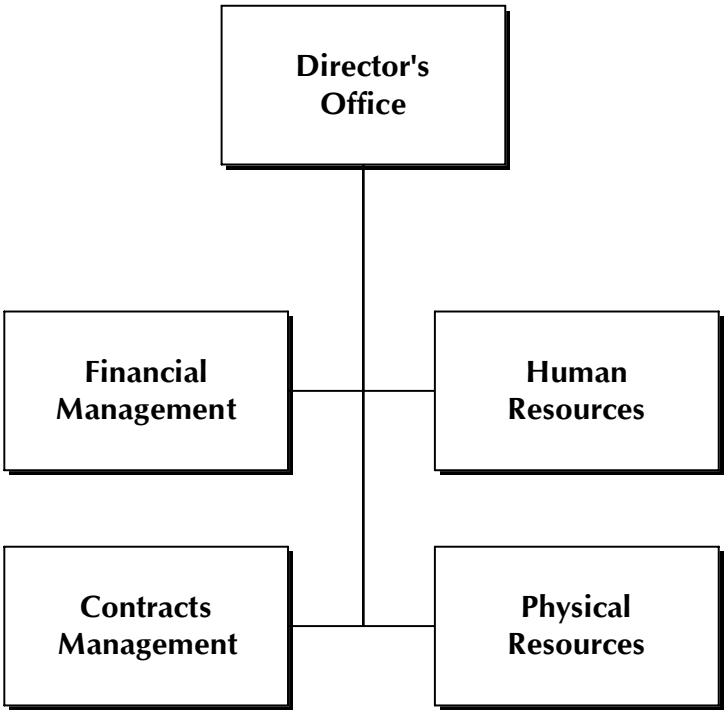
# Department of Administration for Human Services




## Mission

The Department of Administration for Human Services promotes excellence in human services delivery by providing quality administrative 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 and management services for the County's human services departments and programs. Through the human services system, more than 65 programs are provided to County residents, the City of Fairfax and the City of Falls Church. 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 local, state, and federal resources to sustain and grow programs where the service demands require it. It 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, and improved access to health care.

As a part of the agency's Strategic Plan, DAHS is conducting a Customer Satisfaction Survey in Fiscal Year 2008. A similar Customer Satisfaction Evaluation and Response was completed in Fiscal Year 2005. Using customer feedback received from that effort, 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 needing goods and services; established training and orientation programs for DAHS staff; and offered technical assistance to non-profit, faith-based and community-based providers on conducting business with the County.

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: increasing diversity of County population and workforce; increasing complexity in federal and state funding sources and corresponding regulatory requirements; continued emphasis on alternative funding mechanisms; growing demand for services; and 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 is to "Provide Excellent Customer Service." This goal will be achieved through the successful implementation of strategies and initiatives related to six 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 motivated and highly skilled.
- **Teamwork** - Identify and promote collaborative partnerships and teams within and between 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.

***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 needs 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.

Leadership 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 County-wide task forces working on process efficiency, corporate systems, and other facets of County operations. DAHS also works with the Department of Systems Management for Human Services and the Department of Housing and Community Development to provide staff support for the Consolidated Community Funding Pool (CCFP), specifically to the Consolidated Community Funding Advisory Committee, which oversees the funding award process.

The agency's functional business areas work closely to form a seamless system of business support for staff and customers. The *Program Management* area 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 their 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. Within the *Program Management* area, staff coordinates human service-wide activities, such as coordinating information technology (IT) initiatives across human services agencies, assisting agencies in defining the appropriate content and scope of IT initiatives, providing project management and support, coordinating the IT project submission process, and providing guidance on project planning and execution. The goals are to promote system sharing and interagency operability, reduce redundant stovepipe systems, and establish long-term planning procedures for IT initiatives consistent with the strategic business plans of the human services agencies and the Department of Information Technology.

The *Financial Management* area prepares and monitors human services' budgets with expenditures totaling more than $450 million, including more than 60 grants, and performs accounts receivable / billing for services provided 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 $160 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* area provides personnel administrative support, including recruitment, staffing, risk management, employee relations, payroll, and employee benefits for more than 4,000 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. Each year, agencies' diversity plans are updated and implemented. DAHS chairs a Human Services Training Team which is developing a human services core curriculum, sharing resources in program-specific training, conducting supervisory development training, and establishing a systematic approach to training registration and documentation. In addition, DAHS sponsors annually more than 130 professional development courses which are attended by approximately 2,500 participants.

The *Contracts Management* area supports development and administration of contractual agreements with public and private providers for delivery of human services programs. In FY 2008, the value of services handled by Contracts Management will approximate $143 million, provided via an estimated 1,100 requirements contracts, revenue, grant, and in-kind services agreements. Staff supports

human services departments and their partners in the development of programs and projects involving for-profit, non-profit, 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.

The *Facilities, Procurement, and Payments Management* area oversees 370 facilities, covering 50 offices and 320 residential and recreation sites and includes maintaining a number of the residential facilities in a neighborhood-friendly manner throughout the County. Staff ensures timely processing of more than 25,400 purchasing transactions and 155,000 invoices; maintains a warehouse operation in support of various human services programs; and transports, sets up and oversees the two portable-stage Showmobiles used for 93 events throughout the County.

## Budget and Staff Resources

| Agency Summary | | |
|---|---|---|
| **Category** | **FY 2007 Actual** | **FY 2008 Adopted Budget Plan** |
| Authorized Positions/Staff Years | | |
| Regular | 163/ 163 | 163/ 163 |
| Expenditures: | | |
| Personnel Services | $9,386,035 | $9,709,345 |
| Operating Expenses | 1,251,017 | 1,515,895 |
| **Subtotal** | **$10,637,052** | **$11,225,240** |
| Less: | | |
| Recovered Costs | ($37,542) | ($58,717) |
| **Total Expenditures** | **$10,599,510** | **$11,166,523** |

## SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

| *Number* | *LOB Title* | *Net LOB Cost* | *Number of Positions* | *LOB SYE* |
|---|---|---|---|---|
| 68-01 | Program Management | $1,583,900 | 5 | 5.0 |
| 68-02 | Contracts Management | $1,791,383 | 23 | 23.0 |
| 68-03 | Financial Management | $3,087,682 | 55 | 55.0 |
| 68-04 | Human Resources | $1,540,862 | 29 | 29.0 |
| 68-05 | Facilities, Procurement, and Payments Management | $3,162,696 | 51 | 51.0 |
| **TOTAL** | | **$11,166,523** | **163** | **163.0** |

# LOBS SUMMARY

## 68-01: Program Management

| Fund/Agency: 001/68 | Department of Administration for Human Services |
|---|---|
| **LOB #: 68-01** | **Program Management** |
| Personnel Services | $328,634 |
| Operating Expenses | $1,255,266 |
| Recovered Costs | $0 |
| Capital Equipment | $0 |
| **Total LOB Cost:** | $1,583,900 |
| Federal Revenue | $0 |
| State Revenue | $0 |
| User Fee Revenue | $0 |
| Other Revenue | $0 |
| **Total Revenue:** | $0 |
| **Net LOB Cost:** | $1,583,900 |
| | |
| Positions/SYE involved in the delivery of this LOB | 5 / 5.0 |

### ▶ LOB Summary

Program Management provides overall guidance for the department, coordinates the work carried out in the business areas, works collaboratively to develop and achieve organizational goals and objectives, and initiates and maintains partnerships with service areas. The Department of Administration for Human Services' (DAHS) Director is a member of the Human Services Leadership Team and the Alcohol Safety Action Program Board, is Co-Administrator of the Consolidated Community Funding Pool, and serves as staff to the Human Services Council. The Director is actively involved with County-wide committees and task forces working on strategic planning initiatives, process efficiency, corporate systems, and other facets of County operations.

Program Management ensures that DAHS "Provides Excellent Customer Service"—the department's primary goal. The Director ensures that the agency's business area functions form a seamless system of business support for staff and customers. The Director also works collaboratively with Human Services departments to set their organizational goals and objectives, and to initiate and maintain partnerships with other County and community partners to support the overall human services system. Within Program Management, Information Technology Strategic Planning staff coordinates information technology (IT) initiatives across Human Services agencies, assists agencies in defining the appropriate content and scope of IT initiatives, provides project management and support, coordinates the Human Services IT project submission process, and provides guidance on project planning and execution. The goals are to promote system sharing and interagency operability, reduce redundant stovepipe systems, and establish long-term planning procedures for IT initiatives consistent with the strategic business plans of the Human Services agencies and the Department of Information Technology.

In general, DAHS has moved into a more substantive role in shaping functional business practices for human services programs. Program Management is a leader in this role in the context of achieving the department's primary goal to "Provide Excellent Customer Service." Current challenges and trends have significantly influenced the focus of the department's initiatives. Some of these trends include: the increasing diversity of County population and workforce; ongoing resource constraints; the growing demand for services; and the continued need for development of service-delivery partnerships with the private sector, nonprofit, and faith-based providers. Current challenges include budget constraints, cross-coordination of complex functions for a wide-ranging customer base, employee retirements, and building functional expertise across business units while simultaneously ensuring specialized knowledge of Human Services programs and services.

## ► Method of Service Provision

DAHS employees work as partners in the County's Human Services system, providing direct administrative support to programs and adding value to service delivery. DAHS staff also works closely with County departments such as the Department of Management and Budget, Department of Human Resources, Department of Information Technology, Department of Finance, Facilities Management Department, Office of Emergency Management, and the Department of Purchasing and Supply Management to provide timely, effective, and efficient services to customers. Business support services are provided by DAHS in the Pennino Building and at more than 370 County office, residential, and recreational facilities across Fairfax County.

## ► Mandate Information

There is no federal or state mandate for this LOB.

# 68-02: Contracts Management

| *Fund/Agency: 001/68* | *Department of Administration for Human Services* |
|---|---|
| ***LOB #: 68-02*** | ***Contracts Management*** |
| Personnel Services | $1,741,483 |
| Operating Expenses | $49,900 |
| Recovered Costs | $0 |
| Capital Equipment | $0 |
| **Total LOB Cost:** | $1,791,383 |
| Federal Revenue | $0 |
| State Revenue | $0 |
| User Fee Revenue | $0 |
| Other Revenue | $0 |
| **Total Revenue:** | $0 |
| **Net LOB Cost:** | $1,791,383 |
| | |
| Positions/SYE involved in the delivery of this LOB | 23 / 23.0 |

# Department of Administration for Human Services

## ► LOB Summary

The Department of Administration for Human Services' (DAHS) Contracts Management business area establishes and supports ongoing management of contractual agreements between the County human services programs and services providers. Contracts Management staff supports contractual services development, contracts administration and monitoring activities. Staff works with County program managers to arrange for service and selected goods procurements (food, information technology, and medical supplies) and outsourcing activities. Through administration of competitive procurements and awards, staff develops requests for proposals to solicit for services from eligible entities and supports selection activities. Additional contracts are established through non-competed contractual agreements for service provision. Vendor compliance and monitoring activities are conducted for all awarded agreements, to assure provision of outcomes and deliverables expected as part of contractual requirements and specifications. Monitoring activities include development and execution of monitoring plans, site visits, reviews for compliance with all applicable state, federal and County ordinances, regulations and laws, reporting, and performance reviews. In addition, staff supports formal audits performed by state or federal officials overseeing funds supporting contractual services. Staff works closely with the Department of Purchasing and Supply Management (DPSM), the Office of the County Attorney, and Risk Management to ensure that contracts conform to legal requirements and accepted standards for purchasing services.

**Core Functions:**

- Delegated procurement activities for assigned programs that provide client-specific contractual services (through individual Purchase of Services agreements);

- All competitive services procurements valued at $50,000 or less for seven human services departments, three programs/offices and other County efforts as assigned;

- Formal procurement submissions and requested non-competitive contract awards to DPSM for approval, solicitation, and award for services valued above $50,000 (in conformance with the Fairfax County Purchasing Resolution) for seven human services departments and assigned activities.

In addition to support of assigned human services departments and other County departments as required, Contracts Management provides staff and contract support for the Consolidated Community Funding Pool program and the Comprehensive Services Act program. Staff support is provided to the Community Action Advisory Board for administration of the U.S. Department of Health and Human Services Community Services Block Grant and to conduct reporting functions mandated by federal and state requirements. In addition, staff supports the Consolidated Community Funding Advisory Committee and various regional groups including the Northern Virginia Human Services Officials, the Northern Virginia Workforce Investment Board and the Northern Virginia Behavioral Health Commission for administration of regional agreements and coordinated services. Technical assistance to all county service providers and community-based organizations is offered through monthly newsletters and e-bulletins, meetings, conferences and trainings directly by staff and through a partnership with Virginia Tech and the Center for Non-Profit Advancement.

In FY 2008, the value of services handled by Contracts Management (CM) will approximate $143 million, provided via an estimated 1,100 requirements contracts, revenue, grant and in-kind services agreements.

Recent initiatives include support for program design activities for the Fairfax County Health Safety Net Center Commission, supporting the redesign and enhancement of primary and behavioral health care services to the uninsured/underinsured and poor residents of Fairfax County. Recently, the division completed several automation initiatives for the tracking and inventory management of all supported contracts and agreements, and established a workflow management process that reduces paper generation and archiving management to better manage projects and ongoing division work. A current initiative underway incorporates automated application submission procedures through the internet to reduce the paperwork and administrative burden on community providers applying for competitive solicitations for County funding. The goals of the effort include: reducing applicants' costs associated with obtaining competitive business opportunities with various County human services programs; and full automation of the full life cycle of contractual agreements where possible to reduce internal administrative processing timeframes in the participating program areas for reporting, bill payment, and service performance monitoring activities.

## ▶ Method of Service Provision

Contracts Management employees work as partners in the human services system, providing direct support to programs and vendors for contracts arrangement and implementation. Contracts staff works closely with the Department of Purchasing and Supply Management, the Office of the County Attorney, and Risk Management in order to provide timely, effective, and efficient services. Contracts Management provides technical assistance to, and serves as a liaison with, community-based organizations and service providers.

## ▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 51-75 percent. See the January 2007 Mandate Study, reference page 34, for the specific federal or state code and a brief description.

# 68-03: Financial Management

| *Fund/Agency: 001/68* | *Department of Administration for Human Services* |
|---|---|
| *LOB #: 68-03* | *Financial Management* |
| Personnel Services | $3,111,649 |
| Operating Expenses | $34,750 |
| Recovered Costs | ($58,717) |
| Capital Equipment | $0 |
| **Total LOB Cost:** | $3,087,682 |
| Federal Revenue | $0 |
| State Revenue | $0 |
| User Fee Revenue | $0 |
| Other Revenue | $0 |
| **Total Revenue:** | $0 |
| **Net LOB Cost:** | $3,087,682 |
| | |
| Positions/SYE involved in the delivery of this LOB | 55 / 55.0 |

# Department of Administration for Human Services

## ► LOB Summary

The Department of Administration for Human Services (DAHS) 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/billing for services functions for human services agencies. Financial staff forecasts and collects revenues from the federal and state governments, clients, third-party payers, local jurisdictions, and other organizations that are anticipated to offset expenditures by approximately $160 million. DAHS Financial Management ensures timely and accurate financial reporting and compliance with policies and auditing requirements. This division actively participates in resource development and management initiatives to support program growth and development where service demands require. The Financial Management (FM) business area is a vital component of the critical infrastructure support required for the success of the human services delivery system in Fairfax County.

Budget constraints, staffing limitations, employee retirements, and the increasing complexity of federal and state funding sources challenge the agency and, in turn, DAHS Financial Management. The growing expectations and needs of an increasingly diverse community, economic trends, and workload requirements arising from forefront issues such as emergency preparedness, ending homelessness, gang prevention, and pandemic flu also present resource challenges.

The Financial Management business area is actively engaged in looking strategically, critically and analytically at the nature and process of the work performed in the division. In collaboration with our peers and our customers, initiatives are underway to prioritize the allocation of limited resources, identify ways to leverage scarce resources, and find the best means to accomplish our mission. Opportunities for innovative, proactive and responsive action are being identified and pursued.

There are four core functions in the Financial Management business area:

- Budget Development, Analysis and Management
- Accounts Receivable/Billing for Services
- Financial Reporting and Compliance
- Resource Management and Development

**Core Function: Budget Development, Analysis and Management**
The Budget Development, Analysis and Management function involves planning and allocation of financial and related resources. Specific functions are performed to comply with approved spending allocations and to forecast future expenditures, revenues and program requirements. A key component is budget execution, which involves various duties related to requisitions and obligations for agency expenditures, invoices, billing issues, reconciliation of accounts, service agreements and distribution of shared expenses. This core function includes the collection and use of performance information to assess the effectiveness of programs and to develop budget priorities.

**Core Function: Accounts Receivable/Billing for Services**
The Accounts Receivable/Billing for Services function generally encompasses the collection of money owed to the County government from many sources. For example, fees are assessed to and collected from individuals and organizations for County services that are provided to them. Staff prepares and sends accurate invoices to customers; payments are processed in a timely manner. Customer account servicing to more than 15,000 accounts is provided. In FY 2008, DAHS Financial Management has a Key Performance Measures Objective "To maintain an accounts receivable collection rate of 99 percent."

**Core Function: Financial Reporting and Compliance**
The Financial Reporting and Compliance function provides financial oversight and guidance to ensure that generally accepted accounting procedures, legal requirements, and federal/state/local policies and procedures are consistently applied. The integrity of financial records is maintained, and all reporting and auditing requirements are satisfied in full. Staff also analyzes and responds to the impact of legislative and policy changes, and implements changes to ensure compliance.

**Core Function: Resource Management and Development**
The Resource Management and Development function includes initiatives to support program growth and development where service demands require. Approaches vary, and are tailored to meet the unique needs of each program and/or situation. Some initiatives seek to maximize revenues or pursue new sources of funding. Other initiatives aim to maximize, increase or realign staff resources, while others utilize technology to improve productivity. Staff continually evaluates services, products, and systems to improve efficiency and either restructure or discontinue those that add minimal value. Ultimately, all initiatives seek to provide additional support to programs that benefit the community.

## ► Method of Service Provision

Financial Management employees work as partners in the human services system, providing direct administrative support to programs and adding value to service delivery. Staff works closely with County agencies such as the Department of Management and Budget (DMB), the Department of Finance, and the Department of Human Resources in order to provide timely, effective, and efficient services to customers. DAHS' Financial Management also serves a consultative role with Human Services agencies, the Human Services Leadership Team, the Human Services Council, Human Services advisory boards and committees, and community-based organizations. Financial Management is actively involved with County-wide committees and task forces, working on special projects to improve process efficiency, enhance corporate systems, address other facets of County operations, and meet evolving community needs. Financial Management services are provided by DAHS in the Pennino Building and at numerous Fairfax County offices across the county.

## ► Mandate Information

This LOB is both federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 51-75 percent. See the January 2007 Mandate Study, reference page 33, for the specific federal or state code and a brief description.

# 68-04: Human Resources

| Fund/Agency: 001/68 | Department of Administration for Human Services |
|---|---|
| **LOB #: 68-04** | **Human Resources** |
| Personnel Services | $1,471,012 |
| Operating Expenses | $69,850 |
| Recovered Costs | $0 |
| Capital Equipment | $0 |
| **Total LOB Cost:** | $1,540,862 |
| Federal Revenue | $0 |
| State Revenue | $0 |
| User Fee Revenue | $0 |
| Other Revenue | $0 |
| **Total Revenue:** | $0 |
| **Net LOB Cost:** | $1,540,862 |
| | |
| Positions/SYE involved in the delivery of this LOB | 29 / 29.0 |

## ▶ LOB Summary

The Human Resources area provides human resources administrative support, including recruitment, staffing, employee relations, payroll, employee benefits, and professional development for more than 4,000 human services employees. In conjunction with the Department of Management and Budget and the Department of Human Resources, staff conducts workforce planning on a semi-annual 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 chairs a Human Services Training Team that is leveraging resources to expand professional development opportunities, developing a human services core curriculum, eliminating duplication in program-specific training, conducting supervisory development training, and establishing a systematic approach to training registration and documentation. In FY 2007, DAHS sponsored 132 professional development courses which were attended by 2,540 participants. All staff positions related to the LOB are General Fund positions.

Many of the strategic initiatives identified in DAHS' original 2003 strategic plan have been undertaken by the Human Resources business area, including:

- Development and implementation of a business area operational plan
- Publication of a monthly departmental newsletter
- Creation of a DAHS HR website
- Documentation of best practices for several HR business functions
- Identification of key competencies for DAHS staff
- Internal communication of job opportunities

- Development of an HR training checklist for professional and support staff
- Design and delivery of a DAHS orientation class
- Implementation of a Professional Development Program open to all human service employees
- Offering of training courses related to teamwork, leadership, management, and communication
- Hosting an annual meeting for DAHS supervisors which includes training, as well as cross-business area discussions
- Development of a system for tracking performance evaluations that has resulted in an average on-time rate of 99 percent for the last two fiscal years.
- Ongoing review and updating of DAHS policies and procedures
- Provision of training related to time management and project management
- Continuous process improvement regarding business functions

As part of its ongoing strategic planning efforts, DAHS has recently developed a strategy map and is in the process of designing a balanced scorecard. Many of the strategic objectives and performance measures will be tied to the future work of this LOB. There are major demographic issues that have implications for the way DAHS will recruit and retain employees in the future. Like many other departments, DAHS will be losing a large percentage of its senior managers in the next few years due to retirements. This is during a time when the labor supply is dwindling, there is more competition for qualified candidates, there is an increasing need for bilingual workers, and there are budgetary constraints. Human resources efforts during the upcoming years will focus on succession planning, innovative recruitment strategies, and retention of employees through incentive programs and opportunities for career growth.

There are three core functions in the Human Resources business area:

- Human Resources Management
- Payroll Processing
- Human Services Professional Development

**Core Function: Human Resources Management**

There are separate HR offices supporting each of the human services agencies. They consist of human resources managers and payroll contacts. The human resources managers work closely with senior staff and program managers of the departments they support to utilize personnel actions to align human capital with department business needs as part of the countywide strategic planning process. The HR managers develop and interpret policies to ensure compliance with federal and state laws, as well as County policies and procedures. They provide guidance to managers and employees on employee relations issues, the alternative dispute resolution program, appeals of

performance evaluations, disciplinary actions, and the grievance process. Assistance is provided to help program managers recruit, advertise, and select staff for vacant positions. Each year, they prepare diversity plans and support efforts to ensure that departmental goals are met.

**Core Function: Payroll Processing**

The main function of the payroll contacts is to process, review, and reconcile employee time sheets and ensure that staff are paid in an accurate and timely manner. When discrepancies occur, the payroll contacts research them and make corrections as necessary. As part of the pay-for-performance program, they notify managers regarding due dates of formal reviews and process merit pay increases. In addition, they answer questions concerning employee benefits and provide assistance with online enrollment in various plans. The payroll contact usually plays an instrumental part in a new employee's orientation. Their data input into the mainframe PRISM system keeps human resources information current and enables them to answer questions regarding employment status, leave balances, pay, benefits, etc. PRISM data is also used to provide routine and special reports to managers. Payroll contacts often serve as coordinators for special programs, such as awards programs and the Fairfax County Employees' Charitable Campaign.

**Core Function: Human Services Professional Development**

DAHS chairs a Human Services Training Team, with representatives from all of the departments with the following goals:

- To share resources (training announcements, training slots, teaching staff, course materials) among departments.
- To develop a systematic approach to marketing, tracking, and reporting training.
- To coordinate planning efforts.
- To facilitate projects that departments could not sponsor alone.
- To discuss strategic initiatives related to training.
- To identify, develop, and deliver a core curriculum for human services staff.
- To sponsor year-long training/discussion sessions for new supervisors.
- To develop tools for measuring training effectiveness.
- To create awareness of major programs administered by human services agencies.

In addition, the Professional Development Team conducts needs assessments throughout the human services system to identify strategies that will address common requirements. The majority of classroom courses are designed and delivered by in-house trainers. However, approximately a dozen contracts are also managed to provide other learning opportunities with experts in their fields. Staff also manage joint professional development programs across departments, such as the group mentoring program.

## ▶ Method of Service Provision

Human resources employees work as partners in the human services system, providing direct administrative support to programs and adding value to service delivery. Human Resources staff also works closely with County agencies such as the Department of Management and Budget and the Department of Human Resources in order to provide timely, effective, and efficient service to human services agencies. DAHS Human Resources also provides guidance to, and serves as a liaison with, community-based organizations.

## ▶ Mandate Information

This LOB is both federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 51-75 percent. See the January 2007 Mandate Study, reference page 33, for the specific federal or state code and a brief description.

# 68-05: Facilities, Procurement, and Payments Management

| ***Fund/Agency: 001/68*** | ***Department of Administration for Human Services*** |
|---|---|
| ***LOB #: 68-05*** | ***Facilities, Procurement, and Payments Management*** |
| Personnel Services | $3,056,567 |
| Operating Expenses | $106,129 |
| Recovered Costs | $0 |
| Capital Equipment | $0 |
| **Total LOB Cost:** | $3,162,696 |
| Federal Revenue | $0 |
| State Revenue | $0 |
| User Fee Revenue | $0 |
| Other Revenue | $0 |
| **Total Revenue:** | $0 |
| **Net LOB Cost:** | $3,162,696 |
| | |
| Positions/SYE involved in the delivery of this LOB | 51 / 51.0 |

## ▶ LOB Summary

The Department of Administration for Human Services (DAHS) Facilities, Purchasing, and Payments Management (FPPM) business area has a number of diverse responsibilities that promote the excellence in the delivery of human services to the community. These responsibilities involve coordinating the maintenance and operation of 370 human services facilities located throughout the County, including 50 offices and 320 residential and recreation facilities; providing the County's two Showmobiles (portable stages) at more than 90 community-based events each year; coordinating and developing the Human Services agencies' consolidated Capital Improvement Program (CIP); and assisting in developing, maintaining and ensuring efficient implementation of the Emergency Preparedness Plans for all human services co-located facilities. FPPM staff is responsible for the timely processing of nearly 25,000 purchasing transactions each year for supplies, materials, and services at a competitive cost for all human services departments. FPPM staff processes nearly

155,000 payments annually to vendors from whom the County purchases the supplies, materials, and services.

Staff works closely with the County's Facilities Management Department to ensure that facilities for human services functions are well planned to make maximum use of available space and that the facilities are safe and secure for clients and staff. FPPM also works with the Department of Purchasing and Supply Management and the Department of Finance to ensure compliance with County, state and federal policies and procedures for purchasing goods and services, as well as for paying bills.

The three core functions of the Facilities, Purchasing and Payments Management business area are:

- Facilities Planning and Operations Management
- Purchasing
- Payments Management

**Core Function: Facilities Planning and Operations Management**
This division of FPPM responds to all facility needs for the various human services programs throughout the County to meet the space needs of the programs as well as to provide a safe and secure environment for our clients and staff.

This division is also responsible for the planning and coordination of new facilities through a consolidated CIP for Human Services. The CIP is used to develop the plans for new facilities to respond to the changing needs of our diverse populations and demographics, especially as they occur in the eastern and western areas of the County.

In response to major events in recent years and in consideration of our responsibility to ensure a safe and secure environment, staff plans, develops and continually maintains up-to-date site-specific emergency preparedness plans for the various facilities housing multiple human services programs throughout the County. Included in these plans is the critical continuation of operations procedures (COOP) for ensuring the ongoing functions of our business in support of human services after an emergency that results in the closing of a facility.

**Core Function: Purchasing**
This core function is critical to ensuring that appropriate goods, supplies, and services are provided in a timely manner in support of the unique and changing needs of the human services programs. Staff works closely with the programs to understand their unique and changing needs and provides the expertise and technical guidance on the complex purchasing matters for the program staff. They determine the appropriate methods to obtain the needed goods, supplies, and services for those programs at the best available cost while ensuring compliance with all County, state and federal policies and regulations.

**Core Function: Payments Management**
The payment of the 155,000 bills (invoices) annually that come from the many vendors is completed within 30 days of the County receiving the bill. Payments are made in compliance with generally accepted accounting principles and County policies. Staff ensures that the goods, supplies, and services for which we have been billed have been satisfactorily received in accordance with

contracted terms and conditions. The timely payment of the bills ensures the continuation of business with those vendors that are needed to provide the critical goods, supplies, and services in support of the ongoing operations of the human services programs.

## ► Method of Service Provision

Facilities Planning, Purchasing and Payment Management (FPPM) staff works as partners in the human services system, providing direct administrative support to the programs and adding value to service delivery. FPPM staff also works closely with other County agencies such as the Facilities Management Department, Department of Purchasing and Supply Management, Fairfax County Public Schools, Department of Finance, Department of Information Technology, and Department of Vehicle Services in order to provide timely, effective, and efficient administrative support to the human services programs. FPPM staff also provides guidance and assistance to community-based organizations.

## ► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 26-50 percent. See the January 2007 Mandate Study, reference page 34, for the specific federal or state code and a brief description.

# ***AGENCY PERFORMANCE MEASURES***

**Objectives**

- To maintain an accounts receivable collection rate of 99 percent.
- To pay 95 percent of bills for goods and services within 30 days of receipt of invoice.
- To complete agreements for 80 percent of new contracts within the original time frame.
- To complete 90 percent of contract renewals, extensions and amendments within the original time frame.
- To conduct contract reviews, so that 90 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 2006 Actual | Prior Year Actuals FY 2007 Estimate/Actual | Current Estimate FY 2008 | Future Estimate FY 2009 | LOB Reference Number |
|---|---|---|---|---|---|
| **Output:** | | | | | |
| Value of collected Human Services agencies' accounts receivable (in millions) | $163.46 | $165.46 / $166.80 | $161.88 | $161.88 | 68-03 |
| Invoices paid | 147,860 | 150,000 / 154,654 | 155,000 | 155,000 | 68-05 |
| Contract renewals, extensions and amendments completed | 430 | 440 / 582 | 440 | 440 | 68-02 |
| Monitoring visits for contract compliance | 239 | 275 / 316 | 275 | 300 | 68-02 |
| Total active contracts | 1,169 | 1,000 / 1,196 | 1,000 | 1,100 | 68-02 |
| **Efficiency:** | | | | | |
| Accounts receivable dollars collected/SYE (in millions) | $5.63 | $5.70 / $5.75 | $5.58 | $5.58 | 68-03 |
| Cost per payment (invoice) processed | $5.42 | $5.45 / $5.46 | $5.46 | $5.46 | 68-03 |
| Average contract renewals/ extensions/amendments per staff | 40.0 | 30.0 / 40.0 | 30.0 | 30.0 | 68-02 |
| Total staff hours per contract audit | 791 | 1,000 / 1,308 | 1,000 | 1,000 | 68-02 |
| Contracts and agreements managed per staff | 109 | 100 / 85 | 100 | 100 | 68-02 |
| **Service Quality:** | | | | | |
| Average work days to complete accounts receivable collection | 15 | 15 / 15 | 15 | 15 | 68-03 |
| Average work days to pay a bill | 15 | 15 / 12 | 12 | 12 | 68-05 |
| Percent of customers satisfied with the contract solicitation/selection process | 90.0% | 90.0% / 100.0% | 100.0% | 100.0% | 68-02 |
| Percent of customers satisfied with development of contract scope of services for contract renewals, extensions and amendments | 90.0% | 90.0% / 100.0% | 90.0% | 90.0% | 68-02 |
| Percent of audited contracts resulting in improved contract compliance | 93.0% | 90.0% / 92.0% | 90.0% | 90.0% | 68-02 |
| **Outcome:** | | | | | |
| Percent of accounts receivable collected within year | 100.04% | 98.00% / 100.80% | 99.00% | 99.00% | 68-03 |
| Percent of payments made to vendors within 30 days of receipt of invoice | 95.0% | 95.0% / 94.7% | 95.0% | 95.0% | 68-05 |
| Percent of new contract awards completed within original timeframe | 89.0% | 80.0% / 89.0% | 80.0% | 80.0% | 68-02 |
| Percent of contract renewals, extensions and amendments completed within original timeframe | 84.0% | 90.0% / 87.0% | 90.0% | 90.0% | 68-02 |
| Percent of contracts in compliance with at least 90% of contract terms and performance provisions | 92.0% | 90.0% / 91.0% | 90.0% | 90.0% | 68-02 |