

## **Response to Questions on the FY 2011 Budget**

**Request By:** Board of Supervisors

**Question:** Please provide the slide presentation on the reorganization of the Department of Community and Recreation Services and the Department of Systems Management for Human Services.

**Response:** The attached slide presentation details the reorganization.



# Creation of the Department of Neighborhood and Community Services

## Proposed Agency Reorganization



# Why Reorganization - Why Now

- County is facing significant challenges in meeting needs of citizens with fewer resources
- Needs of the human service system and the communities in which we work are changing
- Maintains and/or enhances services by pooling resources from the two agencies, their partners and the communities they serve and aligns them to maximize efforts
- Meets the “New Normal” directives
  - Prioritization of services
  - Most cost effective approaches and services
  - Capitalizes on creating efficiencies without service impact

# Why Reorganization - Why Now

- *Most important long-term aspect of the proposed reorganization is not economic but rather...*
  - **Merging the strengths and strategic directions of two agencies to meet the increasing needs of our citizens**
- **Challenging times provide opportunities**
  - A whole new way of doing things and doing them even better
  - Creating a new mission, service approaches and service philosophy
  - Continuing to support communities and community partners
  - Supporting the human services system's strategic direction



# Similarities in Mission

- CRS

To enhance the quality of life for Fairfax County citizens by strengthening communities, responding to community challenges, enabling all citizens to participate in life-long learning and recreation opportunities, and providing methods to assist in sustaining a healthy and positive lifestyle.

- Systems

To engage and connect individuals, communities, and organizations, building upon their collective strengths and developing creative solutions to enhance the quality of life in Fairfax County.

# Similarities In Work

## • CRS

- Linking residents with community resources & transportation
- Sponsoring health & wellness programs
- Facilitating community sponsored events, activities
- Sponsoring prevention education activities and out-of-school affordable supervised care
- Building volunteer leadership & community participation

## • Systems

- Linking residents with HS services
- Leveraging and linking community based services to meet basic needs
- Conducting surveys including Youth Behavioral Risk Survey, census, community assessments, quality of life
- Organizing community engagement and leadership trainings
- Building community capacity and strengthen the network of community based service providers



# Similarities In Customers

- **CRS**

- Partnering with HS, county, non-profits, schools and police to respond to community issues
- Working directly in communities and with community leadership to build community lead response
- Utilizing volunteers and non-profits to deliver activities and services

- **Systems**

- Connecting HS, county, non-profits, schools and police to respond to issues
- Working directly in communities requiring a coordination of services and building capacity to respond to issues
- Growing volunteer leaders and networking non-profits to meet basic needs



# DNCS - Blended Mission

- To engage, connect and collaborate with individuals, organizations, neighborhoods and communities to strategically plan, provide responsive services, and build capacity to support community and neighborhood solutions.





# DNCS's Role In Human Services System

- Manages development and coordination of system-wide planning (cross-system strategic focus areas)
- Manages cross-system projects
- Coordinates community response initiatives
- Manages a variety of community and neighborhood resources and activity centers – focal point for neighborhood and community service delivery
- Manages access to community facility resources
- Coordinates a Human Services Leadership Committee
- Coordinates cross-system community funds



# Why Does This Make Sense?

- Links the resources of two agencies for better integration of work
- Strengthens service delivery in specific communities with the greatest needs
- Pulls together system-wide planning efforts and provides an avenue to embed HS priorities within all HS agencies
- Strengthens cross-system response to meet critical community needs



Department of Neighborhood and Community Services



# **PROPOSED STRUCTURE AND ACTIVITIES**

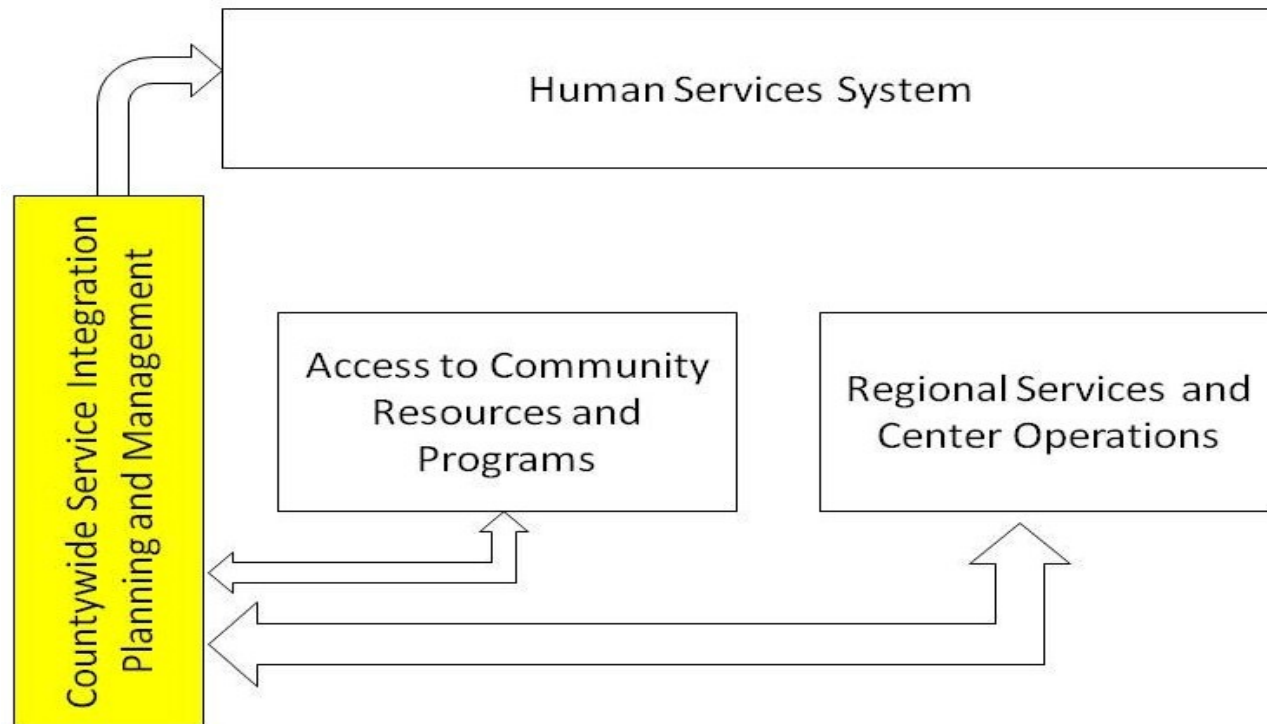
# Structure of DNCS

- Three primary functional areas



# Countywide Service Integration Planning and Management (CSIPM)

- To provide the leadership, planning, data, and capacity for achieving the human services system priorities and direction for delivering services in a seamless fashion.





# Countywide Service Integration Planning and Management (CSIPM)

- Coordination of system-wide and agency specific work in 3 business areas:
  - **Prevention Initiatives**
    - Data driven to address health and behavior risk
    - Domestic violence
    - Gang prevention
  - **Strategic Project and System Accountability**
    - Strategic Planning & project management
    - Demographics and data management
    - Community/system report card
  - **Community Initiatives**
    - Inter-Faith coordination
    - Community capacity building

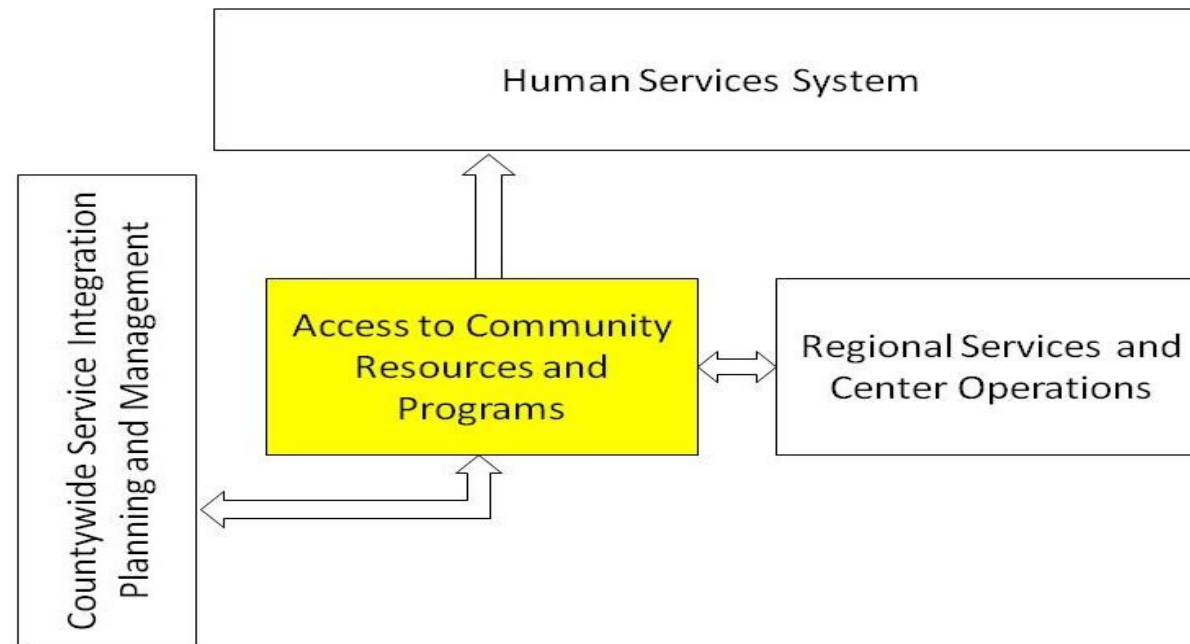


# Countywide Service Integration Planning and Management (CSIPM)

- Specific divisional priorities are to:
  - Develop collaborative human services policy
  - Conduct cross-system strategic planning, data collection, analysis, and evaluation
  - Assess alternative ways of doing business
  - Coordinate the design and implementation of prevention and community engagement strategies
  - Manage cross-system projects
  - Design and implement strategies for building community capacity
  - Manage human service performance accountability efforts

# Access to Community Resources and Programs (Access)

- To provide information and assistance that connects residents, human service professionals, and community organizations to programs, services, and resources that meet individual and community needs.







# Access to Community Resources and Programs (Access)

- Management of work in 6 business areas:
  - **Technology and Information Services**
    - Computer Clubhouses, CLCP, Public Access Centers, Web-based efforts, and Agency-wide information coordination
  - **Human Services Transportation**
    - Individual and program bus services, medical necessity trips, vehicle resources for community use
  - **Coordinated Services Planning**
    - Coordinated service planning for basic needs
  - **Community Use Scheduling**
    - Athletic facilities, community resource/activity centers
  - **Disability and Inclusion Activities and Resources**
    - Therapeutic recreation, senior plus, individual service and community activity planning
  - **Virginia Cooperative Extension**
    - 4-H, Family and Consumer Sciences, Master Gardener programs, and Mentoring

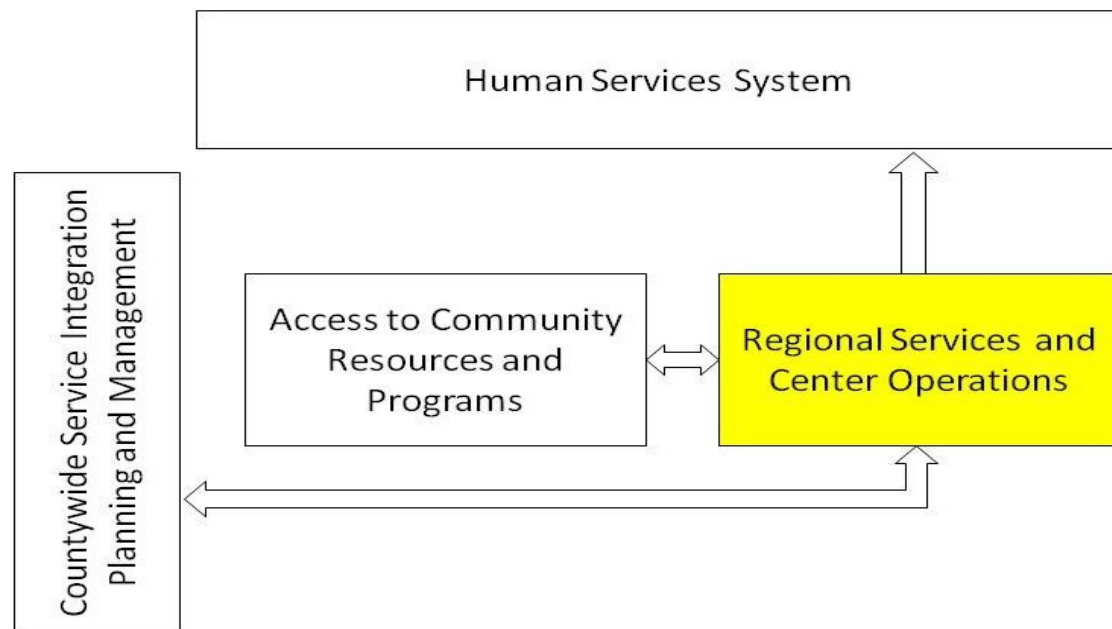


# Access to Community Resources and Programs (Access)

- Specific divisional priorities:
  - Maintain the human services database of county and community resources
  - Coordinate transportation services to clients of the human services system
  - Promote inclusion in community activities
  - Support a continuum of care for individuals with physical, mental, and developmental disabilities
  - Coordinate service planning for safety net and emergency assistance services
  - Facilitate the equitable use of public athletic facilities and community centers
  - Link and connect providers and consumers to appropriate services
  - Manage and coordinate public access to technology
  - Coordinate alternative resource development efforts within agency

# Regional Services and Center Operations

- To utilize prevention-based strategies and community building approaches in the delivery of a range of community-based services that meet the needs of youth, families, older adults and persons with special needs throughout the County.





# Regional Services and Center Operations

- Management of regional operation in 3 business areas:
  - Regional Service and Resource Planning
    - Annual integrated service plans
    - Resource & Partnerships development
  - Community Activity & Resource Center Operations
    - Community Centers, Neighborhood Centers, Senior Centers, and Teen Centers
    - Community sponsored activities specific to community needs
    - Arts and culture, social and recreational activities, civic pride, special events and enhanced quality of life opportunities
  - Community & Neighborhood Response Initiatives
    - Neighborhood College
    - Community Leadership Institute
    - Community Planning



# Regional Services and Center Operations

- Specific divisional priorities are to:
  - Develop partnerships and neighborhood teams to provide community-sponsored and community-led services
  - Serve as a convener of communities to expand resources and stimulate change
  - Operate community activity service and resource centers to provide a focal point for service delivery of services
    - Prevention oriented services and Health and wellness activities
    - Out-of-school activities
    - Family support services and activities
    - Instructional, vocational, social and recreational activities
    - Use of community resources and technology
  - Connect residents, neighborhood associations and businesses with information about county services and programs
  - Bring together efforts and resources of multiple county agencies including FCPS and Police and private and non-profit agencies to help neighborhoods solve issues and concerns



# Meeting the Challenges of the “New Normal”

- **Fiscal Accountability**
  - \$1.0 million in savings identified primarily through position reductions, realignment of staff functions and restructuring programs
  - No program, service or centers are proposed for elimination or closure
  - Regional structure of service coordination and delivery is maintained
- **Challenges Ahead**
  - Continuing to streamlining work processes
  - Creating one organizational culture
  - Redefining staff roles & responsibilities while in transition
  - Rebuilding integrated processes
  - Creating a strong planning and strategic decision making structure within HS (to include police and schools)



# Next Steps

- Present information on DNCS to interested stakeholders
- Agency Directors and Deputy County Executive will continue to discuss details and refine the staffing structure of the three functional areas
  - Finalize organization chart
  - Revise job descriptions and associated impacts
- Agency Directors will continue to communicate updates to CRS and Systems staff
  - Work with staff to begin the process of developing the new organizational culture necessary for success



**Questions?**