



Response to Questions on the 2016 LOBs

Request By: Supervisor Herrity

Relevant LOB(s): N/A

Question: How much has the Healing of Racism program cost since its inception? Please include the cost of flights, time in Michigan, and program costs such as materials, staff time and instructors.

Response:

According to the demographic trends reported in the Equitable Growth Profile of Fairfax County, cultural competence is critical to provide services that keep up with the community's ever changing demographic composition. In addition, the identification and elimination of disproportionality has been a long-term goal and theme of County human service agencies. The Juvenile and Domestic Relations District Court (JDRDC) conducted an Institutional Analysis that identified the impact of disproportionality on the human service delivery system. Additionally, in the 2011 Department of Family Services (DFS) Employee Satisfaction Survey, 35 percent of respondents indicated that they had observed discrimination in DFS in the last year. In response, DFS initiated the Healing of Racism Institute to help ensure that its workforce has the culturally competent knowledge and skills required to serve the Fairfax community. Other County human service agencies who face similar client base trends are also seeking affordable solutions to build cultural competence knowledge and skills. The JDRDC, the Department of Neighborhood and Community Services (NCS), and the Fairfax-Falls Church Community Services Board (CSB) have requested to participate and regularly enroll their employees in this DFS training on a space available basis.

The cost of implementing the Healing of Racism program is separated into three different phases. Each phase represents an individual step in the process towards a "train the trainer" approach and being able to offer the program internally without costly vendor contracts. The three phases are: the Pre-Certification Phase; the Instructor Certification Phase; and the Post-Certification Phase. The table below summarizes the total cost of the program, followed by detailed descriptions of program implementation and each phase.

Cost of Healing Racism Program - 2012 to Present		
Phase	Cost	Staff Hours
Phase I - Pre-Certification (2010 - 2011)	\$14,000	240
Phase II - Instructor Certification (2012 - 2013)	\$136,297	960
Phase III - Post Certification (2014 - Present)	\$7,235	3,612
Total	\$157,532	4,812



In order to minimize the long-term cost of the program, DFS utilized a “train the trainer” approach, which allowed DFS staff to become certified program instructors and provide the training internally as well as provide certification for future instructors at no cost. An upfront investment for instructor certification was necessary in order for DFS staff to acquire the capacity to operate the Healing of Racism program, but as a result, the long-term cost of the program decreased significantly by eliminating the need for an outside vendor. The Healing of Racism program was implemented using the three phases described below.

I. Pre-Certification Phase 2010-2011

DFS initially sent 14 program representatives to Michigan to take the two-day course offered by the vendor and evaluate its potential for meeting DFS needs. The cost of the Pre-Certification phase including flights, time in Michigan, and program costs such as materials and instructors was \$14,000 and 240 staff hours.

II. Instructor Certification Phase 2012-2013

Once staff confirmed that the curriculum fit departmental needs, a contract was established with the vendor to train 18 DFS staff to become certified Healing of Racism instructors. The cost of the Instructor Certification phase including flights, time in Michigan, and program costs such as materials, and instructors was \$136,297 with a total of 960 staff hours to participate and receive instructor certification training.

III. Post-Certification Phase 2014- Present

After each DFS instructor was certified, these staff members began to conduct the training internally. The cost of the internal program is \$168.25 for handout materials and 84 instructor hours for each two day course, with six one and a half hour follow-up sessions to continue to apply course principles to daily work. DFS schedules about 10 sessions a year for its employees, five each spring and five each fall resulting in an average of 250 employees trained each year. Since beginning to offer the trainings internally, DFS has conducted 43 courses with a total cost of \$7,235 for course materials and 3,612 staff hours. Some coordination and administrative logistics are required to maintain the training program and this work is completed utilizing a small portion of two positions whose job responsibilities are related to staff development within the agency.