

## Lines of Business

LOB #55:

### **DPWES LEADERSHIP AND MANAGEMENT SUPPORT**

#### **Purpose**

BPS represents DPWES leadership and management providing senior level management direction, support and coordination for department-wide initiatives related to workplace safety, information technology, human resources, emergency management and preparedness, strategic planning, performance measurement, national accreditation, departmental awards and recognition, public education and communication. The BPS mission is to provide expeditious support to the Department of Public Works and Environmental Services' (DPWES) five core business areas: Stormwater Management, Wastewater, Solid Waste, Land Development, and Capital Facilities, so that agencies can provide these services to the community. BPS ensures a coordinated, unified and streamlined delivery of effort across the entire department; directs the DPWES mission across its five business areas; and collaborates to ensure effective and efficient delivery of services to the residents of Fairfax County. BPS partners with stakeholders, assures high performing customer service, provides enhanced internal and external communication; implements public works best practices, and guides the organization to effectively and efficiently contribute to the health, safety and welfare citizens and improve quality of life.

#### **Description**

The DPWES Director's office, provides a unified, cross cutting, and collaborative delivery system across its five agencies for effectively:

- Providing expeditious support, direction and overall management to the DPWES five business areas/agencies and cross cutting teams requiring coordination, collaboration, and active participation in ensuring a one department approach;
- Managing the departments strategic management and direction;
- Executing oversight of daily operations;
- Implementing the department's workforce safety program critical for this line of business;
- Enhancing the County's environmental stewardship role;
- Working collaboratively with stakeholders, internal and external to the County, as well as the department's business areas to ensure that the actions of the department are aligned with County and department policies and meet the needs of stakeholders and citizens;
- Oversight of the department's Emergency Management and preparedness and Continuity of Operations (COOP) Plans;
- Providing oversight to execute contracts as delegated by the Director of Department of Purchasing and Supply Management (DPSM) and per the Fairfax County Purchasing Resolution;
- Overseeing the National American Public Works Association Accreditation Process; and
- Providing community oversight, customer focus and internal/external communication.

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DPWES Director's office human capital management provides unified, cross cutting and a collaborative human capital approach across its five agencies, supporting 1,278 FTE positions across the department for effectively:

- Providing performance management and salary review coordination;
- Implementing a departmental recruiting and hiring program; as well as departmental vacancy management;
- Developing policies and procedures for the department; adherence to County policies and procedures; working closely with central Department of Human Resources;
- Performing employee relations, disciplinary actions, work plans, and civil services matters;
- Implementing a departmental training and organizational development initiatives;
- Planning organizational changes and cross cutting re-organizations to boost customer support;
- Planning retirements, succession planning, workforce organizational planning; and
- Streamlining human capital support and structural review across agencies of DPWES to ensure efficient and effective delivery of DPWES human resources actions.

DPWES Director's Office information technology leads major Information Technology (IT) initiatives and provides a unified, cross cutting and collaborative approach across its five agencies for effectively:

- Coordinating IT resources throughout the department;
- Providing oversight for managing Departmental IT projects;
- Ensuring coordinated and efficient use of IT resources;
- Overseeing the implementation of new technology (maintenance and department-wide systems);
- Aligning IT resources with strategic business goals;
- Developing and maintaining cohesive internal and external websites;
- Identifying improvement opportunities, securing appropriate resources;
- Coordinating efforts with the central Department of Information Technology, and advising senior management on IT related matters.

This LOB is performed with 19/19.0 FTE positions; of which 7/7.0 FTE positions are in leadership and management, 6/6.0 FTE positions are in human capital management and 6/6.0 FTE positions are in Information Technology.

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## Benefits

DPWES BPS is responsible for ensuring the coordination and unified delivery of public works services provided by the five business areas. Benefits of the central staff in the Director's Office include:

- Improved oversight of initiatives and systems across the five agencies;
- Increased collaboration and streamlined delivery of leadership oversight;
- Reduced cost and efficiency through the leveraging of entire department's resources;
- Improved management of projects; improved ability to apply lessons learned departmentally;
- Improved and effective communication both internal and external;
- Central human resources direction allows for improved supervisory trainings across the five agencies of DPWES with participation satisfaction ratings of 80.3 percent in FY 2014 and 82.5 percent in FY 2015;
- Efficient utilization of resources;
- Consistent application of best practices and benchmarking;
- Enhanced communication and coordination with central agencies such as Department of Information Technology (DIT), Department of Human Resources (DHR), Finance and Department of Management and Budget (DMB); and
- Elimination of duplicative efforts.

## Mandates

This Line of Business is not mandated; however, it is responsible for coordinating and ensuring the department is in compliance with all mandated (internal, BOS requested, and state) environmental regulatory standards. These standards ensure that the County is demonstrating environmental stewardship and resources are being used effectively and efficiently to protect and enhance the County's natural environment. Each business area is responsible for monitoring and maintaining compliance of all environmental regulatory standards pertaining to its business area.

## Trends and Challenges

The department's strategic focus areas for trends and challenges for the next several years include:

- Become a leader in economic development and facilitate Economic Success in Fairfax County;
- Implement a customer service focused Land Development Services to assist in the development and implementation of an efficient review process that adequately responds to industry demands while ensuring exceptional customer service and full environmental compliance;
- Implement the economic success plan which delineates the importance of investing in public infrastructure to enrich the lives of the community, and contribute toward long-term land development and environmental stewardship goals, infrastructure development, and implementing the Board of Supervisors environmental vision, priorities, and goals;
- Ensuring environmentally responsible programs; and excelling in program performance;
- Ensuring the health, safety, and wellness of all employees arising from business;

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- Major system modernization efforts are underway in Land Development Services which include the introduction of electronic plan submission and review software; and the replacement of major legacy systems. In addition, a partnership between the Department of Transportation (DOT), Capital Facilities, Stormwater Management and Wastewater Management to standardize and improve capital construction project management systems;
- The department is facing an aging workforce with greater retirements and succession planning;
- Continuing to invest in a talented workforce;
- Implementing the strategic plan across the department's five core business areas so it functions as one cohesive organization that is committed to working collaboratively with all of its stakeholders, is highly focused on public and customer service and enables all employees to exercise their leadership skills;
- To achieve and maintain the National American Public Works Association (APWA) Accreditation in FY 2016 and beyond. The accreditation process reviews all DPWES policies and procedures against the Public Works Management Practice Manual to ensure practices are appropriately documented with clear, concise, and current written policies and procedures. The benefits of accreditation include: enhanced credibility for the department with the public, senior County management, and the Board; improved documentation of practices that will support succession planning; continuous improvement efforts as processes are defined and peer-reviewed through the accreditation process; accountability of duties and responsibilities; and department team building and morale;
- Aging technology that needs replacing in order to take advantage of the numerous benefits of newer technology, including improved customer experience, more efficient field operations, better data analysis and reporting capabilities, and more effective use of document sharing and storage technologies; and
- IT efforts to support the new Municipal Separate Storm Sewer System (MS4) permit reporting requirements, a system to enhance the prioritization of stormwater and wastewater asset maintenance projects, an expansion of the existing enterprise asset management system, and implementation of an employee safety management system.

### Resources

As this line of business encompasses all activities of the agency, please refer to the table in the Department Resources section above.

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## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
DriveCam Program Effectiveness	NA	NA	86%	85%	90%
Percent of APWA accreditation practices in compliance	NA	16%	54%	85%	100%
Percent of DPWES environmental and regulatory permits that are in full compliance	100%	90%	100%	100%	100%

The safety and well-being of DPWES employees is critical to the overall success of the department. This is demonstrated in safety being the top employee value and department strategic goal (Promote Our Safety Culture). DPWES began utilizing the DriveCam vehicle safety program in FY 2015 with the Solid Waste Management Program and have experienced great success in reducing vehicular accidents and employee injuries. The program has now expanded to two other business areas – Land Development Services and Stormwater Management. In FY 2016, DriveCam will be managed and coordinated by BPS to ensure the program is administered effectively and consistently across the department. Program effectiveness is defined as how successful driver coaching sessions are in preventing future risky driving behaviors from occurring. Since LDS and Stormwater have recently implemented the program, target measures for FY 2016 have been reduced from the FY 2015 actual. Successful implementation and program management will ensure DPWES continues to provide effective and efficient public works services in the safest manner possible for its employees and the community. In addition, DPWES is currently in pursuit of national public works accreditation with the American Public Works Association (APWA). In order to become accredited, DPWES must be in compliance (full or substantial) with the 593 APWA practices. The goal is to be 100 percent compliant in FY 2017.

