

# **COUNTY STAFF PRESENTATION TO THE BOARD OF SUPERVISORS**

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*Budget Workshop*

***LINES OF BUSINESS REVIEW / BUDGET  
DEVELOPMENT AND PUBLIC INPUT PROCESS***

*March 8, 2008*

# Lines of Business (LOBs) Review

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- September 2007 - County began review of discrete Lines of Business (LOBs)
- Exercise will be the first year of a two-year process and is designed to meet several distinct objectives
  - Provide the Board of Supervisors with a comprehensive overview of County services
  - Provide the Board of Supervisors and the public with a comprehensive educational tool regarding the array of programs and services the County is responsible for providing as well as their cost and implications related to service delivery
  - Provide a participatory process for the Board and the public to work together to identify strategic program adjustments along with strategies to align county programs with expected revenue situation

# How do we use LOBs?

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- County has completed LOBs exercises or other program inventory reviews in previous years
  - First LOBs process in 1993
  - Follow-up in 1996
  - Inventory of County Activities, Programs and Services (ICAPS) in 2001
  - Previous analyses were instrumental in
    - identifying the wide variety of services and responsibilities addressed by county agencies
    - providing performance and cost data regarding the efficiency and effectiveness of these services
    - identifying potential modification, reductions or elimination of selective programs in 1996 as part of the annual budget process

# What are in LOBs?

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- Summary of what County agencies do
  - Discrete programs and services
    - How/why are they provided?
    - What do they cost?
    - Who is served?
- Utilizes budgetary data from the FY 2008 Adopted Budget Plan
- January 2008 LOBs are organized into four volumes, comprising 1,268 pages detailing 310 discrete LOBs

# LOBs Volumes...

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## Index

### Volume 1 - Public Safety, Courts and Community Development

- Public Safety
- Courts
- Development and Planning
- Transportation

### Volume 2 - Human Services

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

### Volume 3 - Public Works and Environmental Services and General Government

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

## For Each Agency...

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- *LOBs contain:*
  - Agency Mission/Focus
  - Agency Budget and Staff Resources
  - Discrete discussion by LOB of service and costs which includes information on customers, how service is provided, what program benefits are etc.
  - Impact of Mandates
  - Performance Measurement references including some discussion of benchmarks (with much more benchmark information in budget documents)

## LOBs on the Web

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The January 2008 Lines of Business (LOBS) presentation is available and ready for distribution in hard copy, as a CD and online at [http://www.fairfaxcounty.gov/dmb/2008\\_LOBs.html](http://www.fairfaxcounty.gov/dmb/2008_LOBs.html).

Note: there are a limited number of hard copies

# FY 2009 and FY 2010 Budget Development and Public Input Process

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- Our strategic budget development philosophy has been to streamline internally
- Have employed a number of strategies in FY 2008 and FY 2009 to meet the very slow growth (or in fact decline in FY 2009) of revenue
- Short term fixes are not sufficient to carry the County through additional years of revenue shortfalls
- Going forward our approach will require strategic and fundamental adjustments to how we do business



# What do we do now?

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- Board – Validate Process
- Board - Review the Budget and LOBs documents to understand what information we already have
- Board - Ask questions to focus the process / information being prepared
- Board with DMB work to identify potential reductions/savings/reorganization opportunities
- DMB staff - Develop calendar in preparation for FY 2010
- DMB staff - Develop templates for agency reporting to Board
- DIT/OPA/DCCCP/DMB staff - Prepare technology resources
- Board/OPA – Begin informing the public of the process for FY 2010
- All Agency staff – Complete presentation information for the Board / Start answering questions

# How do we approach 2010?

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- Utilize information in the LOBs and other documents
- Call on the expertise of County staff
- Focus on performance measurement data, strategic plans, benchmarks, best practices and balanced scorecard
- Enhance public participation and input early in the process
- Identify specific parameters to include some combination of:
  - Vision for County Services
  - Focused program reductions/redesigns or eliminations
  - Revenue enhancements

# Focus on Information

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- Use of LOBs documents and staff input:
  - BOS workshops with agency directors and staff to drill down on the LOBs and understand fully what agencies do, who benefits from the services and what the impact of program adjustments would be (September/October)
  - Regular Q&As for County staff based on input from the public and the Board to focus on issues of importance to the community (Spring - Winter)

# Encourage Public Input

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- Public Input Process (Spring - Winter) would involve:
  - Beginning in May begin a process for Q&As from the public on budget and LOBs with response back to public and the Board of Supervisors
  - Comprehensive opportunities for public participation including but not limited to:
    - Using communications and meetings with public groups and neighborhood associations much earlier in the process not just after release of the Advertised Budget
    - Schedule opportunities for public meetings throughout the County to provide opportunities for community input and discussion
    - Board public hearing for comment and suggestions on development of the FY 2010 Budget

## Encourage Public Input (continued)

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- As well as using electronic opportunities such as:
  - Online, moderated discussions between the community and County staff and the Board
  - An enhanced communication presence including e-announcements
    - Year-round budget news to keep the community engaged at all times
    - Expanded use of RSS newsfeeds, essentially serving as a budget e-newsletter
    - Enhanced use of e-mail for input and questions

## Encourage Public Input (continued)

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- Focused budget podcasts
- Reaching the public through the County's social networking pages on:
  - MySpace
  - Facebook
  - YouTube
- Monitoring community blogs to provide a real time response to incorrect information

# Goal of Public Input

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- These and other avenues would be focused on:
  - Soliciting public input
  - Ensuring broader based community involvement than we have ever had in the past during previous intensive reviews of County services
  - Meeting communication needs of the changing public and media landscape

# Must include Schools

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- Workshop(s) with Schools (September)
  - Partner in this very deliberate process
  - Keep School Board and staff aware of the current fiscal climate
  - Understand what issues Schools are facing as they plan for 2010 and beyond



## Process leads to...

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- Compilation of data gathered
- Updated revenue forecasts
- Set specific parameters of extent of reductions required in terms of \$ or % of budget (late Fall)
- Board provide County Executive and staff with Strategic Directions on alternatives to be developed to address shortfall. Could include:
  - Specific programs to modify/eliminate
  - Revenue enhancement and diversification strategies, etc. (late Fall)

## In Summary, our approach...

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Ensures that the FY 2009 and FY 2010 Budgets are developed to achieve a Balance among difficult choices

In addition, for FY 2010,

- ❑ A sustainable approach to adjustments
- ❑ Public input incorporated
- ❑ Makes the Public aware of choices/balancing/trade-offs which are needed
- ❑ No surprises in February 2009