

**FAIRFAX FALLS-CHURCH COMMUNITY SERVICES BOARD  
FISCAL OVERSIGHT COMMITTEE MEETING MINUTES  
SEPTEMBER 21, 2023**

The CSB Fiscal Oversight Committee met in regular session at the Sharon Bulova Center, 8221 Willow Oaks Corporate Drive, Level 3, Room 3-314 West, Fairfax, VA 22031

**1. Meeting Called to Order**

Committee Chair Claudia Volk called the meeting to order at 4:02 PM.

**2. Roll Call, Audibility, and Preliminary Motions**

**PRESENT:**       **BOARD MEMBERS:** COMMITTEE CHAIR CLAUDIA VOLK; DAN SHERRANGE;  
ANDREW SCALISE; KAREN ABRAHAM; BETTINA LAWTON; EVAN JONES

**ABSENT:**       **BOARD MEMBERS:** CAPTAIN DANIEL WILSON

**Also present:** Executive Director Daryl Washington, Deputy Director of Community Living Barbara Wadley-Young, Deputy Director of Administrative Operations Jean Post, Chief Financial Officer Elif Ekingen, Director of Analytics & Evaluation Linda Mount, and Board Clerk Sameera Awan.

**3. Matters of the Public**

None were presented.

**4. Amendments to the Meeting Agenda**

The meeting agenda was provided for review; no amendments were made.

**5. Approval of Minutes**

August 17, 2023, Fiscal Oversight Committee Meeting minutes were presented for review and revision.

MOTION TO ADOPT THE AUGUST 17, 2023, MEETING MINUTES AS AMENDED WAS MOVED BY COMMITTEE MEMBER BETTINA LAWTON, SECONDED BY COMMITTEE MEMBER DAN SHERRANGE.

MOTION TO ADOPT WAS APPROVED BY KAREN ABRAHAM, EVAN JONES, AND CLAUDIA VOLK.

**6. Administrative Operations Report**

**Deputy Director of Administrative Operations Jean Post** presented the CSB Human Resources Positions Vacancy Report and discussed several of the CSB's recruitment efforts. In the top table of Agenda Item #6.1, the report highlights vacant merit positions by pay period. In the most recent pay period, the organization managed to maintain its downward trend but is gradually

increasing beyond the desired level. The current figure stands at 121, which is 6% above the annual low, and the goal is to surpass this low point.

The lower table provides a monthly breakdown of vacancies in critical clinical service areas. For example, in August, Emergency Services and the Mobile Crisis Unit (MCU) vacancies remained at 10, marking the lowest vacancy rate in 13 months. However, Youth and Family Outpatient vacancies increased to 7 from 5 in July. Support Coordination reached a 13-month low vacancy rate at 7. Adult Detention Center (ADC) and Jail Diversion vacancies remained at 8, a low rate achieved only twice in the past 13 months.

An update on recruitment as of the past Monday reveals that merit vacancies have increased to 123. There are 18 merit offer letters with pending start dates over the next eight weeks, and three hiring packages are in the queue.

Furthermore, vacancy rates as of September 11th for key administrative operations areas are as follows:

- Human Resources: 15 merit positions with 3 vacancies, resulting in a 20% merit vacancy rate.
- Data Analytics: 9 positions with 4 vacancies, yielding a 44% vacancy rate, with two positions in workforce planning and two under recruitment, awaiting approval from the Department of Information Technology.
- Fiscal and Revenue Management: 32 positions with 3 vacancies, resulting in a 9% vacancy rate. Recruitment processes are underway for two classes.
- Compliance and Risk Management, which includes training positions: 18 positions with 3 vacancies, resulting in a 17% vacancy rate.

As for the exit interview results, there's a meticulous monitoring process in progress, although there's a lag in receiving the outcomes, typically ranging from a few weeks to a month. There's an optimistic outlook that response rates will improve as the fiscal year advances.

For August, there were 17 separations, consisting of 9 resignations, 2 retirements, 3 transfers out, and 3 separations initiated by the agency itself. The predominant reason cited by individuals who completed the survey in August for leaving was a perceived lack of work-life balance, with pay not being a significant factor in their decision.

Year to date, there has been a 29% exit survey completion rate, and it's anticipated that this rate will rise in the coming month. The most common reasons for leaving year-to-date have been issues related to supervisory relationships and a lack of work-life balance.

Additionally, some highlights of the CSB's recruitment efforts include active engagement with local universities, the development of appealing marketing materials, and participation in career fairs at institutions such as George Mason University and James Madison University. An

upcoming career fair is scheduled at Marymount University on September 25<sup>th</sup>, and there are plans for an event at West Virginia University from October 3<sup>rd</sup> to 4<sup>th</sup>.

Furthermore, the CSB is launching a Career Pathways program featuring a three-part series for students at the Sharon Bulova Center. Part one focuses on career exploration, part two delves into the distinctions between the public and private sectors, and part three is geared towards graduate students, offering proactive recruitment for CSB positions. The program will commence with George Mason University at Sharon Bulova on October 11<sup>th</sup>, with enthusiastic anticipation from all parties involved.

*\* Committee Member Andrew Scalise joined the meeting.*

## **7. Clinical Operations Report**

**Deputy Director of Community Living Barbara Wadley-Young** presented the Adult Behavioral Health Outpatient (BHOP) Service Capacity Report and the Support Coordination Service Capacity Report, highlighting changes from August 2023. For overall Adult Time to Treatment, there has been a noticeable decrease, with an average wait time of 19 days to the first available appointment. This is a significant improvement from the 25 days recorded in July, and the current 19-day wait time represents the shortest wait in the past 12 months. Additionally, there were 54 orientations resulting from assessment to treatment, marking the highest number since March. Furthermore, 52% of appointments were offered within 14 days, substantially increasing from 28%. It's worth noting that the most extended waiting times are observed for co-occurring substance use disorder (SUD) groups, and this is attributed to specific factors. Youth Time to Treatment has a significant reduction in wait times, with an average of 15 days to the first available appointment compared to 29 days in July and 25 days in June. Moreover, 56% of appointments were offered within 10 business days, a notable improvement from the 30% recorded in July, 45% in June, and 53% in May.

**Director of Analytics & Evaluation Linda Mount** presented the CSB Status Report and Quarterly Performance Measures. She indicated that current trends have remained consistent, with a notable decrease observed during the summer period, likely attributed to vacations taken by both clients and staff. However, compared to the previous year, there was a nearly 5% increase in the overall number of individuals served. This increase can be partly attributed to adult and youth behavioral health growth, outpatient and developmental employment, and day programs. In the realm of behavioral health outpatient services, there has been a 5% increase compared to the previous year, primarily driven by the BHOP program and medication-assisted treatment services. A seasonal shift is typical within the behavioral health outpatient youth category, with increased referrals in the late fall. Nevertheless, there is still a 12% increase compared to the previous year, including more individuals receiving substance use and medication-assisted treatment services. There is a 4% increase in behavioral health residential services compared to the previous year. However, there have been some reductions in recent months due to program admissions slowing down due to staff vacancies and reductions in the residential care program. In DD support coordination, there are typically monthly variations based on annual and quarterly review cycles, but the CSB is witnessing a higher trend than the previous year. This is attributed

to new waivers and increased requests for assessment services. In the area of DD employment and day programs, there has been an upward trend over the past year, with an 8% increase compared to last year. Programs have reopened, and individuals have returned to programming. However, there have been some reductions during the summer months due to the summer break for certain self-directed services. Although there are three different aspects to consider in entry and referral services, the number of clients receiving screenings, assessments, and services overall has been trending higher compared to the previous year. In recent months, there has been a decrease in the number of individuals receiving services, which can be attributed to staff turnover and reduced client demand, particularly on the youth side.

**8. Financial Status**

**Chief Financial Officer Elif Ekingen** provided the staff report and an overview of the Modified Fund Statement and Expenditures-Budget vs. Actuals Financial Reports. She also discussed the 7% FY 2025 Budget Reduction Proposal submitted, which did not include any proposed personnel cuts, but rather presented the \$12.3 million cuts as a reduction in Employment & Day Contracts, Office of the Director’s expenses and Discharge Planning Services; there was also an offset to these reductions for surplus revenues.

**Executive Director Daryl Washington** presented highlights from the Governor’s adopted budget and estimated that the increased funding for Medicaid waivers could provide approximately 80 new slots for the CSB.

The Budget carryover proposal was discussed and included increases in the Opioid Use Epidemic Reserve, Diversions First Reserve and the creation of a reserve for a Youth Mental Health Crisis Care Center.

**9. Adjournment**

A motion to adjourn the meeting was made by Board Member Evan Jones and seconded by Board Member Bettina Lawton. The motion was approved unanimously, and the meeting was adjourned at 5:40 PM.

October 19, 2023

Date Approved

DocuSigned by:

*Sameera Awan*

Clerk to the Board