Staff hours per complaint	4.5	4.5 / 4.5	4.5	4.5	04-04
Staff hours per outreach seminar	3.2	3.2 / 4.5	3.2	3.2	04-04
Staff hours per license application	2.5	2.5 / 2.2	2.2	2.2	04-05
Utility cases per analyst	8	10 / 27	18	15	04-06

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Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent of fiscal documents processed within three days	99%	99% / 99%	99%	99%	04-02
Percent of agencies satisfied with incoming U.S. mail distribution	NA	95% / 94%	95%	95%	04-03
Percent of customers satisfied with accuracy of inter-office mail delivery	NA	95% / 93%	95%	95%	04-03
Percent of customers satisfied with the service of the Maps and Publications Center	NA	95% / 95%	99%	99%	04-01
Percent of agencies satisfied with outgoing U.S. Mail	NA	NA / 95%	95%	95%	04-03
Percent of complaints responded to within 48 hours of receipt	100%	100% / 100%	100%	100%	04-04
Percent of outreach seminars scheduled that are completed	100%	100% / 100%	100%	NA	04-04
Temporary licenses issued within 10 working days of application	89%	95% / 99%	96%	97%	04-05
Percent of utility case interventions completed within required time frame	100%	100% / 100%	100%	100%	04-06
Percent of consumers satisfied with outreach seminars	NA	97%	97%	100%	04-04
Outcome:					
Percent of fiscal documents not rejected	98.5%	98.5% / 97.9%	98.5%	98.5%	04-02
Percent of outgoing U.S. mail sent at a discount rate	82.4%	82.0% / 83.3%	82.0%	82.0%	04-03
Percent of incoming U.S. mail distributed within 4 hours of receipt	NA	98% / 98%	98%	98%	04-03
Percent of inter-office mail delivered the next day	NA	99% / 99%	99%	99%	04-03
Percent of publication and gift items in stock when requested	NA	95% / 95%	95%	95%	04-01
Percent of favorably resolved valid complaints	77%	80% / 76%	80%	80%	04-04
Percent of contacts indicating that outreach seminars met educational objectives	100%	99% / 100%	100%	100%	04-04
Percent of permanent licenses issued within 60 calendar days of application	99%	95% / 99%	96%	97%	04-05
Cumulative County savings due to intervention (in millions)	\$48	\$50 / \$48	\$54	\$55	04-06

Fund 504

Document Services



The Department of Cable Communications and Consumer Protection (DCCCP) is the umbrella agency for four distinct functions: Consumer Protection; Communications Policy and Regulation; Communications Productions; and Print, Mail and Administrative Services. The total agency staff is dispersed over three funding sources. The Consumer Protection Division, which mediates complaints, educates consumers, regulates taxicabs, issues licenses and provides utility rate case intervention, is fully supported by the General Fund and may be found within the 04 LOBs. Also within the 04 LOBs are Mail Services and Gifts and Publications Sales along with Accounting and Finance. The Cable Communications function, which includes the Communications Policy and Regulation Division and the Communications Productions Division, is responsible for communications regulation and television programming and is presented within the LOBs for Fund 105. Fund 105 is supported principally by revenue received from local cable operators through franchise agreements. Printing and Duplicating Services is represented within the Fund 504 LOBs, and is funded by revenues received from County agencies and Fairfax County Public Schools (FCPS). The Department of Information Technology is responsible for the management of the Multi-Functional Digital Device/Copier Program (LOB 504-02) and the fiber Institutional Network (I-Net, which is part of Fund 105 but included in LOB 70-04). While the functions of Cable Communications and Consumer Protection provide diverse services, they all provide quality customer service to the community and work collaboratively with County agencies, neighboring jurisdictions and professional organizations.

Fund 504

Document Services

Mission

To provide and coordinate high speed production printing services to County agencies as well as to the Fairfax County Public School System.

Focus

The Department of Cable Communications and Consumer Protection's Print Shop is responsible for providing high speed digital black and white and color printing, offset printing and bindery services. In FY 2007, Printing and Duplicating Services replaced the digital high speed black and white and color printers. A wide format printer was also added to the printing fleet and is capable of printing posters and banners. The Print Shop also conducts printing consultations to assist County and School staff with their printing requirements and provides recommendations on available printing methods, document layout and bindery options. All direct labor and material costs associated with these services, as well as an equipment replacement reserve fee, are recovered from customer agencies.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Improving our competitive advantage, based on cost and service quality, compared to alternative document service providers in the market; and
- Utilizing new technologies to improve and enhance printing and copying services.

The Department of Information Technology is responsible for managing the County's Multi-Functional Digital Device (MFDD) Program which provides copier service to all County agencies. The County replaced its copier inventory in recent years with new state-of-the-art digital multi-functional devices (DMFD) through an operating lease. These devices are capable of copying, printing, faxing and scanning (to email or scan to a desktop). The replacement and upgrade included new job-based accounting and tracking software.

Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	17/ 17	17/ 17
Expenditures:		
Personnel Services	\$1,032,145	\$1,178,138
Operating Expenses	4,531,453	3,137,911
Capital Equipment	2,084,394	2,378,282
Total Expenditures	\$7,647,992	\$6,694,331

Note: Fund 504 also receives total revenue of \$4,076,880 per the FY 2008 Adopted Budget Plan, which is included in the Agency LOBs but not illustrated in the Agency Summary table shown above.

Fund 504 Document Services

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>Number of Positions</i>	<i>LOB SYE</i>
504-01	Production Printing Services	(\$282,549)	17	17.0
504-02	Enterprise Fleet Digital Printer/Copier Program	\$2,900,000	0	0.0
TOTAL		\$2,617,451	17	17.0

LOBS SUMMARY

504-01: Production Printing Services

Fund/Agency: 504/04		Department of Cable Communications and Consumer Protection	
LOB #: 504-01		Production Printing Services	
Personnel Services		\$1,178,138	
Operating Expenses		\$2,222,650	
Recovered Costs		\$0	
Capital Equipment		\$0	
Total LOB Cost:		\$3,400,788	
Federal Revenue		\$0	
State Revenue		\$0	
User Fee Revenue		\$3,683,337	
Other Revenue		\$0	
Total Revenue:		\$3,683,337	
Net LOB Cost ¹ :		(\$282,549)	
Positions/SYE involved in the delivery of this LOB		17 / 17.0	

¹Net cost equates to General Fund support of this LOB after applying revenues and fund balance.

► LOB Summary

Production Printing Services provides timely, cost-effective and quality printing and binding services to all County agencies and Fairfax County Public Schools (FCPS), including offset printing, high-speed digital printing and duplicating services. Printing services includes camera negative and plate preparation, operation of printing presses, operation of cutter equipment, collation and bindery operation and product packaging. Responsibilities include advising County agencies and FCPS as to the most effective manner in which to produce the required job, and for scheduling production of work to meet any federal, state or County mandates (e.g., production of Advertised/Adopted Budget documents).

Production Printing is funded by revenues received from County agencies and the Fairfax County Public Schools (FCPS) and includes the following initiatives in the FY 2008 Adopted Budget Plan: to develop and implement a method to receive continual customer service feedback on printing services; to develop a marketing plan to educate customers on printing services offered in order to

Fund 504

Document Services

generate additional business; and to expedite customer requests while reducing the outsourcing of jobs by replacing obsolete equipment with state-of-the-art printing equipment.

The Production Printing objective is to provide quality printing and duplicating services in a cost-effective and timely manner by recovering 100 percent of offset and digital expenses.

Note: The Department of Information Technology (DIT) is responsible for managing the County's Multi-Functional Digital Device (MFDD) Program which provides copier service to all County agencies. Therefore, the continuation of the Copier Program is reflected under DIT's Lines of Business. However, the Copier Program continues to be funded by Fund 504 for the purpose of tracking all revenues and expenditures.

► Method of Service Provision

Printing services are provided by merit County employees and are supplemented by private sector contractors on an as needed basis. Requests for services are made via an order form coordinated through the County Print Shop. A printing contract allows for competition between the County Print Shop and private sector printing companies on a "job by job" basis. As requests for certain printing jobs are presented by agencies, bids are prepared by the vendors and by the County Print Shop. A determination is made whether the product will be produced in-house or by an outside contractor based upon cost and delivery requirements. Those jobs that are less costly to produce in the private sector are outsourced, as long as production dates can be met.

► Mandate Information

There is no federal or state mandate for this LOB.

504-02: Enterprise Fleet Digital Printer/Copier Program

Fund/Agency: 504/70		Department of Information Technology	
LOB #: 504-02		Enterprise Fleet Digital Printer/Copier Program	
Personnel Services			\$0
Operating Expenses			\$915,261
Recovered Costs			\$0
Capital Equipment			\$2,378,282
Total LOB Cost:			\$3,293,543
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$393,543
Other Revenue			\$0
Total Revenue:			\$393,543
Net LOB Cost¹:			\$2,900,000
Positions/SYE involved in the delivery of this LOB			0 / 0.0

¹Net cost equates to General Fund support of this LOB after applying revenues and fund balance.

Fund 504

Document Services

► LOB Summary

The Enterprise Fleet Digital Printer/Copier Program is responsible for the large and mid-size shared Multi-Functional Digital Devices (MFDDs), which provide copying, printing, faxing, and scanning on machines installed in building across the County attached to the County's enterprise network. This program was moved to DIT in 2004, having evolved from regular hard copy reproduction 'copiers' to the network attached, digital multi-function equipment. Program activities include the administration of a the County's fleet contract; day-to-day management of the program; integration with the county's technology infrastructure including network and Microsoft applications, and system use accounting and charge-back fee structure to recover costs from County agencies. Through this program, agencies have high-speed, high capacity printing and copying output available through a click for a desktop PC, as well as local scanning for most document types. The fleet currently includes 458 MFDDs, supporting 75.0 million office copies (FY 2007). This LOB also includes administration of paper and toner county-wide.

The Enterprise Fleet Digital Printer/Copier Program objective is to provide an efficient cost per copy charge by managing the Multi-Functional Digital Device program, while maintaining customer satisfaction at 85 percent.

***Note:** The staff for this LOB and other related integrated technology hardware environments is budgeted in the DIT general fund. Please see LOB 70-07.*

► Method of Service Provision

The Department of Information Technology is responsible for managing the County's Multi-Functional Digital Device (MFDD) Program. State-of-the-art digital, multifunctional devices (DMFD) are provided by a private company through an operating lease.

► Mandate Information

This LOB is not federally or state mandated.

AGENCY PERFORMANCE MEASURES

Objectives

- To provide quality printing and duplicating services in a cost-effective and timely manner by recovering 100 percent of offset and digital expenses.
- To provide an efficient cost per copy charge by managing the Multi-Functional Digital Device program, while maintaining customer satisfaction at 85 percent.

Fund 504

Document Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Offset printing hours billed	6,563	6,474 / 5,302	6,200	6,200	504-01
Digital black and white impressions produced (in millions)	26.2	25.0 / 25.2	25.0	25.0	504-01
Digital color impressions produced (in millions)	2.4	2.0 / 2.2	2.0	2.0	504-01
Office copies made (in millions) (1)	68.1	75.0 / 66.2	66.2	75.0	504-02
Efficiency:					
Cost per offset printing hour billed	\$213.11	\$122.60 / \$204.11	\$200.07	\$203.05	504-01
Cost per digital black and white impression produced	\$0.046	\$0.055 / \$0.045	\$0.054	\$0.056	504-01
Cost per digital color impression produced	\$0.172	\$0.229 / \$0.175	\$0.160	\$0.160	504-01
Cost per office copy (1)	\$0.045	\$0.045 / \$0.045	\$0.045	\$0.045	504-02
Client charge per office copy (1)	\$0.045	\$0.045 / \$0.045	\$0.045	\$0.045	504-02
Service Quality:					
Percent of clients satisfied with offset printing services	97%	97% / 90%	95%	95%	504-01
Percent of clients satisfied with digital black and white jobs	NA	95% / 90%	95%	95%	504-01
Percent of clients satisfied with digital color jobs	NA	95% / 90%	95%	95%	504-01
Percent of office copier clients satisfied with services (1)	85%	85% / 85%	85%	85%	504-02
Outcome:					
Percent of offset expenses recovered	NA	100% / 101%	100%	100%	504-01
Percent of digital black and white expenses recovered	NA	100% / 188%	100%	100%	504-01
Percent of digital color expenses recovered	NA	100% / 140%	100%	100%	504-01
Percent change in cost per copy (1)	0.00%	0.00% / 0.00%	0.00%	0.00%	504-02

(1) This indicator measures performance of the Multi-Functional Digital Device Program which is a function of the Department of Information Technology.



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Employee Benefits

<i>FY 2008 Adopted Budget Plan</i>	
<i>Agency 89, Employee Benefits</i>	
Total Expenditures:	\$203,817,365
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$0

► Summary of Program

Agency 89, Employee Benefits, is a set of consolidated accounts that provide budgetary control for most employee fringe benefits paid by the County. Benefits paid for all County employees of General Fund agencies are expended from this agency, as well as most benefits paid for County employees in Non-General Fund agencies. Reimbursements are received from Non-General Fund agencies for benefits paid on behalf of their employees. The mission of Agency 89 is to provide centralized budgetary and financial control over employee fringe benefits paid by the County.

- **Group Health Insurance (Net Cost \$62.45 million)**

Fairfax County Government offers its employees and retirees several health insurance alternatives, with the intent of offering employees options that are both comprehensive and cost effective. Self-insured plan options include point of service, preferred provider option, and an open access plan (OAP), which combines aspects of both a point of service and preferred provider option plan. A fully-insured Health Maintenance Organization (HMO) is also available. The County's current selection of health insurance alternatives is a result of revisions enacted in FY 2007. As of December 31, 2006, the County's contracts with its HMO providers expired, and the contract for the self-insured products was set to expire on December 31, 2007. As a result, the County partnered with Fairfax County Public Schools and undertook a selection process in calendar year 2006 to choose new providers for all health insurance products in order to leverage the County's position in the marketplace and achieve competitive rates. In addition to implementing the self-insured OAP option effective January 1, 2007, enhanced vision benefits were also instituted across all health insurance plans as a result of the selection process. It should be noted that the County also intends to examine plans related to Medicare Part D to aid in finalizing an approach to the implementation of this new prescription drug benefit product. However, this examination will not be completed until the market for Medicare Part D products further matures.

- **Dental Insurance (Net Cost \$3.25 million)**

Fairfax County Government offers its employees and retirees a dental insurance preferred provider option in order to provide a comprehensive plan with maximum flexibility. The new dental insurance plan became effective January 1, 2005, and replaced three plans with a single dental insurance Preferred Provider Organization (PPO) plan. Included for the first time as part of the new offering was the provision of a 50 percent employer contribution for all eligible active employees who elected dental coverage. Inclusion of an employer contribution as part of the award of contract allowed the County to acquire a high quality, affordable dental insurance plan. It should be noted that retirees that participated in the dental plans that were replaced were given the option to enroll in the new PPO plan on a voluntary basis with no employer contribution.

Employee Benefits

- **Group Life Insurance (Net Cost \$1.95 million)**

Life insurance coverage for employees, as approved by the Board of Supervisors beginning in FY 1999, provides basic group life insurance coverage at one times salary for all County employees funded solely through an employer contribution. If employees choose to accept life insurance coverage above the basic amount, they are responsible for paying the additional cost based on an age-banded premium rating scale.

- **Social Security (FICA) (Net Cost \$43.98 million)**

Social Security contributions represent the employer portion of salary required to meet Social Security and Medicare tax obligations for Fairfax County employees. Social Security contributions are calculated utilizing a combined rate which includes the portion of salary contributed for Social Security benefits and the portion of salary contributed for Medicare benefits applied to a pre-determined wage base. Any change to the wage base or the Social Security rate is announced in October/November and takes effect January 1 of the upcoming year.

- **Retirement (Net Cost \$88.07 million)**

Retirement expenditures represent the General Fund net contribution to the three retirement systems as set by employer contribution rates. On March 18, 2002 the Board of Supervisors adopted a corridor approach to employer contributions. The corridor approach adds further stability to the employer contribution rates and continues to adequately fund the Retirement Systems. In the corridor method of funding, a fixed contribution rate is assigned to each System and the County contributes at the fixed rate unless the System's funding ratio falls outside the pre-selected corridor of 90-120 percent or if benefit enhancements are approved.

In addition, retirees are eligible to receive a Cost-of-Living Adjustment (COLA) composed of a base COLA which is the lesser of the Consumer Price Index (CPI) for the 12 months ending on the previous year's March 31, or 4.0 percent. An additional 1.0 percent COLA can be awarded at the discretion of each retirement system's Board of Trustees. This additional COLA is considered a benefit enhancement and results in an increase in the employer contribution rate.

A Deferred Retirement Option Plan (DROP) was added as a benefit enhancement for members of the Uniformed and Police Officers Retirement Systems in FY 2004 and was added for members of the Employees' Retirement System in FY 2006. For a more detailed discussion of the County's retirement systems, refer the Fund 600, Uniformed Retirement, Fund 601, Fairfax County Employees' Retirement, and Fund 602, Police Officers Retirement, LOBS.

- **Virginia Retirement System (VRS) (Net Cost \$1.30 million)**

Beginning in FY 1996, VRS funding was provided in Agency 89 for 233 Health Department employees who were converted from state to County employment. Funding reflects the County's share of payments made into VRS for the converted employees. It should be noted that VRS payments are included only for these converted employees. As they terminate service with the County or transfer to other positions within the County, funding for VRS payments will be reduced.

In FY 2006, the Board of Supervisors approved two additional benefits for employees who remain in VRS. First, current and future retirees who participate in a County health plan are eligible to

Employee Benefits

receive the differential between the County retiree health benefit subsidy for which the employee is eligible based on years of service and the subsidy provided by VRS. Second, the County began allowing converted employees to use accrued sick leave to purchase additional service credit in VRS upon retirement.

- **Unemployment Compensation (Net Cost \$0.32 million)**

Unemployment compensation payments reflect premiums paid to the state based on the actual number of former Fairfax County employees filing claims.

- **Capital Projects Reimbursements (Reimbursements of \$1.0 million)**

Capital Projects reimbursements represent the reimbursable portion of fringe benefits for County employees who charge a portion of their time to capital projects.

- **Training (Net Cost \$2.98 million)**

General training centrally managed by the Organization Development and Training Division includes: language skills training to recruit and retain bilingual staff to better serve foreign-born residents; the employee tuition assistance (TAP) and language tuition assistance (LTAP) reimbursement programs; and courses related to the new Employee Development and Learning Program implemented in calendar year 2006. The foundation of this new learning approach is the Countywide Competency Map for Employee Development, which identifies competencies that promote leadership and learning for the entire County workforce and aligns training and competencies to all levels in the organization. The competency map promotes the concept that “Leadership Can Happen at Every Level”, and contains lists of leadership competencies (i.e. knowledge, skills, and abilities) such as conflict resolution, customer service, and project management, for employees at every level in the organization.

Countywide initiatives include designated training approved by the County Executive and Deputy County Executives, performance measurement training, and expenses associated with the County Executive’s specially designated task forces.

Technology-related training is offered in recognition of the challenges associated with maintaining skills at the same pace as technology changes. The rate of change in information technology has outpaced the County’s ability to maintain proficiency. As the County’s workforce becomes increasingly dependent on information technology, training support has become more essential.

- **Language Skills Proficiency Pay (Net Cost \$0.20 million)**

In FY 2007, a Language Skills Proficiency pay program was created to attract and retain employees with bilingual language skills. Many County departments are increasingly turning to employees with bilingual skills to provide direct service to Limited English Proficiency (LEP) customers in an effort to better serve the diverse community. Employees that provide direct service to LEP customers for at least 35 percent or more of their work time are eligible for the language skills stipend.

Employee Benefits

- **Employee Assistance Program (EAP) (Net Cost \$0.28 million)**

Provision of EAP services, including assessment, intervention, diagnosis, referral, and follow-up for workplace issues as they arise, is funded through a contract with an outside vendor.

- **Other Operating/Capital Equipment (Net Cost \$0.04 million):**

The operating expenses of the Employees Advisory Council (EAC) are funded utilizing one-third of 85 percent of the actual revenues realized from vending machine sales.

► **Funding Availability and Future Considerations**

Over 73 percent of the expenditures in Agency 89, Employee Benefits, are associated with employer contributions towards health care and retirement.

After significant increases in medical costs at the beginning of the decade, cost growth for health insurance has begun to moderate in the last few years. On average, most employers nationwide are experiencing single digit cost increases, and the County's self-insured experience mirrors this trend. As a result of lower than anticipated medical and prescription claims in recent years, along with prudent management of the plans and aggressive contract negotiations, premium increases for the self-insured products in calendar year 2008 will be held to less than five percent. These premium increases will allow the County's self-insured fund, Fund 506, Health Benefits Trust Fund, to remain solvent while maintaining a revenue stream that will cover the cost of health claims and maintain reserve funding. Premium increases for the fully-insured HMO are trending higher than the self-insured plans.

Both the Police Officers and Uniformed Retirement Systems have remained within the 90 to 120 percent corridor over past years, allowing the employer contribution rates for these systems to change only for benefit enhancements approved by the Board of Supervisors. In FY 2008, the employer contribution rate for Police was increased to offset a decrease in the employee contribution rate, from 12 percent to 11 percent of pay. It is anticipated that additional adjustments will be made in future years to continue to reduce the employee contribution rate for the Police Officers System. Funding required for the employer contribution rates will continue to increase incrementally in line with employee salary adjustments; however, limiting benefit enhancements is an important element to keeping employer contribution rates at manageable levels. For more information on the County's Retirement Systems, please refer to the Retirement Administration Agency LOB.

► **Status of Program**

The employee benefit program serves over 12,000 eligible employees and several thousand retirees. Approximately 10,300 active employees and 2,400 retirees choose health benefits. Almost 80 percent of active employees choose among the three self-insured options, while the remainder choose the fully-insured HMO plan. Less than 10 percent of retirees opt for the fully-insured option, as most choose among the self-insured products which offer more flexibility and expanded network areas.

In calendar year 2008, County staff intends to examine plans related to Medicare Part D to aid in finalizing an approach to the implementation of this new prescription drug benefit product.

Employee Benefits

Currently, the County offers an equivalent plan to its retirees; however, staff plans to research other opportunities to determine if a more robust plan is available to County retirees at a lower cost. However, this examination will not be completed until the market for Medicare Part D products further matures. For further information on Medicare Part D, please refer to the Fund 500, Retiree Health Benefits Subsidy, LOB.

In addition, as part of the *FY 2005 Carryover Review*, a reserve was established in Fund 506 to begin to address the County's unfunded liability for postemployment benefits as a result of the Governmental Accounting Standards Board (GASB) Statement No. 45. This new standard addresses how local governments should account for and report their costs related to post-employment health care and other nonpension benefits. The initial actuarial valuation calculated the County's actuarial accrued liability (excluding the Schools portion) at approximately \$191 million. In order to capture long-term investment returns and make progress towards reducing the unfunded GASB liability, the County created Fund 603, OPEB Trust Fund, and transferred \$48.2 million which had been set aside in the Fund 506 reserve to the new trust fund at the *FY 2007 Carryover Review*. This initial funding will reduce the unfunded liability and, consequently, reduce the annual required contribution made to Fund 603. For more information on GASB 45, please refer to Fund 603, OPEB Trust Fund, LOB.

As a result of the changing landscape in health care, including the impact of the implementation of Medicare Part D and GASB 45, the County will be taking a comprehensive approach to setting premiums for calendar year 2009 and beyond. The key will be finding the right balance in order to appropriately anticipate future year growth in claims, align premium adjustments with the experience of active employees and retirees, and minimize the impact on the GASB 45 liability.

► **Mandate Information**

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 51-75 percent. See the January 2007 Mandate Study, reference pages 42-44 for the specific federal or state code and a brief description.

Fund 500

Retiree Health Benefits Fund

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 500, Retiree Health Benefits Fund</i>	
Total Expenditures:	\$5,560,878
Revenue:	
General Fund Support	\$4,610,988
Bond Revenue	\$0
Other Revenue	\$968,000
Total Revenue	\$5,578,988

► Summary of Program

Fund 500, Retiree Health Benefits, provides monthly subsidy payments to eligible retirees of the County to help pay for health insurance. Prior to July 2003 the monthly subsidy was \$100 for all eligible retirees. The current monthly subsidy, approved in FY 2006, commences at age 55 and varies by length of service as detailed in the following table. A temporary supplement related to Medicare Part D was added to the subsidy in FY 2006 and is shown separately in the following table. Employers who provide pharmacy benefits which are actuarially equivalent to the Medicare Part D plan are eligible for a rebate from the Centers for Medicare and Medicaid Services (CMS). The supplement added in 2006 was based on the rebate from CMS. Continuation of the temporary supplement is contingent upon the continuation of the current health plan and the associated rebate from CMS.

Note: For those retired prior to July 2003, the monthly subsidy is the greater of \$100 and the amounts below. There is not a reduction in subsidy payments for employees who retired prior to July 1, 2003 but do not meet the revised requirements for years of service. However, those employees who retired prior to July 1, 2003 with 15 or more years of service were eligible for the increased subsidy as of July 1, 2003. Also, Police officers hired before July 1, 1981 whose eligibility for normal retirement occurred at twenty years of service eligible for the subsidy listed as “25 or more” years of service.

Current Retiree Health Benefit Subsidies			
Years of Service at Retirement	Subsidy Amount	Supplement	Total Subsidy
5 to 9	\$25	\$5	\$30
10 to 14	\$50	\$15	\$65
15 to 19	\$125	\$30	\$155
20 to 24	\$150	\$40	\$190
25 or more	\$175	\$45	\$220

The Retirement Administration Agency deducts health insurance premiums from monthly retirement payments for those retirees enrolled in the County health insurance program. The subsidy amount reduces the premium amounts deducted.

Funding for the Retiree Health Benefits Fund consists of a transfer out from the General Fund and reimbursements from CMS.

Fund 500

Retiree Health Benefits Fund

► Funding Availability and Future Considerations

Health insurance premiums have risen rapidly in recent years reflecting the increased cost of health care generally. While the retiree health subsidy amount has been increased twice in recent years, the subsidy amount does not increase automatically or proportionately with the increase in premiums. However, costs related to this fund will continue to increase as the retiree population grows and with any changes to improve this benefit for retired employees.

It should be noted that the County intends to examine plans related to Medicare Part D to aid in finalizing an approach to the implementation of this new prescription drug benefit product. Currently, the County offers an equivalent plan to its retirees; however, staff plans to research other opportunities to determine if a more robust plan is available to County retirees at a lower cost. However, this examination will not be completed until the market for Medicare Part D products further matures. Continuation of the temporary supplement approved in FY 2006 will be reevaluated once a final decision regarding Medicare Part D is made.

► Status of Program

During FY 2008, the average number of subsidy recipients, including new retirees who are eligible to receive the subsidy, is expected to increase by 129, or 5.9 percent, from 2,201 in FY 2007 to 2,330 in FY 2008. Estimates of the average number of subsidy recipients are based on a review of the projected number of retirements and health subsidy eligibility for personnel already retired from the Fairfax County Employees' Retirement, Uniformed, and Police Officers Retirement Systems. Retirees who become eligible to receive the subsidy are paid based on the period of eligibility within the fiscal year, which may or may not comprise a full year of payments.

Beginning in FY 2008, the County's financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement No. 45 for other post-employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees. This new standard addresses how local governments should account for and report their costs related to post-employment health care and other nonpension benefits, such as the County's retiree health benefit subsidy. Historically, the County's subsidy was funded on a pay-as-you-go basis. GASB 45 requires that the County accrue the cost of the retiree health subsidy and other post-employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post-employment benefits and the financial impact on the County. This funding methodology mirrors the funding approach used for pension/retirement benefits. The County has established Fund 603, OPEB Trust Fund, to fund the cost of post-employment health care and other non-pension benefits. Fund 603 will allow the County to capture long-term investment returns and make progress towards reducing the unfunded liability. In FY 2009, the retiree subsidy payments will be funded out of Fund 603. Fund 500 balances will be moved to this fund at the end of FY 2008, and the fund will be eliminated. For more information on GASB 45, please refer to the Fund 603, OPEB Trust Fund, LOB.

► Mandate Information

There is no federal or state mandate for this LOB.

Fund 506

Health Benefits Trust Fund

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 506, Health Benefits Trust Fund</i>	
Total Expenditures:	\$106,093,437
Revenue:	
General Fund Support	\$8,200,000
Bond Revenue	\$0
Other Revenue	\$110,321,679
Total Revenue	\$118,521,679

► Summary of Program

Fairfax County Government offers its employees and retirees health insurance options providing choices and competitive premium rates. The County health insurance alternatives include a self-insured point-of-service (POS) plan, a self-insured preferred provider plan (PPO), a self-insured open access plan (OAP), and a fully insured Health Maintenance Organization (HMO) for both active employees and retirees. The County's current health insurance program is a result of revisions enacted in FY 2007. On December 31, 2006, the County's contracts with the current HMO providers expired, and the contract for the self-insured products was scheduled to expire as of December 31, 2007. Therefore, the County partnered with Fairfax County Public Schools and completed a selection process in calendar year 2006 to choose new providers for all health insurance products in order to leverage the County's position in the marketplace and achieve competitive rates. This process resulted in changing one of the County's HMO options to an OAP, a hybrid plan combining aspects of both a POS and PPO, and changing the plan from a fully-insured to self-insured plan. Self-insurance allows the County to more fully control all aspects of the plan, including setting premiums to smooth out the impact of increases on employees while maintaining adequate funding to cover claims expenses and reserves. In addition, enhanced self-insured vision benefits were added to all health insurance plans with no impact to premium rates for the self-insured plans. These changes to the health insurance options were effective January 1, 2007.

Fund 506, Health Benefits Trust Fund, is the administrative unit for the self-insured alternatives. For the self-insured plans, the County pays only for claims and third party administrative fees. The cost to fund claims expenses is covered by premiums from active employees, the employer, retirees and retention of interest earnings.

The self-insured plans (POS, PPO, and OAP) provide in-network and out-of-network options. The POS plan combines the best features of an HMO and a traditional indemnity plan. The second option provides the choice of a PPO, combining an in-network benefit and an out-of-network benefit for those employees and retirees who live outside of the managed care network area. The OAP plan provides a third alternative which combines aspects of both a POS and a PPO.

Advances in medical technology, the increasing cost of medical malpractice and liability insurance, and increased utilization continue to drive increases in medical costs. To mitigate the impact of unanticipated cost increases in future years, the County created a premium stabilization reserve in FY 2005. This reserve allows the County to maintain premium increases at manageable levels and smooth out the employer and employee impact of dramatic cost growth swings.

Fund 506

Health Benefits Trust Fund

In addition, the targeted ending balance for the fund is based on a balance as a percent of claims paid of at least 10 percent to ensure that the fund balance is adequate to support any unanticipated high cost claims. It should be noted that an ending balance of 10 to 15 percent of claims paid is the targeted industry standard.

The County continues to contribute 85 percent of the total premium for employees enrolled as an individual and 75 percent of the total premium for employees enrolled under either the two-party or family plan. Retirees over the age of 55 currently receive a subsidy from the County toward the cost of health insurance. The current monthly subsidy, approved in FY 2006, commences at age 55 and varies by length of service. Note: There is not a reduction in subsidy payments for employees who retired prior to July 1, 2003 but do not meet the revised requirements for years of service. Details on the retiree health subsidy can be found in the Fund 500, Retiree Health Benefits, LOB.

► Funding Availability and Future Considerations

After significant increases in medical costs at the beginning of the decade, cost growth has begun to moderate in the last few years. On average, most employers nationwide are experiencing single digit cost increases, and the County's experience mirrors this trend. As a result of lower than anticipated medical and prescription claims in recent years, along with prudent management of the plan and aggressive contract negotiations, premium increases for calendar year 2008 will be held to less than five percent. These premium increases will allow the fund to remain solvent while maintaining a revenue stream that will cover the cost of health claims and maintain reserve funding.

► Status of Program

The County offers a competitive program of health care coverage for employees and retirees. Remaining competitive is crucial to attracting and retaining a skilled workforce in a regional labor market that is characterized by high demand and limited supply. Health insurance is the single most sought after benefit. Providing an affordable, well-managed program is a function of the Health Benefits Trust Fund.

The employee benefit program serves over 12,000 eligible employees and several thousand retirees. Approximately 10,300 active employees and 2,400 retirees choose health benefits. Almost 80 percent of active employees choose among the three self-insured options, while the remainder choose a fully-insured HMO plan. Less than 10 percent of retirees opt for the fully-insured option, as most choose among the self-insured products which offer more flexibility and expanded network areas.

In calendar year 2008, County staff intends to examine plans related to Medicare Part D to aid in finalizing an approach to the implementation of this new prescription drug benefit product. Currently, the County offers an equivalent plan to its retirees; however, staff plans to research other opportunities to determine if a more robust plan is available to County retirees at a lower cost. However, this examination will not be completed until the market for Medicare Part D products further matures. For further information on Medicare Part D, please refer to the Fund 500, Retiree Health Benefits Subsidy, LOB.

In addition, as part of the *FY 2005 Carryover Review*, a reserve was established in Fund 506 to begin to address the County's unfunded liability for postemployment benefits as a result of the

Fund 506

Health Benefits Trust Fund

Governmental Accounting Standards Board (GASB) Statement No. 45. This new standard addresses how local governments should account for and report their costs related to post-employment health care and other nonpension benefits. An amount of \$10 million was available for the creation of this reserve from excess revenues received from employer contributions. In FY 2007, the County allocated an additional \$8.2 million as a transfer from the General Fund for this reserve as part of the FY 2007 Adopted Budget Plan as well as an additional \$21.8 million as part of the *FY 2006 Carryover Review*. The FY 2008 Adopted Budget Plan maintains the \$8.2 million General Fund transfer to the reserve, bringing the balance to \$48.2 million.

In order to capture long-term investment returns and make progress towards reducing the unfunded GASB liability, the County created Fund 603, OPEB Trust Fund, and transferred the reserve to the new trust fund at the *FY 2007 Carryover Review*. This \$48.2 million in initial funding will reduce the unfunded liability and, consequently, reduce the annual required contribution made to Fund 603. Any balances identified in Fund 506 at future quarterly reviews as a result of excess revenues received from employer contributions will also be considered for possible transfer to Fund 603 to assist in addressing the County's unfunded OPEB liability. For more information on GASB 45, please refer to Fund 603, OPEB Trust Fund, LOB.

► **Mandate Information**

There is no federal or state mandate for this LOB.

Retirement Administration Agency

Fairfax County employee retirement systems include the Uniformed Retirement System (Fund 600), the Fairfax County Employees' Retirement System (Fund 601), and the Police Officers Retirement System (Fund 602). Each of these systems is funded from employees' contributions based on a fixed percentage of pay, County contributions based on a variable percentage of employee pay as determined by actuarial analysis, and return on investments. In order to assure the continued soundness of each fund, an actuarial valuation is conducted annually and, if appropriate, an adjustment is made to the employer's contribution rate.

For the Uniformed Retirement Trust Fund, the employer's contribution comes from two sources: Agency 89, Employee Benefits, in the County's General Fund, for uniformed public safety employees in General Fund agencies and Fund 120, E-911, for the non-administrative staff in the Department of Public Safety Communications. For the Fairfax County Employees' Retirement Trust Fund, the employer's contribution comes from two sources: Agency 89, Employee Benefits, for County employees and Fairfax County Public Schools (FCPS) for school employees. For the Police Officers Retirement Trust Fund, the full amount of the employer's contribution comes from Agency 89, Employee Benefits, in the County's General Fund.

The employer's contribution rate for FY 2008 for each of the three funds is as follows:

Fund	FY 2008 Adopted Rates (%)
Uniformed	26.33
Employees'	9.59
Police Officers	21.00

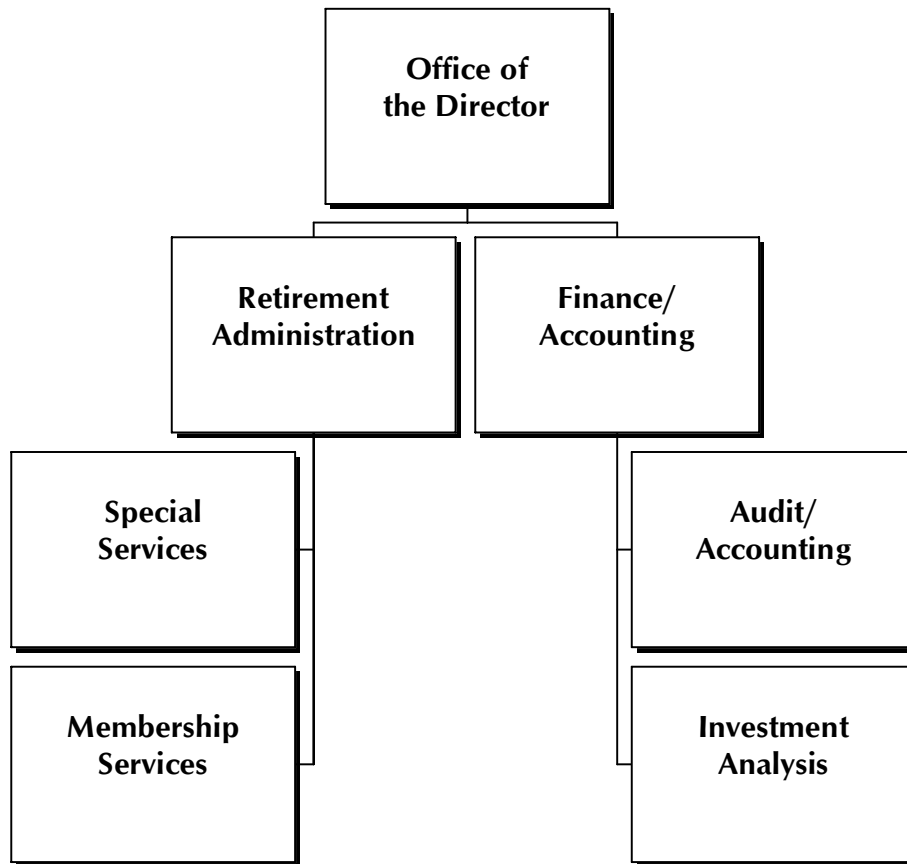
Following the current effective actuarial funding policy, contribution rates are adjusted only to fund approved benefit enhancements, to acknowledge changes in actuarial assumptions, both financial and demographic, and to recognize funding adjustments required when the funding ratio falls below 90 percent or rises above 120 percent. It should be noted that the Police Officers and Uniformed systems have funding ratios within the 90 to 120 percent corridor at 90.8 and 91.2 percent, respectively. The current funding ratio for the Employees' system is outside the corridor at 85.2 percent.

Retirement Administration Agency

The following table displays relevant information about each retirement system:

EMPLOYEES COVERED					
Uniformed Retirement		Fairfax County Employees' Retirement		Police Officers Retirement	
Fire and Rescue Personnel; Uniformed Office of Sheriff employees; Animal Control Officers; Helicopter Pilots; Non-administrative staff in the Department of Public Safety Communications.		County employees not covered under Uniformed or Police Officers system; certain FCPS employees including food service, custodial, bus drivers, part-time and substitute teachers, maintenance staff.		Fairfax County Police Officers.	
CONDITIONS OF COVERAGE					
Uniformed Retirement		Fairfax County Employees' Retirement		Police Officers Retirement	
At age 55 with 6 years of service or after 25 years of service.		At age 65 with 5 years of service or earlier when age and years of service combined equal 80 or, for reduced "early retirement" benefits, 75. Not before age 50.		At age 55 or after 20 years of police service if hired before 7/1/81; or 25 years of service if hired on or after 7/1/81.	
EMPLOYEE CONTRIBUTION					
	Uniformed Retirement		Fairfax County Employees' Retirement		Police Officers Retirement
	Plan A	Plan B	Plan A	Plan B	11.00% of Pay
Up to Wage Base	4.00%	7.08%	4.00%	5.33%	
Above Wage Base	5.33%	8.83%	5.33%	5.33%	
Plan C	4.00%				
Plan D	7.08%				
EMPLOYER CONTRIBUTION					
Rate Structure / FY 2008					
Uniformed Retirement		Fairfax County Employees' Retirement		Police Officers Retirement	
26.33% \$39,097,529		County 9.59%/ \$44,404,197 Schools 9.59% / \$16,292,155		21.00% \$21,562,870	

Retirement Administration Agency



Mission

As an agent of the Boards of Trustees of the Employees', Police Officers, and Uniformed Retirement Systems, the mission of the Retirement Administration Agency is to administer the systems according to the terms established by the County of Fairfax and to do so in a manner that:

- Safeguards and invests the assets of the systems;
- Maximizes cost effectiveness of the retirement programs by optimizing long-term investment returns within an acceptable level of variation in required funding and by maintaining efficient administrative operations;
- Maximizes the value of retirement plans in retaining County personnel through communications, education, and counseling programs and by providing quality service;
- Fulfills the obligations of the systems to retirees by providing timely and accurate payments and by providing quality service; and
- Provides technical support and advice to County management and the Board of Supervisors regarding retirement benefits.

Retirement Administration Agency

Focus

The Retirement Administration Agency contributes to the County's corporate stewardship through sound management of County resources and assets. To accomplish its specific mission, the Retirement Agency will focus on:

- Support for the Boards of Trustees;
- Services to active employees and retirees;
- Accurate accounting and control of plan assets;
- Accuracy of data;
- Cost efficiency of processes; and
- Investment return and risk control.

Under the direction of the Boards of Trustees for the Police Officers Retirement, Fairfax County Employees' Retirement, and Uniformed Retirement Systems, the Retirement Administration Agency processes benefit payments to eligible Fairfax County retirees and beneficiaries. The agency also processes payments for the retiree health benefit subsidy from Fund 500, Retiree Health Benefits, and provides counseling and comprehensive information pertaining to benefits to active and retired County employees.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Re-evaluating investment strategies in response to volatile capital markets and an uncertain economic environment;
- Monitoring the success of the corridor policy to make certain that plans are adequately funded for the long term; and
- Reviewing processes to identify opportunities to streamline operations and improve efficiency of services.

The agency receives revenues from various sources, including employee and employer contributions to the various retirement systems, employee payback, and return on investments, to finance the three employee retirement systems. Employee contributions are based on a fixed percentage of pay. In FY 2008, the Police employee contribution rate will be lowered by 1.00 percentage point, from 12.00 percent to 11.00 percent of pay, in order to reduce Police Officers' out-of-pocket costs and make the Police benefits package more competitive with surrounding jurisdictions. More specifically, the percentage of pay that Police Officers contribute to the retirement system is higher in Fairfax County than in several surrounding localities. Moreover, because Police Officers do not participate in Social Security, nor receive Social Security benefits unless they qualify through other employment, Police Officers' net income replacement ratio at retirement is lower than that of other County retirees who do participate in Social Security. Lowering the employee contribution rate will provide Police with a more equitable and competitive benefits package. This requires a corresponding 1.00 percentage point increase in the employer contribution rate to make up for lost revenues. It is anticipated that additional adjustments will be made in subsequent years to continue to reduce the employee contribution rate for the Police Officers system. Employer contributions are based on a variable percentage of employee pay as determined by actuarial analysis. For the Uniformed Retirement System, employer contributions come from two sources: Agency 89, Employee Benefits, in the County's General Fund, for uniformed public safety employees in General Fund agencies and Fund 120, E-911, for the non-administrative staff in the Department of Public Safety Communications. For the Employees' Retirement System, employer contributions

Retirement Administration Agency

come from Agency 89, Employee Benefits, for County employees and Fairfax County Public Schools (FCPS) for school employees. Employer contributions for the Police Officers Retirement System come solely from Agency 89, Employee Benefits, in the County's General Fund. Adjustments are made to the employer's contribution rate only to fund approved benefit enhancements, to acknowledge changes in actuarial assumptions, both financial and demographic, and to recognize funding adjustments required when the funding ratio falls out of the 90 to 120 percent funding corridor. Some revenues are also generated through employee payback, a process by which employees who have left the County can make a "payback" contribution and return to their previous standing in the retirement system upon their return to County employment. Additionally, significant revenues are achieved through returns on fund investments. Revenue projections are based on an assumed actuarial rate of return of 7.5 percent. An actuarial valuation is conducted annually for each of the three funds to assure the continued soundness of the retirement systems. In addition, an experience study – which compares actual experience to actuarial assumptions, both economic and demographic – is conducted once every five years to ensure that the plan is being valued appropriately. Such an experience study was last conducted in FY 2006, with assumption changes made that impacted the employer contribution rates in FY 2007.

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	23/ 23	23/ 23
Expenditures:		
Personnel Services	\$1,693,119	\$2,125,481
Operating Expenses	229,192,910	265,710,311
Capital Equipment	0	0
Total Expenditures	\$230,886,029	\$267,835,792

Summary by Fund		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
600 Uniformed Employees Retirement Trust Fund	\$53,109,916	\$57,469,148
601 Fairfax County Employees' Retirement Trust Fund	135,809,341	163,138,840
602 Police Retirement Trust Fund	41,966,772	47,227,804
Subtotal Retirement Trust Funds	\$230,886,029	\$267,835,792

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	LOB Title	Net LOB Cost	Number of Positions	LOB SYE
600-01	Fund 600, 601, 602 Retirement Plan Administration	\$65,514,634	17	17
600-02	Fund 600, 601, 602 Retirement Plan Investment and Financial Management	(\$301,257,885)	6	6
TOTAL		(\$235,743,251)	23	23.0

Retirement Administration Agency

LOBS SUMMARY

600-01: Fund 600, 601, 602 Retirement Plan Administration

<i>Fund/Agency: 600</i>	<i>Retirement Trust Funds</i>
<i>LOB #: 600-01</i>	<i>Fund 600, 601, 602 Retirement Plan Administration</i>
Personnel Services	\$1,416,987
Operating Expenses	\$239,351,054
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$240,768,041
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$175,253,407
Total Revenue:	\$175,253,407
Net LOB Cost¹:	\$65,514,634
Positions/SYE involved in the delivery of this LOB	17 / 17.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

This item includes all operations of the three County Retirement Systems with the exception of investment and financial management. Services include providing staff support to three Boards of Trustees, maintaining records of service and employee contributions, member communication and education, retirement counseling, benefit calculation, processing monthly benefit payments and refunds, processing disability retirement applications, and coordinating the activities of service providers, including the Systems' actuary. Information systems required in providing these services are maintained by Retirement Administration Agency staff, with support from the Department of Information Technology.

All expenses incurred for these services are paid from the assets of the Retirement Systems. The actuarially required employer contribution rates for each retirement system, one of the sources of funding for the Retirement Systems, includes an administrative expense component to fund this expense. The rates include 0.30 percent of payroll for the Police Officers System, 0.15 percent of payroll for the Employees' System and 0.25 percent of payroll for the Uniformed System.

The number of retired members has been growing and is expected to continue to increase. Past automation of functions, including the recent replacement of the agency's legacy systems with a new comprehensive defined benefit administration system, enabled staff to absorb the growth of the Systems to date. With the aging of the county workforce and the associated acceleration in the rate of retirements and the number of retirees, maintaining the necessary levels of service with the current staffing levels will continue to be a significant management challenge.

Retirement Administration Agency

Looking forward, staff will continue to be focused on making optimal use of technology. This will include a planned implementation of an internet-based member services application and continuing to identify other opportunities to enhance member communications and education.

► Method of Service Provision

Services are provided by agency staff at 10680 Main Street, Fairfax. Normal office hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. Board of Trustees meetings are held at the agency office. A web site is available for general information on the Systems and can be used by members to estimate benefits.

Support provided by other agencies includes check printing and electronic payment processing (Finance), medical evaluations related to disability (Health) and legal counsel for the Employee's and Uniformed Systems (County Attorney). The Systems contract with an Actuarial Services firm for annual actuarial valuations and for certain other calculations (e.g. IRS Section 415 limits, portability). External professional services are also retained by the Boards of Trustees for legal counsel and medical evaluations and advice as necessary.

► Mandate Information

This LOB is state mandated. Jurisdictions are required to either participate in the Virginia Retirement System (VRS) or establish their own retirement system(s). Jurisdictions that establish their own retirement systems must provide benefits that are at least two-thirds of the benefits provided by VRS. Considering that the choice is to participate in VRS and pay contributions to VRS or to incur the expense of separate County systems, a portion of this cost should be considered mandated by the state. The estimated percentage of this LOB's resources utilized to satisfy the mandate is 40-60 percent. See the January 2007 Mandate Study, reference page 43 for the specific state code and a brief description.

Retirement Administration Agency

600-02: Fund 600, 601, 602 Retirement Plan Investment and Financial Management

<i>Fund/Agency: 600</i>	<i>Retirement Trust Funds</i>
<i>LOB #: 600-02</i>	<i>Fund 600, 601, 602 Retirement Plan Investment and Financial Management</i>
Personnel Services	\$708,494
Operating Expenses	\$26,359,257
Recovered Costs	\$0
Capital Equipment	\$0
Total LOB Cost:	\$27,067,751
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$328,325,636
Total Revenue:	\$328,325,636
Net LOB Cost¹:	(\$301,257,885)
Positions/SYE involved in the delivery of this LOB	6 / 6.0

¹Net cost is supported by revenue to the fund as well as fund balance.

► LOB Summary

This item includes the provision of investment consulting advice to the three Boards of Trustees and implementation of investment strategies and decisions; oversight of and coordination with the Systems' custodial bank; accounting for the fund assets, income and disbursements; preparation of financial statements; and coordination with external investment consultants.

Investment advice and support includes:

- Development of investment strategy, policy and guidelines;
- Asset allocation advice;
- Identification and selection of external investment managers;
- Oversight, compliance and due diligence reviews of investment managers and portfolios;
- Investment performance monitoring and reporting;
- Risk allocation and management;
- Monitoring capital market trends; and
- Asset allocation re-balancing.

Retirement Administration Agency

► Method of Service Provision

Services are provided by agency staff at 10680 Main Street, Fairfax. Normal office hours are 8:00 a.m. to 4:30 p.m., Monday through Friday.

The Police Officers and Uniformed Boards of Trustees employ outside investment consulting firms. For these two Systems, agency staff works with the consulting firms in providing advice to the Boards on investment strategy and implementation. For the Employees' System, all investment consulting services are provided internally by professional agency staff.

With the exception of the funds' balances in the County's pooled cash account, all investment portfolios are managed by outside investment management firms. Staff monitors the activities of the investment managers; staff and external consultants assist with the identification of managers to be hired (or fired) and with the reporting and analysis of performance. All securities are held for the Systems by external custodians.

Each System has adopted a formal investment policy statement. The investments and investment risks of the Systems are well diversified by asset class, investment strategy and number of investment positions. Asset allocation strategies reflect each Board's desired balance of return and risk. Disciplined re-balancing processes have been adopted by each Board as a means of maintaining the desired exposure to each segment of the capital markets. Trustees and staff closely monitor the performance of the individual portfolios to ensure that established investment guidelines are followed and that the manager is producing the expected returns over market cycles. The asset allocations of each System as of September 30, 2007 are as follow:

Asset Class	Employees'	Police Officers	Uniformed
Domestic Equities	33.3%	41.2%	31.3%
Non-US Equities	15.3%	19.2%	28.9%
Fixed Income	37.0%	30.6%	24.1%
Real Estate/REITs	9.2%	9.0%	5.3%
Alternatives	5.2%	0.0%	10.4%

Retirement Administration Agency

The investment managers employed by the Systems as of September, 2007 are as follow:

Employees' Retirement System	
Domestic Equities	
Large Cap	Enhanced Investment Technologies
	Sands Capital Management
	DePrince, Race & Zollo
	Pzena Investment Management
Small Cap	Columbia Wanger Asset Management
Domestic Equity Overlay	The Clifton Group
	BGI Global Ascent Fund
	FrontPoint Partners
	First Quadrant Partners
	Deephaven Capital Management
	Deerfield Capital Management
Non-US Equities	
Developed Markets	LSV Asset Management
	Julius Baer Investment Management
	Marathon Asset Management
Emerging Markets	BGI Emerging Markets iShares
	TCW Worldwide Opportunity Fund
	BNY Overlay Associates
Fixed Income	
	The Clifton Group
	Bridgewater Associates
	PIMCO
	Trust Company of the West
	JP Morgan Fleming Asset Management
	Brandywine Asset Management
	Post Advisory
	Mackay Shields
	Shenkman Capital Management
REITs	
	Cohen & Steers Capital Management
Alternatives	
	Bridgewater Associates
	PIMCO

Police Officers Retirement System	
Domestic Equities	
Large Cap	PIMCO
	JANUS Capital; Corporation
	Pzena Investment Management
Large Cap Overlay	Mariner Investment Group
	Frontpoint Partners
Small/Mid Cap	Ramius Starboard Opportunity Fund
	Clarivest
	AQR Capital Management

Retirement Administration Agency

Non-US Equities	
Developed Markets	Grantham Mayo VanOterloo
	McKinley Capital
	Acadian Asset Management
Emerging Markets	Acadian Asset Management
Fixed Income	
	Dodge & Cox, Inc.
	Standish Mellon
	Trust Company of the West
REITs	
	Cohen & Steers Capital Management

Uniformed Retirement System	
Domestic Equities	
Large Cap	Barclays Global Investors
Large Cap Overlay	Bridgewater Associates
	FrontPoint Partners
Small Cap	Advisory Research
	Wasatch Advisors
Non-US Equities	
Developed Markets	Marathon
	Julius Baer Investment Management
	The Boston Company
Emerging Markets	Acadian Asset Management
Fixed Income	
	PIMCO
	Payden & Rygel Investment Counsel
	Brandywine Asset Management
	Trust Company of the West
Real Estate	
	Cohen & Steers Capital Management
	UBS Realty
Alternatives	
Private Equity	JP Morgan Fleming Asset Management
	Harbourvest
	The Pantheon Group
Other Alternatives	Dorset Asset Management
	Acadian Asset Management
	Orbimed Advisors

Staff works with each Board of Trustees in an ongoing review of the entire investment strategy and implementation with a focus on maintaining an investment structure and complement of investment managers and styles that optimizes risk-adjusted returns and takes advantage of best practices in portfolio management as they develop over time. Over the past several years, several changes have been initiated as a result of a focus on increased diversification of market risk exposures and inclusion of diversified active management strategies with low correlations to create a total portfolio with greater risk/return efficiency.

Retirement Administration Agency

The systems weathered the downturn in the equity markets as a result of the bursting of the technology bubble at the beginning of the decade. Even with the poor markets early in the decade, returns for the ten-year period ending June 30, 2007 were 8.90 percent for Employees', 8.29 percent for Police Officers and 8.41 percent for Uniformed. These returns exceeded the long-term average of 7.5 percent which is the actuarial assumption used to determine the contributions required to adequately fund the system. Looking forward, we continue to expect the 7.5 percent target to be attainable over the long term, although certain periods will be more challenging than others. By retaining our focus on risk diversification, both in terms of market exposures and active strategies, our objective is to attain the necessary returns while limiting the fluctuation in required funding rates on a year-to-year basis.

► Mandate Information

There is no federal or state mandate for this LOB.

AGENCY PERFORMANCE MEASURES

Objectives

- To maintain at 100 percent the number of retiree benefit payments processed on time.
- To achieve at least a 7.5 percent return on investment over rolling three year periods.
- To achieve realized return on investment commensurate with the S&P 500 Index and the Lehman Brothers Aggregate Bond Index.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Members: Fairfax County Employees (1)	19,694	19,989 / 20,272	20,240	20,830	600-01
Members: Uniformed	2,785	2,601 / 2,924	2,936	3,053	600-01
Members: Police Officers	2,089	2,079 / 2,160	2,151	2,203	600-01
Return on investment: Fairfax County Employees	\$214,800,850	\$178,540,179 / \$371,225,595	\$190,576,302	\$214,238,398	600-02
Return on investment: Uniformed	\$93,737,747	\$66,394,070 / \$172,227,261	\$75,065,644	\$87,793,261	600-02
Return on investment: Police Officers	\$73,481,627	\$57,553,118 / \$142,450,547	\$62,683,690	\$72,937,475	600-02
Efficiency:					
Cost per member: Fairfax County Employees	\$52	\$60 / \$81	\$73	\$74	600-01
Cost per member: Uniformed	\$80	\$114 / \$127	\$118	\$118	600-01
Cost per member: Police Officers	\$105	\$152 / \$151	\$169	\$168	600-01
Investment costs as a percent of assets: Fairfax County Employees (2)	0.47%	0.58% / 0.44%	0.56%	0.53%	600-02

Retirement Administration Agency

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Efficiency:					
Investment costs as a percent of assets: Uniformed	0.52%	0.64% / 0.43%	0.60%	0.53%	600-02
Investment costs as a percent of assets: Police Officers	0.47%	0.66% / 0.41%	0.61%	0.53%	600-02
Service Quality:					
Percent of retiree checks issued within schedule time frame: Fairfax County Employees	100%	100% / 100%	100%	100%	600-01
Percent of retiree checks issued within schedule time frame: Uniformed	100%	100% / 100%	100%	100%	600-01
Percent of retiree checks issued within schedule time frame: Police Officers	100%	100% / 100%	100%	100%	600-01
Return compared to assumed actuarial rate (7.5%): Fairfax County Employees	8.99%	7.50% / 14.75%	7.50%	7.50%	600-02
Return compared to assumed actuarial rate (7.5%): Uniformed	10.71%	7.50% / 17.83%	7.50%	7.50%	600-02
Return compared to assumed actuarial rate (7.5%): Police Officers	9.57%	7.50% / 17.50%	7.50%	7.50%	600-02
Large cap domestic equity return compared to S&P 500 Index: S&P 500 Index	8.63%	NA / 20.59%	NA	NA	600-02
Large cap domestic equity return compared to S&P 500 Index: Fairfax County Employees	8.30%	NA / 23.33%	NA	NA	600-02
Large cap domestic equity return compared to S&P 500 Index: Uniformed	11.06%	NA / 18.54%	NA	NA	600-02
Large cap domestic equity return compared to S&P 500 Index: Police Officers	7.26%	NA / 22.28%	NA	NA	600-02
Fixed income return compared to the Lehman Aggregate Bond Index: Lehman Aggregate Bond Index	(0.81%)	NA / 6.12%	NA	NA	600-02
Fixed income return compared to the Lehman Aggregate Bond Index: Fairfax County Employees	0.08%	NA / 6.76%	NA	NA	600-02
Fixed income return compared to the Lehman Aggregate Bond Index: Uniformed	(1.93%)	NA / 5.79%	NA	NA	600-02
Fixed income return compared to the Lehman Aggregate Bond Index: Police Officers	(1.85%)	NA / 6.65%	NA	NA	600-02

Retirement Administration Agency

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent of retiree payments processed on time: Fairfax County Employees	100%	100% / 100%	100%	100%	600-01
Percent of retiree payments processed on time: Uniformed	100%	100% / 100%	100%	100%	600-01
Percent of retiree payments processed on time: Police Officers	100%	100% / 100%	100%	100%	600-01
Deviation from actuarial rate of return (total plan): Fairfax County Employees	1.5%	0.0% / 7.3%	0.0%	0.0%	600-02
Deviation from actuarial rate of return (total plan): Uniformed	3.2%	0.0% / 10.3%	0.0%	0.0%	600-02
Deviation from actuarial rate of return (total plan): Police Officers	2.1%	0.0% / 10.0%	0.0%	0.0%	600-02
Deviation from S&P 500 (large cap equities): Fairfax County Employees	(0.3%)	0.0% / 2.7%	0.0%	0.0%	600-02
Deviation from S&P 500 (large cap equities): Uniformed	2.4%	0.0% / (2.1%)	0.0%	0.0%	600-02
Deviation from S&P 500 (large cap equities): Police Officers	(1.4%)	0.0% / 1.7%	0.0%	0.0%	600-02
Deviation from Lehman Aggregate (fixed income): Fairfax County Employees	0.9%	0.0% / 0.6%	0.0%	0.0%	600-02
Deviation from Lehman Aggregate (fixed income): Uniformed	(1.1%)	0.0% / (0.3%)	0.0%	0.0%	600-02
Deviation from Lehman Aggregate (fixed income): Police Officers	(1.0%)	0.0% / 0.5%	0.0%	0.0%	600-02

(1) This indicator was previously reported separately as number of retirees and number of active members. Beginning in FY 2001, these indicators were combined and are now shown as the total number of members.

(2) This indicator was previously reported as investment costs as a percentage of earnings. However, beginning in FY 2001, the indicator was revised and now reflects the costs as a percentage of assets.

Fund 603 OPEB Trust Fund

<i>FY 2008 Adopted Budget Plan</i>	
<i>Fund 603, OPEB Trust Fund</i>	
Total Expenditures:	\$0
Revenue:	
General Fund Support	\$0
Bond Revenue	\$0
Other Revenue	\$0
Total Revenue	\$0

► **Summary of Program**

Fund 603, OPEB Trust Fund, funds the cost of other post-employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees.

Beginning in FY 2008 the County's financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement No. 45 for other post-employment benefits. This standard addresses how local governments should account for and report their costs related to post-employment health care and other non-pension benefits, such as the County's retiree health benefit subsidy. Historically, the County's subsidy was funded on a pay-as-you-go basis. GASB 45 requires that the County accrue the cost of the retiree health subsidy and other post-employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post-employment benefits and the financial impact on the County. This funding methodology mirrors the funding approach used for pension benefits.

The County has established Fund 603, OPEB Trust Fund, which allows the County to capture long-term investment returns, make progress towards reducing the unfunded liability, and pre-fund the cost of post-employment health care and other non-pension benefits. The initial actuarial valuation calculated the County's actuarial accrued liability (excluding the Schools portion) at approximately \$191 million. This liability will be recalculated at the next valuation and will include adjustments due to benefit enhancements, medical trend experience, and normal growth assumptions. This liability includes the portion attributed to the retiree health benefit subsidy, as mentioned above, as well as the liability associated with an "implicit" subsidy provided to retirees. As premiums for the County's self-insured health plans are set using the blended experience of active employees and retirees, retiree premiums are lower than if they were set solely using the experience of the retiree group. GASB 45 requires that the County calculate and include the liability for this implicit subsidy.

► **Funding Availability and Future Considerations**

It is anticipated that, beginning in FY 2009, the benefit and administrative costs of the County's retiree health benefit subsidy which are currently paid out of Fund 500, Retiree Health Benefits, will be paid out of Fund 603. As a result, the reimbursement that the County currently receives in Fund 500 from the Centers for Medicare and Medicaid Services (CMS) as a result of the implementation of Medicare Part D will also be shown in this fund. For more information on the retiree health benefit subsidy, please refer to the Fund 500, Retiree Health Benefits, LOB.

Fund 603 OPEB Trust Fund

Costs related to this fund will increase over time as the retiree population grows. In addition, if benefit enhancements for retirees are improved, either through a strengthening of the retiree health benefits subsidy or an increase in the implicit subsidy, the GASB liability and the annual required contribution to this fund will increase. As a result, future increases in County premiums must be set keeping in mind the potential impact on the GASB liability; if retiree claims increase and premiums are not increased accordingly, the liability associated with the implicit subsidy could grow significantly. In addition, the County's long-term response to the implementation of Medicare Part D could impact the GASB liability as well. For more information on Medicare Part D, please refer to the Fund 500, Retiree Health Benefits, LOB and the Fund 506, Health Benefits Trust Fund, LOB.

► Status of Program

As part of the *FY 2005 Carryover Review*, a reserve was established in Fund 506, Health Benefits Trust Fund, to begin to address the unfunded liability, and an amount of \$10.0 million was set aside in this reserve from excess revenues received from employer contributions. In FY 2007, the County allocated an additional \$8.2 million as a transfer from the General Fund for this reserve as part of the FY 2007 Adopted Budget Plan, as well as an additional \$21.8 million as part of the *FY 2006 Carryover Review*. The FY 2008 Adopted Budget Plan maintains the \$8.2 million General Fund transfer to the reserve in Fund 506, Health Benefits Trust Fund, bringing the balance to \$48.2 million.

In order to capture long-term investment returns and make progress towards reducing the unfunded GASB liability, the County transferred the reserve to the new trust fund at the *FY 2007 Carryover Review*. This \$48.2 million in initial funding will reduce the unfunded liability and, consequently, reduce the annual required contribution to Fund 603. The annual required contribution will be calculated at each valuation and may change as a result of fluctuations in assets and liabilities. In addition to the annual General Fund transfer, any balances identified in Fund 506 at future quarterly reviews as a result of excess revenues received from employer contributions will also be considered for possible transfer to Fund 603 to assist in addressing the County's unfunded OPEB liability.

► Mandate Information

There is no federal or state mandate for this LOB.