

LOB #166:

## **HUMAN SERVICES SYSTEM PLANNING AND SERVICE INTEGRATION**

### **Purpose**

Human Services Systems Planning and Service Integration (HSSP/SI) provides the entire human services system with data-driven information that is used for planning purposes. It also involves the coordination and management of system-wide initiatives such as Results-Based Accountability (RBA) and racial equity awareness and support for Fairfax County's nonprofit sector through capacity building and technical assistance. The information provided by HSSP/SI, and the collaboration facilitated by the group, increases the capacity of Fairfax County leaders to make informed policy decisions, staff to consistently measure program performance, and County partners and stakeholders to understand, inform, and coordinate decision-making.

### **Description**

Human Services Systems Planning and Service Integration (HSSP/SI) operates in the Countywide Service Integration and Planning Management (CSIPM) division. HSSP/SI analyzes data as well as gathers and disseminates information online and in print. For example, the *Fairfax County Youth Survey* collects data annually on youth behaviors, attitudes, and assets which are analyzed and synthesized by staff to produce several publications and a highlights video each year. Information Management staff also manages the *Human Services Resource Guide (HSRG)*, a database that contains information on nonprofit and government human services programs available to Fairfax County residents. A resource that is also used to develop community information for planning and decision-making, the HSRG database and a companion newsletter are both available on the County website. Staff also supports human services system planning through the compilation and ad hoc analysis of various sources of community-level data.

HSSP/SI staff work to develop a framework to assess nonprofit countywide impact and work with County agencies and other organizations to strategically increase the ability of nonprofits to achieve targeted results. HSSP/SI staff educate providers about human services trends and initiatives to strengthen and foster the development of activities to improve countywide outcomes. As part of this overall work, the team co-leads the management of the County's *Consolidated Community Funding Pool (CCFP)* program and brings together nonprofits and community-based organizations for information sharing and coordination around specific human service needs. For example, staff coordinate the *Food Providers Network*, which is a coalition of local food banks and pantries, and the *Furniture Delivery Network*, which is another coalition that provides furniture to low-income families in need.

The HSSP/SI team leads and provides support to several cross-County initiatives under the direction of the Deputy County Executive for Human Services. For example, System Planners within HSSP/SI manage the County's *Results-Based Accountability* performance management system, which is an approach to measuring performance that emphasizes customer end results. Through a range of strategic planning and accountability tools, System Planners help to improve performance and decision-making at the program, agency, and system level and to identify and manage emerging opportunities and challenges. In FY 2015, System Planning staff developed a report, *Trends and Emerging Needs Impacting the Fairfax County Human Services System*, that provided a compilation of trends and emerging needs within the County's six human services focus areas (Connected Individuals; Economic Self-Sufficiency; Healthy People; Positive Living for Older Adults & Individuals with Disabilities; Successful Children & Youth; Sustainable Housing). This report was used by the Human Services Council, a group of Board of Supervisors appointees that analyzes the needs and effectiveness of the human services system, as they reviewed the Fiscal Year 2016 proposed budget. The report will serve as the foundation for the *Human Services Strategic Resource and Needs Assessment Report*, which will provide a comprehensive look at human services throughout the County, identify service and resource gaps, and use the information to inform and strengthen program, service, and policy decisions. Release of that report is anticipated in CY 2016.

## Department of Neighborhood and Community Services

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The HSSP/SI also manages the development and adoption of a *local equity framework*, in conjunction with the County's Economic Strategic Plan, that guides collaborative, targeted, and transformative strategic actions to advance opportunities and achieve social equity. This includes identifying and dismantling any structural and systemic contributors that constrain achieving equitable outcomes. Social equity is broader than race and gender and also includes ethnicity, sexual preference, certain mental and physical conditions, language, and variations in economic circumstances. The social equity work being conducted is intended to achieve fair access to livelihood, education, and resources; full participation in the political and cultural life of the community; and self-determination in meeting fundamental basic needs.

### Benefits

**Human Services Resource Guide:** The Human Services Resource Guide is one tool that is designed and managed by HSSP/SI to provide information to Fairfax County residents to connect them to community resources. The HSRG contains information on thousands of nonprofit and government human services programs available to Fairfax County residents. The web-based tool is available to all residents, but the resources are primarily intended for families and individuals in need, experiencing a crisis, or otherwise requiring assistance. In CY 2014, the HSRG was visited over 50,000 times by residents seeking information about human services resources, and by County staff and nonprofit organizations referring residents to these resources. The HSRG is playing a critical role in connecting people to the assistance they need and the HSSP/SI team is continuously updating the database to ensure that Fairfax County residents have access to the timeliest information.

**Community collaboration:** The work of the HSSP/SI team also connects community-based organizations and nonprofits with County staff in an effort to collaborate around community initiatives and coordinate the provision of services. The Fairfax County nonprofit community is key partner with Fairfax County government in reaching citizens in need of social services, particularly low-income vulnerable populations. Fairfax County awards approximately \$12 million per year to nonprofits throughout the County that provide eligible programs and services to Fairfax County individuals and families. HSSP/SI co-manages this program and works with the Consolidated Community Funding Advisory Committee (CCFAC), a group of citizens who oversee all aspects of the CCFP program, on the development of funding priorities for each CCFP funding cycle. In addition to the management of the CCFP program, staff coordinate opportunities for community providers to meet and share best practices and other information. For example, HSSP/SI coordinates the Food Providers Network and the Furniture Delivery Network; both of which bring together community-based organizations to collaborate around the provision of food and furniture for families in need. The Oral Health Safety Net work group, a team that is tasked with strengthening the system for providing and funding oral health care for low-income adults and children, is another example of how HSSP/SI connects community providers and engages them to more efficiently address community challenges.

**Data and analysis:** The HSSP/SI team serves as consultants to policy makers in the human services system (including both internal departments and external community organizations), providing data and analysis that is used for a variety of policy decisions. This type of analysis is unique to HSSP/SI as the staff is able to deliver analysis that goes beyond specific technical expertise that is found in other agencies and departments.

### Mandates

This Line of Business is not mandated.

# Department of Neighborhood and Community Services

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## Trends and Challenges

**Requests for data analysis:** The HSSP/SI LOB continues to respond to increased demands for more sophisticated countywide and small geographic area information requests for the Human Services System. Continued increase in requests for data analysis may be linked to the County's continued emphasis on using data for program planning and evaluation.

**Funding challenges:** While Fairfax County government provides a significant community investment through the CCFP and HSSP/SI supports local nonprofits through coordinated networks of organizations serving similar needs, national and local research has shown that nonprofit organizations are facing increasing demand and more competitive fund-raising challenges. The *2014 State of the Nonprofit Sector Survey*, an annual survey conducted by The Nonprofit Finance Fund, surveyed 402 nonprofits throughout the Commonwealth of Virginia and found that in 2014:

- 74 percent of respondents indicated that service/program demand has slightly or significantly increased,
- 50 percent do not believe they will be able to meet this demand, and
- 72 percent stated that in the last three years, local government funding/contracts have either stayed the same or decreased, as a percentage of the nonprofit's total revenue.

It is expected that nonprofit organizations in Fairfax County will continue to rely on CCFP funding for their human services programs and will seek local government support to facilitate opportunities to partner with each other in order to achieve administrative efficiencies. Funding for the CCFP program is comprised of both local general funds and federal funds.

**Equitable Growth Profile trends:** The recently released Equitable Growth Profile of Fairfax County highlighted a number of trends including:

- Since 1980, the population has increased from 600,000 to over one million, and the percentage of people of color has more than tripled from 14 to 45 percent.
- Youth are at the forefront of this change: In 2010, about 52 percent of youth are people of color compared with only 27 percent of seniors.
- Nearly one in three residents are immigrants, and more than half of the Latino, Asian and Middle-Eastern population are immigrants.
- By 2020, 45 percent of all jobs in Virginia will require an associate's degree or higher. Today, only 25 percent of Latino immigrants in Fairfax County have that level of education.
- Median hourly wages for full-time workers are about \$37 for Whites but only \$23 for Blacks and \$16 for Latinos. Even when controlling for education, large disparities remain: Among those with a BA degree, Blacks and Middle Easterners earn \$9 per hour less (\$28 per hour) than their White counterparts (\$37 per hour), and Latinos earn \$16 per hour less (\$21 per hour).
- Child poverty rates are four times higher among residents of color. While only about three percent of both U.S. and foreign-born White youth live below the federal poverty level, 18 percent of all Black youth and 15 percent of U.S. born Latino youth live in poverty, as do 11 percent of all Middle Eastern youth.
- While Fairfax County as a whole is quite prosperous, the wealth of opportunities are not distributed evenly across the County. The southeastern portion of the County has the lowest child opportunity and health opportunity when compared to other areas of the County.
- Fairfax County's rising inequality and racial gaps are not only bad for communities of color – they hinder the whole County's economic growth and prosperity. The County's economy would have been about \$26 billion larger in 2012 without racial gaps in income (a 24 percent increase).

# Department of Neighborhood and Community Services

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #166: Human Services System Planning and Service Integration</b>			
<b>FUNDING</b>			
<b>Expenditures:</b>			
Compensation	\$682,299	\$800,396	\$820,000
Operating Expenses	49,162	19,853	30,000
<b>Total Expenditures</b>	<b>\$731,461</b>	<b>\$820,249</b>	<b>\$850,000</b>
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$731,461	\$820,249	\$850,000
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<b>Positions:</b>			
Regular	11 / 11	10 / 10	9 / 9
<b>Total Positions</b>	<b>11 / 11</b>	<b>10 / 10</b>	<b>9 / 9</b>

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Youth Survey publications downloaded from website	16,658	18,538	23,329	23,500	24,000
Total visits to the Human Services Resource Guide	51,683	54,481	59,076	62,739	66,629
Percent of Human Services managers and staff reporting satisfaction with technical assistance received from System Planning staff	95%	80%	97%	90%	90%

The promotion of Youth Survey publications in Fiscal Year 2015 by the NCS Prevention unit contributed to the increase of publication downloads. For example, downloads of the alcohol fact sheet increased by 66 percent. The fact sheets on risk and protective factors, mental health, and drug use increased by 36 percent, 32 percent, and 13 percent, respectively.

The trend for HSRG web page visits has continued upward because, in addition to being used by Coordinated Services Planning (CSP) as a primary tool for client service referrals, the database is marketed to other human services agencies. Starting in 2014, the HSSP/SI Information Management unit began conducting outreach sessions to County colleagues and nonprofit partners, as well as publishing a quarterly bulletin of updates and other information useful to HSRG users.

A second important reason for the sustained increase in HSRG users is that the database has been recognized as a significant resource for information about nonprofit organizations, the services they offer, where and when services are offered, who is served, etc. Questions related to duplication of services or lack of services in a specific region can be addressed by examining information from the HSRG database. This information has become a valuable tool in planning and decision-making by both County and nonprofit managers as they work to make the most of limited funds and resources.