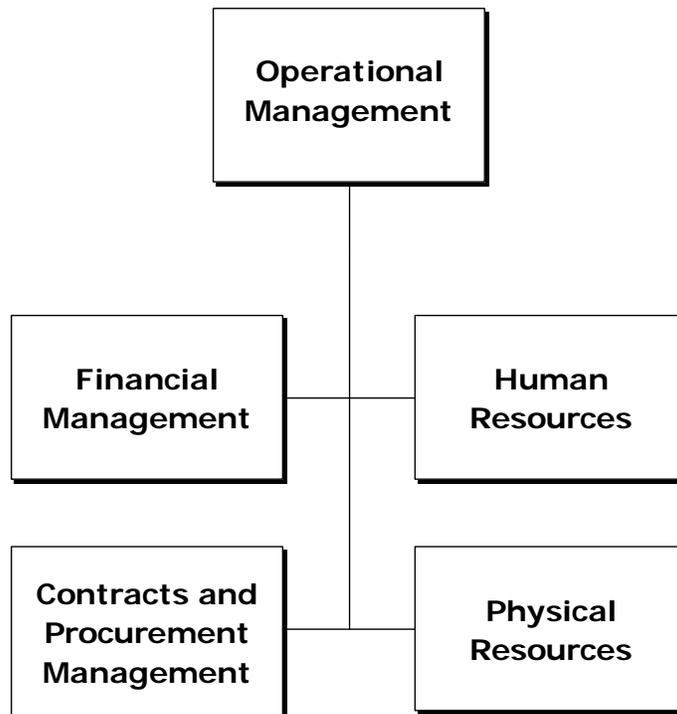


Department of Administration for Human Services



Mission

The Department of Administration for Human Services promotes excellence across the human services delivery system 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 through its quality administrative and management services provided to the County's human services agencies. 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.

The department's work is achieved through a collaborative approach among the County's human services and other departments. The department is focused on maximizing and effectively managing financial, human, and physical resources to sustain and grow programs where service demands require it. DAHS participates in cross-system planning and engages in 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 enhancing cross-system coordination of business functions and identifying continuous process improvement opportunities to ensure both efficient and effective administrative support in the business areas of Financial Management, Human Resources, Contracts and Procurement Management, and Physical Resources. The County's human services system is very large, requiring more than \$480 million in expenditures and 4,000 merit employees, while billing and collecting more than \$175 million in revenues and reimbursements. More than 47,500 purchasing transactions and 200,000 invoices are processed annually. The value of contracts handled by the department is approximately \$151 million for contracted services offered through nearly 1,300 contractual agreements. DAHS provides services and support to all human services facilities by coordinating maintenance and space planning of facilities including six emergency shelters, 120 office and service delivery sites, and oversees over 200 residential program sites serving consumers throughout the County. DAHS also provides residential lease management and federally required inspection services, emergency response planning at five co-located facilities, safety and security service coordination, and oversight of the department's Business Continuity planning as well as human services, information technology, strategic planning, and project management for cross-agency technology initiatives. All of this work is managed with a low administrative overhead rate of 2.0 percent.

As part of the department's Strategic Planning efforts, DAHS conducts an annual survey among human services and other County departments. Using the feedback received from these 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; realigned the procurement processes for County staff requiring goods and services; established training and orientation programs for DAHS and other human services departments' 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 and transforming human services environment;
- ◆ Developing and retaining a highly skilled workforce to effectively and efficiently meet the business requirements of human services departments;
- ◆ Optimizing available resources through sound management of existing resources and maximization of revenue and reimbursement from federal and state sources;
- ◆ Strengthening communication and collaboration among human services departments to achieve common goals; and,
- ◆ Facilitating cross-system coordination and goal setting.

With the increasing complexity of the human services system and the administrative infrastructure requirements necessary to support the system, DAHS provides a more substantive role in shaping its business practices for human services programs in an effort to improve efficiency and effectiveness. Current trends, challenges, and opportunities have significantly influenced the focus of the department's initiatives. Some of these influential factors include: (1) increasing diversity of the County's 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

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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.

DAHS' mission 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 address the priorities of the human services system and the County.
- ◆ **Knowledge of Customer Needs** - Develop an in-depth understanding of customers' businesses, research best practices, and use expertise to anticipate and provide the required services.
- ◆ **Technical Expertise** - Develop and maintain a professional and diverse 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 best practices for business and principles of sound management and leadership.
- ◆ **Resources** - Optimize use and management of existing resources and pursue new resource opportunities.

Leadership, analysis, and coordination 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 also actively involved with other 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 and the Department of Neighborhood and Community Services to oversee and manage 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 divisions work in close collaboration to form a seamless system of business and administrative services for human services staff and other customers. Organizational Management provides overall guidance for the department and coordinates the work carried out in the divisions. 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 ensure effective support of the County's overall human services system.

DAHS continues its active role in transforming the human services system's administrative business practices to improve the human services delivery system, including:

- Continuing an organizational transformation of DAHS to align the department with peer human services departments and to ensure that DAHS meets the needs of those departments, the greater

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County government, and the community. Opportunities to realign administrative business practices and procedures will be continuously sought, both from an operational and strategic perspective, to maximize the services provided and to position DAHS to lead the way to a cross-system approach to administrative practices;

- Developing and identifying initiatives to take advantage of new or untapped revenue sources to help offset the local cost of providing human services;
- Working closely with the County's Department of Information Technology (DIT) in co-leading an interagency team through an information technology strategic planning process with the goal of identifying the human services system's business priorities in order to then prioritize effective technology solutions; and,
- Participating actively in Fairfax County's Unified System (FOCUS) Project, a multi-year joint initiative with the Fairfax County Government and Fairfax County Public Schools to replace the budget, finance, procurement, and human resources systems with a single, unified system.

The *Financial Management* division prepares and monitors human services' budgets with expenditures totaling more than \$480 million, manages more than 60 grants, and performs accounts receivable, billing for services and accounts payable functions for human services departments. Financial staff forecasts and collects revenue and reimbursement 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 \$175 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 sustain program growth and development where service demands require. Working closely with DAHS Contracts and Procurement Management, the Financial Management division's Accounts Payable staff ensures timely payment of approximately 200,000 bills and invoices for goods and services.

The *Human Resources* division 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 human services departments' strategic plans. Biannually, departments' diversity plans are updated and implemented.

As another component of the Human Resources division, the DAHS Human Services Professional Development (HSPD) Program offers and coordinates training services to over 4,000 merit employees in the seven departments and one office within the human services system as well as training services tailored for specific departments' needs. In addition, other professional development initiatives include lunchtime topic-based educational sessions, the Mentoring Knowledge Bank designed to promote system-wide knowledge exchange, the Human Services New Supervisors' RoundTable cohort, and coordination with Fairfax County Public Schools for creation of a joint Leadership Academy. DAHS HSPD developed, chairs, and quarterly convenes the Human Services Training Team (HSTT), which consists of professional training staff representing all of the human services departments.

The *Contracts and Procurement Management* division provides development and administration of contractual agreements with public and private service providers for delivery of human services. In FY 2011, the value of these contracted services was approximately \$151 million offered through nearly

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1,300 contractual agreements. Staff monitors compliance with contract terms and conditions, reviews both program and financial records, and collects and reports on 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* division provides services to the majority of the human services facilities by coordinating maintenance and space planning of facilities including six emergency shelters, 120 office and service sites, as well as oversight of more than 200 residential program sites serving consumers throughout the County. This division also provides residential lease management and federally required (HUD) inspection services. Additionally, this business area coordinates cross-system emergency response planning at five co-located facilities, safety and security service coordination, and oversight of the department's Business Continuity Planning as well as the coordination among the other human services departments. Further, the Physical Resources area has the lead responsibility for cross-system information technology strategic planning and project management assistance for cross-system technology initiatives.

Budget and Staff Resources

Agency Summary				
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	158 / 158	158 / 158	159 / 158	159 / 158
Expenditures:				
Personnel Services	\$9,420,506	\$9,329,576	\$9,871,972	\$10,173,907
Operating Expenses	1,490,596	1,506,159	1,546,811	1,493,159
Capital Equipment	0	0	0	0
Subtotal	\$10,911,102	\$10,835,735	\$11,418,783	\$11,667,066
Less:				
Recovered Costs	(\$64,143)	(\$64,143)	(\$64,143)	(\$64,143)
Total Expenditures	\$10,846,959	\$10,771,592	\$11,354,640	\$11,602,923

Summary by Program Component				
Category	FY 2011 Actual	FY 2012 Adopted Budget Plan	FY 2012 Revised Budget Plan	FY 2013 Advertised Budget Plan
Operational Management	\$1,558,823	\$1,559,351	\$1,577,401	\$1,552,900
Financial Management	4,065,724	4,168,514	4,408,263	4,539,051
Human Resources	1,693,233	1,336,022	1,458,747	1,472,410
Contracts and Procurement Management	2,329,836	2,345,635	2,479,968	2,559,762
Physical Resources	1,199,343	1,362,070	1,430,261	1,478,800
Total Expenditures	\$10,846,959	\$10,771,592	\$11,354,640	\$11,602,923

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Position Summary		
<u>Operational Management</u>	<u>Human Resources</u>	<u>Physical Resources</u>
1 Director	1 Policy and Information Manager	1 Policy and Information Manager
1 Deputy Director	1 Resource Dev. and Training Mgr.	1 Management Analyst IV
1 Policy and Information Manager	3 Administrative Assistants V	2 Management Analysts III
1 Management Analyst II	12 Administrative Assistants IV, 1 PT	1 Management Analyst II
1 Administrative Assistant V	1 Administrative Assistant III	2 Management Analysts I
	1 Business Analyst I	2 Business Analysts III
Financial Management	1 Training Specialist III	1 Substance Abuse Counselor III
1 Policy and Information Manager	3 Human Resources Generalists III	1 Housing Svcs. Specialist III
2 Management Analysts IV	4 Human Resources Generalists II	2 Senior Maintenance Workers
2 Financial Specialists IV		1 Gen. Bldg Maintenance Worker II
9 Financial Specialists III	Contracts and Procurement	2 Gen. Bldg Maintenance Workers I
7 Financial Specialists II	Management	
7 Financial Specialists I	1 Policy and Information Manager	
1 Business Analyst II	1 Management Analyst IV	
5 Administrative Assistants V, 1 PT	1 Management Analyst II	
5 Administrative Assistants IV	1 Housing Svcs. Specialist IV	
35 Administrative Assistants III	1 Financial Specialist III	
3 Administrative Assistants II	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		
159 Positions/158.0 Staff Years		PT Denotes Part-Time Positions

FY 2013 Funding Adjustments

The following funding adjustments from the FY 2012 Adopted Budget Plan are necessary to support the FY 2013 program:

- Employee Compensation** **\$207,737**
 An increase of \$207,737 in Personnel Services reflects a 2.18 percent market rate adjustment (MRA) in FY 2013.
- Full Year Impact of FY 2012 Market Rate Adjustment** **\$186,594**
 As part of the *FY 2011 Carryover Review*, the Board of Supervisors approved an increase of \$186,594 in Personnel Services for a 2.0 percent market rate adjustment (MRA), effective September 24, 2011.
- Alignment of Costs and Personnel Services Adjustment** **\$437,000**
 An increase of \$437,000 in Personnel Services is included that is primarily reallocated from various human services agencies to properly align costs within the human services system. DAHS 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 reallocation was included as part of the *FY 2011 Carryover Review*, and is made by the agencies partnering with DAHS in recognition of their reliance on the services the agency performs on their behalf to meet the mission of the human services system. In addition, funding necessary to support the human services system's transition to the new financial reporting system is also included.
- Reductions** **\$0**
 It should be noted that no reductions to balance the FY 2013 budget are included in this department.

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Changes to FY 2012 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2012 Revised Budget Plan since passage of the FY 2012 Adopted Budget Plan. Included are all adjustments made as part of the FY 2011 Carryover Review, and all other approved changes through December 31, 2011:

- ◆ **Carryover Adjustments** **\$196,048**
 As part of the FY 2011 Carryover Review, the Board of Supervisors approved funding of \$142,396 in Personnel Services for a 2.0 percent market rate adjustment, effective September 24, 2011. In addition, the Board approved encumbered funding of \$53,652 in Operating Expenses.
- ◆ **Alignment of Costs** **\$387,000**
 As part of the FY 2011 Carryover Review, the Board of Supervisors approved an increase of \$387,000 in Personnel Services that was reallocated from various human services agencies to properly align costs within the human services system.
- ◆ **Position Changes** **\$0**
 As part of a review of part time position tracking, a redirection of 1/0.5 SYE position has been made. This adjustment is required to align positions within the correct organizational unit as the County converts to the Human Capital Management component of FOCUS.

Key Performance Measures

Goal

To provide quality customer service to the community by utilizing updated business processes, technical skills, 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 98 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 FY 2012
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	
Output:				
Value of collected human services departments' accounts receivable (in millions)	\$180.60	\$178.71	\$185.34 / \$196.02	\$175.32
Payments completed for goods and services	159,933	209,149	200,000 / 200,368	200,368
Contract renewals, extensions and amendments completed	570	463	570 / 604	NA

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Indicator	Prior Year Actuals			Current Estimate
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate/Actual	FY 2012
Output:				
Monitoring visits for contract compliance	249	167	200 / 197	NA
Total contracts monitored for compliance with contract provisions	NA	NA	NA / NA	150
Efficiency:				
Accounts receivable dollars collected/SYE (in millions)	\$6.23	\$6.17	\$6.39 / \$6.88	\$7.03
Cost per payment processed	\$5.61	\$7.34	\$7.02 / \$7.03	\$7.03
Average contract renewals/extensions/amendments per staff	41.0	34.0	41.0 / 43.0	NA
Total number of new contracts and amendments completed	NA	NA	NA / NA	900
Total staff hours for contract audits	994	528	750 / 1,103	NA
Total hours spent on monitoring and resolving contract compliance concerns	NA	NA	NA / NA	650
Service Quality:				
Average work days to complete accounts receivable collection	15	15	15 / 15	15
Average work days to complete a payment	12	13	13 / 13	13
Percent of customers satisfied with development of contract scope of services for contract renewals, extensions and amendments	94.0%	95.0%	95.0% / 95.0%	NA
Percent of customers satisfied with the contract and amendment process	NA	NA	NA / NA	95.0%
Percent of audited contracts resulting in improved contract compliance	92.0%	98.0%	95.0% / 80.0%	NA
Percent of monitoring activities resulting in improved compliance	NA	NA	NA / NA	95.0%
Outcome:				
Percent of accounts receivable collected within year	109.16%	100.75%	99.00% / 99.00%	99.00%
Percent of payments made to vendors by the required payment date	97.0%	97.0%	97.0% / 97.9%	98.0%
Percent of contract renewals, extensions and amendments completed within original timeframe	94.0%	92.0%	85.0% / 91.0%	NA
Percent of contracts, renewals, extensions and amendments completed on time	NA	NA	NA / NA	90.0%
Percent of contracts in compliance with at least 90% of contract terms and performance provisions	91.0%	95.0%	93.0% / 94.0%	NA
Percent of contracts in substantial compliance with their outlined contract terms and performance provisions	NA	NA	NA / NA	93.0%

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Performance Measurement Results

In FY 2013, it is projected that \$175.32 million in accounts receivable will be collected. The actual amount of revenues collected is based primarily on the availability of state and federal funds, client and program fees, third-party payments, and reimbursement for eligible expenditures. In FY 2011, \$196.02 million, or 106 percent of estimated accounts receivable, was collected. This actual net collected revenue was due primarily to actual reimbursable expenditures associated with public assistance programs and the Child Care Assistance and Referral program, offset partially by lower than anticipated expenditures in the Comprehensive Services Act (CSA) program and adoption subsidies. 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.

The department's second objective is the payment of bills for goods and services by the required payment date. In FY 2011, 97.9 percent of payments were made to vendors by the required payment date, exceeding the target of 97.0 percent. The total number of invoices paid was 200,368, compared to 209,149 invoices paid in FY 2010. The cost per payment (invoice) processed was \$7.03 per invoice in FY 2011, a decrease of 4.2 percent from the prior year.

In FY 2011, the actual percentage of new contracts and agreements completed within the required timeframe was 91 percent, compared to the original projection of 85 percent. A total of 1,266 contractual agreements were supported by division staff in FY 2011. To assess provider performance and to ensure effective services delivery, the Contracts and Procurement business area routinely targets active contracts for monitoring and compliance visits and reviews. In FY 2011, 197 such visits were completed. As a result of actions taken to ensure contractual provision compliance, 94 percent of the services monitored were in compliance with at least 90 percent of the contract terms and performance provisions. Staff interacts with providers and the human services program staff on a daily basis as needed to ensure appropriate and timely service provision.