



County of Fairfax, Virginia

MEMORANDUM

DATE: July 01, 2019

TO: Board of Supervisors

FROM: Bryan J. Hill
County Executive *B. Hill*

SUBJECT: Shaping the Future Together

Our first 18 months together have been amazing. I have appreciated the Board's willingness to embrace new concepts and approaches. Today we are firmly committed to the increased pace in decision making that allows for a smoother budget development process and has facilitated significant progress on multiple Board of Supervisors' priorities consistent with One Fairfax. We continue to generate efficiencies in the organization, through our use of space; successfully fill critical leadership positions; and identify emerging talent throughout the organization, positioning us to move forward. Those are some of the many highlights, but I would be remiss in not stating how proud I am of the hard working, talented, dedicated staff and community members on the countywide strategic planning effort. This plan will result in a strategic budget process that looks for efficiencies as well as opportunities to address your priorities, today and into the future, as we develop a better balance between our commercial and residential bases.

As you know, we have an exceptional County staff, and the ability to fund pay packages during my tenure has been extremely important. At the same time, I appreciate the support of the Board regarding our organizational recommendations. Some of our initiatives will help utilize staff resources in the most efficient and effective way, while others better position the organization to implement Board priorities. Among these initiatives is reorganizing the way we support the Board and the Planning Commission, which will generate efficiencies but, more importantly, position us to redesign the way we work to take advantage of technology and procedure revisions in the future. Changes in our development arena will allow us to achieve an improved business climate, with the transition to the Department of Planning and Development and its broader scope, and the creation of the new Department of Economic Initiatives. Other priorities such as school readiness will benefit from the incorporation of the Office for Children into the Department of Neighborhood and Community Services and progress on our environmental agenda will be facilitated by the creation of the Office of Environmental and Energy Coordination, with its enhanced funding and positions. These changes are critical as we focus on these priority areas over the next several years. I look forward in the coming years to continuing the discussion about how this organization needs to be positioned as we are in an ever-changing global economy. These changes, while not without initial challenges, are energizing to staff and provide opportunities to our next generation of leaders within our organization.

Strategic Plan

The strategic planning effort has included collaboration with our partners such as Fairfax County Public Schools, the Economic Development Authority, the community and numerous diverse stakeholders. Our goal from the outset was to hear from all voices, to focus on community-based outcomes and priorities, and to **“Shape the Future Together.”** I continue to believe that our countywide strategic planning effort is critical to our future as we focus on priorities to address the needs of our growing community, changing our directed service delivery model while we balance our finances. The community strategic plan approach, which clearly defines and measures goals, supplemented by a renewed focus on data, will be designed to frame our conversations about future opportunities. The budget must support our mission to provide enhanced service delivery to residents, current services may need altering and we are hopeful our strategic plan enables the conversations to focus in on the data and the benefit analysis to remove, sustain or grow a program.



The nine priority areas are familiar to the Board and community: Cultural and Recreational Opportunities, Economic Opportunity, Education and Lifelong Learning, Health and Environment, Housing and Neighborhood Livability, Mobility and Transportation, Safety and Security, Self-Sufficiency for People with Vulnerabilities and Effective and Efficient Government. This demonstrates that we have been moving in the right direction. I am confident that the Strategic Plan will provide the Board and the community with the right decision points to continue moving us in that direction.

Since the Strategic Plan priority areas were presented to you on March 26, staff has been busy analyzing community and stakeholder input, reviewing existing plans and demographic data, assessing national trends and benchmarking with other communities. Strategy teams were formed to lead the county's effort in each of the nine priority areas. The goal of the teams is to translate the input we received into a clear statement of the challenges Fairfax County faces, the indicators of success, and ultimately, the short- and long-term strategies needed to move our community forward in each of the priority areas. Each of the Deputy County Executives, Fairfax County Public Schools Chief Operating Officer Marty Smith and I have identified ourselves as champions of the different priority areas and are working closely with the teams.

Recently, senior leadership reviewed draft challenge statements from the teams and next month we will review the factors that are the strongest determinants of our desired outcomes. In the fall, strategy development will begin. This phase will include more outreach to the community, stakeholders and staff, with a continued focus on hearing from all voices. I am very encouraged by the great work being done across agency boundaries, helping to define a new level of collaboration and enhanced focus on community outcomes. I look forward to sharing the details of this work with you in the coming months.

FY 2021

As we look forward to the process of developing our third budget together, we have significant opportunities as described during the FY 2020 budget process, including affordable housing, school readiness and the environment. As I have noted, the County Lines of Business, which laid out the complete inventory of what we do, is our precursor while we consider what we can do differently to create a sustainable model balancing service delivery requirements and resources into the future.

We have discussed this work with the Board at our Budget Committee meetings over the last year, but I wanted to reiterate a few points for your consideration. First, a number of important projects, such as the continuing review of space allocation, will require some investment in the near term. Our mission is to identify long-term solutions, thus increasing operational efficiencies and sustainability. Second, it is extremely important to remain focused on our commitment to work in collaboration with the Fairfax County Public Schools (FCPS) to achieve operational efficiencies. As the biggest single priority for County government, FCPS has an essential role to play as we discuss the allocation of resources. The challenge is how do we change our funding model to allow for operational opportunities that enhance public education. Our third and final point, efforts are identified in the shared services list developed for the next Joint Budget Workgroup. They have been recognized as opportunities over several years and in various forums.

Our list, ever changing and flexible, includes:

1. Review of County space and facility utilization.
 - a. Leases that may be eliminated or reduced by shifting to County-owned space.
 - b. Current County space provided to community groups, as well as related resource agreements such as memorandums of understanding, to develop a policy for decisions about the allocation of space to make it more equitable.
2. Opportunities for departmental reorganizations and consolidations.
 - a. Realignment of responsibilities.
 - b. Consolidation of services/redundancies.
 - c. Focus on meeting Board priorities.
 - d. Examine vacant positions, and those with employees in DROP, to determine if there are opportunities to align the positions with a strategic initiative.
3. Contracting opportunities for services in various departments.
4. Potential revenue opportunities to ensure maximization of non-real property taxes.
5. Review of contributory funds.
6. Review of administrative functions.
7. Review of Boards, Authorities and Commissions.
8. Capital projects that have colocation opportunities.
9. Information technology investments that generate long-term savings and information architectures that focus on integrated system solutions.
10. Vehicle and equipment replacement cycles.
11. Capital and debt refinancing opportunities.

I look forward to continuing our conversations about these topics as I appreciate the guidance you have provided me thus far. I recognize the difficult decisions that will need to be made as we move forward, and I am available to discuss any of the details. Please note our goal is to proactively create a streamlined business model that effectively provides the services required by our residents as efficiently and cost effectively as possible.

cc: Tisha Deeghan, Deputy County Executive
Rachel Flynn, Deputy County Executive
Joseph M. Mondoro, Chief Financial Officer
David M. Rohrer, Deputy County Executive