

## Response to Questions on the FY 2010 Advertised Budget Plan

**Request By:** Supervisor Herrity

**Question:** What are the specific duties of the Program/Procedures Coordinator? What direct benefit does this position provide to the citizens of Fairfax County? What other options are available for these functions to be performed? What are the costs of this position as well as any related overhead costs?

**Response:** It should be noted that there are two distinct Program and Procedure Coordinators: one in support of Deputy County Executive Rob Stalzer and one in support of Deputy County Executive Verdia Haywood.

### Duties

The Program and Procedure Coordinators work collaboratively with the Deputy County Executives in the management and leadership of their direct report agencies and the agencies with which they liaison. In Rob Stalzer's area this includes ten direct report agencies and six liaison agencies with a total of 6200+ merit county employees. In Verdia Haywood's area this includes nine direct report agencies and five agencies with which he liaisons with a total of 4000+ merit county employees.

Given the scope of the Deputies responsibilities, each Program and Procedures Coordinator is seamlessly delegated project management responsibilities for broad-scope projects, complex issues and initiatives with County-wide implications. This ensures the Deputy has the capacity to provide executive leadership and timely response to other urgent priorities. The skills needed by each Program and Procedure Coordinator to perform such work are complex, high level and require a thorough understanding of the vision of the executive and political leadership. Each also has thorough knowledge of operational processes across most county agencies, identifies complexities and opportunities, and possesses historical knowledge of complex and often controversial issues and political realities.

On behalf of DCE, the Program and Procedures Coordinator:

- Manages strategic projects, initiatives and operations that cross several operational areas and have County wide implications. Initiatives have broad scope and complexity and are often a result of BOS direction.
  - Examples of Rob Stalzer's Program and Procedure Coordinator's initiatives :
    - DPSC – coordinated change management team and all related processes; developed the change plan which provided the road map for the creation of the establishment of independent agency; recruitment of nationally recognized leader in the 911 field;
    - Coordinator of Pandemic Flu Plan and county agency education and preparedness
    - Coordinator Cool Counties Initiative
    - Strike Team liaison, leadership role in planning and on command staff
    - Public Safety Facility Master Planning – Convener and Facilitator of the Committee; Coordinator of Effort; Executive Support to Chair
    - Comprehensive Report on Specified and Unspecified School Proffers

- Animal Shelter-initial work/design for expansion
  - Countywide COOP initiative
  - Green Building Initiatives
  - Vacant and Foreclosed Properties redesign
  - Braddock Pilot on Community Building
- Examples of Verdia Haywood's Program and Procedure Coordinator's initiatives:
    - Fairfax Cares – start up, support to the Advisory Committee and Operations Committee
    - Long term Social Investment Strategy
    - Community Collaborative on Disproportionality of African American and other minority children in the Foster Care and Juvenile Justice systems
    - Community Summit: Building on the Strengths of African American Families
    - Restructuring the Health Safety Net
    - ReShaping Children's Services
    - Josiah H. Beeman Commission start up
    - Ten Year Plan to Prevent and End Homelessness
    - Fairfax Families Care, coordinated relief effort following Hurricane Katrina
    - Domestic Violence Prevention Policy and Coordinating Council start up
    - Develop a Human Services System Wide Balanced Score Card to measure outcomes of cross-cutting initiatives (new initiative)
    - Develop system wide training opportunities linked to identified human service system-wide competencies to support continuous learning of workforce (new initiative)
  - Conducts professional research and analysis for major programs and projects in meeting county wide objectives.
  - Conducts assessments of individual, team, organizational and program efficiency and effectiveness. Develops strategies and processes for re-design, change management – assessments, goals and objectives, work plans, timelines and milestones.
  - Facilitates County wide work groups to resolve complicated policy, operational, constituent issues.

### **Direct Benefits to Citizens**

Examples of the types of direct benefits to County citizens that result from the work of Rob Stalzer's Program and Procedures Coordinator:

1. On behalf of the Deputy County Executive, the Program and Procedure Coordinator did all of the coordination of the change team formulated to lead a comprehensive effort to address ongoing recruitment, retention and other organizational issues within the Public Safety Communications Center and to coordinate the creation of and the Center's transition to an independent agency. Further as a core member of the change team, the Program and Procedure Coordinator was critical in the development of the comprehensive change plan used to guide the effort and played a critical leadership role in its implementation. In addressing work environment/culture; recruitment; training and development; organization and operations; and organizational accountability,

the accomplishments realized at the Center were outstanding and the citizens now benefit from a high performing 911 center which directly impacts their individual health and safety and the safety of their community.

2. The coordination and logistics of the Pan Flu Plan development was delegated to the Program and Procedures coordinator. Having her take on these responsibilities allowed the pertinent stakeholders and agency heads to focus on the critical technical content and preparedness and recovery aspects of such a catastrophic event. The plan is nationally recognized. Several jurisdictions contacted the Office of the County Executive to obtain permission to duplicate the effort. The benefit to citizens extends to the region and nationally. The work of the Program and Procedures coordinator directly benefits our citizens because she ensured the completion of the plan that prepares citizens for a pandemic. Further, the Program and Procedures Coordinator designed, planned and implemented the delivery of comprehensive staff training to ensure agencies were individually prepared to provide continuity of operations in a Pandemic and meet the needs of their constituent stakeholders and populations.
3. A more recent example of direct benefits to the citizens is the speed and seamlessness with which the County was able to formulate and stand up the Strike Team effort. In her leadership role on the command staff of this effort, the Program and Procedures Coordinator played an integral part in developing strategies for the effort and in carrying out the logistics necessary to operationalize it. The successes of the Strike Team efforts have been well documented internally and externally. Citizens have directly benefitted by the improvements in the health and safety of their communities and the quality of their neighborhoods.
4. Another distinct example of the benefits of this position to the county citizens is that because the position handles and troubleshoots a myriad of complex issues and initiatives, the DCE is able to focus on larger, more complex priorities. As such, DCE Stalzer was able to focus on providing ongoing, extensive executive leadership to the PSTOC project which directly resulted in the project coming in on time and \$10M under budget---a direct savings to the residents of the county.

Citing three examples of direct benefit to County citizens as a result of the work of Verdia Haywood's Program and Procedures Coordinator:

1. Fairfax Cares is a coordinated effort among businesses, schools, government, faith groups and nonprofit organizations to raise the additional resources needed to meet the increased need for basic needs assistance in our community. The model is based on Fairfax Families Care, where the community came together to help Hurricane Katrina evacuees who relocated in Fairfax County with needed supports of employment, housing, food, medical care, etc. It utilizes the Northern Virginia Community Foundation as the receiver of funds, and through an Advisory Committee, has established an allocation process to distribute funds to nonprofits and faith groups presently providing basic needs assistance. Through this work, more County citizens who require basic needs assistance will be able to be helped through the existing safety network of basic needs providers.

2. There are a disproportionate number of African American and other minority children in both our foster care and juvenile justice systems; and today, an educational achievement gap exists for African American students compared to their White or Asian peers. Through a community collaborative, efforts are underway to support families at an earlier point in time in order to prevent them from getting involved with either our foster care or juvenile justice systems. Internally, coordinated system-wide efforts to ensure that our services are culturally competent and accessible to all persons is ongoing. Overall, through multiple strategies, the objective is to improve outcomes for all children and families.
3. Long term social investment strategy aims to bring together leadership from the public, private, corporate, civic, nonprofit, philanthropic and education sectors of our community to create a sustainable process to transform and substantially increase the amount of corporate and community social investments in our community; target resources to the greatest needs; and ensure a vibrant and efficient delivery system of nonprofit services.

### **Other Options**

Due to the cross agency, broad scope and complexity of the work delegated to the Policy and Procedures Coordinators, continuous communication with the Deputies is essential. So often, competing demands and new information requires immediate action making it neither practical nor efficient to delegate the project management work to any staff within an agency. Agencies already are involved for their scope of work but the Program and Procedures Coordinators ensures coordination and integration across the system. As a matter of practice, some new initiatives are started under the direct guidance of the Deputy and the work of the Policy and Procedures Coordinators, and then, following the initial start up, the responsibility for carrying out the initiative in the long term is delegated out to an agency or an interagency team. The Policy and Procedures Coordinators remain involved to provide oversight, support and ensure strong connections continue across the system. Without the Policy and Procedures Coordinators, coordination and completion of these projects would either require the Deputies to work at an operational level at the expense of their executive leadership work or simply not get done.

### **Costs**

While the positions were moved to the Office of the County Executive in FY '08, the positions had existed for several years (Stalzer's Program and Procedures Coordinator has existed since 2004, and Haywood's since 2002) and were assigned to the Departments of Public Works and Environmental Services and Systems Management for Human Services. In FY'08, the positions were moved to the Office of the County Executive for the critical role they play in day to day operations and the executive level of work performed on behalf of the Office of the County Executive and to fulfill obligations in providing thorough, timely and accurate information proactively and in response to various directives by BOS. The move of these positions to the CEX budget was done for business processes efficiency improvements and transparency.

The FY 2010 combined cost of these two S-29 merit positions is estimated at \$197,079.