

Fairfax County, Virginia



LINES OF BUSINESS *January 2017*

COMMUNITY LABOR FORCE (CLF)

*County Lines of Business (LOBs)- Phase 2
Presentation to the Board of Supervisors*



www.fairfaxcounty.gov/budget/2016-lines-of-business.htm



OUTLINE OF TODAY'S PRESENTATION

1. Community Labor Force (CLF) overview (LOB 219)

- Background information
- What is CLF currently doing?
 - Ongoing work
 - Provide special project work

2. What is capacity to take on additional work?

- Short-term: within current structure
 - Inmate population issue
 - Issues with/resistance to using CLF
- Longer-term: with additional CLF resources

3. Discussion



CLF OVERVIEW / BACKGROUND INFO

Inmate-based work programs have existed in various forms for many years; however, the current setup of the Community Labor Force (CLF) began taking shape in 2004. With assistance from DCE Rob Stalzer, the former “Parks” program became the CLF, and the main focus became landscaping as well as litter/graffiti abatement at bus shelters.

- The CLF program provides offender work teams to support community improvement projects such as landscaping, litter removal, construction, painting, snow removal and graffiti abatement.
- CLF teams vary in size but generally include one Deputy to supervise every six inmates.
- Current baseline funding in the Office of the Sheriff supports staff and necessary supplies such as vehicles and equipment. It should be noted that \$230K was moved at Carryover 2006 from DPWES-Stormwater to Sheriff to support additional CLF supervision and equipment primarily associated with bus shelter cleanup and maintenance.





CLF OVERVIEW / BACKGROUND INFO

Metrics:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual*	FY 2017 Estimate	FY 2018 Estimate
Annual hours of work performed by the Community Labor Force	57,566	61,587	64,033	52,797	56,000	60,000
Total value of all work performed by the Community Labor Force	\$1.42M	\$1.50M	\$1.47M	\$1.34M	\$1.35M	\$1.50M

* Along with a drop in Average Daily Population (ADP) during FY 2016 the Sheriff's Office did a restructuring of how some of its inmates are housed, resulting in bed space for CLF inmates being reduced to 26 beds, a lower amount than in previous years.

Benefits to Inmates:

- CLF inmates earn five days off of their sentence for every 30 days worked, which also provides cost savings to the County.
- CLF Inmates can earn money for use in their commissary account and do not have to pay the \$2 per day housing charge.
- CLF inmates receive training that gives them valuable job and life skills for after their release back to the community.



CLF OVERVIEW / BACKGROUND INFO

Benefits to County Departments:

The Services offered by the CLF have a verifiable and positive impact on the following departments and divisions:

- DPWES - Solid Waste
- DPWES – Stormwater Management
- Facilities Management Dept. (FMD) – Operations & Maintenance and Real Estate Services
- Park Authority
- Police Department
- Fire and Rescue Department
- Department of Code Compliance

The CLF strives to develop and maintain a balance of services with each of these departments. To explore the CLF's capacity to take on additional work requires examining the current service delivery.



CLF – CURRENT RESPONSIBILITIES

Ongoing Work - Landscaping Services:

- Provide complete landscaping services on a 7-10 day schedule:
 - Mowing, edging, weeding, tree/bush trimming, leaf removal, trash/litter cleanup
 - Annual mulching (labor only)

- The following facilities are on the regular schedule:
 - 28 Fire and Rescue Department properties (26 non-volunteer owned fire stations and training facilities)
 - Department of Vehicle Services (DVS) properties at Newington and West Ox Road
 - Laurel Hill properties including the Lorton Arts Workhouse; 13 park and ride facilities and 2 Connector bus lots; 4 VRE stations; Old Mount Vernon High School at 8333 Richmond Highway (July 1, 2016)



CLF – CURRENT RESPONSIBILITIES

Ongoing Work - Trash Pickup:

- The following facilities are on the regular schedule:
 - Approximately 400 bus shelters and “Stick Stops” throughout the County are serviced at least 3 times per week. CLF also does monthly power washing in spring, summer and fall.
 - Big Belly trash cans in 5 Fairfax Connector lots are maintained at least every other day.
 - 4 VRE stops (Backlick Road, Burke Centre, Rolling Road, Lorton) are serviced.



CLF – CURRENT RESPONSIBILITIES

Ongoing Work – Other:

- Sign Removal Program – Along 663 miles of roadways in the County - recently expanded to accommodate additional roads
- Vegetation swales / bio-retention – litter and debris removal
- Dry ponds – trash and debris removal
- Annual work at fairs and festivals including Celebrate Fairfax, Fall for Fairfax and Workhouse BrewFest
- Snow removal at Public Safety Center and Burkholder Building
- Construction and remodeling projects – When inmates have specific skill sets such as painting, masonry, carpentry, drywall, etc., they are used in these areas as needed and/or requested.



CLF – CURRENT RESPONSIBILITIES

Special Project Work:

- This is an area of particular strength as it is very difficult and/or expensive to hire contractors to perform one-off projects.
- Unscheduled and on-demand (next day) response to quickly restore blighted properties.
 - A recent and noticeable example is the future Kingstowne Library building site where CLF has repeatedly responded to habitual illegal dumping of large furniture and appliances.
- Less costly alternative to premium open market contract pricing.
- Allows County staff to minimize the time commitment or urgency of the project since the work scope may be general and not require a site visit.
- Information sharing and communication links allow for clear delineation of property ownership to assure work conforms to County responsibilities.



CLF – CURRENT RESPONSIBILITIES

Provide Special Project Work:

- The mobility and flexibility of CLF work crews are proven assets to the County and are critical features of the CLF operation.
 - Clean up of recently transferred or abandoned buildings or properties.
 - Two recent examples include the Original Old Mount Vernon High School and the future Bailey's Shelter site.
 - One time trash, litter and debris pickup
 - Brush clearing
 - Moving or discarding furniture items

Attachment I (slides 23-24) lists examples by Magisterial District for these type of CLF Special Projects from 2015/2016.



CLF – CURRENT RESPONSIBILITIES

Hagel Circle – Before and After:





CLF – CURRENT RESPONSIBILITIES

Annandale Road between Harriett Street and School Lane (Before):





CLF – CURRENT RESPONSIBILITIES

Annandale Road between Harriett Street and School Lane (After):





CLF – CURRENT RESPONSIBILITIES

Homeless Camp Clean-Up in Lorton (Before):





CLF – CURRENT RESPONSIBILITIES

Homeless Camp Clean-Up in Lorton (During/After):





CLF – CAPACITY FOR ADDITIONAL WORK

Two Issues are Impacting Expansion Options:

1. Reduced Size of the Average Daily Population (ADP)

- Lower ADP results in fewer available prisoners for CLF work.
- FY 2008 saw the highest average annual ADP of 1,335. As recently as FY 2014, the ADP was 1,233. However, in FY 2016, the ADP was 1,038, and in the most recent month (December) the ADP was 1,039.
- On average, only 2-3 percent of the jail population are considered viable candidates for CLF-type work, and prisoners can decide whether to opt in.

Expanding beyond the existing size of the CLF is not possible at the current ADP level.



CLF – CAPACITY FOR ADDITIONAL WORK

2. Issues with / resistance to using CLF

- In some cases, CLF cannot be used without a court order. Example: The Department of Code Compliance's (DCC) primary mission is enforcing construction codes, blight, land use and grass ordinances **pertaining to private property**. In these types of cases, the use of CLF is forbidden without a court order.
- Concerns have been raised about having CLF perform work in certain types of environments. To date, very limited work has been done inside buildings.
- Work demands or service frequency sometimes exceed CLF capacity (i.e. work heights, chemical usage, mowing more than every 7-10 days, etc.)



CLF – CAPACITY FOR ADDITIONAL WORK

Short-Term Options Within Current Structure:

- Current focus is on identifying additional work the CLF can pick up within its current structure.
- These options require no additional positions and minimal additional equipment.
- These suggestions have been coordinated amongst the various agencies and it is believed they can be managed within current CLF resources.
- Additional work within the current structure will have savings as follows:



CLF – CAPACITY FOR ADDITIONAL WORK

Short-Term Options - Within Current Structure:

- Specific options brought forward include:
 - Park Authority has identified tree and brush pruning as well as other improvements in its trail system. While the exact volume of work is still to be determined, the value of these services is estimated at \$104/per 1,000 linear feet to prune trails. [A budget savings of \\$10,000 is achievable with this option and will be included in the FY 2018 Advertised Budget Plan.](#)
 - Facilities Management Department (FMD)
 - FMD is working to identify specific parcels currently handled through contract that could be picked up by the CLF going forward. Additional work still needs to be completed before specific sites can be confirmed; however, they may include the Criminal Justice Academy, and specific additional Fire Stations (beyond those currently handled by the CLF). [Budget adjustments for these parcels are not included in the FY 2018 Advertised Budget Plan;](#) however, an adjustment in the range of \$50,000 may be available as part of the Add On budget process.



CLF – CAPACITY FOR ADDITIONAL WORK

Short-Term Options - Within Current Structure:

Facilities Management Department (Continued)

- FMD identified several parcels that require quarterly or semi-annual maintenance; however, due to budget limitations this work has only been done on a limited basis when the property reaches an unacceptable condition. This work can be scheduled and coordinated through the CLF effective immediately. The value of these additional services is estimated at \$50,000 per year and can be achieved at no additional cost by using the CLF.

It should be noted that, in general, County departments have indicated they prefer the performance flexibility of CLF and think that too much additional regularly scheduled work may compromise the CLF's reliability to perform less frequent – but equally important – work such as those pictured earlier in the presentation.



CLF – CAPACITY FOR ADDITIONAL WORK

Longer Term Options - With Expanded Position and Equipment Requirements (Likely 2/2.0 FTE Deputies, Trailer and Equipment):

- Can be considered if/when ADP returns closer to normal historical levels
- Options could include:
 - FMD mentioned a cooperative option that offers the CLF flexibility to perform more labor intensive landscape work such as weeding and mulching at selected facilities. The goal would be for CLF to maximize its available labor pool yet continue to allow flexibility to perform unscheduled urgent projects. The number of selected facilities could grow with the expansion of CLF resources.
 - Additional outdoor maintenance-type services at places such as County-owned shelters, police stations, etc. These are now generally handled by contract.



DISCUSSION





Examples of Sheriff's Community Labor Force Special Projects by Magisterial District - 2015/2016

Braddock District:

- Fairfax Government Center (World Police and Fire Games (WPPG))
- Burke Lake Road at Rolling Road (illegal litter dumped along road cleaned up)
- Burke Center Parkway at Ox Road (litter and debris pick up)

Dranesville District:

- Lewinsville Road (clean-up)
- Old Dominion Drive and Briar Ridge Road (tree and brush clearing; walkway cleared back)
- Springhill Road (bike path clean-up)
- Pathfinder Lane – Pine Crest (trail clean-up)
- McLean Arts Festival (set up and take down tables, chairs, etc.)

Hunter Mill District:

- Cameron Glen (WPPG - clean-up inside and courtyard brush and weed clearing outside)
- Reston Parkway (bike trail clean-up)
- Wiehle Avenue Trail (brush clearing)

Lee District:

- Oakwood Road and Archstone Way (clean-up sand and debris)
- Backlick Rd and Amherst Avenues (litter removal/clean-up -2 separate events)
- 6739 Indian Run Pkwy (dead tree cut in place)

Mason District:

- 3801 Gallows Road (brush clearing)
- Americana Park (brush and tree clearing)
- Annandale Commercial Revitalization District (CRD) (clean-up and litter pick-up)
- McWhorter and Markum streets (brush clearing and litter cleaning - 2 separate areas)
- 5801 Poplar Road (Paper Street) (tree and brush clearing)
- Hogge Park (total tree/brush/weed/litter clearing - 1 week all hands)



Mt. Vernon District:

- Hagel Circle service road (brush clearing)
- Bucknell Manor Park (brush/tree/weed clearing)
- Lorton Library (brush/tree/litter clearing)
- Route 1 & 95 Homeless Camp (clean-up)
- Route 1 & Dart Drive Homeless Camp (clean-up)
- Route 1 Property Junk yard (clean-up)
- DVS Alban Road (brush clearing/litter pick-up)
- Original Old Mount Vernon High School property (complete landscaping/tree/brush/litter clean-up)
- Hollin Hall Senior Center (Storm Water Grounds)

Providence District:

- 8739 Lee Highway (litter clean-up)
- Old Fairfax Jail (clean-up)
- Massey Building/Annex (weed/brush clearing)
- Fairfax Courthouse Courtyard (power washing/weeding/mulching)
- DVS Jermantown (power wash/paint curbs)
- Annandale Road & School Lane (brush/weed/tree clearing/clean-up)
- East Tripps Run Road & Arlington Blvd (brush/weed clearing/litter clean-up)
- Juvenile Detention Center (JDC) Complex (brush/tree removal/parking lot bushes cleared back)

Springfield District:

- Crestwood Elementary (leaf removal - entire team)
- Fairfax Animal Shelter (mulch removal/clean-up)
- Rolling Rd between Barkers Ct & Odell streets (clean-up)
- Hechinger Drive (brush clearing/litter clean-up)

Sully District:

- Sully Car Show (litter removal/clean up)
- Fairfax County Criminal Justice Training Academy (FCCJTA) COPS Kids Event (clean-up/basic landscaping)
- FCCJTA Grounds (brush/tree removal/pond clean-up/fence line trimmed)
- FCCJTA Academy and Range (painting)
- Centreville Library (brush/tree removal/litter clean-up)
- Ralph Jackson Drive (litter clean-up)
- Eleanor C. Lawrence Park (brush/tree clearing)