

# *Fairfax County, Virginia*



## ***LINES OF BUSINESS***

*March 2016*

### **OFFICE OF PUBLIC AFFAIRS**

*County Lines of Business (LOBs)  
Presentation to the Board of Supervisors*



[www.fairfaxcounty.gov/budget/2016-lines-of-business.htm](http://www.fairfaxcounty.gov/budget/2016-lines-of-business.htm)



# OUTLINE OF TODAY'S PRESENTATION

1. Department Overview
2. Facilitating County Success
3. Collaboration
4. Hybrid Model
5. External Communications
6. Media Relations
7. Employee Communications
8. Customer Service
9. Emergency Communications
10. Blizzard of 2016
11. Trends and Challenges
12. Looking Forward

**Note:** See [www.fairfaxcounty.gov/budget/2016-lines-of-business.htm](http://www.fairfaxcounty.gov/budget/2016-lines-of-business.htm) to access all LOBs documents and presentations.



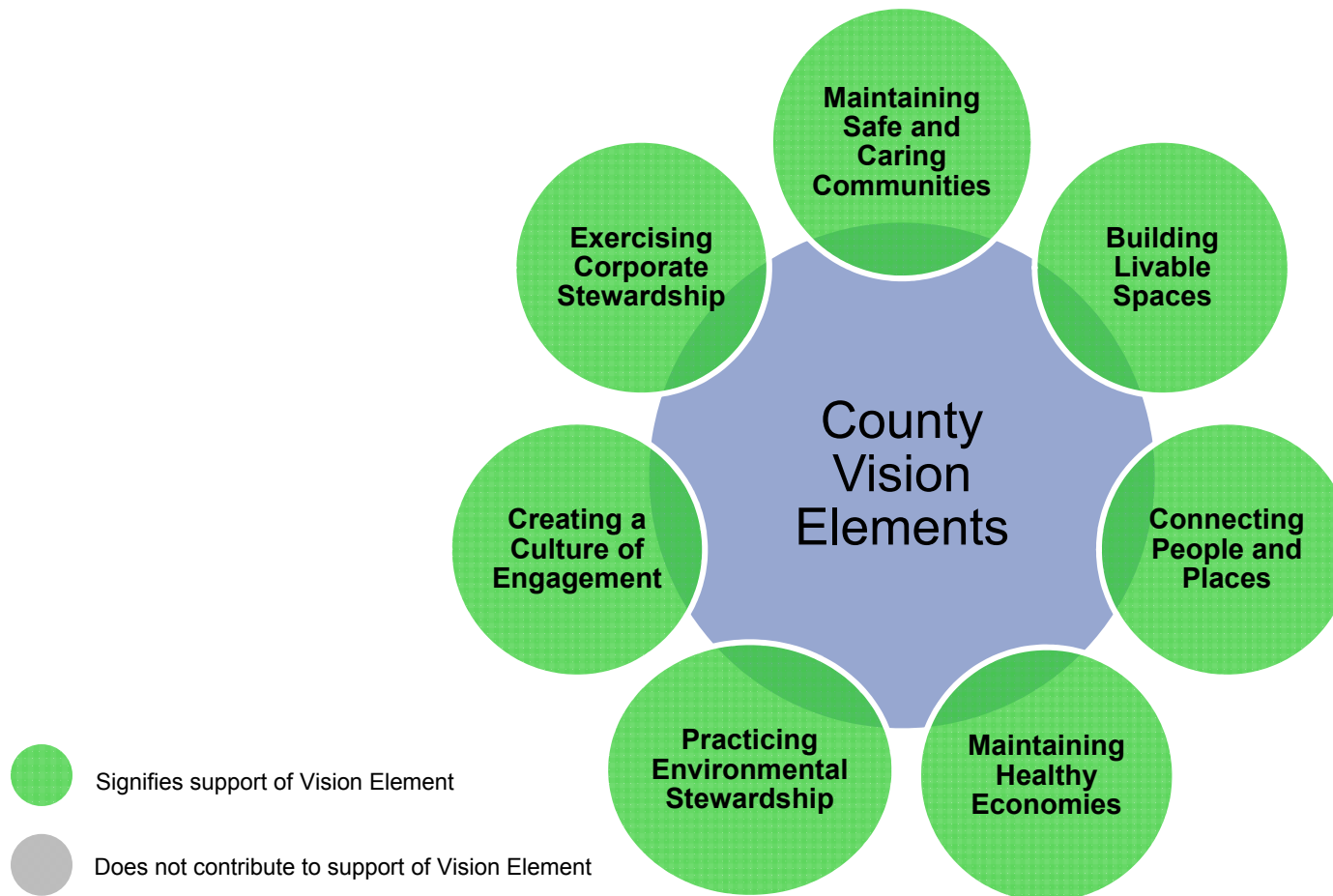
# LOBS AT A GLANCE





# COUNTY VISION ELEMENTS

- The purpose of the LOBs process and the validation process performed by staff and management is to array the relevance of all LOBs according to the County's Vision Elements. Our LOBs support:





# FACILITATING COUNTY SUCCESS







# COLLABORATING TO DEVELOP COMMUNICATION STRATEGY



- Editorial meetings 3 times per week; features weekly editorial plan
- Determine relevant, timely, actionable, community-focused info
- Collaborate with agencies to develop common messages



- County Communicators' meetings monthly
- Set policy, develop strategies and discuss innovative ideas
- Opportunities to coordinate and train county communicators



# COLLABORATION

- OPA **monitors media and social media** in order to:
  - Develop messages in response to the public's needs and concerns
  - Respond to questions
  - Correct misinformation



County of Fairfax, VA – 2016 Lines of Business Presentation



- OPA **shares information** with:
  - Board of Supervisors
  - County leadership
  - County agencies
  - Other partners



# CENTRALIZED + DECENTRALIZED = HYBRID

- **Hybrid model** – Communicators in OPA and embedded in agencies
  - Same structure is used by all other local governments **throughout the region**
- **Common message, many voices** – OPA establishes communications strategy and coordinates with agencies to ensure consistency
- **OPA supports ALL agencies**; OPA staff directly supports the 29 agencies that do not have public information officers or communications specialists
- Communications staff in agencies such as public safety, human services and parks have **targeted audiences and specialized subject matter expertise** not duplicated in OPA
- OPA also **reviews any requests for new positions** or reclassifications of communicators; OPA serves on all Public Information Officer or Communications Specialist interview panels





# COMPARISON TO OTHER JURISDICTIONS

## FY 2016 Data for Centralized Public Information for Area Jurisdictions

Jurisdiction	Population	Budget	Expenditures Per Capita	FTE
City of Alexandria	150,575	\$ 1,271,348	\$8.44	7.0
Arlington County	226,908	\$ 1,189,974	\$5.24	10.0
Montgomery County	1,030,447	\$ 4,932,519	\$4.79	42.9
Prince William County	446,094	\$ 1,126,062	\$2.52	10.0
<b>Fairfax County</b>	<b>1,137,538</b>	<b>\$ 1,226,162</b>	<b>\$1.08</b>	<b>17.0</b>
Prince Georges County	904,430	\$ 880,636	\$0.97	7.0

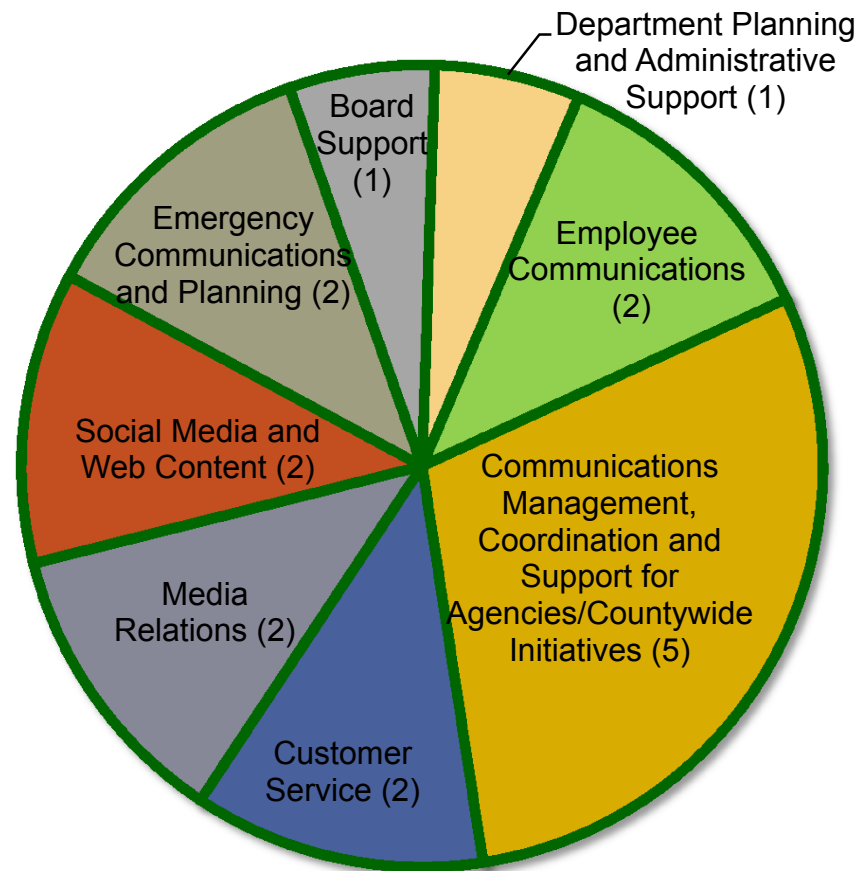
There is significant variation among area local governments in how they handle the public information function.



# BY THE NUMBERS

## Office of Public Affairs Positions

**Since FY 2012,  
OPA's staffing  
has decreased  
15%**



**Versatility among all OPA  
staff ensures continuity of  
operations and enables  
scaling up to meet  
demands of incident,  
event or situation**



# DEPARTMENT RESOURCES

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>FUNDING</b>			
<b><u>Expenditures:</u></b>			
Compensation	\$1,367,454	\$1,276,931	\$1,354,543
Operating Expenses	117,957	129,605	111,501
Work Performed for Others	(255,151)	(259,848)	(239,882)
<b>Total Expenditures</b>	<b>\$1,230,260</b>	<b>\$1,146,688</b>	<b>\$1,226,162</b>
<b>General Fund Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost/(Savings) to General Fund</b>	<b>\$1,230,260</b>	<b>\$1,146,688</b>	<b>\$1,226,162</b>
<b>POSITIONS</b>			
<b>Authorized Positions/Full-Time Equivalents (FTEs)</b>			
<b><u>Positions:</u></b>			
Regular	18 / 18	18 / 18	17 / 17
<b>Total Positions</b>	<b>18 / 18</b>	<b>18 / 18</b>	<b>17 / 17</b>



# LOBS SUMMARY TABLE

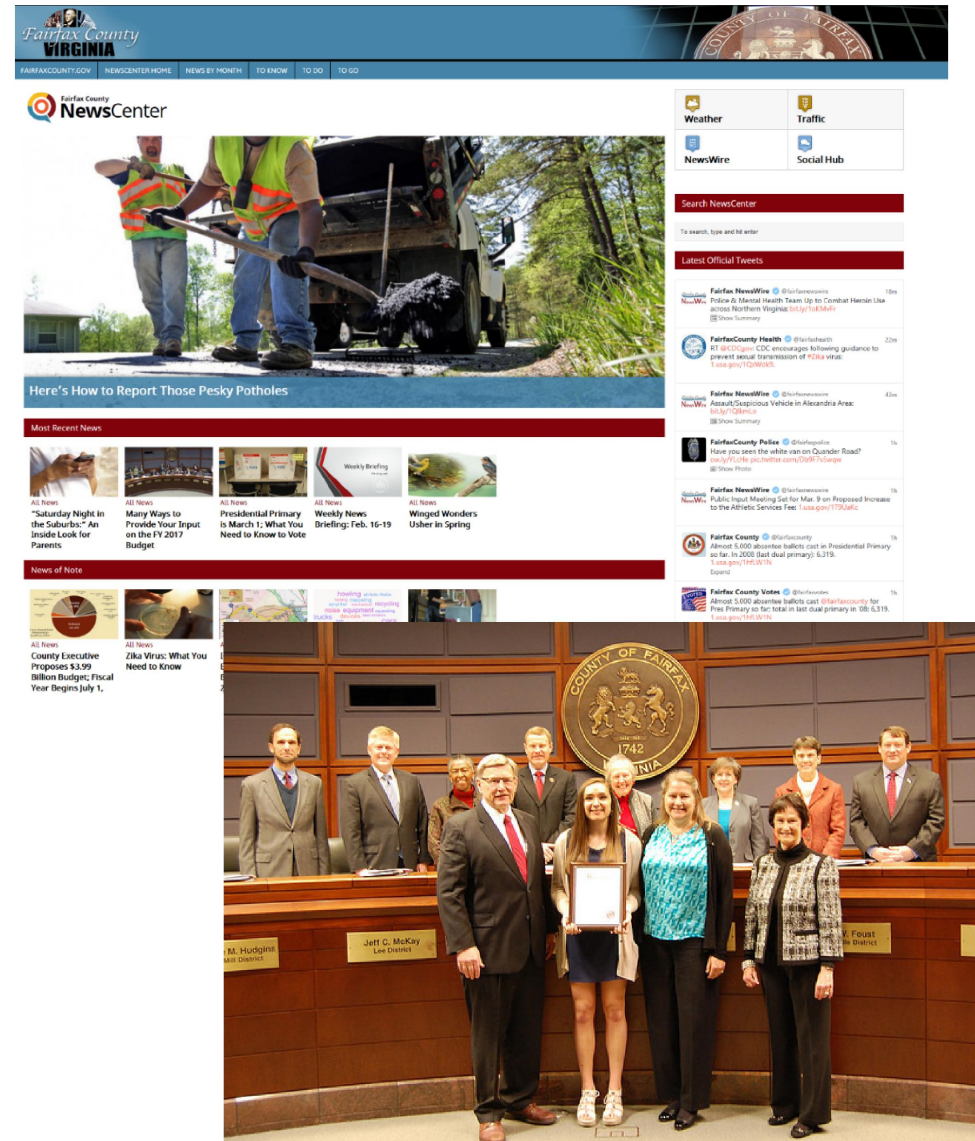
LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
36	Employee Communications	\$175,925	2
37	Communications Management, Coordination and Support for Agencies / Countywide Initiatives	371,064	5
38	Customer Service	175,925	2
39	Media Relations	146,604	2
40	Social Media and Web Content	50,970	2
41	Emergency Communications and Planning	100,427	2
42	Department Planning and Administrative Support	87,963	1
43	Board Support	117,284	1
<b>Total</b>		<b>\$1,226,162</b>	<b>17</b>

\* *Work Performed for Others (WPFO) offsets some costs of individual LOBs above*



# EXTERNAL COMMUNICATIONS

- **Create, manage and publish to countywide channels** (45 digital channels) including NewsCenter, social media, audio, video and website.
- Policy, strategy and training for all agencies in **social media and Web content**.
- Lead/support **countywide, multi-agency and issue-based communications** strategies.
- **Board of Supervisors** presentations and events.







# METRICS



## Facebook Reach

**FY 2013: 6,659,856 → FY 2015: 28,313,758**

An increase of **325.1%**



## Twitter Impressions

**FY 2014: 14,746,461 → FY 2015: 23,550,698**

An increase of **59.7%**



## YouTube Minutes Watched

**FY 2013: 183,136 → FY 2015: 408,785**

An increase of **123.2%**

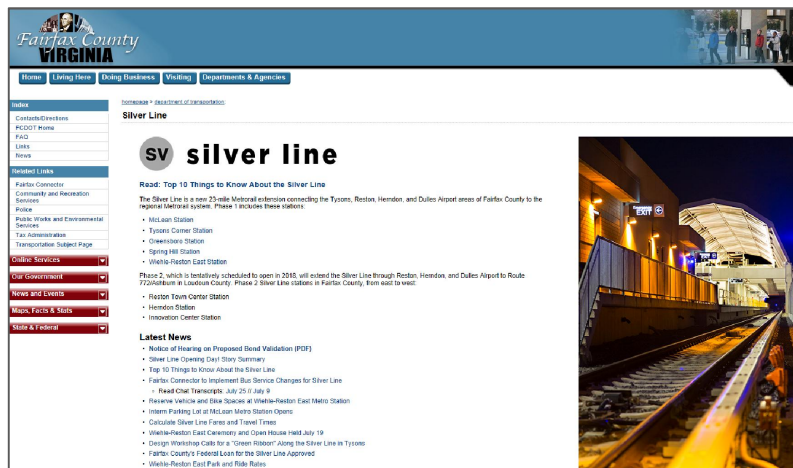


Most YouTube videos are produced by Channel 16



# EXTERNAL COMMUNICATIONS: WEB CONTENT

- OPA **partners with DIT** to manage Web content on approximately 24,000 Web pages
- OPA conducts **Web Content Reviews** to ensure compliance with Web standards, including ADA compliance, eliminating dead links and improving overall Web usability



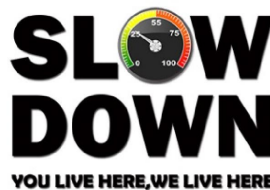
## OPA staff experts consult, build and/or update Web pages:

- Police Commission
- Diversion First
- Economic Success
- Fairfax Alerts
- Energy Action Fairfax
- General District Court
- Code Compliance
- Animal Shelter
- Silver Line
- Library
- Tax Administration
- Starting a Business
- Board of Supervisors Main Pages
- Stuff the Bus
- Office of Emergency Management
- Elections & Election Commission



# MEDIA RELATIONS

- Director is county **media spokesperson**
- OPA responds to and coordinates **media inquiries 24/7**
- **Monitors media coverage** and includes links in NewsLink
- In FY 2015 OPA responded to:
  - **610 media inquiries**
  - **228 VFOIA requests**
- OPA actively **pitches story ideas** to the media; recent successes:
  - Diversion First
  - Absentee Voting
  - Innovation Districts
  - Slow Down



**OPA manages countywide communications and facilitates effective inter-agency communications** through strategic and technical consultation.

- # Team Fairfax Insider
- The official publication of Team Fairfax • Jan. 22, 2016 • Issue #67
- ## Inside
- New members of Board of Supervisors begin term.
  - Changes coming for county technology.
  - Greetings from... Government Relations.
- Get the Picture (Above): DPWIS Assistant Director Joe Bust spent a day out in the field with a team from solid waste collection recently (his third in two weeks with the agency) getting hands-on experience and a greater appreciation for the challenging work and dedicated employees in this group.
- ## Stats & Things
- 87,000**
- The number of dog license applications and renewals due back to the Department of Tax Administration by Jan. 31.
- ## Woodruff Says Farewell After 42-Plus Years
- The walls are beginning to look a little bare in Human Resources Director Sue Woodruff's office.
- She's slowly been packing up her personal effects, in preparation for retirement this month after more than 42 years of service to the county.
- If you know Woodruff, you're probably not surprised to hear that the extended parking period is all part of her strategy. "I didn't want to be some big sad thing with me carrying all my boxes out on the last day," she says.
- For someone who has spent a whole lot of her career planning, Woodruff says her retirement plan is "mostly unplanned." She has a few trips scheduled (Jamaica in February and a walking
- 
- tour of Ireland this summer with some of her Fairfax County pals) and is looking forward to spending more time with her four grandchildren, who all live in the area. Volunteering is in the cards, possibly with the Red Cross or the Wounded Warrior Project. Otherwise she's going to get around to some of the things that have been on her to-do list for a while.
- "Silly little things you've said you were going to do forever. Like I never got around to getting a lot of my balls set up to play online," Woodruff says. "And I'm definitely going to get back to the gym a little more regularly."
- Cont. on page 6
- ## County Employees Heat Up Area With Quiet Fire
- Dubbed the "Hottest Soul Band in Northern Virginia" on its website, the Quiet Fire Soul Show is an eight-piece group, based out of Manassas, that plays classic R&B, jazz, pop and soul music. Known for their unique style and showmanship, Quiet Fire has been performing for close to three decades throughout the Mid-Atlantic region. And bringing all of this talent and energy to the stage? A group of dedicated Fairfax County employees.
- The Quiet Fire Soul Show was founded by the Rev. Moyer Foddrell who put the original members together 28 years ago. Influenced by legendary soul performers and some of the greatest hit-makers in music, Quiet Fire plays the jams to get people on the dance floor. The band's extensive playlist — everything from Earth Wind & Fire and Stevie Wonder to James Brown and Michael Jackson — is almost guaranteed to get people grooving. "If you came to a Quiet
- 
- Fire Soul Show, it is high energy and the music is absolutely timeless!" points out Ingrid Abernathy, Office of Public and Private Partnerships (OP3) and the band's lead female vocalist and
- Cont. on page 5

















# EMPLOYEE COMMUNICATIONS

- **Mission Savings Employee Budget Engagement Program:** Over 200 suggestions. Saved almost \$1 million. County continues to realize savings as suggestions are implemented.
- **Profiled 60+ agencies, divisions and programs:** Helps employees understand services and programs provided, serve as ambassadors for the county, and provide more responsive customer service.
- **Communications Toolkit:** Ensures that county communications have a cohesive look, feel and message. In the last six months, employees consulted the Toolkit 13,591 times.

## Communications Toolkit

 <b>Email and Telephone</b> (Voice Mail, Out of Office Messages, Signatures)	 <b>Templates and Correspondence</b> (Business Cards, Letterhead, Style Guides)	 <b>Online Communications</b> (Website, FairfaxNet, Social Media)
 <b>Publications</b> (Required Elements, Seal Usage, Tips)	 <b>Emergency Information</b> (Fairfax Alerts, EAN, Snow Closings)	 <b>Agency Communicators</b> (Contacts for Communications Needs)
 <b>Photo/Video/Audio</b> (Guidelines, Ch. 16, YouTube)	 <b>Legal Considerations</b> (ADA, HIPAA, FOIA, Release Forms)	 <b>Toolkit Tips</b> (10 Things to Know about the Toolkit)
 <b>Resources for Communicators</b> (Media Relations, NewsWire, Planning)	 <b>About the Toolkit</b> (Background Information)	 <b>Contact Us</b> (Comments or Questions?)





# CUSTOMER SERVICE

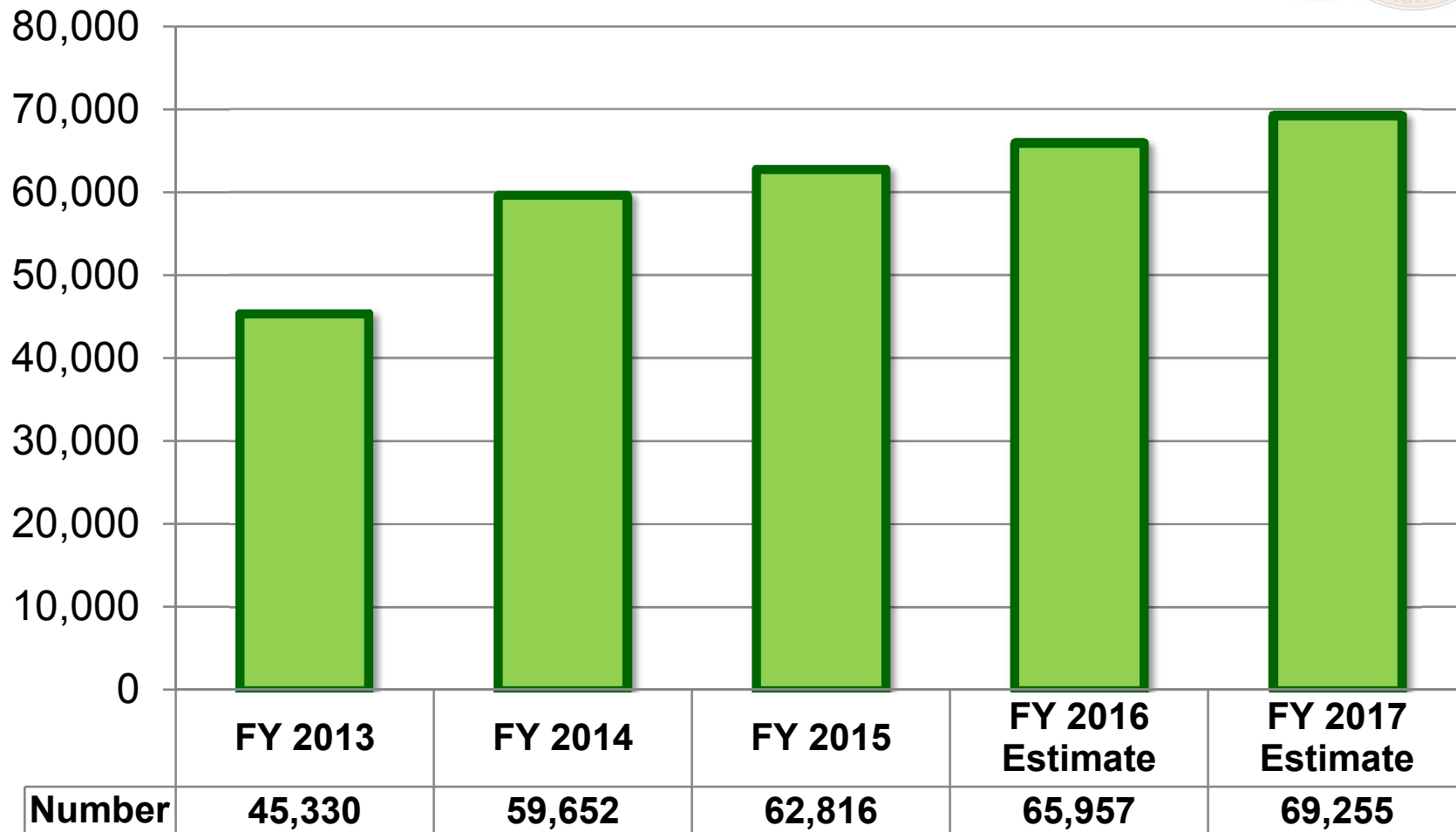


- OPA manages **703-FAIRFAX** – the county’s main customer service channel
- **2** staff members responsible for more than **62,000 interactions** per year
- FY 2015 Customer Service metrics
  - **Phone calls – 33,250**
  - **Government Center walk-ins – 23,911**
  - **Emails – 5,655**



# METRICS

## Total 703-FAIRFAX Customer Service Interactions





# EMERGENCY

- **Planning:** Coordinate with public safety agencies and provide communications support for cross-cutting initiatives (i.e., Text to 9-1-1).
- **Preparedness:** Help ensure the public is prepared before an emergency situation.
- **Crisis Response:** As mandated by the county's Emergency Operations Plan, OPA provides timely and accurate information during emergencies, and shares protective action guidance to save lives and protect property.

## Get a Kit, Make a Plan and Stay Informed

Posted at 1 p.m.

September is **National Preparedness Month**. In this video, Dave McKernan, our **emergency management** coordinator, encourages you to be prepared for any hazard. This includes getting the necessary training, plans and information needed to stay safe.



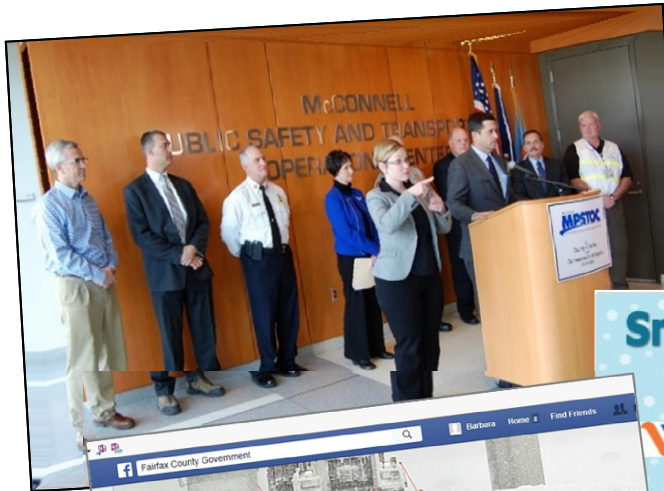
Take these simple steps to being better prepared: Get a kit, make a plan and stay informed — and sign up for Fairfax Alerts at [www.fairfaxcounty.gov/alerts](http://www.fairfaxcounty.gov/alerts).







# BLIZZARD OF 2016





# BLIZZARD OF 2016 METRICS

- **Facebook** total reach: **1,448,690**
- **Twitter** impressions: **2,222,803**
- **Emergency Blog** views: **226,947**
- **YouTube** views: 17,793
- **Periscope**: 9 live streams, 2,963 live viewers
- Organized two **news conferences**/15 media outlets attended
- Coordinated over 60 **media requests**

*OPA responded to almost 800 Facebook, Twitter and Emergency Blog questions and comments, providing personalized replies.*







# FEEDBACK FROM BLIZZARD OF 2016

Surveys of Facebook and Twitter users right after the blizzard showed the following satisfaction rates for these tools:

- **Facebook: 97%** satisfied
- **Twitter: 95%** satisfied

<b>select</b>	I didn't know your page existed before this storm (didn't realize what I was missing), but so many updates were shared and liked, it kept popping up in my feed. I have now 'liked' your page too.	1/27/2016 8:04 AM	<a href="#">View respondent's answers</a>	<a href="#">Categorize as...</a> ▼
<b>select</b>	What's not to like? You share great information - especially during this storm- and interject humor at times when it's needed and appreciated!	1/27/2016 8:04 AM	<a href="#">View respondent's answers</a>	<a href="#">Categorize as...</a> ▼
<b>select</b>	The pages covers many subjects relevant to me as an Alexandria City resident, as well as being Fairfax-centric.	1/27/2016 7:42 AM	<a href="#">View respondent's answers</a>	<a href="#">Categorize as...</a> ▼
<b>select</b>	Very informative and shows a genuine effort to connect with citizens.	1/27/2016 5:57 AM	<a href="#">View respondent's answers</a>	<a href="#">Categorize as...</a> ▼
<b>select</b>	Getting county information from the source.	1/27/2016 2:06 AM	<a href="#">View respondent's answers</a>	<a href="#">Categorize as...</a> ▼
<b>select</b>	How quickly information is being shared with the public			

“Just wanted to thank your social media team for putting out great information and responding directly to so many folks who can’t figure out the map or don’t know who maintains their roads...”



“I’m president of the North Springfield Civic Association. I saw the time you took addressing snow plow concerns on a specific thread even though it’s a VDOT function... I applaud your efforts sincerely!”



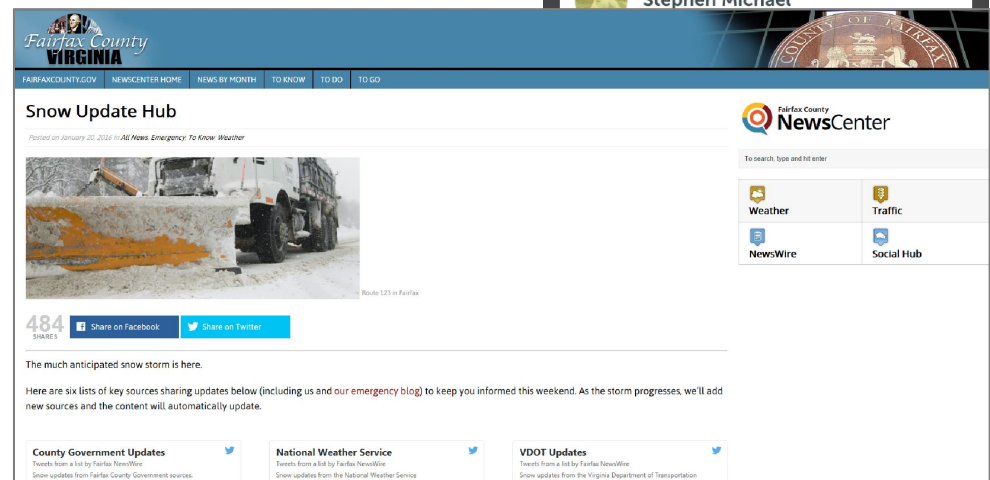
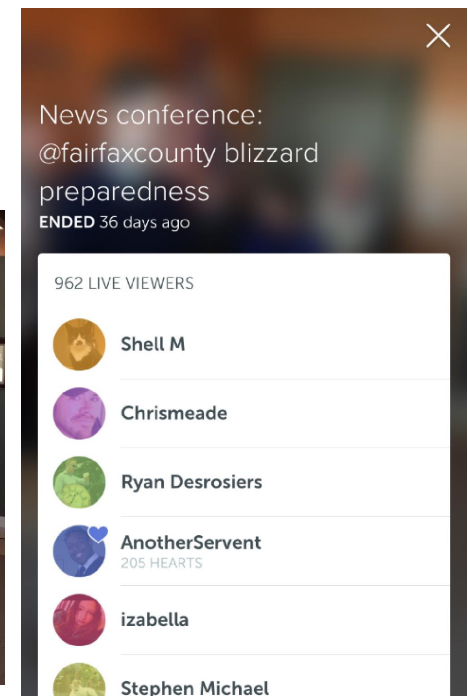


# INNOVATION IN CRISIS

**Periscope** – OPA uses this social media tool to live stream events, including these topics during the blizzard:

- Weather conditions and updates
- Safety messages such as stay off the roads, shovel your sidewalks
- News conferences
- DPWES ride-along during storm

**Snow Update Hub** – Easy-to-find source of updated information in one place





# TRENDS AND CHALLENGES

- Monitoring and responding in the **24/7 news and social media** environment
- Adapting to the constantly **changing media landscape**
- Communicating with **diverse audiences** through digital and non-digital tools
- Staffing **new tools** and engaging on additional mainstream/niche platforms
- Preparing for emergencies especially as threat environment changes (**cyberattacks, terrorism, active shooters**, etc.)
- Responding to increasingly complex **FOIA requests**
- Answering an increasing number of **customer service inquiries** from a diverse population
- Ensuring **regional common messages** as needed





# LOOKING FORWARD

- **Connect and engage with community where they are**; we are the best publishers of county government news and information
- Be a leader and advocate for **transparency** in county government
- Continue to **innovate, develop ideas** and explore new platforms
- Refine and **strengthen county-related content**
- Communicate with a **new generation of employees**
- Find ways to achieve **efficiencies in customer service** across the county





# DISCUSSION

