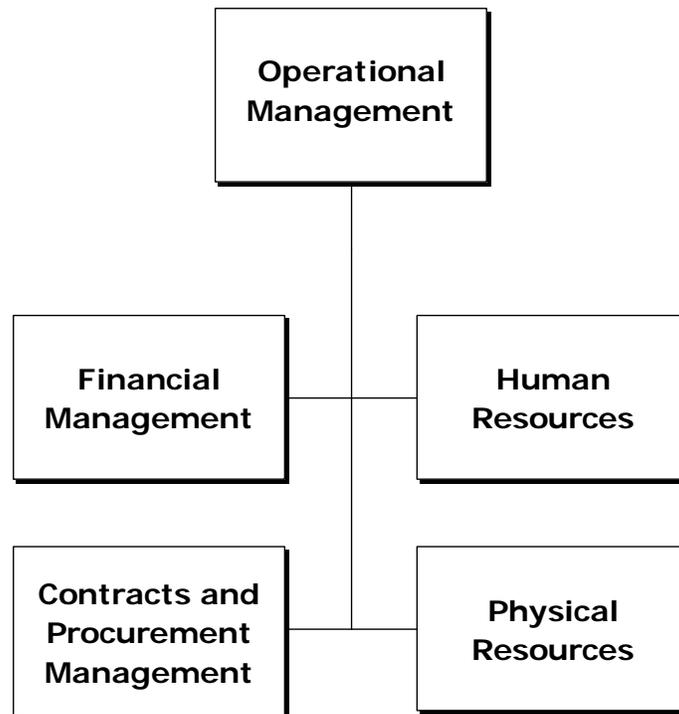


Department of Administration for Human Services



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.

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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 \$487 million in expenditures and 4,000 merit employees, while billing and collecting more than \$170 million in revenues and reimbursements. More than 47,500 purchasing transactions and 200,000 invoices are processed. The value of contracts handled by the department is approximately \$143 million for contracted services offered through nearly 1,300 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 department'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 trends and challenges 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, nonprofit, 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.

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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** – Commit to, and implement 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** - Adopt, implement, and maintain 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 Management Team and on the Alcohol Safety Action Program (ASAP) Policy Board.

The department'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 \$487 million in FY 2011, manages more than 60 grants, and performs accounts receivable and billing for services and accounts payable functions for human services departments. 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 \$185 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. Working closely with DAHS Contracts and Procurement Management, the Financial Management business area's Accounts Payable staff ensures timely payment of approximately 200,000 bills and invoices for goods and services.

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The *Human Resources* business area provides personnel administrative support, including recruitment, staffing, employee relations, payroll, policy development and interpretation, and pay-for-performance 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 conducts workforce planning on a semiannual basis, during which classification and compensation issues are addressed in order to meet the goals of strategic plans. Biannually, departments' diversity plans are updated and implemented. DAHS chairs the Human Services Training Team (HSTT), which consists of representatives from all of the human services departments. This team reviews the human services core curriculum and additional courses that are offered to ensure they are addressing current human services competencies and the Systems of Care initiative. In addition, members share resources in program-specific training, offer "Food for Thought" luncheon topics, create awareness of major departmental programs, and ensure a systematic approach to training registration and documentation. After successfully offering a ten-month New Supervisors RoundTable for several years, this coming year the HSTT will sponsor a Middle Managers' RoundTable in conjunction with the Fairfax County Public Schools. E-learning design, development, and delivery are also planned for chosen courses. Last year, DAHS sponsored 101 professional development events which were attended by 1,955 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 and Program Management 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 was approximately \$143 million for contracted services offered through nearly 1,300 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 47,500 purchasing transactions and approximately 200,000 bills and invoices for goods and services. 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 coordination and information services strategic planning to the human services system.

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Budget and Staff Resources

Agency Summary					
Category	FY 2010 Actual	FY 2011 Adopted Budget Plan	FY 2011 Revised Budget Plan	FY 2012 Advertised Budget Plan	FY 2012 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	150 / 150	150 / 150	158 / 158	159 / 159	158 / 158
Expenditures:					
Personnel Services	\$9,216,027	\$8,979,576	\$9,354,576	\$9,329,576	\$9,329,576
Operating Expenses	1,513,717	1,506,159	1,631,331	1,506,159	1,506,159
Capital Equipment	0	0	0	0	0
Subtotal	\$10,729,744	\$10,485,735	\$10,985,907	\$10,835,735	\$10,835,735
Less:					
Recovered Costs	(\$64,143)	(\$64,143)	(\$64,143)	(\$64,143)	(\$64,143)
Total Expenditures	\$10,665,601	\$10,421,592	\$10,921,764	\$10,771,592	\$10,771,592

Summary by Program Component					
Category	FY 2010 Actual	FY 2011 Adopted Budget Plan	FY 2011 Revised Budget Plan	FY 2012 Advertised Budget Plan	FY 2012 Adopted Budget Plan
Operational Management	\$1,625,354	\$1,409,351	\$1,579,450	\$1,559,351	\$1,559,351
Financial Management	3,634,559	4,168,514	4,169,991	4,168,514	4,168,514
Human Resources	1,700,154	1,336,022	1,592,144	1,336,022	1,336,022
Contracts and Procurement					
Management	2,215,984	2,345,635	2,346,122	2,345,635	2,345,635
Physical Resources	1,489,550	1,162,070	1,234,057	1,362,070	1,362,070
Total Expenditures	\$10,665,601	\$10,421,592	\$10,921,764	\$10,771,592	\$10,771,592

Position Summary		
<u>Operational Management</u>	<u>Human Resources</u>	<u>Physical Resources</u>
1 Director	1 Policy and Information Mgr.	1 Policy and Information Manager
1 Deputy Director	1 Resource Dev. and Trg. Mgr.	1 Management Analyst IV
1 Policy and Information Manager	4 Administrative Assistants V	2 Management Analysts III
1 Management Analyst II	10 Administrative Assistants IV	1 Management Analyst II
1 Administrative Assistant V	1 Administrative Assistant III	2 Management Analysts I
	1 Business Analyst I	2 Business Analysts III
	1 Training Specialist III	1 Substance Abuse Counselor III
<u>Financial Management</u>	1 Human Resources Generalist IV	1 Housing Svcs. Specialist III
1 Policy and Information Manager	2 Human Resources Generalists III	2 Senior Maintenance Workers
2 Management Analysts IV	4 Human Resources Generalists II	1 Gen. Bldg Maintenance Worker II
2 Financial Specialists IV		2 Gen. Bldg Maintenance Workers I
9 Financial Specialists III		
7 Financial Specialists II	<u>Contracts and Procurement</u>	
7 Financial Specialists I	<u>Management</u>	
1 Business Analyst II	1 Policy and Information Manager	
5 Administrative Assistants V	1 Management Analyst IV	
5 Administrative Assistants IV	1 Management Analyst II	
35 Administrative Assistants III	1 Housing Svcs. Specialist IV	
3 Administrative Assistants II	1 Financial Specialist III	
	1 Financial Specialist II	
	1 Administrative Associate	
	2 Administrative Assistants V	
	7 Administrative Assistants IV	
	6 Contract Analysts III	
	12 Contract Analysts II	
TOTAL POSITIONS		
158 Positions/158.0 Staff Years		

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FY 2012 Funding Adjustments

The following funding adjustments from the FY 2011 Adopted Budget Plan are necessary to support the FY 2012 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 26, 2011.

- ◆ **Employee Compensation** **\$0**
It should be noted that no funding is included for pay for performance or market rate adjustments in FY 2012.

- ◆ **Personnel Services Increase** **\$350,000**
A net increase of \$350,000 is included based on actual programmatic requirements and current vacancy rates. The department supports critical activities within the Human Services system and it has not had the sufficient resources in the last several fiscal years to meet ongoing and emergency requirements, including revenue collection and contract administration. This increased funding will enable the department to fill positions adequately to meet its mission.

Changes to FY 2011 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2011 Revised Budget Plan since passage of the FY 2011 Adopted Budget Plan. Included are all adjustments made as part of the FY 2010 Carryover Review, FY 2011 Third Quarter Review, and all other approved changes through April 12, 2011:

- ◆ **Carryover Adjustments** **\$39,332**
As part of the *FY 2010 Carryover Review*, the Board of Supervisors approved encumbered funding of \$39,332 in Operating Expenses

- ◆ **Position Changes** **\$0**
As part of the FY 2011 review of County position categories, a conversion of 8/8.0 SYE positions has been made. The status of limited term positions was reviewed in light of recent changes to federal regulations related to health care and other federal tax requirements. As a result of this review a number of existing limited term positions have been converted to Merit Regular status. In addition, redeployment of 1/1.0 SYE position was also made.

- ◆ **Third Quarter Adjustments** **\$460,840**
As part of the *FY 2011 Third Quarter Review*, the Board of Supervisors approved an increase of \$460,840 due to increases of \$375,000 in Personnel Services to provide sufficient resources to meet ongoing and emergency requirements and \$85,840 in Operating Expenses to fund training needs associated with the transition of the Human Services System.

- ◆ **Position Adjustment** **\$0**
Subsequent to the *FY 2011 Third Quarter Review*, 1/1.0 SYE Leasing Agent position was transferred to Agency 08, Facilities Management Department due to position realignments as a result of workload requirements.

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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 achieve an accounts receivable collection rate of at least 99 percent.
- ◆ To complete payment on at least 97 percent of bills and invoices for goods and services by the required payment date.
- ◆ To complete at least 90 percent of new contract, renewals, extensions and amendments on time (prior to the start of services, or the expiration of the current contract term.)
- ◆ To conduct contract reviews, so that a minimum of at least 93 percent of contractors are substantially in compliance with their contract and performance provisions.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate/Actual	FY 2011	FY 2012
Output:					
Value of collected human services departments accounts receivable (in millions)	\$179.62	\$180.60	\$177.38 / \$178.71	\$185.34	\$185.34
Payments completed for goods and services	159,791	159,933	160,000 / 209,149	200,000	200,000
Total active contracts	1,189	1,279	1,200 / 1,273	1,271	NA
Contract renewals, extensions and amendments completed	460	570	570 / 463	570	NA
Monitoring visits for contract compliance	249	249	250 / 167	200	NA
Total contracts monitored for compliance to contract provisions	NA	NA	NA / NA	NA	50
Efficiency:					
Accounts receivable dollars collected/SYE (in millions)	\$6.19	\$6.23	\$6.12 / \$6.17	\$6.39	\$6.39
Cost per payment processed	\$5.61	\$5.61	\$5.61 / \$7.34	\$7.02	\$7.02
Contracts and agreements managed per staff	89	91	91 / 91	90	NA
Average contract renewals/ extensions/amendments per staff	40.0	41.0	41.0 / 34.0	41.0	NA
Average number of new contracts and amendments completed	NA	NA	NA / NA	NA	900
Total staff hours for contract audits	1,195	994	994 / 528	750	NA
Total hours spent on monitoring and resolving contract compliance concerns	NA	NA	NA / NA	NA	650

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate/Actual	FY 2011	FY 2012
Service Quality:					
Average work days to complete accounts receivable collection	15	15	15 / 15	15	15
Average work days to complete a payment	12	12	12 / 13	13	13
Percent of customers satisfied with the contract solicitation/selection process	95.0%	94.0%	100.0% / 95.0%	95.0%	NA
Percent of customers satisfied with development of contract scope of services for contract renewals, extensions and amendments	95.0%	94.0%	100.0% / 95.0%	95.0%	NA
Percent of customers satisfied with the contract amendment process	NA	NA	NA / NA	NA	95.0%
Percent of audited contracts resulting in improved contract compliance	93.0%	92.0%	93.0% / 98.0%	95.0%	NA
Percent of monitoring activities resulting in improved compliance	NA	NA	NA / NA	NA	95.0%
Outcome:					
Percent of accounts receivable collected within year	109.89%	109.16%	99.00% / 100.75%	99.00%	99.00%
Percent of payments made to vendors by the required payment date	95.0%	97.0%	97.0% / 97.0%	97.0%	97.0%
Percent of new contract awards completed within original timeframe	91.0%	86.0%	90.0% / 92.0%	85.0%	NA
Percent of new contract renewals, extensions and amendments completed within original timeframe	88.0%	94.0%	88.0% / 92.0%	85.0%	NA
Percent of contracts, renewals, extensions and amendments completed on time	NA	NA	NA / NA	NA	90.0%
Percent of contracts in compliance with at least 90% of contract terms and performance provisions	93.0%	91.0%	93.0% / 95.0%	93.0%	NA
Percent of contracts in substantial compliance with their outlined contract terms and performance provisions	NA	NA	NA / NA	NA	93.0%

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Performance Measurement Results

In FY 2012 it is projected that \$185.34 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 2010, \$178.71 million, or 100.75 percent of estimated accounts receivable, were 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 2010 the percentage of new contracts completed within the original projected timeframe was 92 percent, compared to the projection of 90 percent. A total of 1,273 contractual agreements were supported by division staff in FY 2010. 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 2010, 167 monitoring visits were completed. As a result of actions taken to ensure contractual provision compliance, 95 percent of all services contracts were in compliance with at least 90 percent of the contract terms and performance provisions.

The department's final objective is to pay 97 percent of bills for goods and services by the required payment date. In FY 2010, 209,149 invoices were paid, compared to 159,933 invoices paid in FY 2009. The cost per payment (invoice) processed was \$7.34 per invoice in FY 2010, an increase of 30.8 percent in comparison to the prior year.