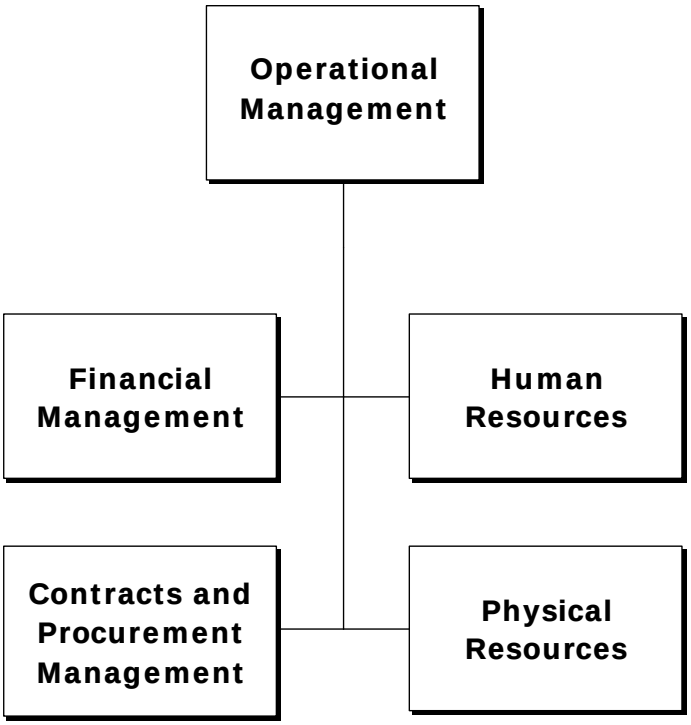
Department of Administration for Human Services



Mission

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

AGENCY DASHBOARD			
Key Data	FY 2013	FY 2014	FY 2015
1. Revenues and reimbursements managed in the human services system (in millions)	$170.1	$170.3	$171.6
2. Expenditures managed in the human services system (in millions)	$457.5	$459.6	$471.2
3. Number of contracts managed[1]	1,108	1,126	1,064
4. Dollar amount of all contracts (in millions)	$155	$152	$157
5. Approximate number of residential property leases under DAHS management	245	245	230
6. Number of merit employees	4,000	4,000	4,000
7. Number of learning offerings by the Human Services Professional Development Team	90	105	116
8. Number of attendees in learning offerings[2]	1,177	1,940	1,264

(1) Does not include doctors who are part of the Community Health Care Network in the Health Department, as those agreements are solely managed by the Health Department beginning in FY 2012.

(2) The decrease in number of attendees is attributed to fewer 30-participant classes offered in FY 2015 to accommodate requests from across the human services system for smaller group, targeted professional development and training sessions.

Focus

The Department of Administration for Human Services (DAHS) serves the community through its professional administrative and management services provided to the County's human services agencies. DAHS is a key component of the County's human services system, whose collective mission is to protect the vulnerable, help people and communities realize and strengthen their capacity for self-sufficiency, and ensure good outcomes through prevention and early intervention. This system continues to focus on cross-cutting strategic initiatives, the broad community outcomes it supports, and the system's progress towards achieving them.

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, contracts and procurement, 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. These services are generally organized across human services agencies and funds by six result areas: Affordable Housing; Connected Individuals; Economic Self-Sufficiency; Healthy People; Positive Living for Older Adults and Individuals with Disabilities; and, Successful Children and Youth.

DAHS focuses on enhancing cross-system coordination of business functions and identifying continuous process improvement opportunities to ensure both efficient and effective professional administrative services in the divisions of Financial Management, Human Resources, Contracts and Procurement Management, and Physical Resources. The County's human services system is large, requiring approximately $470 million in expenditures and more than 4,000 merit employees to deliver its services, while billing and collecting more than $170 million in revenues and reimbursements. Approximately 58,700 payments for goods and services are processed annually. The value of contracts handled by DAHS is approximately $157 million for contracted services offered through approximately 1,100 contractual agreements. DAHS provides services and support to human services facilities by coordinating maintenance and space planning of facilities including seven emergency shelters, 120 office and service delivery sites, and oversees approximately 240 residential program sites serving consumers throughout the County. DAHS also provides residential lease management and federally-required home inspection services, emergency response planning at seven co-located facilities, safety and security service coordination, and oversight of the department's Business Continuity planning as well as human services information technology, and project management for cross-agency technology initiatives. All of this work is managed with a low administrative overhead rate of approximately 2.0 percent.

As part of the department's Strategic Planning efforts, DAHS conducts an annual satisfaction survey among human services and other County departments. Using the feedback received from these surveys, the following initiatives are planned or underway:

- DAHS Financial Management is working with customer and program departments' staff to better identify respective roles and responsibilities to improve responsiveness in key core functions, including budget development, audit process functions, and grants management through cross-team process improvement projects, such as implementation of the Uniform Federal Grants Compliance initiative.

- DAHS Human Resources will focus on succession planning initiatives to include the development and expansion of additional tools such as Stay and Exit Interviews and Realistic Job Previews to assist human services departments and their staff in building and strengthening supervisory competencies,

with an emphasis on leadership skills, effective performance management, and compliance with countywide policies and regulations.

- DAHS Contracts and Procurement Management (CPM) is conducting a contractor performance monitoring pilot to improve engagement with program staff with the objective to increase the number of contracts monitored. In an effort to increase timeliness, improve communication and reduce paper consumption, CPM has created an online fillable form for human services to request supplies and services. Further, CPM staff will begin to utilize additional technology, such as Microsoft SharePoint and Nintex (workflow automation) software to electronically route requests for supplies and services, thereby streamlining the process.

- To improve long-term facility planning, DAHS Physical Resources developed and implemented a new capital improvement planning process that involves staff from all human services agencies.

Thinking Strategically

With the increasing complexity of the human services system and the administrative infrastructure requirements necessary to support the system, DAHS provides a substantive role in shaping its business practices for human services programs in an effort to improve efficiency and effectiveness. 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 and diverse 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 system outcomes; and

- Facilitating cross-system coordination and goal setting.

The Department of Administration for Human Services supports the following County Vision Elements:

Exercising Corporate Stewardship

Creating a Culture of Engagement

Meeting the requirements of the financial management functions continues to be driven by the complexity of funding streams and program needs, as well as time-constrained pressures. These issues affect all core functions of financial management: budget forecasting and management; accounts receivable; accounts payable; audit and reporting functions; and management of grants. For example, the number of grants among the human services departments now exceeds 80, and within most grants there are multiple projects and grant years. The additional workload required to manage the financial and administrative requirements of these grants is significant, especially as few additional administrative resources accompany many of the grants.

Another trend impacting the department is the increasing diversity of the County's population and workforce, as well as the changing demographics of the community. As the County continues to become more diverse, persons accessing human services will continue to increase the need for culturally appropriate services. Also, the ability to attract, retain, and reward culturally competent employees to effectively address changing demographics, is a significant factor. As the number of County employees eligible for retirement continues to rise, the need for enhanced recruitment will increase, thereby increasing the complexity for recruitment and retention for key management and professional level positions.

Changes in health-care regulations, the increasing number of consumers seeking health-care assistance, and the rising cost of providing health-care services are resulting in the rising cost of directly-provided and County-contracted services. In addition, the complexity of contracting to meet mandated service requirements and redefined priorities continues to grow. For example, heightened expectations for a stronger emphasis on outcomes and greater rigor in performance monitoring to ensure the most effective use of County funds have resulted in increased workload. This trend is expected to continue.

It is becoming increasingly challenging to identify rental residential units available for lease for addressing human services clients' housing needs that meet both U.S. Department of Housing and Urban Development (HUD) requirements and Fair Market Rate guidelines. In response to this challenge, the trend is to seek properties privately owned in order to better meet the program requirements. Consequently, rental units have become more dispersed geographically, instead of being concentrated within a large apartment complex with one rental office, resulting in an increasing number of landlord/tenant matters. Additionally, privately-owned units typically require more oversight and site inspection visits to ensure unit conditions meet HUD occupancy requirements. Thus, time spent managing leases has increased.

The department's mission of "Promoting Excellence in Human Services" continues to focus efforts on successful implementation of strategies and initiatives related to interconnected and 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.

- **Coordination and Collaboration** – Identify and promote collaborative partnerships and teams within and among the department's divisions, 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 opportunities to identify and acquire additional resources.

Department of Administration for Human Services

The department's divisions work in close collaboration to form a seamless system of business and professional administrative services for human services staff and other customers.

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 engaged with other countywide efforts working on process efficiencies, implementation of corporate technology systems and other facets of County operations. DAHS also works closely with the Department of Housing and Community Development and the Department of Neighborhood and Community Services to oversee and manage the County's Consolidated Community Funding Pool (CCFP). DAHS participates on the Human Services Leadership Team, the Fairfax-Falls Church Community Policy and Management Team, and on the Alcohol Safety Action Program (ASAP) Policy Board.

Budget and Staff Resources

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
FUNDING					
Expenditures:					
Personnel Services	$10,899,391	$11,576,994	$11,576,994	$12,049,503	$12,049,503
Operating Expenses	1,532,991	1,483,070	1,578,431	1,504,820	1,504,820
Capital Equipment	0	0	0	0	0
Subtotal	$12,432,382	$13,060,064	$13,155,425	$13,554,323	$13,554,323
Less:					
Recovered Costs	($64,143)	($64,143)	($64,143)	($64,143)	($64,143)
Total Expenditures	$12,368,239	$12,995,921	$13,091,282	$13,490,180	$13,490,180
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	166 / 165	165 / 164.5	166 / 165.5	167 / 166.5	167 / 166.5

Operational Management

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

Financial Management

1 Policy and Information Manager
3 Management Analysts IV
2 Financial Specialists IV
11 Financial Specialists III
9 Financial Specialists II
6 Financial Specialists I
5 Administrative Assistants V (1T)
10 Administrative Assistants IV
37 Administrative Assistants III
1 Administrative Assistant II

Human Resources

1 Management Analyst IV
1 Resource Dev. and Training Mgr.
4 Human Resources Generalists III
5 Human Resources Generalists II
1 Human Resources Generalist I, PT
1 Training Specialist III
1 Business Analyst I
4 Administrative Assistants V
10 Administrative Assistants IV

Contracts and Procurement Management

2 Management Analysts IV
1 Management Analyst III
6 Contract Analysts III
13 Contract Analysts II
1 Financial Specialist III
3 Administrative Associates
6 Administrative Assistants IV

Physical Resources

1 Policy and Information Manager
2 Management Analysts IV
2 Management Analysts III
2 Management Analysts II
2 Management Analysts I
2 Business Analysts III
1 Business Analyst II
1 Substance Abuse Counselor III
1 Gen. Building Maintenance Worker II
2 Gen. Building Maintenance Workers I
2 Senior Maintenance Workers

TOTAL POSITIONS
167 Positions (1T) / 166.5 FTE (1.0T)

T Denotes Transferred Position
PT Denotes Part-Time Position

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
SUMMARY BY PROGRAM COMPONENT					
Operational Management	$1,672,419	$1,492,529	$1,492,542	$1,500,965	$1,500,965
Financial Management	5,006,387	5,485,620	5,515,474	5,788,332	5,788,332
Human Resources	1,938,826	1,612,153	1,674,987	1,656,483	1,656,483
Contracts and Procurement Management	2,354,612	2,697,894	2,698,254	2,773,819	2,773,819
Physical Resources	1,395,995	1,707,725	1,710,025	1,770,581	1,770,581
Total Expenditures	$12,368,239	$12,995,921	$13,091,282	$13,490,180	$13,490,180

FY 2017 Funding Adjustments

The following funding adjustments from the FY 2016 Adopted Budget Plan are necessary to support the FY 2017 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, 2016.

- **Employee Compensation** **$326,288**
  An increase of $326,288 in Personnel Services includes $153,958 for a 1.33 percent market rate adjustment (MRA) for all employees and $172,330 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2016.

- **Personnel Services Adjustments** **$146,221**
  An increase of $146,221 in Personnel Services and 1/1.0 FTE includes $75,221 associated with the transfer of 1/1.0 FTE position from Fund 40040, Fairfax-Falls Church Community Services Board (CSB), as part of an interdepartmental realignment to better provide human services support, as well as $71,000 reallocated from the Department of Family Services (DFS), associated with an FY 2016 position adjustment (for further details, see Changes to FY 2016 Adopted Budget Plan section below).

- **Alignment of Costs** **$21,750**
  An increase of $21,750 in Operating Expenses is associated with a reallocation from DFS to cover costs associated with increased contracted staff resources needed as a result of DFS' increased Self-Sufficiency workload and mandated improvement efforts to centralize mail from DFS regional offices to the Pennino Building.

Changes to FY 2016 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2016 Revised Budget Plan since passage of the FY 2016 Adopted Budget Plan. Included are all adjustments made as part of the FY 2015 Carryover Review, FY 2016 Third Quarter Review, and all other approved changes through April 30, 2016.

- **Carryover Adjustment** **$95,361**
  As part of the *FY 2015 Carryover Review*, the Board of Supervisors approved encumbered carryover of $95,361 in Operating Expenses, primarily associated with contractual services.

- **Position Adjustment** **$0**
  The County Executive approved the transfer of 1/1.0 FTE position from Agency 67, Department of Family Services, to Agency 68, DAHS, due to workload requirements within the Human Services system. A funding reallocation for a net impact of $0 to the General Fund is included in the FY 2017 Funding Adjustments section.

Key Performance Measures

Indicator	Prior Year Actuals FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate/Actual	Current Estimate FY 2016	Future Estimate FY 2017
Department of Administration for Human Services					
Percent of accounts receivable collected within year	98.70%	101.30%	100.00%/100.50%	100.00%	100.00%
Percent of payments made to vendors by the required payment date	73.3%	90.0%	93.0%/93.0%	95.0%	95.0%
Percent of new human services contracts containing performance measures reflecting improved outcomes for the population served	92.0%	88.0%	92.0%/92.0%	93.0%	93.0%
Percent of contracts in substantial compliance with their outlined contract terms and performance provisions	94.0%	91.0%	93.0%/98.0%	95.0%	95.0%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2017/adopted/pm/68.pdf

Performance Measurement Results

One of the core functions of DAHS Financial Management (FM) is Accounts Receivable, which involves preparing bills, collecting revenue, and tracking reimbursement for services provided in Human Services programs. The objective of this core function is to achieve an accounts receivable collection rate of 100 percent.

In FY 2015, $171.63 million in accounts receivable was collected, or 100.50 percent of the estimate. The actual collection rate was slightly higher than the estimate due primarily to the collection of accounts owed from previous years, to federal and state reimbursement of allowable expenditures associated with administering public assistance programs and providing behavioral health services, and fees collected from clients for child care and behavioral health services. Funding for many Human Services programs is based not only on local expenditures but also on the availability of funding from the federal and state governments.

Another core function of DAHS FM is Accounts Payable. Working closely with DAHS Contracts and Procurement Management, the Financial Management division's Accounts Payable staff ensures the timely execution of approximately 58,700 payments for goods and services which includes various activities that are conducted to facilitate the payment of invoices to service providers and customers. Many of these payments are made to individuals who are service providers and are vital to their economic well-being.

In FY 2015, 93 percent of payments to vendors were processed by the required payment date, meeting the estimate. In FY 2016 and FY 2017, 95 percent of payments are anticipated to be processed by the required payment date. In conjunction with the County's FOCUS system, the steps necessary to complete a payment have been streamlined. External factors frequently affect the payment process. DAHS FM must be flexible to respond to these factors. For example, in FY 2012, the processing of Child Care Subsidy payments was assumed by the State, thereby bypassing County systems. The total number of invoices processed in FY 2015 was 58,683, at a cost per payment processed of $4.48. The number of payments completed for goods and services is projected to be 58,700 in FY 2016 and FY 2017, and the unit cost to process a payment is anticipated to remain relatively steady with the FY 2015 cost.

One of the core functions of DAHS Contracts and Procurement Management (CPM) is to collaborate with human services program staff in developing solicitations and contracts, and amending existing contracts. In FY 2015, CPM ensured that 775 new service contracts or amendments were awarded with a timeliness rate of 87 percent, below the estimate of 90 percent due to a variety of factors including lengthy negotiations with state agencies, requests for immediate client placements requiring individual purchase of service agreements, tardy contractor responses, or other unexpected delays. In addition, the percentage of new human services contracts containing performance measures reflecting improved outcomes for the population served met the estimate of 92 percent, an increase over 88 percent in FY 2014. Due to another biennial cycle of Consolidated Community Funding Pool (CCFP) contracts occurring during FY 2016, DAHS expects the percentage including performance measures to increase to 93 percent in future years.

Another core function of DAHS CPM is monitoring the performance of contractors to ensure that contract requirements are met and defined outcomes are achieved. In FY 2015, the number of contracts monitored was 192, about 24 percent higher than anticipated, resulting in a significant increase in the number of staff hours dedicated to monitoring activities. Contract monitoring numbers fluctuate significantly every year due in large part to the biennial CCFP cycle. Because the CCFP contracts (typically 100+) are awarded "en masse", the monitoring cycle reflects more monitoring every other year. With the implementation of a standardized process to schedule contract monitoring more routinely, CPM increased the number of contracts anticipated to be monitored in FY 2016 to 500, anticipating this trend will continue. The percent of contracts in substantial compliance with their outlined contract terms and performance provisions in FY 2015 was 98 percent, exceeding the estimate of 93 percent. As a result, DAHS has increased the estimate to 95 percent in FY 2017.