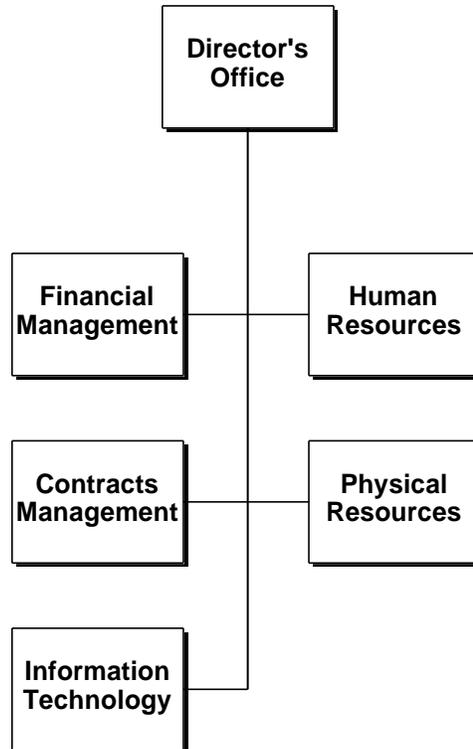


DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES



DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

Agency Position Summary

207 Regular Positions (5) / 205.5 Regular Staff Years (5.0)

Position Detail Information

OFFICE OF THE DIRECTOR

1 Director
1 Secretary III
2 Positions
2.0 Staff Years

FINANCIAL MANAGEMENT

1 Policy and Information Manager
2 Fiscal Administrators
7 Management Analysts III
5 Management Analysts II
3 Management Analysts I
2 Accountants III
2 Accountants II
2 Accountants I
2 Accounting Technicians
13 Account Clerks II
4 Account Clerks I, 1 PT
1 Administrative Assistant
1 Office Service Manager III
1 Office Service Manager II
2 Supervisory Clerks
1 Administrative Aide
4 Clerical Specialists, 1 PT
53 Positions
52.0 Staff Years

HUMAN RESOURCES

1 Management Analyst IV
7 Management Analysts II
1 Accounting Technician
5 Account Clerks II
1 Account Clerk I
6 Administrative Aides
2 Supervisory Clerks
3 Secretaries I
26 Positions
26.0 Staff Years

CONTRACTS MANAGEMENT

1 Management Analyst IV
4 Management Analysts III
13 Management Analysts II
1 Budget Analyst II
1 Eligibility Supervisor
1 Secretary IV
1 Secretary II
22 Positions
22.0 Staff Years

PHYSICAL RESOURCES

1 Comm. Svs. Brd. Dir. Admin.
1 Fiscal Administrator
2 Accountants III
1 Accountant II
2 Accountants I
1 Management Analyst III
1 Management Analyst I
7 Accounting Technicians, 1 PT
1 Office Service Manager III
1 Office Service Manager II
5 Office Service Managers I
9 Assistant Buyers
17 Account Clerks II
5 Account Clerks I
2 Supervisory Clerks
3 Clerical Specialists
1 Warehouse Supervisor
1 Warehouse Worker/Driver
2 Clerk Typists II
1 Carpenter I
1 Custodian II
65 Positions
64.5 Staff Years

INFORMATION TECHNOLOGY

1 Technology Program Director I
1 Information Tech. Program Manager I
1 Internet/Intranet Architect IV
1 Internet/Intranet Architect II
1 Computer Systems Analyst III
2 Programmer Analysts IV
9 Programmer Analysts III
3 Programmer Analysts II
7 Programmer Analysts I (5)
2 Information Technology Technicians II
1 Information Technology Technician I
1 Network/Telecomm. Analyst IV
6 Network/Telecomm. Analysts III
3 Network/Telecomm. Analysts I
39 Positions (5)
39.0 Staff Years (5.0)

() Denotes new positions
PT Denotes Part-time Positions

DEPARTMENT OF ADMINISTRATION FOR HUMAN SERVICES

AGENCY MISSION

The Department of Administration for Human Services (DAHS) is a partner in the Human Services system providing support and adding value to service delivery. Administration support will be responsive and flexible to meet changing customer needs, and will implement a seamless system of business and support processes. The agency will make business improvements, incorporating the best of existing practices with new technologies. DAHS staff will be viewed by the customer as problem solvers who are accessible and committed to supporting service delivery.

AGENCY SUMMARY

Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	202/ 200.5	202/ 200.5	202/ 200.5	207/ 205.5	207/ 205.5
Expenditures:					
Personnel Services	\$8,420,934	\$8,754,718	\$8,946,209	\$9,697,280	\$9,933,415
Operating Expenses	784,820	674,917	753,707	1,049,289	1,049,289
Capital Equipment	0	0	0	56,600	127,600
Total Expenditures	\$9,205,754	\$9,429,635	\$9,699,916	\$10,803,169	\$11,110,304

SUMMARY BY PROGRAM COMPONENT

Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Office of the Director	\$894,297	\$795,039	\$862,407	\$1,217,383	\$1,291,485
Financial Management	2,376,696	2,071,540	2,071,540	2,358,946	2,417,920
Human Resources	1,019,250	1,113,541	1,113,541	1,186,264	1,215,921
Contract Management	1,155,310	1,162,112	1,162,112	1,256,672	1,288,089
Physical Resources	1,905,058	2,564,464	2,565,886	2,553,990	2,617,840
Information Technology	1,855,143	1,722,939	1,924,430	2,229,914	2,279,049
Total Expenditures	\$9,205,754	\$9,429,635	\$9,699,916	\$10,803,169	\$11,110,304

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2001 Advertised Budget Plan, as approved by the Board of Supervisors on April 24, 2000:

- The 2.5 percent cost-of-living/market rate adjustment approved by the Board of Supervisors, and previously held in reserve, has been spread to County agencies and funds. This action results in an increase of \$236,135 to the Department of Administration for Human Services.
- An increase of \$71,000 in Capital Equipment to purchase a Showmobile, which is a mobile stage complete with sound system and lights for use at community events when it is requested.

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The following funding adjustments reflect all approved changes to the FY 2000 Revised Budget Plan from January 1, 2000 through April 17, 2000. Included are all adjustments made as part of the FY 2000 Third Quarter Review:

- An increase of \$17,500 to provide sufficient funds to purchase fuel for the remainder of FY 2000 since fuel prices have increased at a rate much higher than anticipated during the FY 2000 budget development.
-

County Executive Proposed FY 2001 Advertised Budget Plan



Agency Overview

The Department of Administration for Human Services (DAHS) is an agency that meets the administrative needs of Human Services agencies by providing business support to field staff that deliver or arrange services for clients. Examples of programs supported by administrative staff include: public assistance programs such as Temporary Assistance for Needy Families (TANF), Food Stamps, and Medicaid; Protective Services for Children and Adults; Employment Services; Food Services; Child Care, including the Head Start and School Age Child Care programs; Alcohol and Drug, Mental Health and Mental Retardation Services; Probation Services and residential facilities through the Juvenile and Domestic Relations District Court; Comprehensive Services Act; Disease Prevention and Control; Maternal and Child Health Programs; Restaurant Inspections and Sewage Disposal; Consolidated Community Funding Pool services; FASTRAN; and Recreation and other Youth programs.

DAHS is comprised of six organizational units, including the Office of the Director and five functional areas that work closely to form a seamless system of business support for staff and customers. The five functional areas, also known as business areas, are Financial Management, Human Resources, Contracts Management, Physical Resources, and Information Technology.

The *Office of the Director* provides overall guidance for the agency and coordinates the work carried out in the business areas. The Director is a member of the Human Services Leadership Team and works collaboratively to set organizational goals and objectives, and to initiate and maintain partnerships with Service Area Directors.

The *Financial Management* area is responsible for preparing and submitting budgets (including 51 General Fund grants), totaling \$350 million in FY 2001, and for performing Accounts Receivables functions for Human Services agencies. Staff forecast and collect revenues from client fees, third party payers, and the State and Federal Governments that are expected to reduce County expenditures by \$150 million in FY 2001. Budget and Finance staff also analyze expenditures and submit financial reports required to receive reimbursements. Staff works closely with Human Services' management, DAHS business areas, and County agencies such as the Department of Management and Budget, Department of Finance, and the Department of Human Resources to develop and monitor agency budgets, perform continuous financial monitoring, produce and send bills, collect revenues, identify opportunities to create business efficiencies and enhance revenues, as well as comply with State and Federal mandates. In FY 2001, this area will undergo a business process review and redesign for the accounts receivable function.

The *Human Resources* area provides personnel administration support which includes classification and compensation, payroll, employee relations, and employee benefits to over 3,500 Human Services employees; analyzes staffing levels and requirements; manages the process of setting priorities for classification actions for Human Services; implements Cultural Diversity plans; and coordinates with DMB and DHR when agencies request dual encumbrances, abolish/establish actions, or position realignments when reorganizations are implemented. Human Resources staff is anticipated to process an estimated 11,500 personnel transactions and 75,000 Time and Attendance reports in FY 2001. In addition, the Human Resources staff will purchase an automated fingerprint imaging system to perform the County Code requirement of fingerprinting persons who successfully apply for jobs that have the responsibility for minors, the impaired, the elderly, or other persons unable to care for themselves. This equipment will allow the automated transfer

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of data (including the fingerprints) to the state for civilian background checks. This automated system will provide a more accurate method of fingerprinting which will almost eliminate the number of retakes required, and will reduce by 75 percent the time it takes to fingerprint and document each person.

The *Contracts Management* area is responsible for establishing contractual agreements with public and private organizations to improve the effectiveness and efficiency of services to County residents. The value of such purchased services is projected to reach \$100 million in FY 2001, provided via 840 contracts. Staff in this program area also work closely with Human Services Program Managers to draft requests for proposals to solicit assistance from private and non-profit providers. Monitoring vendor compliance with performance outcomes included in contracts and agreements is a key aspect to the work in this area. Contracts Management staff works closely with the County Attorneys, Risk Management, and the Department of Purchasing and Supply Management to ensure that Human Services contracts conform to legal requirements and accepted standards for purchasing services. This area is also responsible for administration of independent purchase of service activities for client specific services as well as total oversight of competitive procurements under \$30,000 for all Human Services agencies. In FY 2001, the Contract Management area will initiate a database system to use in tracking over \$5.2 million in projects within the Consolidated Community Funding Pool (Fund 118). This database system will reduce County staff time in aggregating report data and preparing funding source reports, reduce turn-around time in responding to data requests, and improve the accuracy of data collection.

The *Physical Resources* area involves a wide range of support services essential to the efficient delivery of services to County residents. Staff are responsible for overseeing approximately 360 facilities, including 45 offices and 315 residential and recreation facilities, as well as 150 vehicles located throughout the County; purchasing supplies, materials and services through processing nearly 16,000 purchasing transactions in a timely manner and at a competitive cost; and processing payments to vendors from whom the County purchases the supplies, materials and services. To accomplish these tasks, staff works closely with the Facilities Management Division to ensure that facilities for Human Services are planned to make maximum use of available space and to ensure that the facilities are safe and secure for both clients and staff. A physical inventory of fixed assets for all Human Services agencies is maintained and updated as needed. Staff also works in concert with the Department of Purchasing and Supply Management and the Department of Finance to ensure compliance with County policies and procedures for the purchase of goods and supplies, as well as for the payment of invoices to vendors.

The *Information Technology* area will respond to an estimated 13,200 requests for technical assistance in FY 2001 from computer users throughout Human Services agencies. Staff in this business also work closely with private vendors to use up-to-date technology in developing automated applications that will allow Human Services to deliver services more efficiently through a common client profile and database. Staff also works closely with the Department of Information Technology to maintain and enhance a wide variety of automated applications currently in use. Information Technology area staff monitor security access to corporate systems, and maintain and troubleshoot the Local Area Networks that support 3,200 Human Services employees who use computers. Staff also manages the process of setting priorities for future Human Services automation needs. Introduction of new State applications supporting programs such as Foster Care, Adoptions, Food Stamps, TANF and Medicaid, have imposed additional requirements for technical support for these populations of users in Human Services. Although PCs, software and the applications were provided by State agencies, ongoing maintenance and support for this equipment is provided locally. The industry standard for workstation support averages 100 PCs per support technician. Currently, the ratio in Human Services is approximately 315 workstations to technician. Therefore, due to the growth in the number of new applications and increased use of personal computers that have to be supported, 5/5.0 SYE Programmer Analysts I positions are funded in FY 2001. These positions will decrease the ratio to one technician per 222 workstations. In addition, these positions will provide direct support for agency requests for maintenance and support of the various computer equipment.

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Funding Adjustments

The following funding adjustments from the FY 2000 Revised Budget Plan are necessary to support the FY 2001 program:

- An increase of \$253,160 due to the implementation of the new Pay for Performance program in FY 2001. The new system links annual pay increases to employee performance.
- An increase of \$174,653 due to the implementation of the Market Pay Study. As a result of the study, incumbents in job classes that are found to be one grade below the market will be moved to the appropriate grade and receive a 2.0 percent market adjustment. Incumbents in classes found to be two or more grades below the market will be moved to the appropriate grade and receive a 4.0 percent market adjustment. In addition, funding is held in reserve to provide all employees with a 2.5 percent cost-of-living/market adjustment.
- An increase of \$200,000 in Personnel Services to fund limited-term salaries to meet workload demands primarily in the physical resources area.
- An increase of \$252,075 in Personnel Services for 5/5.0 SYE Programmer Analysts I positions to improve the information technology technical support provided to the Human Services agencies. These positions will primarily be used to provide maintenance support for various computer equipment.
- A net decrease of \$128,817 in Personnel Services based on projected salary requirements reflecting the current grade of existing positions.
- An increase of \$25,487 for Information Technology infrastructure charges based on the agency's historic usage and the Computer Equipment Replacement Fund (CERF) surcharge to provide for the timely replacement of the County's Information Technology infrastructure.
- An increase of \$70,800 in PC replacement charges for annual contributions to the PC Replacement Reserve established in 1995 to provide for the timely replacement of aging and obsolete computer equipment. This increase is necessary to accurately reflect the number of PCs in the agency.
- A net increase of \$112,301 in Operating Expenses primarily due to an increase of \$33,591 in consulting services for the Accounts Receivable Business Process Redesign and the development of a database to administer the Consolidated Community Funding Pool, an increase of \$140,000 to create an information technology spare parts inventory to allow for the timely replacement of equipment such as monitors, keyboards, Ethernet cards, and surge protectors, partially offset by a decrease of \$61,290 due to the one-time carryover brought forward in FY 2000 at the FY 1999 Carryover Review.
- Funding of \$56,600 in Capital Equipment, including \$44,100 to purchase an automated fingerprint imaging system to perform the County Code requirement of fingerprinting County staff who have the responsibility for minors, the impaired, or other persons unable to care for themselves. This system will electronically transfer data to the state for background checks. Funding of \$12,500 is included to purchase personal computers for the five new positions.

The following funding adjustments reflect all approved changes to the FY 2000 Revised Budget Plan since passage of the FY 2000 Adopted Budget Plan. Included are all adjustments made as part of the FY 1999 Carryover Review and all other approved changes through December 31, 1999:

- An increase of \$110,903 due to Information Technology position pay enhancements added as part of the FY 1999 Carryover Review.

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- A net increase reflecting \$119,538 in unencumbered carryover. Of the net increase, \$80,588 represents Personnel Services and \$38,950 represents Operating Expenses. This unencumbered carryover was required to fund the mission essential work of installing, configuring, and maintaining new computers in Human Services agencies.
- An increase in Operating Expenses of \$12,340 for encumbered carryover.
- An increase in Operating Expenses of \$10,000 for training for the community-based organizations in conjunction with the Consolidated Community Funding Pool.



Objectives

- To maintain the collection rate of funds due to the County's Human Services (HS) agencies (e.g., State and Federal funding, client and program fees, third party payments, expenditure reimbursements, etc.) at 95 percent.
- To maintain the total net year-end budget balances (expenditures less revenues) in General Fund Human Services agencies at no greater than 1.0 percent.
- To ensure Human Services agencies obtain at least 90 percent of the certification lists from the Department of Human Resources within 4 weeks.
- To maintain the monthly average of successfully completed Customer Service Requests (CSR) within one week of initial call to the Human Services Help Desk at 90 percent over a 12-month period.
- To achieve a 90 percent success rate for arrangement of contractual services within specified deadlines.
- To complete 95 percent of requests for service for those customers giving 24-hour written notice to the Human Services Warehouse within the time frame needed by the customer.
- To pay 90 percent of invoices for goods and services within 30 days of receipt of invoice from vendor.



Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Output:					
Accounts receivable collected	\$119,203,486	\$117,993,812	\$126,612,093 / \$120,661,325	\$126,612,903	\$126,612,903
Actual net budget balances (expenditures less revenues)	\$5,677,033	\$2,980,041	\$2,980,041 / \$2,006,288	\$2,165,628	\$2,165,628
Certification lists processed	NA	700	700 / 746	746	746
CSR's completed per month	673	737	741 / 862	1,024	1,024

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Total Contracts established	207	638	800 / 800	840	840
• Total New	NA	NA	178 / 178	200	200
• Total Renewal	NA	NA	329 / 329	340	340
• Total Ongoing	NA	NA	293 / 293	300	300
Service requests completed	593	601	600 / 623	625	625
Invoices paid	NA	NA	60,000 / 68,038	65,000	65,000
Service Quality:					
Percent change in accounts receivable collection rate	NA	4.4%	0.5% / 0.8%	0.0%	0.0%
Percent of net unspent budget balances	95.3%	98.9%	99.0% / 99.0%	99.0%	99.0%
Average time to forward certification lists to program staff in various agencies	10 weeks	10 weeks	6 weeks / 4weeks	4 weeks	4 weeks
Percent of customers satisfied with DAHS IT services	NA	99.0%	99.0% / 99.0%	99.0%	99.0%
Contract completion rate	100.0%	100.0%	100.0% / 100.0%	100.0%	100.0%
Percent of requests to DAHS Warehouse completed in time frame needed by customer	90%	98%	95.0% / 95.0%	95.0%	95.0%
Percent of payments to vendors completed in 30 days of receipt of an invoice	NA	NA	90.0% / 86.5%	90.0%	90.0%

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Outcome:					
Percent of account receivables collected	90.0%	94.5%	95.0% / 95.0%	95.0%	95.0%
Net end-of-year budget balances (expenditures less revenues)	4.7%	1.1%	1.0% / 1.0%	1.0%	1.0%
Percent of certification lists obtained within 4 weeks	NA	NA	90.0% / 90.0%	90.0%	90.0%
Percent of DAHS IT service requests completed within 7 days of receipt of request	80.0%	88.0%	90.0% / 90.0%	90.0%	90.0%
Percent of contracts completed by due date	NA	67.0%	85.0% / 79.0%	85.0%	85.0%
Percent of requests to DAHS Warehouse completed in customer's time frame	90.0%	90.0%	95.0% / 99.5%	97.0%	98.0%
Accounts payable 30-day payment rate	75.0%	80.0%	90.0% / 86.5%	90.0%	90.0%