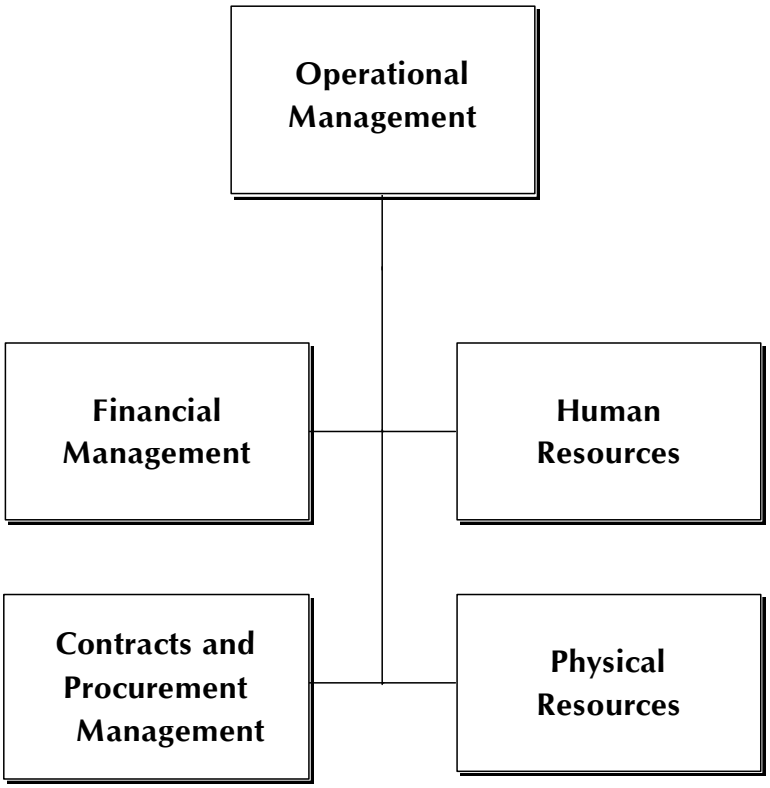
Department of Administration for Human Services



Mission

The Department of Administration for Human Services promotes excellence in human services delivery by providing quality administrative, consultative and management services for the benefit of the community.

Focus

The Department of Administration for Human Services (DAHS) serves the community with quality administrative and management services. Since its formation in January 1995, DAHS has fulfilled its mission to provide the best administrative, consultative and management services for the County's human services departments and programs. The Human Services system directly serves over 100,000 individuals annually through the provision of social services, behavioral and primary health care, juvenile justice, affordable housing, and recreation services. Human services programs offered in the County affect almost everyone in the community.

All of the department's work is achieved in collaboration with its customers. The department is focused on maintaining partnerships and maximizing resources to sustain and grow programs where service demands require it. DAHS participates in interagency planning and supports efforts to integrate services wherever possible. Areas of top priority include improved strategies for children and youth services, improved opportunities for affordable housing, enhancement of the quality of life for seniors, improved access to health care, and preventing and ending homelessness.

DAHS focuses on preserving cross-system coordination functions and identifying continuous process improvement opportunities to ensure both *efficient* and *effective* administrative support. The County's human services system is very large, requiring more than $450 million in expenditures and 4,000 merit employees, while billing and collecting more than $170 million in revenues and reimbursements. More than 25,000 purchasing transactions and 160,000 invoices are processed. The value of contracts handled by the agency is approximately $170 million for multi-year services offered through an estimated 1,200 contractual agreements. DAHS oversees 373 facilities including 120 office and service sites and 253 residential program sites serving consumers throughout the county, and provides facility services support, emergency planning,

and information services strategic planning to the human services system. All of this work is managed with a low administrative overhead rate of 2.0 percent.

As a part of the agency's Strategic Plan, DAHS recently conducted a Customer Satisfaction Survey. Using customer feedback received from prior years' surveys, DAHS made improvements to payment collections for services (such as child care and social services programs); enhanced the security and facilities planning capacity for Human Services; developed uses of the Internet for program reporting and invoicing from contractors and service providers in the community (such as the County's Consolidated Community Funding Pool); improved the procurement processes for County staff requiring goods and services; established training and orientation programs for DAHS staff; and offered technical assistance to nonprofit, faith-based and community-based providers on conducting business with the County.

THINKING STRATEGICALLY

Strategic challenges for the department include:

- Maintaining a high level of management and administrative expertise in an increasingly complex human services environment;
- Developing and retaining a highly skilled workforce to support the administrative requirements of other Human Services departments;
- Optimizing available resources through sound management of existing resources and maximization of revenue from federal and state sources; and
- Strengthening communication among human services departments to achieve common goals.

DAHS has moved into a more substantive role in shaping functional business practices for Human Services programs to improve efficiency and effectiveness. Current challenges and trends have significantly influenced the focus of the department's initiatives. Some of these trends include: (1) increasing diversity of County population and workforce; (2) increasing complexity in federal and state funding sources and corresponding regulatory requirements; (3) continuing emphasis on alternative funding mechanisms; (4) growing demand for services; and (5) ongoing development of new partnerships with the private sector, non-profit, and faith-based providers for service delivery. Current challenges include budget constraints, cross-coordination of complex functions for a wide-ranging customer base, employee retirements, and building functional expertise within business units while simultaneously ensuring specialized knowledge of human services programs and services.

DAHS' primary goal of "Promoting Excellence in Human Services" will be achieved through the successful implementation of strategies and initiatives related to these interconnected, supporting goals:

- **Commitment to Common Goals** - Commitment to, and implementation of, department initiatives that support the priorities of the Human Services System and the County.
- **Knowledge of Customer Needs** - Develop an in-depth understanding of customers' businesses and use expertise to anticipate and provide the right services.
- **Technical Expertise** - Develop and maintain a professional workforce that is highly skilled and motivated.
- **Teamwork** - Identify and promote collaborative partnerships and teams within and among business areas, human services departments and County agencies.
- **Sound Management and Leadership** - Each employee fosters, maintains, and implements the best business practices and principles of sound management and leadership.
- **Resources** - Optimize use and management of existing resources and pursue new resource opportunities.

Leadership, analysis and coordination support are provided by DAHS to the Human Services Council, particularly in areas related to the annual review and development of recommendations regarding the County's budget and to strategic planning for human services. DAHS staff is actively involved with countywide task forces working on process efficiency, corporate systems and other facets of County operations. DAHS works with the Department of Housing and Community Development to provide staff support for the Consolidated Community Funding Pool (CCFP). DAHS participates on the Human Services Leadership Team, the Community Policy and Leadership Team and on the Alcohol Safety Action Program (ASAP) Policy Board.

The agency's functional business areas work closely to form a seamless system of business support for staff and customers. Organizational Management provides overall guidance for the department and coordinates the work carried out in the business areas. The director works collaboratively with all human services departments to set organizational goals and objectives, and to initiate and maintain partnerships with other County agencies and community partners to support the County's overall human services system.

The *Financial Management* business area prepares and monitors human services' budgets with expenditures totaling more than $450 million, manages more than 60 grants, and performs accounts receivable and billing for services and accounts payable functions for human services agencies. Financial staff forecasts and collects revenues from the state and federal governments, clients, third-party payers, local jurisdictions, and other organizations that are anticipated to offset County expenditures by more than $170 million. This division ensures timely and accurate financial reporting and compliance with policies and auditing requirements. The Financial Management division actively participates in resource development and management initiatives to support program growth and development where service demands require.

The *Human Resources* business area provides personnel administrative support, including recruitment, staffing, employee relations, payroll, and employee benefits for more than 4,000 merit human services employees. In conjunction with the Department of Management and Budget and the Department of Human Resources, staff conduct~~s~~ workforce planning on a semiannual basis, during which classification and compensation issues are addressed in order to meet the goals of strategic plans. Each year, agencies' diversity plans are updated and implemented. DAHS' Human Services Training Team has developed a human services core curriculum and relevant and evolving human services topics, and is sharing resources in program-specific training, conducting supervisory development training, and establishing a systematic approach to training registration and documentation. Last year, DAHS sponsored 100 professional development courses which were attended by 2,240 participants.

In FY 2010, procurement functions formerly located within the Physical Resources business area were combined into the Contracts Management business area, resulting in the new *Contracts and Procurement Management* business area. This initiative was consistent with the department's pursuit of continuous process improvement opportunities to ensure both *efficient* and *effective* administrative support. The Contracts Section supports development and administration of contractual agreements with public and private providers for delivery of human services. In FY 2010, the value of services handled by Contracts Management was approximately $170 million for multi-year services offered through an estimated 1,200 contractual agreements. Staff supports human services departments and their partners in the development of programs and projects involving for-profit, nonprofit, government, educational, and faith providers in the community. Staff monitors compliance with contract terms and conditions and required performance outcomes. Technical assistance is provided to businesses, individuals, and organizations conducting or seeking business with the County through development and delivery of training, provider forums, information exchanges, monthly newsletters, site visits, and other mechanisms. Working closely with the accounts payable function in DAHS Financial Management, staff ensures timely processing of more than 25,000 purchasing transactions and 160,000 invoices. The Procurement section also serves as a point of contact for questions related to the procurement of goods and the payment of invoices.

The *Physical Resources* business area oversees 373 facilities including 120 office and service sites and 253 residential program sites serving consumers throughout the County. This business area also provides facility services support, emergency planning, Continuity of Operations Plan coordinator and information services strategic planning to the human services system.

FY 2011 Budget Reduction Impact Summary

A reduction of $126,737 is accommodated as a result of several long-time employees retiring in FY 2010 and in FY 2011. Overall savings will be achieved by filling vacancies created by these retirements at lower-than-budgeted levels. These positions must be refilled since they perform mandated functions that are essential to maintaining continuity of business support, achieving the core mission of the department, and supporting the greater human services system. Specifically, some of these positions perform revenue-generating functions for multiple human services agencies. Others are necessary to ensure that payments are made to service providers, many of whom are in the community and already are experiencing severe challenges due to the recessionary economic situation. In addition, human resources functions will be delayed or disrupted if other critical positions are not filled as they become vacant.

Budget and Staff Resources

Agency Summary				
Category	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 Revised Budget Plan	FY 2011 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	160/ 160	148/ 148	150/ 150	150/ 150
Expenditures:				
Personnel Services	$9,554,020	$8,915,848	$9,106,313	$8,979,576
Operating Expenses	1,475,805	1,387,589	1,704,860	1,506,159
Capital Equipment	0	0	0	0
Subtotal	**$11,029,825**	**$10,303,437**	**$10,811,173**	**$10,485,735**
Less:				
Recovered Costs	($61,371)	($64,143)	($64,143)	($64,143)
Total Expenditures	**$10,968,454**	**$10,239,294**	**$10,747,030**	**$10,421,592**

Summary by Program Component				
Category	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 Revised Budget Plan	FY 2011 Advertised Budget Plan
Operational Management	$1,640,210	$1,420,016	$1,447,560	$1,409,351
Financial Management	3,042,205	2,982,223	2,985,784	4,168,514
Human Resources	1,798,257	1,361,050	1,508,289	1,336,022
Contracts and Procurement Management	1,625,566	1,691,126	1,693,385	2,345,635
Physical Resources	2,862,216	2,784,879	3,112,012	1,162,070
Total Expenditures	**$10,968,454**	**$10,239,294**	**$10,747,030**	**$10,421,592**

Department of Administration for Human Services

Position Summary

Operational Management

1	Director
1	Deputy Director
1	Policy and Information Manager
1	Administrative Assistant V

Financial Management

1	Policy and Information Manager
2	Management Analysts IV
2	Financial Specialists IV
9	Financial Specialists III
6	Financial Specialists II
7	Financial Specialists I
1	Business Analyst II
5	Administrative Assistants V
6	Administrative Assistants IV
33	Administrative Assistants III
3	Administrative Assistants II

Human Resources

1	Policy and Information Manager
2	Resource Dev. and Trg. Mgrs.
2	Management Analysts III
4	Management Analysts II
4	Administrative Assistants V
10	Administrative Assistants IV
1	Administrative Assistant III
1	Business Analyst I
1	Training Specialist III

Contracts and Procurement Management

1	Policy and Information Manager
1	Management Analyst IV
6	Management Analysts III
12	Management Analysts II
1	Housing Specialist IV
1	Financial Specialist III
1	Financial Specialist II
1	Administrative Associate
2	Administrative Assistants V
7	Administrative Assistants IV

Physical Resources

1	Policy and Information Manager
1	Management Analyst IV
1	Management Analyst III
1	Management Analyst II
2	Management Analysts I
2	Business Analysts III
1	Leasing Agent
1	Substance Abuse Counselor III
1	Housing Srvs. Specialist III
1	Gen. Bldg. Maint. Worker II

TOTAL POSITIONS

150 Positions/150.0 Staff Years

FY 2011 Funding Adjustments

The following funding adjustments from the FY 2010 Adopted Budget Plan are necessary to support the FY 2011 program:

- **Employee Compensation** **$0**
  It should be noted that no funding is included for pay for performance or market rate adjustments in FY 2011.

- **Personnel Services** **$190,465**
  An increase of $190,465 for the full-year salary adjustments associated with positions transferred to the Department of Administration for Human Services (DAHS) at the *FY 2009 Carryover Review* with corresponding reductions in the agencies from which the positions are coming.

- **Operating Expenses** **$133,070**
  An increase of $133,070 for a mailroom contract managed by DAHS at the Pennino Building associated with contractor services provided by a sheltered workshop which had previously been budgeted in the Department of Family Services. A corresponding reduction is included in the Department of Family Services budget.

- **Department of Vehicle Services Charges** **($14,500)**
  A decrease of $14,500 for Department of Vehicle Services' charges is based on anticipated costs for fuel, vehicle replacement and maintenance costs.

- **Reductions** **($126,737)**
  A decrease of $126,737 reflects agency reductions utilized to balance the FY 2011 budget. The following chart provides details on the specific reductions approved:

Title	Impact	Posn	SYE	Reduction
Manage Position Vacancies to Achieve Savings	This reduction results in a manageable impact to the department and to its customer-support operations. Several long-time employees will be retiring in FY 2010 and FY 2011 and their positions will be filled at lower-than-budgeted levels. These positions must be filled since they perform mandated functions that are essential to maintaining continuity of business support, achieving the core mission of the department, supporting the greater human services system including administrative functions, revenue-generating activities and ensuring payments are made to service providers.	0	0.0	$126,737

Changes to FY 2010 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2010 Revised Budget Plan since passage of the FY 2010 Adopted Budget Plan. Included are all adjustments made as part of the FY 2009 Carryover Review, and all other approved changes through December 31, 2009:

- **Carryover Adjustments** **$507,736**
  As part of the *FY 2009 Carryover Review*, the Board of Supervisors approved an increase of $507,736 including encumbered carryover of $184,201 primarily associated with professional and consulting contracts, furniture and fixtures and computer software, and an amount of $133,070 associated with the Pennino Building mailroom contract service previously budgeted in the Department of Family Services. In addition two positions and $190,465 were transferred from other agencies including 1/1.0 SYE Leasing Agent position that was transferred from the Facilities Management Department and 1/1.0 SYE Substance Abuse III position that was transferred from the Fairfax-Falls Church Community Services Board.

Key Performance Measures

Goal

To provide quality customer service to the community by utilizing administrative, technical, and management expertise to help promote and achieve excellence in human services.

Objectives

- To maintain an accounts receivable collection rate of 99 percent.
- To pay 97 percent of bills for goods and services within 30 days of receipt of invoice.
- To complete agreements for 90 percent of new contracts within the original time frame.
- To complete 88 percent of contract renewals, extensions and amendments within the original time frame.
- To conduct contract reviews, so that 93 percent of contractors are in compliance with 90 percent or more of contract terms and performance provisions.

Department of Administration for Human Services

Indicator	Prior Year Actuals FY 2007 Actual	FY 2008 Actual	FY 2009 Estimate/Actual	Current Estimate FY 2010	Future Estimate FY 2011
Output:					
Value of collected Human Services agencies' accounts receivable (in millions)	$168.48	$179.62	$165.45 / $180.60	$177.38	$172.19
Invoices paid	154,654	159,791	160,000 / 159,933	160,000	160,000
Total active contracts	1,196	1,189	1,200 / 1,279	1,200	1,200
Contract renewals, extensions and amendments completed	582	460	460 / 570	570	570
Monitoring visits for contract compliance	316	249	250 / 249	250	250
Efficiency:					
Accounts receivable dollars collected/SYE (in millions)	$5.63	$6.19	$5.58 / $6.23	$6.12	$5.94
Cost per payment (invoice) processed	$5.42	$5.61	$5.46 / $5.61	$5.61	$5.61
Contracts and agreements managed per staff	85	89	92 / 91	91	91
Average contract renewals/ extensions/amendments per staff	40.0	40.0	40.0 / 41.0	41.0	41.0
Total staff hours for contract audits	1,308	1,195	1,100 / 994	994	994
Service Quality:					
Average work days to complete accounts receivable collection	15	15	15 / 15	15	15
Average work days to pay a bill	12	12	12 / 12	12	12
Service Quality:					
Percent of customers satisfied with the contract solicitation/selection process	100.0%	95.0%	100.0% / 94.0%	100.0%	100.0%
Percent of customers satisfied with development of contract scope of services for contract renewals, extensions and amendments	100.0%	95.0%	100.0% / 94.0%	100.0%	100.0%
Percent of audited contracts resulting in improved contract compliance	92.0%	93.0%	93.0% / 92.0%	93.0%	93.0%

Indicator	Prior Year Actuals FY 2007 Actual	FY 2008 Actual	FY 2009 Estimate/Actual	Current Estimate FY 2010	Future Estimate FY 2011
Outcome:					
Percent of accounts receivable collected within year	100.80%	109.89%	99.00% / 109.16%	99.00%	99.00%
Percent of payments made to vendors within 30 days of receipt of invoice	94.7%	95.0%	95.0% / 97.0%	97.0%	97.0%
Percent of new contract awards completed within original timeframe	89.0%	91.0%	93.0% / 86.0%	90.0%	90.0%
Percent of contract renewals, extensions and amendments completed within original timeframe	87.0%	88.0%	88.0% / 94.0%	88.0%	88.0%
Percent of contracts in compliance with at least 90% of contract terms and performance provisions	91.0%	93.0%	93.0% / 91.0%	93.0%	93.0%

Performance Measurement Results

In FY 2010 it is projected that $177.38 million in accounts receivable will be collected. The percent of collected accounts receivable is based on the availability of state and federal funds, client and program fees, third-party payments, and reimbursement for eligible expenditures. In FY 2009, $180.60 million, or 109.2 percent of estimated accounts receivable, was collected. The higher than anticipated collection rate is due primarily to additional revenue that was received for public assistance and child care programs. Funding for programs is based not only on local expenditures, but also on the availability of state funding. The Virginia Department of Social Services reviews unspent funds by localities across the state and adjusts funding appropriations late in the fiscal year.

In FY 2009 the percentage of new contracts completed within the original projected timeframe was 86 percent, compared to the projection of 93 percent. A total of 1,279 contractual agreements were supported by division staff in FY 2009. To assess provider performance and to ensure effective services delivery, an estimated 20 percent of active contracts are targeted for monitoring visits and reviews. In FY 2009, 249 monitoring visits were completed. As a result of actions taken to ensure contractual provision compliance, 91 percent of all services contracts were in compliance with the majority of the contract terms and provisions.

The department's final objective is to pay 97 percent of bills for goods and services within 30 days of receiving an invoice. In FY 2009, 159,933 invoices were paid, compared to 159,791 invoices paid in FY 2008. The cost per payment (invoice) processed was $5.61 per invoice in FY 2009, the same cost per invoice as in the prior year.