



2016 LOB Presentation Meeting Recap

Tuesday, March 29, 2016

Board Members Present:

Sharon Bulova, Chairman
Penelope Gross, Mason District (Vice Chairman)
John Cook, Braddock District
John Foust, Dranesville District
Pat Herrity, Springfield District
Catherine Hudgins, Hunter Mill District
Kathy Smith, Sully District
Linda Smyth, Providence District
Daniel Storck, Mount Vernon District

Elections (Cameron Sasnett, Kate Hanley)

<http://www.fairfaxcounty.gov/dmb/lob/2016/g1515-ppt.pdf>

- Discussion regarding list cleanup process.
 - Federal and state requirements.
 - Use information from the Post Office to identify potential changes.
 - Efficiency and fairness important.
 - Complicated process to remove voters from the rolls based on federal and state requirements.
 - Registration from another jurisdiction activates a removal and it is quicker than inactive voters.
- Expenses for voting machines budgeted in an Information Technology project and funded over many years.
- Future technology is large unknown.
- Voter cards no longer exist per se which may contribute to voters not knowing where they are supposed to vote.
 - There are some applications that can be accessed online to identify where one should go to vote.
- Confusion among voters regarding where absentee ballots can be dropped off.
 - Expectation that should be able to drop off anywhere.
 - This will be addressed via public information campaign.
 - Exploring changes in satellite drop offs – need legal questions answered
- Challenges include:
 - Size of Fairfax County.
 - Post Office in absentee process.
 - Technology requirements limit places that can be used for polling.
- Outreach efforts based in part on provision ballot data.
 - High schools easy to determine who will be voting age by the next election.
 - Local grocery stores may be another option.
 - Connect with civic groups to assist with outreach.
 - Wants to see more on outreach.
- Trends in cost per voter data discussed.
 - Cost efficiency gains are limited by requirements regarding how to process applications.
 - Are there ways we can implement best practices from other areas like Oregon?
- ? Supervisor Herrity – Provide cost per voter for comparative jurisdictions, normalizing benefit costs.

Vehicle Services (Mark Moffatt, Marguerite Guarino, Michelle Davis)

<http://www.fairfaxcounty.gov/dmb/lob/2016/60010-ppt.pdf>

- Competitiveness and recruitment issues being experienced by the Department of Vehicle Services staff discussed.
 - Each grade was increased by one grade a couple years ago after a review of county staff to the market.
 - Many young mechanics cannot afford to live in Fairfax County.
 - Competitiveness diminished during years when County employees did not receive salary adjustments.
 - ⌚ Revisit competitiveness and recruitment issues in the Department of Vehicle Services, including comparisons to the private sector, as part of Personnel Committee.
- Department of Vehicle Services' labor rate includes benefits.
 - Bonuses paid annually based on number of certifications, but not part of the base.
- ? Supervisor Smyth – What is the budget impact of the bell schedule change by the Fairfax County Public Schools?
- Discussion regarding use of the approximately 800 non-bus FCPS vehicles was discussed.
- Fringe benefits are included in the billing rate to FCPS.
- Replacement costs are also included in the billing rate to County agencies and FCPS.
- ⌚ Longer term strategy needed to establish a school bus replacement fund.
 - School buses should be replaced after no more than 15 years.
 - Goal is 12 years.
- Employees filling the county car at the fuel pump is tracked.
- Vulnerability regarding pumping fuel into a non-authorized car is mitigated by program guidelines put in place.
- Vehicles must meet age and mileage criteria to be replaced.
 - Police vehicles ideally replaced in 4 years but pushed to 6 for budgetary reasons.
 - Idling (does not put mileage on vehicle) is an issue for the technology tools in the cruiser.
- Partnership with County high schools for potential employees discussed.
 - Program was stronger years ago.
 - Program has been impacted by budget constraints.
 - Need more seasoned mechanics for much of the work.
- Training for employees with respect to environmental requirements discussed.
 - Must comply with all Department of Environmental Quality and Environmental Protection Agency requirements.
 - Extensive training for employees and documentation on spills etc.
- Using retread tires for some trucks and school buses.
 - Cost of retread tire is 40% of a new tire.
 - Advancements have been made so this is not a safety issue.
 - Only purchase retread tires from the three highest quality companies.
- ⌚ Review the County's vehicle fleet, including the effectiveness of the motor pool, utilization of non-public safety sedans, and age/mileage of vehicles that have been replaced.
- Most police cars are not resold given heavy use.
- Specialized equipment is taken out of vehicles before they are sold
- Vehicle availability discussed.
 - Industry standard is 95%, DVS is 97%.
 - Customer expectations are sometimes out of line with what is possible given size and diversity of fleet.
 - Have tried to limit the variability with vehicles to facilitate parts inventory etc.
 - Satisfaction with the Police Department has increased over time.
 - Communicate with agencies on a monthly basis to remind about regular maintenance.
- Meaningful metrics complimented.
- Specialized equipment and amount of equipment increases the cost of Police Department vehicles.
- Safety metrics discussed.

Facilities Management (Jose Comayagua, Michael Lambert, Laura Seidler, James Dove)

<http://www.fairfaxcounty.gov/dmb/lob/2016/g0808-ppt.pdf>

- ? Supervisor Gross – Provide a list of buildings maintained by Facilities Management Department (FMD) by magisterial district prior to 4/1 Capital Improvement Program (CIP) discussion.
- ? Supervisor Smith – Provide a list of properties leased by the County.
- Supervisor Smyth – Custodial services are based on basic standards adjusted for unique needs.

- Every other day trash pick-up and vacuum.
- Every day restrooms, community rooms and public spaces are cleaned.
- Space categories:
 - ✦ Total Gross Space – include all space, such as mechanical rooms etc.
 - ✦ Rentable space - includes usable space, lobbies, etc.
 - ✦ Usable space – used by end user.
- **?** Supervisor Hudgins – Compare the County’s living wage to the wages paid by contractors providing custodial services.
- **?** Supervisor Herrity – How does Facility Management’s cost per square foot maintained compare to the Building Owners and Managers Association benchmark for the Washington DC/VA Market when fringe benefits are normalized?
- **?** Supervisor Herrity – Provide the square footage by employee by office building.
- **?** Supervisor Herrity – Provide a list of buildings with higher than average maintenance costs prior to the 4/1 CIP discussion.
- **?** Supervisor Storck – Provide information on how to access online custodial services contract details.
- Energy management part of every building assessment to ensure maximum efficiency.
- **?** Supervisor Storck – Describe the energy savings that the County has generated and what other opportunities there are going forward.
- Custodial contracts:
 - 13 contracts currently
 - Geographically organized.

Cable and Consumer Services (Michael Liberman, Rebecca Makely)

<http://www.fairfaxcounty.gov/dmb/lob/2016/g0404-ppt.pdf>

- Potential revenue hit to the County as a result of residents moving away from cable services discussed.
 - Impact has been minor to date.
 - Long term- If cable subscription model goes away revenues will be significantly impacted.
- Shift of mail services will be seamless to the user.
- Green screen technology will help speed the process of setting up/taking down of a set.
- None of the 9,000 reservations for space handled generate fees.
 - Policy to charge fees discontinued in 2008 due to public outcry.
- Intersection and collaboration with Office of Public Affairs discussed.

Transportation (Tom Biesiadny, Todd Minnix, Eric Teitelman, Todd Wigglesworth, Mark Canale)

<http://www.fairfaxcounty.gov/dmb/lob/2016/transportation-ppt.pdf>

- Chairman asked if anyone from FCPS was present to listen to the presentation.
- Staff pointed out that transportation intersections between County and FCPS will be discussed on 4/1.
- Supervisors expressed gratitude to the department for all of its hard work.
- Recently met with Connector employees regarding contract negotiations. What is the status?
 - Executed a two year extension in February.
 - Moving forward and staff will facilitate issues being raised by employees.
 - ⌚ Brief the Board on the Connector contract negotiations at a Transportation Committee meeting.
- ⌚ Consider development of videos similar to the Student Free Pass Program aimed at FCPS students and older adults regarding use of the Connector system.
- Next Bus technology status discussed.
 - Currently being installed and will be fully implemented by the fall.
- **?** Supervisor Herrity - Provide five years of cost per passenger mile and other efficiency data, as well as metrics compared to other
- **?** Supervisor Herrity - What on-time metrics are tracked?
- **?** Supervisor Herrity - Please describe how much is spent on each mode of transportation.

- ⌚ Refer the issue of how to highlight bike transportation more prominently as part of future transportation plans and projects to the Transportation Committee.
- Department's skill and success at blending diverse and complicated funding streams together was complimented.

Civil Service Commission (Sara Simmons, Chris Eichmann, Liz Gallop)

<http://www.fairfaxcounty.gov/dmb/lob/2016/g4141-ppt.pdf>

- Chairman impressed by the small size of the office and the number of partners they use to augment provision of service.
- There is a partnership with George Mason that is a resource for the Commission.
- Depth of Alternative Dispute Resolution (ADR) complimented.
 - Discussion took place regarding work in the community.
 - ✦ Commission focuses on County employees.
 - ✦ Recently created a partnership with DOT to help with community interface.
 - ✦ Because of size, the Commission is a request based agency that responds to needs/problems identified by agencies/employees.
- Discussion took place regarding differences like language, ethnicity, race, culture.
 - Mediation addresses these areas as they arise.
 - Could look into and address more as part of the ADR program.
- Commission stipend is \$400/\$500 for the entire appeal, regardless of length of time.
- Regarding the increase from 5 to 12 commissioners:
 - Three commissioners at one time.
 - It is a rotation based on random draw.
 - The commissioners are very interested in participating and are actively engaged in the process.
- There is fair representation on the Commission (e.g. minorities, women).
- The relationship with FCPS was discussed.
 - Stronger in the past.
 - Three day certification training used to be joint. Now, based on changes in FCPS program, the training is done in partnership with the courts.
 - For peer mediation conferences, County helps staff and the peer mediation program for students is offered by FCPS because it is considered an essential life skill.
- FCPS and Civil Service Commission are fairly independent.
 - Three day mediation used to be for teachers as well but that program changed in the schools and they are not required. However, anyone who is interested, FCPS or county can take training.
 - Fifth step in FCPS grievance process can utilize the ADR program based on Superintendent referral.

Human Resources (Cathy Spage, John Clough, Robin Baker, Sherry Rowe, Leslie Amiri, Kristen Resta, Kathy Mehraban, Susan Kirkman)

<http://www.fairfaxcounty.gov/dmb/lob/2016/g1111-ppt.pdf>

- Congratulated Cathy Spage, Acting Human Resources Director, for her good work as acting director for two months.
- Discussion took place regarding succession planning/knowledge transfer and how to professionalize the DROP program transfer to benefit the organization.
 - Succession planning and knowledge transfer will focus on the point of entry into DROP as being the starting point for planning.
 - Create expectations of the employee, formalize the process and make sure the organization gets what is needed.
 - DHR is working on a plan.
 - ⌚ Personnel Committee should review and discuss how DROP has been used and if the County has benefitted to formalize a plan going forward.
 - Given that the County did not receive all of the final guidelines until January, staff did a great job getting the 1095 forms out.
- Retention Rate (Slide 27)
 - ⌚ Standardize calculation of retention rates across County agencies.

- Differentiate voluntary and involuntary separation.
- Provide additional information at a Personnel Committee meeting
- Discussion took place regarding whether or not the County has standard exit interviews.
 - There is a Survey Monkey tool.
 - A letter is provided to employees separating from the County.
 - This is an opportunity for employees to provide feedback without their manager hearing.
 - DHR is considering implementation of an Engagement Survey to help reduce separations where something could be done to retain the employees.
- **?** Supervisor Herry – Provide five years of data on the Department of Human Resources cost per hire.
- **?** Supervisor Herry – Provide a list of required training, including ethics.
- **?** Supervisor Herry – Provide a list of County training contracts.
- Discussion took place regarding decisions on the delivery of centralized or decentralized training.
 - Bulk of training coordinated and delivered by Organization Development & Training (OD&T) in DHR.
 - Human Services offers some complementary, but non-duplicative training to their staff, as well as other County employees.
 - If an agency wants training, DHR will coordinate to find contracts and ways to deliver for multiple agencies.
- Discussion took place regarding de-centralized HR roles.
 - Payroll contacts and HR Managers.
 - Primarily for Separation of Duties.
- **?** Supervisor Storck – How many staff provide human resources services throughout the County and how does this relate to the total County employee count?
- Slide 30 Trends and Challenges – Shifting from cradle to grave to performance centric model – what specifically is being done or is a general trend.
 - Keep performance an ongoing conversation not just at the evaluation.
 - Helps employees feel valued and correcting the course sooner rather than later.
 - Creates goal setting and starting a conversation to engage throughout the year.
 - Set expectations, create opportunities to grow and be promoted.
- **?** Personnel Committee to review current exit survey process.
 - Confirm the data requested by the BOS is being collected (e.g. would a change in the compensation system help retain employees or attract new employees)?
- Confirm there is not duplication of staff with the de-centralized/centralized model.
 - Comfort level we are not duplicating administrative oversight.
 - **?** Summarize centralized/decentralized model as part of the wrap-up, including how the employees in decentralized roles interact with the central agencies.
 - **?** Supervisor Cook - Describe the County's hiring process, highlighting the role of the decentralized agency staff as well as that of the Department of Human Resources staff.
 - There are differences between DHR agency and someone acting in an HR function within an agency.
 - Want to ensure that everyone understands that the County does not have DHR offices spread out in agencies.
 - Need centralization to confirm we are following regulations and laws.