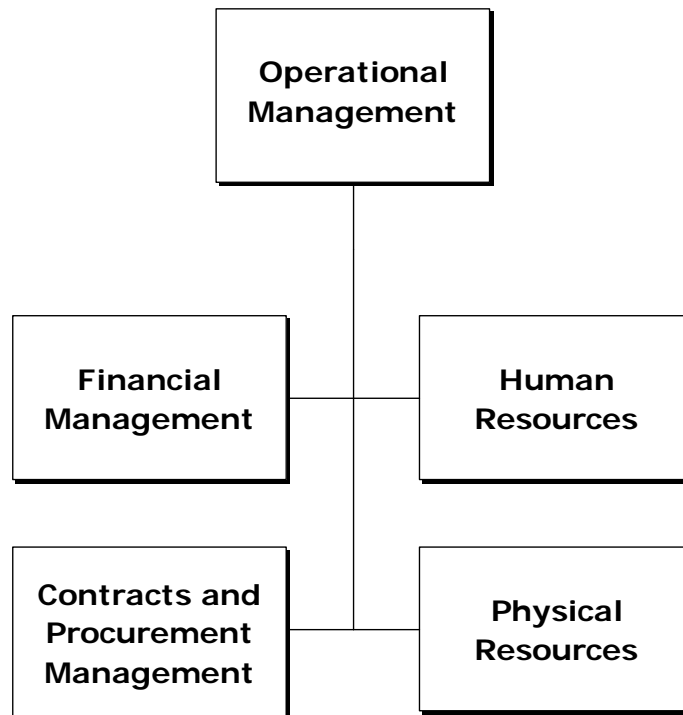


Department of Administration for Human Services



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 2014	FY 2015	FY 2016
1. Revenues and reimbursements managed in the human services system (in millions)	\$170.3	\$171.6	\$181.4
2. Expenditures managed in the human services system (in millions)	\$459.6	\$471.2	\$491.0
3. Number of contracts managed ¹	1,126	1,064	1,059
4. Dollar amount of all contracts (in millions) ²	\$152	\$157	\$156
5. Approximate number of residential property leases under DAHS management	245	230	228
6. Number of merit employees	4,000	4,000	4,000
7. Number of learning offerings by the Human Services Professional Development Team	105	116	135
8. Number of attendees in learning offerings ³	1,940	1,264	1,549

- (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) Beginning in FY 2016, this key data measure was changed to reflect more accurately the goods and services procured for human services agencies supported. Future years will report this key data item as "Value of goods and services procured".
- (3) 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.

Department of Administration for Human Services

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 health and 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 resources, human resources, contracted goods and services, 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 departments 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 administrative services in the divisions of Financial Management, Human Resources, Contracts and Procurement Management, and Physical Resources. The County's health and human services system is very large, requiring in FY 2016 approximately \$491 million in expenditures and more than 4,000 merit employees, while billing and collecting more than \$181.4 million in revenues and reimbursements. Approximately 61,500 payments for goods and services are processed annually. The value of human services purchases handled by DAHS is approximately \$156 million for goods and 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 228 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. 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. Using the feedback received from these surveys, the following initiatives are underway:

- ◆ DAHS Financial Management is working with customer and program department staff to better identify respective roles and responsibilities to improve responsiveness in key core functions, including budget forecasting and development, audit process functions, and grants management through cross-team and cross-division 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, Progressive Discipline, Customer Service Guides, 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.

Department of Administration for Human Services

- ◆ DAHS Contracts and Procurement Management (CPM) implemented a new contractor performance monitoring tool to improve engagement with program staff and 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 is preparing to use additional technology, through Microsoft SharePoint and Nintex (workflow automation) software, to electronically route requests for supplies and services, thereby streamlining the process and improving communication.

Thinking Strategically

With the increasing complexity of the health and human services system and the administrative infrastructure requirements necessary to support the system, DAHS provides a substantive role in shaping its business practices for health and 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 health and 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.

Meeting the requirements of 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 health and human services departments now exceeds more than 100, and, within most grants there are multiple projects and grant years. The additional workload required to manage the 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.

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



Exercising Corporate Stewardship



Creating a Culture of Engagement

Department of Administration for Human Services

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. Federal and state funding for services also dictates increasingly robust compliance and monitoring requirements. These trends impact the amount of time required for contracts compliance and monitoring functions without the benefit of additional administrative resources.

It is 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 geographically dispersed, instead of being concentrated within a large apartment complex with one rental office, are 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 continues to increase.

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 health and 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 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.

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

Leadership, analysis, and coordination are provided by DAHS to the Fairfax County 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 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

Department of Administration for Human Services

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 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$11,400,692	\$12,049,503	\$11,839,008	\$12,244,912	\$12,244,912
Operating Expenses	1,464,818	1,504,820	1,858,538	1,504,820	1,504,820
Capital Equipment	0	0	0	0	0
Subtotal	\$12,865,510	\$13,554,323	\$13,697,546	\$13,749,732	\$13,749,732
Less:					
Recovered Costs	(\$64,143)	(\$64,143)	(\$64,143)	(\$64,143)	(\$64,143)
Total Expenditures	\$12,801,367	\$13,490,180	\$13,633,403	\$13,685,589	\$13,685,589
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	166 / 165.5	167 / 166.5	167 / 166.5	167 / 166.5	167 / 166.5

<u>Operational Management</u>	<u>Human Resources</u>	<u>Physical Resources</u>
1 Director	1 Management Analyst IV	1 Policy and Information Manager
1 Deputy Director	1 Resource Dev. and Training Mgr.	2 Management Analysts IV
1 Policy and Information Manager	4 Human Resources Generalists III	2 Management Analysts III
1 Administrative Assistant V	5 Human Resources Generalists II	2 Management Analysts II
	1 Human Resources Generalist I, PT	2 Management Analysts I
	1 Training Specialist III	2 Business Analysts III
Financial Management	1 Training Specialist II	1 Business Analyst II
1 Policy and Information Manager	4 Administrative Assistants V	1 Substance Abuse Counselor III
3 Management Analysts IV	10 Administrative Assistants IV	1 Gen. Building Maintenance Worker II
2 Financial Specialists IV		2 Gen. Building Maintenance Workers I
11 Financial Specialists III		2 Senior Maintenance Workers
9 Financial Specialists II	Contracts and Procurement Management	
7 Financial Specialists I	2 Management Analysts IV	
4 Administrative Assistants V	1 Management Analyst III	
17 Administrative Assistants IV	6 Contract Analysts III	
31 Administrative Assistants III	13 Contract Analysts II	
	1 Financial Specialist III	
	3 Administrative Associates	
	6 Administrative Assistants IV	
TOTAL POSITIONS		
167 Positions / 166.5 FTE		

PT Denotes Part-Time Position

Department of Administration for Human Services

Category	FY 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
SUMMARY BY PROGRAM COMPONENT					
Operational Management	\$1,649,987	\$1,500,965	\$1,538,995	\$1,505,423	\$1,505,423
Financial Management	5,284,077	5,788,332	5,683,466	5,873,132	5,873,132
Human Resources	1,848,018	1,656,483	1,743,197	1,701,330	1,701,330
Contracts and Procurement Management	2,370,812	2,773,819	2,803,249	2,813,929	2,813,929
Physical Resources	1,648,472	1,770,581	1,864,496	1,791,775	1,791,775
Total Expenditures	\$12,801,367	\$13,490,180	\$13,633,403	\$13,685,589	\$13,685,589

FY 2018 Funding Adjustments

The following funding adjustments from the FY 2017 Adopted Budget Plan are necessary to support the FY 2018 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 May 2, 2017.

- ◆ **Employee Compensation** **\$195,409**
An increase of \$195,409 in Personnel Services includes \$173,826 for performance-based and longevity increases for non-uniformed merit employees effective July 2017, as well as \$21,583 for employee pay increases for specific job classes identified in the County's benchmark class survey of comparator jurisdictions.

Changes to FY 2017 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2017 Revised Budget Plan since passage of the FY 2017 Adopted Budget Plan. Included are all adjustments made as part of the FY 2016 Carryover Review, FY 2017 Third Quarter Review, and all other approved changes through April 30, 2017.

- ◆ **Carryover Adjustment** **\$203,471**
As part of the FY 2016 Carryover Review, the Board of Supervisors approved encumbered carryover of \$203,471 in Operating Expenses, primarily associated with contractual services.
- ◆ **Incentive Reinvestment Initiative** **(\$60,248)**
A net decrease of \$60,248 reflects 50 percent of the savings generated as a result of the careful management of agency expenditures during the fiscal year and was returned to the General Fund as part of the FY 2017 Third Quarter Review. The remaining 50 percent was retained by the agency to be reinvested in employee training, conferences and other employee development and succession planning opportunities.

Department of Administration for Human Services

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate/Actual	FY 2017	FY 2018
Department of Administration for Human Services					
Percent of accounts receivable collected within year	101.30%	100.50%	100.00%/103.00%	100.00%	100.00%
Percent of payments made to vendors by the required payment date	90.0%	93.0%	95.0%/93.0%	95.0%	95.0%
Percent of new human services contracts containing performance measures reflecting improved outcomes for the population served	88.0%	92.0%	93.0%/98.0%	93.0%	93.0%
Percent of contracts in substantial compliance with their outlined contract terms and performance provisions	91.0%	98.0%	95.0%/98.0%	95.0%	95.0%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/68.pdf

Performance Measurement Results

In FY 2016, DAHS re-examined and recalculated some internal performance measures as part of the budget development process, and subsequent to the Lines of Business (LOBs) review that was completed last year. Several performance measures were refined to reflect more meaningful information. Actual data published for FY 2014 and FY 2015 will not change, but beginning in FY 2016, data captured for some of the performance measures have been updated.

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

In FY 2016, \$181.4 million in accounts receivable was collected, or 103.0 percent of the estimate. The actual collection rate was 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 services. Funding for many health and 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, 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 individual service providers and are vital to their economic self-sufficiency. The objective of this core function is to complete payment on 93 percent of bills for goods and services within net payment terms.

In FY 2016, 93.0 percent of payments to vendors were processed by the required payment date, thereby narrowly falling short of the estimate of 95.0 percent. In FY 2017 and FY 2018, 95.0 percent of payments are anticipated to be processed by the required payment date. External factors frequently affect the payment process. DAHS FM must be flexible to respond to these factors.

Department of Administration for Human Services

Procurement analysts in the DAHS CPM division and FM staff responsible for purchasing services processed 20,240 encumbrances in FY 2016, which is a 15 percent increase from FY 2015 and almost 30 percent increase from FY 2014. The number of unique purchase orders is anticipated to decrease somewhat in FY 2017 due to the FOCUS improvement during FY 2016 allowing open-ended purchase orders with multiple lines, allowing multiple fund sources on a single purchase order. However, statewide requirements for the implementation of uniform data collection standards for Children's Services Act (CSA) funded services will continue to impact the volume and complexity of encumbrances.

One of the core functions of DAHS Contracts and Procurement Management (CPM) is to collaborate with health and human services program staff in developing solicitations and contracts, and amending existing contracts. In FY 2016, CPM ensured that 797 new service contracts or amendments were awarded with a timeliness rate of 89 percent, below the estimate of 90 percent due to a variety of factors including requests for immediate client placements requiring individual purchase of service agreements, lengthy negotiations with state agencies, little time from award of grant funding to the requirement of contract execution, or other unexpected delays. Improving over the previous two fiscal years when this measure was first implemented, the percentage of new human services contracts containing performance measures reflecting improved outcomes for the population served was 98 percent.

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 2016, the number of contracts receiving monitoring was 297, with 1,525 staff hours dedicated to focused monitoring activities. The amount of monitoring time spent increased by 32 percent from FY 2015 to FY 2016. The implementation of a standardized process to conduct contract monitoring more routinely enabled CPM to accommodate increased workload associated with intensified contract monitoring. 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 95 percent.