

**FAIRFAX FALLS-CHURCH COMMUNITY SERVICES BOARD
FISCAL OVERSIGHT COMMITTEE VIRTUAL MEETING MINUTES
DECEMBER 14, 2023**

The CSB Fiscal Oversight Committee of the Fairfax-Falls Church Community Services Board conducted its session electronically. Access was provided through a video and web conferencing platform for CSB Board members, CSB staff, and the public. The meeting notice, with participation instructions, was electronically posted and displayed on the building where the meeting usually takes place. Attendees were also given the chance to register for public comment in the 30 minutes leading up to the commencement of the meeting.

1. Meeting Called to Order

Committee Chair Claudia Volk called the meeting to order at 4:00 PM.

2. Roll Call, Audibility, and Preliminary Motions

PRESENT: **BOARD MEMBERS:** COMMITTEE CHAIR CLAUDIA VOLK (FALLS CHURCH, VA); ANDREW SCALISE (FAIRFAX, VA); BETTINA LAWTON (VIENNA, VA); EVAN JONES (BURKE, VA); CAPTAIN DANIEL WILSON (FAIRFAX, VA); KAREN ABRAHAM (FAIRFAX, VA)

Also present: Deputy Director of Community Living Barbara Wadley-Young, Deputy Director of Administrative Operations Jean Post, Deputy Director of Clinical Operations Abbey May, Chief Financial Officer Elif Ekingen, Director of Analytics & Evaluation Linda Mount, Director of Support Coordination David Simmons, and Board Clerk Sameera Awan.

Committee Chair Claudia Volk conducted a roll call with each CSB Board Member present, as identified above, to confirm that a quorum of CSB Board members were present and audible. A motion was offered to confirm that each member's voice was audible to each other member of the CSB Board present; this motion was seconded by Committee Member Bettina Lawton and approved unanimously.

3. Matters of the Public

None were presented.

4. Amendments to the Meeting Agenda

The meeting agenda was provided for review; no amendments were made.

5. Approval of Minutes

November 16, 2023, Fiscal Oversight Committee Meeting minutes were presented for review and revision.

MOTION TO ADOPT NOVEMBER 16, 2023, MEETING MINUTES AS AMENDED WAS MOVED BY COMMITTEE MEMBER BETTINA LAWTON, SECONDED BY COMMITTEE MEMBER EVAN JONES.

MOTION TO ADOPT WAS APPROVED BY CLAUDIA VOLK, ANDREW SCALISE, CAPTAIN DANIEL WILSON, AND KAREN ABRAHAM.

6. Administrative Operations Report

Deputy Director of Administrative Operations Jean Post presented an update on the CSB Human Resources Positions Vacancy Report, Agenda Item #6.1. The top table showcased CSB vacant merit positions tracked by pay period. In the last pay period ending on 12/2, there were 118 vacancies, marking a 2.6% increase over the annual low of 115. However, it was emphasized that this week's vacancies have decreased to 116, signifying a positive trend. Additionally, the report indicated that 16 offer letters have been extended.

The lower table illustrates monthly vacancies in critical service delivery areas. Key highlights included 11 vacancies in Emergency Services Mobile Crisis Units, which have remained relatively stable within the range of 9 to 11 over the past five months. Adult Behavioral Health Outpatient (BHOP) vacancies were at 7, the second lowest in the last 12 months. Youth and Family Outpatient vacancies remained stable at 4, consistent with the previous month. Support Coordination vacancies were at 5, representing the lowest within the last 12 months, while Adult Detention Center and Jail Diversion vacancies increased by two, reaching 8 from the prior month.

Jean also provided updates on vacancies in critical Administrative Operations areas. In HR, out of 15 merit positions, there were two vacancies, resulting in a trending 13% merit vacancy rate. In data analytics, with nine positions, there were two vacancies, equating to a 22% vacancy rate, both currently in workforce planning. Fiscal had 32 positions with 3 vacancies, amounting to a 9% vacancy rate, with one vacancy dedicated to creating a grant manager's position and 2 actively recruiting. In Compliance and Risk Management, covering 18 positions (including three training positions), there was a 17% vacancy rate, with two positions tied up in workforce planning. It was emphasized that there is some variability in the number of merit positions from pay period to pay period due to the status of reclassifications and the timing of vacancy entries into the systems.

Committee Chair Claudia Volk raised a concern emphasizing the importance of discussing the budget and the embedded vacancy rate. The CSB is approaching a critical juncture where the number of offer letters exceeds the budget's capacity. The intention is to draw attention to this situation and initiate a collective exploration of the strategy that should be adopted to address this challenge. The question being considered is whether implementing a hiring freeze is necessary.

Deputy Director of Administrative Operations Jean Post indicated that there is no anticipation of the transfer. The move of up to \$5M from direct service to payroll has yet to occur, and the Chief Financial Officer (CFO) is diligently monitoring the situation.

Chief Financial Officer Elif Ekingen conveyed that the organization is well aware of the current vacancy rates and the budgetary constraints associated with filling all those positions.

Acknowledging the ongoing nature of the vacancy situation, the break-even point is constantly calculated to determine how to sustain funding for positions amid varying vacancy rates. The decision on the number of positions to fill in the short term versus the long term depends on the composition of positions. The Department of Management and Budget (DMB) is actively informed about the personnel expense situation, collaboratively working to address any scenarios where further hiring may be challenging. Elif does not anticipate a situation leading to a hiring freeze, emphasizing the close monitoring of the situation. Despite the organization's employee count of 1200 and even with a 10% vacancy rate, aligning with countywide trends, efforts are in place to preserve positions and facilitate ongoing hiring. The ultimate goal is to reduce the vacancy rate significantly, and Elif is confident that the DMB will support these efforts if budgetary constraints necessitate a halt in hiring.

Deputy Director of Administrative Operations Jean Post shared the organization's exit interview results, emphasizing the close monitoring of this data monthly and year-over-year. In November, there were eight separations, comprising five resignations, one retirement, one transfer out, and one separation by the agency. Year to date, there have been 65 separations, including 39 resignations, 15 retirements, 5 transfers out, 5 separated by the CSB, and one other. Of the individuals who separated, 46% completed the exit survey. The primary reason for separation, reported by 32%, was supervision and management. Lack of advancement opportunities, reasonable workload, and pay each represented 14% of the reported reasons for separation. Addressing the feedback received, Jean mentioned ongoing efforts to enhance supervision and management training, including renewing training contracts and introducing a comprehensive training program for middle and first-line managers through an external vendor. Regarding pay being a factor in separations, 43% of individuals who left this year reported leaving for more money or a significantly higher salary, accounting for six out of 14 cases.

7. Clinical Operations Report

Deputy Director of Community Living Barbara Wadley-Young presented the Adult Behavioral Health Outpatient (BHOP) Service Capacity Report and the Support Coordination Service Capacity Report. The adult outpatient case management team maintains a 15-day wait time for the first available appointment from the time of assessment. Over the past year, there have been improvements in specific areas, notably a significant drop from 19 to 14. Despite fewer vacancies in the team, they are concentrated in one program area, specifically the Reston site. Staff from other locations are providing telehealth support to bridge the gap. While individuals typically fare well at the Sharon Bulova Center sites, these numbers were impacted due to challenges in hiring Spanish-speaking staff for group sessions. Efforts are underway to address staffing challenges, particularly in increasing the number of Spanish-speaking staff. The front door teams, notably focusing on new individual entries, are implementing creative approaches to provide orientation sooner and prevent potential disengagement.

Deputy Director of Clinical Operations Abbey May presented the Youth Time to Treatment and Support Coordination Service Capacity Report, Service Capacity Report, and the Support Coordination Service Capacity Report. Regarding youth time to treatment, the wait times decreased in October to an average of 14 days for the first available appointment, compared to a

steady 15 days from August through October, indicating ongoing progress. Acknowledging the challenges faced by the Sharon Bulova team with six staff members on FMLA, support from other sites, including Reston and Chantilly, has been provided through telehealth to mitigate delays in time to treatment for youth. Regarding the residential referral list, Abbey highlighted a change in terminology and a comprehensive review of the process. Recognizing complexities in individuals waiting, particularly those incarcerated and awaiting transfer from jail to residential treatment, Abbey emphasized the need for a nuanced approach to measuring accurate waiting times. Collaborating with David Simmons, the Division Director for Detox and Residential Services, the team is refining the data to align to measure time to treatment accurately. While not ready for immediate changes, plans are in place to present revised data in the January 2024 Fiscal Committee meeting, categorizing those truly waiting for treatment, those assessed and ready but facing bed availability challenges, and individuals engaged but not yet ready to go. The analysis also aims to include individuals sent out to contracted beds due to unavailability. The Committee has requested information comparing available beds (capacity according to current staffing levels) versus the number of individuals currently being served.

Director of Support Coordination David Simmons added his perspective, expressing interest in tracking the static number of beds compared to the staffing capacity. He noted the challenge arising from the complexity of transitioning out of COVID-related restrictions, where bed capacity had been reduced to 25%. In response to this, 5 senior clinicians were onboarded to expedite Medicaid ARTS (Addiction and Recovery Treatment Services) paperwork processing and, hopefully, boost census numbers. David highlighted the need to find equilibrium post-COVID and emphasized his collaboration with Abbey May over several months to address underutilization concerns. He expressed a commitment to developing tracking tools and welcomed suggestions for relevant metrics. David emphasized the ability to assess underutilization monthly or weekly, citing an example of 5 admissions in a week across programs. He explained the variability in admission schedules, ranging from 72 hours to 10 days, depending on detox needs and voluntary client calls. David also highlighted the involvement of contractors like CATS (Comprehensive Addiction Treatment Services), streamlining the process for clients in detox and offering a comprehensive treatment center experience without the need for transfer.

Director of Analytics & Evaluation Linda Mount presented the CSB Status Report and Quarterly Performance Measures, specifically addressing Agenda Item #7.5. While noting minimal changes compared to previous months, Linda highlighted key trends observed in October 2023 for all individuals served. She reported a 7% increase in the overall number of individuals served compared to the previous year. This uptick was attributed to growth in Youth Behavioral Health Outpatient Services, Developmental Support Coordination, and DD Employment and Day Programs. Linda acknowledged a temporary dip in Behavioral Health Outpatient Adult Services in September due to staff professional development, which had rebounded in October. In the Behavioral Health Outpatient Youth domain, Linda noted the expected fluctuation by the school year schedule but highlighted a substantial 15% increase compared to October 2022. This increase encompassed various services, including substance use and medication-assisted treatment. Regarding Behavioral Health Employment and Day programs, Linda clarified that this month would include a yearly comparison to the previous model. Despite a temporary dip in

September due to staff turnover, there was a 9% increase in October compared to the previous month. DD Support Coordination showed a 13% increase in individuals served compared to the previous year, primarily attributed to new waivers and a rise in related assessment services. Developmental employment and day programs displayed a positive trend, witnessing a 5% increase over the prior year as services reopened and new graduates found employment. In Entry and Referral, Linda noted a regular monthly fluctuation, with a 19% increase in October compared to the same period in 2022. Meanwhile, the adult Detention Center, Juvenile Detention Center, and court-related services experienced a 5% increase over the past year, driven by expanded court-based services and a growing jail population with increased referrals to CSB services.

Deputy Director of Community Living Barbara Wadley-Young conveyed updates with two significant changes impacting service members and the budget, spanning the current fiscal year and the subsequent ones. Firstly, she highlighted an increase of 300 supported housing units funded through the state budget addendum. Fairfax County Housing Authority committed to 300 units, set to be released from September of the current year through August 2026. The units are targeted at individuals with Serious Mental Illness (SMI), particularly those leaving institutions and experiencing chronic homelessness. Dr. Wadley-Young emphasized the significance of these housing services. Secondly, Dr. Wadley-Young informed the group about Governor Youngkin's announcement of making \$300M available to eliminate the priority one waiver list for individuals within the state during his tenure. This development is expected to require approximately 70 new positions, including support coordination roles and necessary infrastructure positions to accommodate the service system's influx of staff and individuals. Dr. Wadley-Young expressed excitement about the prospect of reducing wait times for services. However, she acknowledged the need for thorough planning, including preparing the provider community for increased demand in employment, day services, and residential services. She emphasized the necessity of scaling up Support Coordination teams and augmenting infrastructure, including HR, Fiscal, Compliance and Risk Management, and Informatics. Dr. Wadley-Young acknowledged that preliminary projections may require adjustments as planning progresses to utilize the funding effectively and address the increased demand for services.

8. Financial Status

Chief Financial Officer Elif Ekingen delivered the staff report, presenting an overview of the Modified Fund Statement and Expenditures-Budget vs. Actuals Financial Reports. Elif adjusted revenue projections in the fund statement to align with the current financial status, reflecting higher actual revenues than the previous months and the corresponding period last year. The adjustment considered anticipated recoveries and other revenues, totaling approximately \$6.9M. Elif discussed compensation and fringe benefits on the expense side, noting an expected overage of \$4M pending actual spending. This overage stemmed from filling vacant positions and the approval of 18 additional positions as part of the carryover, with recruitment efforts underway to address the staffing gaps. The Department of Management and Budget (DMB) collaboration was highlighted in managing the overspending on the operating budget. Elif detailed ongoing discussions regarding the anticipated budget transfer from operating to personnel, with a projection of up to \$5M to be reallocated. Despite adjusting the operating expenses slightly

lower, Elif emphasized monitoring vacancy status to assess personnel expenses by year-end. In the Service Area Dashboard (Agenda Item #8.2), Elif presented the expenses for each service area as of the end of November, corresponding to 42% of the fiscal year spending level. The overall program and non-program budgets and total fund actuals were showcased on page #8.4, revealing that while spending was below 42%, the total fund actuals were at approximately 35%. Elif clarified that this difference was primarily on the operating side and would be understood better at the end of the fiscal year.

9. Adjournment

A motion to adjourn the meeting was made by Committee Member Bettina Lawton and seconded by Committee Member Karen Abraham. The motion was approved unanimously, and the meeting was adjourned at 5:14 PM.

10/31/2024 | 14:59:53 EDT

Date Approved

DocuSigned by:

Samara Awan

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Clerk to the Board