



# Lines of Business (LOBs): Context and Background

January 19, 2016

# LOBs: A Multi-Year Process in Summary

- ▶ Presentation of LOBS (January - April 2016)



- ▶ Discussion of LOBs (January - April 2016)



- ▶ Next Steps (Phase 2) identified by the Board (January - April 2016)



- ▶ Project plans/timelines developed by staff (April - June 2016)



- ▶ Reports to the Board on projects (Fall 2016 - July 2017)

# Context for the LOBs

- ▶ Launches a multi-year process to shape the County's strategic direction and validate our priorities by facilitating necessary conversations with the community
- ▶ Provides an opportunity for the Board to go over all of the LOBs in as much detail as necessary
- ▶ We have built a schedule as a framework but will be flexible in response to the conversation that the Board has on each presentation

# Context for LOBs (continued)

- ▶ In the initial year, the LOBs process:
  - Engages with the community to review the LOBs information, begin a dialogue, delve deeper in areas of interest, ask questions, and provide feedback
  - Requests guidance and input from the Board of Supervisors
- ▶ The LOBs discussion will help identify what services the community wants the County to provide/fund as well as those that are a lower priority
- ▶ The Board will then have the inputs it needs for future year budget decisions

## Context for the LOBs (continued)

- ▶ Focus on the approximately 47 percent of the General Fund that is non-school as well as all other non-General Fund services
- ▶ The intersection with Fairfax County Public Schools is collaboration on several cross-cutting areas to identify opportunities
  - Initial Focus areas include:
    - Transportation services
    - School Health services
    - Behavioral Health services
  - This work is also anticipated to cross multiple years
  - Staff will present first phase recommendations at a joint meeting of the Boards on March 29

# Presentation of LOBs: Department Work To-Date

- ▶ Departments have worked extremely hard on the LOBs process already
- ▶ LOBs provide the community and the newly elected Board with a detailed review of what we do, how we do it, and how well we do it
- ▶ Lays out the context in which services are provided
  - ▶ Population growth
  - ▶ Demographic shifts
  - ▶ Many others

# Presentation of LOBs: Department Work To-Date (Continued)

- ▶ Each LOB includes:
  - ▶ An outline of the **purpose** of the LOB
  - ▶ A discussion of **challenges and trends** including opportunities for efficiencies / alternatives
  - ▶ The **resources** (positions and dollars) required to provide the LOB as well as the funding source
  - ▶ A **description** of how the LOB is performed and who performs it, and the partnerships/collaboration that are leveraged
  - ▶ An explanation of the **benefits** of the LOB
  - ▶ Relevant **mandates**
  - ▶ **Metrics** to illustrate how efficiently and effectively the LOB is performed or where improvements may be needed

# Presentation of LOBs: In Summary

- ▶ The entire universe of what the County does (outside of the operating transfer to FCPS)
- ▶ More discrete than the County budget presentation
- ▶ Not necessarily aligned to the County organizational structure
- ▶ As a result, 390 LOBs across the organization have been presented with approximately 1,900 pages of information inventorying what we do



# Presentation of LOBS: Vision Elements



## VISION OF FAIRFAX COUNTY

*Our Core Purpose*  
*To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County by:*

### Our Vision Elements

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

# Presentation of LOBs: Alignment to the Vision Elements

- ▶ To facilitate in the LOBs conversation and enable some basic quantitative analysis, each individual LOB has been reviewed in relation to the County Vision Elements:
  - The Vision Elements are a long-standing categorization of all County services:
    - Designed to include the entire universe of what the County does (outside of the operating transfer to FCPS)
  - The alignment process is not a scorecard but rather a way to show how important LOBs are to achieving the Vision Elements
  - Individual LOB alignment shows how resources are allocated in relation to the LOB evaluation as part of the 2016 discussion
  - In the aggregate, LOB alignment demonstrates how programs support the County's Vision Elements as currently defined
    - Previous rounds of budget reductions have impacted various programs

# Presentation of LOBs: Alignment to the Vision Elements

- ▶ Departments undertook a two-step process for each LOB:
  1. Determined applicable Vision Element(s) that each LOB supports. For each LOB, departments considered the Vision Element definitions and clarifying statements to see if it fit in the Vision Element.
  2. Determined how essential the LOB is in achieving the objective(s) of each Vision Element.
  
- ▶ The LOBs Committee and DMB also reviewed LOBs for consistency then discussed differences with the department(s)
  
- ▶ The County Executive and Deputy County Executives also reviewed and confirmed the alignments

# Presentation of LOBs: Now Available

## ▶ All LOBs documents are available online

- [www.fairfaxcounty.gov/budget/2016-lines-of-business.htm](http://www.fairfaxcounty.gov/budget/2016-lines-of-business.htm)
- Given the volume of information, limited number of printed copies are available

## ▶ Citizen's Guide

- printed for widespread distribution
- describes process
- presents summary information
- explains how to access more detailed information

## ▶ Online access is robust

- LOBs can be accessed by:
  - LOB number
  - Department
  - Program Area
  - Agency presentations to the Board
  - Date of presentation
- All information will also be available to the Board through Diligent

# Presentation of LOBs: January- April 2016

- ▶ Opportunity for Discussion
  - PowerPoint presentations by departments - “telling our story”
    - Focus on trends, challenges, metrics and looking forward
  - Format will encourage discussion with the Board
  - Questions answered
  - LOBs Q&As identified for research and follow-up
  - Potential items for next steps captured for further discussion
  - Staff will keep track of issues raised by the Board and have those lists available for the Board each meeting
  - Staff will record recaps of the meetings
  
- ▶ Agencies have time allotted based on size and complexity; however, this is an estimate - if more time is needed, the schedule will be adjusted

# Discussion of LOBS: Input from the Community

- ▶ Goal of broad-based involvement:
  - Online opportunities for in-depth review of information and submission of questions.
  - Meetings throughout the County to share the details of the first phase of the process and direct the community to the online opportunities (as part of the budget meetings that occur in February, March and April sponsored by Board members, civic associations, and community groups).
  - Countywide survey to be developed and available mid-February to mid-March
    - Responses will be provided to the Board by late March
  - Three focused presentations in the community to respond to FAQs and to solicit additional input.

# Discussion of LOBs: Input from the Community - Online

## ▶ Review of Documents

- Variety of ways to access the information depending on the interest of the reader
- Submit questions
  - FAQs will be developed and responses will be placed online
- Suggestions for areas of review will be forwarded to the Board

## ▶ Survey - Sample Questions

- What are the most important LOBs for you or your family or community that need to be maintained?
- In the context of constrained resources, what are the LOBs that you think should be identified for further review to look for efficiencies / elimination based on your priorities?

# Discussion of LOBs: Input from the Community - In Person

- ▶ Part of Budget meetings hosted by Board members, civic associations and community groups in February, March and April 2016
  - Review the process and how to participate
  
- ▶ Focused presentations on LOBs will be held to provide more detailed discussions on LOBs:
  - **March 12** from 9:00 a.m. to 11:30 a.m. at the **South County Government Center**
  
  - **March 19** from 9:00 a.m. to 11:30 a.m. at the **Providence Community Center**
  
  - **March 19** from 1:00 p.m. to 3:30 p.m. at the **Government Center**



# Discussion of LOBS: Input from Employees

- ▶ Goal of broad-based involvement:
  - All online opportunities that are available to the community will also be open to employees
  - The County Executive will sponsor brown bag lunches with employees to discuss the LOBs process and solicit input
  - Employees will be kept informed via NewsLinks, the *Team Fairfax Insider* and communication from the County Executive

# Discussion of LOBs: Guidance from the Board

- ▶ The Board will discuss the LOBS, ask questions and request follow-up information if necessary
  
- ▶ The Board will receive community input through:
  - Online questions and comments
  - Survey results
  - Facilitated community meeting summaries
  - Typical constituent communication
  
- ▶ The Board will focus the input and give direction to staff to lay out next steps
  - Staff will develop Phase 2 calendars and work plans based on this input
  
- ▶ Ultimately, the Board will be better positioned to develop a sustainable financial plan that supports services/invests in Fairfax in future years based on the discussion that begins with LOBs

# Next Steps

- ▶ The Board will direct the “Next Steps” based on the conversation about the LOBs

# Some thank Yous

- ▶ Department heads
- ▶ Department staff
- ▶ LOBs Committee
- ▶ DMB staff

# As We Get Started: Agenda for LOBs Meetings

- ▶ Contextual Overview by the Deputy County Executives
  - Trends / Projection over next 5-10 years
  - Demographics
  - Workloads
  - Metrics
  - Opportunities for redesign
  - Services under stress (inclusive of all LOBs)
- ▶ Overview by Department (template for each Department the same)
  - Summary of LOBs
  - More details on opportunities for redesign and services under stress
- ▶ Review of FAQs generated by community comments to-date in this program area
- ▶ Questions from the Board - follow-up
- ▶ Suggestions, directions, discussions

# Questions?