

Contracts Management Annual Report FY 2008

INTRODUCTION

The **Contracts Management** area establishes contractual agreements with public and private organizations to provide an array of services while also improving the effectiveness and efficiency of services to County residents. Contracts Management staff support program development, performance management, and monitoring activities on behalf of Human Services programs. Staff work with program managers to draft requests for proposals soliciting services from private and nonprofit providers, and monitor vendor compliance with performance outcomes included in contracts and agreements. Staff work closely with the Office of the County Attorney, Risk Management, and the Department of Purchasing and Supply Management to ensure that contracts conform to legal requirements and accepted standards for purchasing services. Contracts Management also administers independent purchases of service activities for client-specific services and oversees all competitive procurements under \$50,000 for Human Services agencies. In FY 2008, the value of services handled by Contracts Management will approximate \$143 million. Contracts Management currently supports over 1,100 contracts and service agreements.

PART I. SOLICITATIONS

The Contracts Management (CM) area supports development and administration of contractual agreements for provision of human services with public, nonprofit, for profit, faith-based and other private providers. CM develops solicitations and arranges for service delivery through competitive and non competitive contracts for eight human services departments. In FY 2008, the value of services handled by Contracts Management was approximately \$183 million, provided via 1,189 contracts.

- 35 Formal Solicitations completed
- 10 Informal Solicitations completed
- 201 Delegated procurements completed
- 28 Non-Competitive contract award requests over \$50,000.00 sent to DPSM
- 291 Contract negotiations conducted

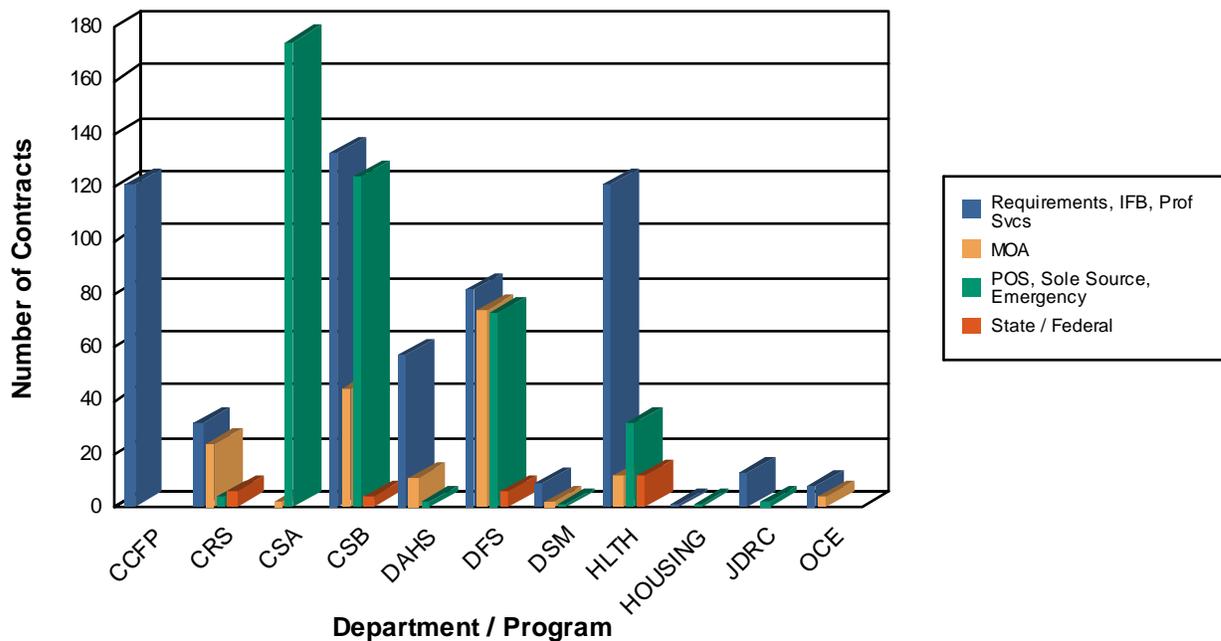
PART II. AWARDS / CONTRACTS

The Contracts Management division directly administers independent purchase of service agreements for client-specific services for the Fairfax-Falls Church Community Services Board, the Department of Family Services and the Comprehensive Services Act for At Risk Youth program. CM also administers delegated procurement responsibilities for competitive procurements under \$50,000 for all eight human services agencies. For competitive procurements above \$50,000 in value, CM coordinates with the Department of Purchasing and Supply Management for the publication of the solicitation and contract award.

Title??

- 469 New Agreements / Contracts awarded with 91% awarded on time
- 1,189 Active Contracts with 863 Contractors supported
- 126 Active intergovernmental agreements supported
- 17 Revenue contracts supported
- 354 Letters of Authorization executed

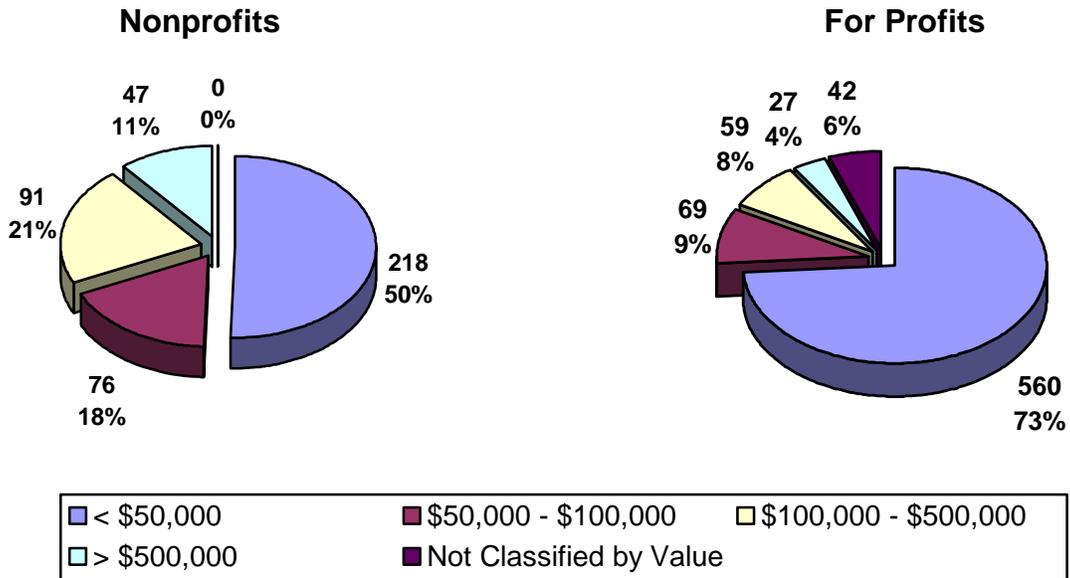
FY 2008 Active Contracts by Contract Type and Department



Contract Values

Contracts supported by CM in FY2008 were financed through the *County General Fund and different state and federal programs* provided financing for program operations in human services.

Contract Values



FY 2008 Value of contracts supported by Contracts Management

Annual Value	Total Contracts	# Contracts w/ Non Profit and Faith Based Vendors	% Of Total	# Contracts w/For Profit, Governmental and Public University Vendors	% of Total
< \$50,000	778	218	18%	560	47%
\$50,000 - \$100,000	145	76	6%	69	6%
\$100,000 - \$500,000	150	91	8%	59	5%
> \$500,000	74	47	4%	27	2%
Not Classified by value*	42	0	0%	42	4%
TOTAL	1,189	432	36%	757	64%

* Includes blanket contracts used by multiple County departments where the value for the human services departments can not be obtained efficiently through the county's current financial systems

**Providers' Contracts
Top Ten Dollar Value in FY 2008
(includes providers with multiple contracts)**

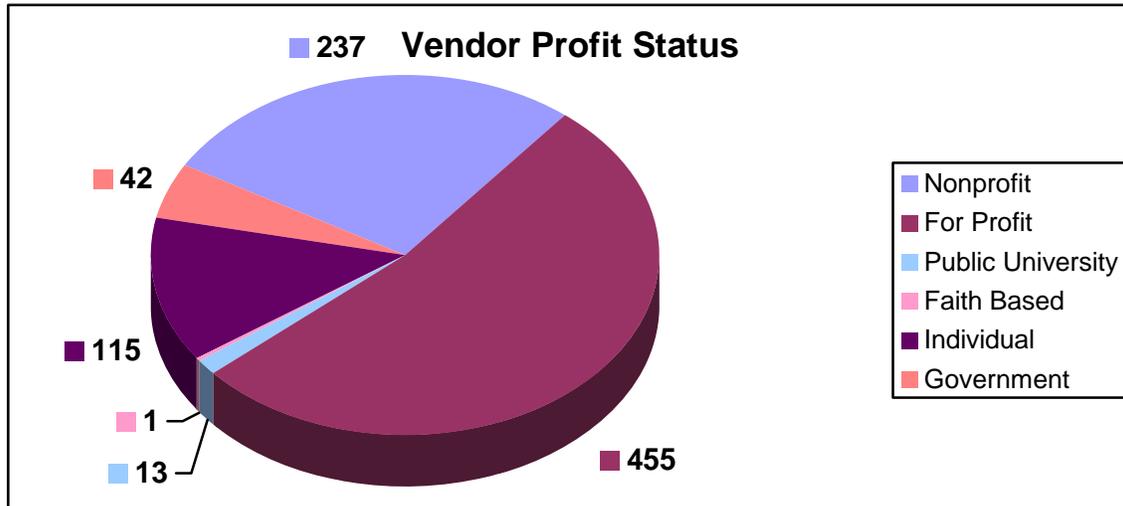
Organization	FY 2008 Contract(s) Value
Pathway Homes, Inc.	\$ 5.8 million
MV Contract Transportation	\$ 5.3 million
First Transit, Inc.	\$ 5.2 million
Northern Virginia Family Services	\$ 4.7 million
MVLE, Inc.	\$ 4.2 million
Service Source, Inc.	\$ 4.1 million
Central Fairfax Services, Inc.	\$ 3.3 million
Phillips Programs	\$ 2.8 million
Reston Interfaith, Inc.	\$ 2.7 million
Higher Horizons Child Care	\$ 2.5 million

PART III. CONTRACT SUPPORT

Staff monitors vendor performance for compliance with contractual provisions for performance outcomes and measures and reporting requirements. CM works to ensure that contracts conform to legal requirements and accepted county, state and federal standards for purchasing services for the various funding mechanisms for the contractual services. Staff offers technical assistance to providers doing business with Fairfax County through development and delivery of training, provider forums, information exchanges, site visits and other supports. Staff work on program development, performance management and outcome measurements for community-based organizations and service providers.

- 460 Amendments, renewals, extensions completed with 88% completed on time
- 249 Monitoring visits conducted
- 360 Contracts successfully closed
- 106 Contracts required performance improvement efforts (out of 249 contracts where formal monitoring occurred during FY 2008), and 100% improved as a result of monitoring
- 99.6% of contracts monitored had at least 90% compliance with their contract provisions
- Nearly 4% of contracts are used by more than one county program or organization.

PART IV. OUR PARTNERS



- 570 For Profit Organizations & Individuals
- 238 Nonprofit and Faith-Based Organizations
- 55 Governmental and Public Universities

CM staff provided significant or key agency support for 17 state and federal grants for planning, administration and monitoring activities.

Service Support

Accomplishments

Several Human Services initiatives in FY 2008 were supported by the Contracts Management team and highlights are noted below. These noted accomplishments involve the support of community based providers, faith based, nonprofit and for provider service contractors doing business and partnering with Fairfax County government:

Program supported that increased community services for Fairfax County residents

- Led a multijurisdictional effort to contract for services for consumers with intellectual disabilities and/or individuals with mental illness. The award resulted in a simplified process for both vendors and local jurisdictions while ensuring that consumers received the most robust services they require.
- Participated in the County's Prevention Committee and led a process to procure services in the school/early education community for three prevention focused programs for youth. These programs will provide information to Fairfax County children on dating safely, discouraging smoking, and increasing children's activity levels and healthy eating habits.
- Led a multijurisdictional procurement for Acute Psychiatric Inpatient services which increased the services received by consumers including receiving medications and transportation to their next destination when leaving the hospital.
- Established a contract to provide refrigerated meals to Fairfax County residents not currently served through the Meals on Wheels program due to waiting lists, geographic area, or special circumstances.
- Established a contract to provide mobile dental screenings for children in Head Start programs resulting in more timely service and eliminating the need for staff to drive children to dentists for these mandated screenings.
- Led a multiagency initiative to establish a contract to operate the Senior+ Program in 7 county operated senior centers. It is designed to meet the needs of an underserved population of senior citizens who are not eligible for adult day health care, but need more support than is available in a regular senior center setting.

Contract business improvement initiatives that saved County \$ and Staff resources

- Created a consolidated solicitation process for ongoing trainings for staff in the Office for Children (OFC), greatly reducing the need for solicitations for individual trainings.
- Coordinated the expansion of an established emergency prescription contract to allow additional human service workers in three departments to arrange for clients' emergency prescription needs. The resulting process improvement allows monitoring of prescription needs more efficiently and at a reduced cost to the County.

Provider outreach activities that improved provider services and organizational capacity

- Trained all Infant & Toddler Connection providers on WEB-R for invoicing which has allowed providers (the majority of which are individuals) to be paid more quickly and to know the status of their payments.
- Coordinated the implementation of nonprofit training programs in partnership with Virginia Tech and the Center for Nonprofit Advancement.
- Facilitated Partnership for Youth strategic planning efforts.

Infrastructure services that made contract services more efficient and cost effective

- Awarded a contract to develop a web-based grants management system to be used by a wide range of community applicants which will save the County funding for storage, document retrieval, and staff resources for review of proposals.
- Completed enhancement of the Contracts Reports and Tracking System (CRTS) vendor inventory and contract utilization system to allow for automation of current and historical provider rate information for Comprehensive Services Act providers, and to track providers operating multiple facilities, programs and sites.
- Realigned staff support to focus on providers contracting with more than one department to maximize staff resources.
- Provided technical assistance to integrate cross functional support.

Staff development efforts

- Led a program analysis, design and procurement of training consultation services for the Group Mentoring Program for human services employees. This program will allow employees to benefit from a mentor/protégé relationship with County staff to build their career skills, as well as receive training and coaching services.
- All employees in the Division participated in the development of core competencies. The CM classifications were then incorporated into the DHR succession planning pilot and Plateau information technology system.

Customer service initiatives to improve communications and strengthen relationships

- Conduct trainings to Human Services personnel on CM functions and responsibilities.
- Conducted face to face surveys to poll customers on quality of services and collect recommendations for improvement.
- Standardized solicitation schedule and monitoring plans to provide customers and corporate partners better tools to allow for real time automated and accessible data exchange and timely executive of tasks.

New Work for the coming year

- Community contracts and services to support the County's Plan to End Homelessness in 10 Years
- Enhancement of the continuum of services to support victims of domestic violence
- Leveraging community based services and supports for seniors and persons with physical, psychiatric, intellectual, and sensory disabilities
- Shift to community-based services for at-risk youth and families (from residential and congregate care)
- Continued development of early learning programs for children
- Community services and responses to system-wide prevention strategies
- Neighborhoods and community capacity-building efforts
- Strengthening nonprofits through integrated and targeted technical assistance services
- Implementation of an automated process for receipt of funding applications through county human services programs
- Automation of decision making activities associated with provider selection activities in procurements and other partnership opportunities

About Us
Contracts Management Staff
Department of Administration for Human Services

We value:	We try to reflect our values through use of the following skills:	To Achieve the following Outcomes:
<ul style="list-style-type: none"> ❖ Accountability ❖ Continual Learning ❖ Creativity ❖ Diversity ❖ Empowering others ❖ Integrity and Honesty ❖ Positive Effective Working relationships ❖ Professionalism ❖ Resilience ❖ Trustworthiness 	<ul style="list-style-type: none"> ❖ Analytical Thinking/Information Analysis ❖ Change management Strategies ❖ Cultural Sensitivity ❖ Customer Service ❖ Coaching/Mentoring ❖ Collaboration skills ❖ Conflict Management ❖ Consensus Building ❖ Delegation skills ❖ Developing Others ❖ Flexibility ❖ Listening Strategies ❖ Negotiation Skills ❖ Problem Solving ❖ Team Building strategies 	<ul style="list-style-type: none"> ❖ Appropriate Decision Making ❖ Being Credible ❖ Building Trust ❖ Cultural Competency ❖ Focus on Results ❖ Good Performance ❖ Political Awareness ❖ Positive Communications ❖ Strategic results

We value the following:

- ❖ **Accountability** – We voluntarily accept task or problem and determine a proper avenue to complete or resolve. We give best effort in work, admit mistakes and seek help when needed.
- ❖ **Continual learning** - We seek opportunities to acquire and apply new ideas or trends. We build on strengths of ourselves and address our areas of growth through positive means.
- ❖ **Creativity** -We strive to seek out, develop and apply new responses, approaches and solutions to achieve goals for completing work.
- ❖ **Diversity** – We work to leverage the diversity of our team and support the importance of sharing and understanding the unique cultures, skills, interests, values, gender and orientation of others. We seek to draw upon diverse ethnic or racial perspectives to find new or better approaches to organizational challenges.
- ❖ **Empowering others** - We try to give people latitude to make decisions based on their level and area of responsibility and level of knowledge and skills. We seek to encourage individuals and groups to set their own goals consistent with organizational goals. We give resources and support needed. We do our own problem solving and seek to avoid prescriptive solutions.

- ❖ **Integrity and Honesty**– We try to interact with truthfulness, sincerity, frankness, and moral soundness.
- ❖ **Positive effective working relationships** – We work to attain positive interactions with work colleagues through honesty, tactfulness, sensitivity to differences, and support common interests instead of taking positions. Our focus is on the work, not on the person. We try to treat others with respect regardless of personal differences.
- ❖ **Professionalism** – We believe in the value of one's contribution to the organization; we strive to maintain a positive outlook and display a professional attitude. We contribute to maintaining the integrity of the organization.
- ❖ **Resilience** - We work to deal effectively with pressure and maintaining focus even under diversity. We try to recover quickly from setbacks. We recognize and cope with physical, emotional and mental stress by maintaining self-control and flexibility in stressful and demanding situations. We overcome barriers to change by working together.
- ❖ **Trustworthiness** – We try to make and meet commitments that contribute to addressing the other person's interests, needs and concerns.