Introduction

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

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

Phase 1

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

Phase 2

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

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

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

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

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

- Transportation services

- School Health services
- Behavioral Health services

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

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

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

LOBs Documents

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

Department/Fund-Level Information

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

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

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

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

LOB-Specific Information

Purpose - A statement of why the LOB is performed.

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

Benefits - An explanation of the benefits of the LOB.

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

- Mandated by who
- Source of mandate / code citations

Trends and Challenges

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

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

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

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

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

Alignment with County Vision Elements

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

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

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

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

Maintaining Safe and Caring Communities

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

LOBs that support this Vision Element may:

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

Building Livable Spaces

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

LOBs that support this Vision Element may:

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

Connecting People and Places

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

LOBs that support this Vision Element may:

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

Maintaining Healthy Economies

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

LOBs that support this Vision Element may:

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

Practicing Environmental Stewardship

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

LOBs that support this Vision Element may:

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

Creating a Culture of Engagement

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

LOBs that support this Vision Element may:

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

Exercising Corporate Stewardship

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

LOBs that support this Vision Element may:

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

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

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

The LOB is aligned as essential if:

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

and

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

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

The LOB is aligned as extremely important if:

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

and

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

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

The LOB is aligned as important if:

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

and

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

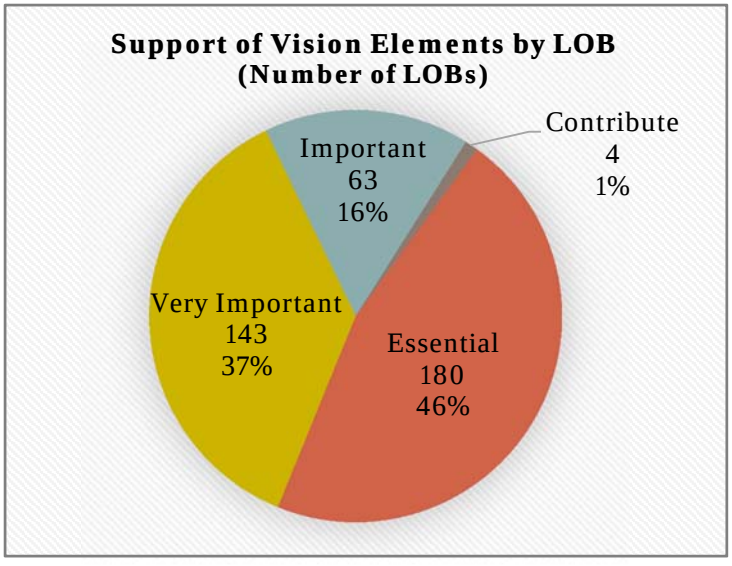
Does the LOB <u>contribute</u> to achieving the Vision Element?

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

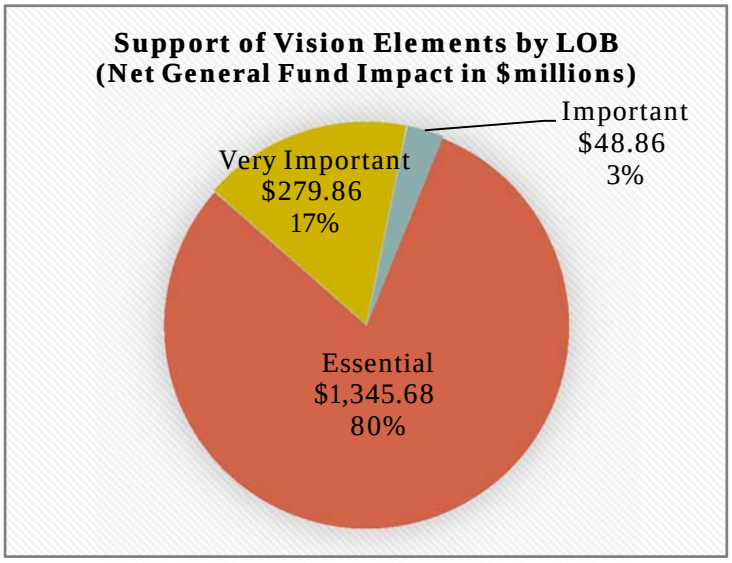
- This categorization may be applicable in cases where the LOB indirectly supports other department efforts to achieve the objective of this Vision Element.

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

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

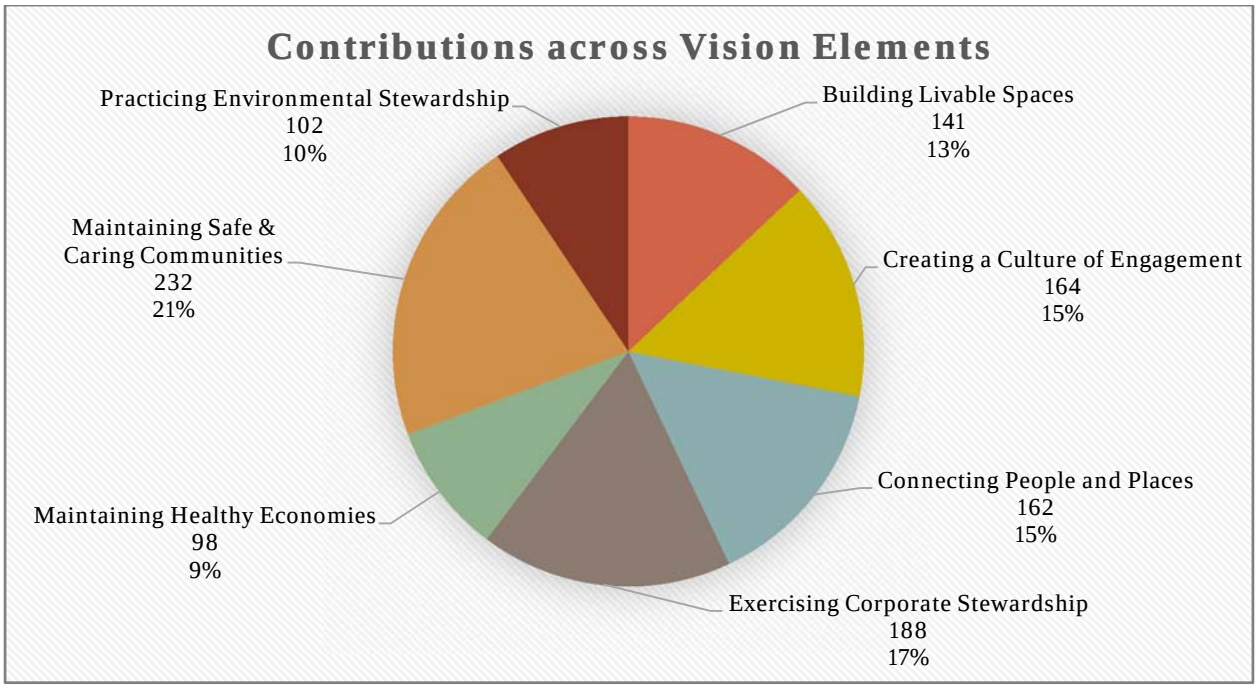


When LOBs are viewed based on Net General Fund impact (as displayed in the chart on the right), it becomes clearer that the County's resources are dedicated to those LOBs that contribute more directly to the Vision Elements. Over 80 percent of Net General Fund resources are associated with LOBs deemed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



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

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



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

LOBs by Vision Element

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

MAINTAINING SAFE AND CARING COMMUNITIES

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

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

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

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

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

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

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

BUILDING LIVABLE SPACES

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

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

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

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

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

CONNECTING PEOPLE AND PLACES

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

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

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

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

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

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

MAINTAINING HEALTHY ECONOMIES

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

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

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

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

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

PRACTICING ENVIRONMENTAL STEWARDSHIP

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

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

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

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

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

CREATING A CULTURE OF ENGAGEMENT

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

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

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

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

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

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

EXERCISING CORPORATE STEWARDSHIP

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

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

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

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

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

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

LOBs Discussion

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

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

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

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

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

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