

## PROGRAM MISSION

To provide leadership, policy guidance, planning and goal setting, and management oversight to the Department of Human Services to ensure that high quality, integrated human services are provided to Arlington County residents and businesses.

The Director's Office monitors conditions, assesses needs, conducts strategic and tactical planning, and works closely with state and other local human service agencies and community organizations to extend resources and achieve common goals. During FY 2007, the Director's Office will focus on the following strategic efforts:

- Leading and coordinating the departmental efforts in supportive housing, implementing development strategies to increase the number of affordable supportive housing units in the DHS pipeline, ensuring the selection of DHS clients to occupy supportive housing units that come on line during the year, planning and implementing planned supportive services to occupants, and coordinating the renovations to Arlington Assisted Living Residence (aka Oak Springs).
- Completing the implementation of the first phase of the long-awaited replacement of the outdated Client and Service Event (CASE) mainframe system, and planning the next phases, including case management and financial services.
- Developing and implementing revenue maximization plans to draw down increased federal funds through the state, including LPACAP (Local Public Assistance Cost Allocation Plan) and Medicaid monies.
- Streamlining budgeting and financial transactions with contract service providers, providing grants and technical assistance to non-profit human service organizations.
- Enhancing the capacity of the department to respond to emergencies, particularly public health emergencies, and maintaining critical operations during emergencies.

Units within the Director's Office provide administrative services to support delivery of services and achievement of the Department's program mission. Five bureaus provide centralized and specialized administrative support for the Department's five program divisions. Responding to the breadth of programs and services in the Department, the diversity of funding sources, and the complexity of administrative support needs, these units provide support within the Department that cannot be provided by the County's central support departments. Close coordination with these departments ensures that the Department complements, but does not duplicate services.

- The mission of the **Human Resources Bureau (HRB)** is to enable DHS employees to maintain the highest level of service to the community by providing accurate, timely and supportive Human Resources Services. HRB is responsible for management of the Department's workforce needs and departmental efforts to ensure compliance with all human resource policies and procedures. The Bureau provides coordination of and special expertise regarding the Department's recruitment, employee relations, organizational development, payroll, performance management, equal opportunity and affirmative action, staff training and development, and position classification activities. In FY 2007, attention will continue to be given to providing and encouraging use of electronic sources for HR information, policies and procedures; providing training and support to supervisors for development and/or enhancement of leadership competencies; and actively participating in implementing the County's new human resource functions in the new Planned Reengineering for Information Services Management Project (PRISM).

- The mission of the **Automation Services Bureau (ASB)** is to enable DHS staff to provide information technology application, development, support and integration. Department staff rely on a wide and complex array of information systems, related to a multitude of federal, state, and local programs, funding sources, and regulatory mandates, to conduct day-to-day business and serve clients, as well as account for and report to numerous state agencies and other entities. The DHS Information Technology Strategic Plan looks to a flexible information technology architecture of multiple platforms and applications systems, with multiple connections directly to state systems, as well as through the Internet, which interface with a central DHS client data repository containing shared information needed to support the DHS objective of integrated service delivery. The Bureau has the responsibility of supporting, in coordination with the Department of Technology Services, the hardware and infrastructure necessary to host these systems, as well as supporting several major business applications systems critical to service delivery, tracking and reporting, and management. FY 2007 will see the completion of the first phase of the multi-year effort to replace the outdated Client and Service Event (CASE) mainframe system, with the implementation of the case management and financial management components. Other projects include multiple Web-interfaced applications to improve application performance, and expansion of Xtend, the community human services information network to share the benefits of the County's INET system with non-profit human service partners.
- The mission of the **General Services Bureau (GSB)** is to provide a safe, clean, healthy, and efficient working environment by managing DHS resources in the areas of facilities, vehicles, and related support resources. GSB assists in maintaining the buildings occupied by the Department, working closely with the Department of Environmental Services' (DES) Capital Projects and Engineering and General Services units. The Bureau supports Department programs by providing mail and delivery services, maintaining a central medical supply storage operation, managing the Department's vehicle fleet and reservation system, coordinating activities designed to ensure a safe and secure working environment, and managing closed files and permanently retained case records. At the Warren G. Stambaugh Human Services Center, GSB provides tenant facility management and liaison with the owner's building management, DES, and vendors for building systems maintenance, custodial services, parking garage management, electronic access and security services. In FY 2007 GSB will be involved in planning for a permanent records facility for the department's array of client records.
- The mission of the **Financial Management Bureau (FMB)** is to provide sound financial management for the Department of Human Services and to maintain good working relationships with internal and external customers. FMB performs centralized Departmental accounting and financial reporting functions: issuing certain client assistance payments; tracking Departmental revenues and expenses; developing and maintaining financial reports for program managers and grantor agencies; ensuring that the Department's fiscal procedures are in compliance with County, state and federal policies and practices; carrying out centralized Departmental billing and depositing functions; collecting grant revenue and fees from agencies, clients and other sources; and recouping assistance payments in accordance with state and federal mandates. The Bureau coordinates collection of overdue accounts with the Treasurer's Office, debt set off, and state and federal tax recovery programs. Bureau staff is involved in a number of revenue maximization efforts to draw down additional federal and state funds, including LPACAP and Medicaid reimbursements. In FY 2007 FMB will coordinate the replacement of mainframe financial systems as part of the larger CASE replacement project.

- The mission of the **Management and Budget Bureau (MBB)** is to ensure that the Department has sufficient resources to achieve organizational goals by coordinating the timely development and implementation of an annual budget. MBB also is responsible for coordinating the Department's performance measurement efforts, evaluating overall financial issues in the Department, and coordinating with the County Manager's Office on County Board reports and actions. In FY 2007 the LPACAP Manager position will investigate ways to maximize LPACAP and other sources of revenue.

**PROGRAM FINANCIAL SUMMARY**

	FY 2005 Actual	FY 2006 Adopted	FY 2007 Proposed	% Change '06 to '07
Personnel	\$3,774,264	\$4,278,493	\$4,450,380	4%
Non-Personnel	3,959,536	4,691,183	3,780,973	-19%
<b>Total Expenditures</b>	<b>7,733,800</b>	<b>8,969,676</b>	<b>8,231,353</b>	<b>-8%</b>
Fees	33,440	-	25,450	-
State Share Revenue	1,793,784	2,730,220	2,351,876	-14%
<b>Total Revenues</b>	<b>1,827,224</b>	<b>2,730,220</b>	<b>2,377,326</b>	<b>-13%</b>
<b>Net Tax Support</b>	<b>\$5,906,576</b>	<b>\$6,239,456</b>	<b>\$5,854,027</b>	<b>-6%</b>
Authorized FTEs	56.1	55.6	55.6	
Funded FTEs	56.1	55.6	55.6	

**Financial Details by Program**

	FY 2005 Actual	FY 2006 Adopted	FY 2007 Proposed	% Change '06 to '07
Director's Office	\$3,711,358	\$4,567,602	\$3,929,624	-14%
Human Resources	371,595	474,797	488,502	3%
Automation Services	1,730,428	2,018,364	1,810,862	-10%
General Services	787,361	543,179	641,135	18%
Financial Management	1,004,194	1,122,470	1,116,535	-1%
Management and Budget	128,864	243,264	244,695	1%
<b>Total Expenditures</b>	<b>7,733,800</b>	<b>8,969,676</b>	<b>8,231,353</b>	<b>-8%</b>
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**SIGNIFICANT BUDGET HIGHLIGHTS**

- ↑ Proposed personnel expenditures increase reflect a two percent market pay line adjustment, a 10% increase in employer health insurance costs, and an increase in employer retirement contributions to maintain full funding of the retirement fund.
- ↓ Non-personnel decreases primarily due to decreases in the LPACAP funds in FY 2006 (\$396,635), final lease purchase was made in FY 2006 (\$497,278), and 3033 building rent (\$145,073) due to decentralization to each division including the garage rent, partially offset by increased telephone expenses (\$54,790), centralization of charges for the DHS vehicle fleet (\$58,505) and fuel for centralized vehicles (\$20,887).
- ↑ Fees are budgeted in FY 2007 based on FY 2005 actual collections for lost parking tags and ID cards (\$25,450)
- ↓ State share revenue decreases reflect decreases in LPACAP (\$382,046) offset by a slight increase in other state revenue.

**PERFORMANCE MEASURES**

	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate	FY 2007 Goal
Percent of vacancies filled within 90 days	N/A	55%	63%	66%	70%	70%	70%
Percent of DHS information technology projects that are completed on time	N/A	N/A	N/A	60%	65%	40%	50%
Percent of DHS vehicle users who have taken defensive driving training or successfully passed a defensive driving skills test within the last two years	N/A	N/A	35%	40%	60%	70%	70%
Percent of Board reports submitted on time	N/A	N/A	90%	98%	99%	100%	100%
Percent of audit findings successfully resolved	100%	100%	100%	100%	100%	100%	100%
Number of permanent supportive housing units committed	N/A	N/A	39	31	32	50	75
Number of units available for occupancy	N/A	N/A	0	14	8	30	60
Percent of application support requests that are responded to within 4 business hours	N/A	N/A	80%	75%	80%	80%	80%
Percent of employees satisfied with Human Resources Bureau services	N/A	N/A	N/A	97%	95%	95%	95%
Percent of employees satisfied with Financial Management Bureau services	N/A	N/A	60%	89%	90%	90%	90%
Percent of employees satisfied with General Services Bureau services	N/A	N/A	70%	75%	80%	85%	85%
Number of recruitments initiated	169	140	141	90	120	120	140
Number of technology service work requests recorded	N/A	N/A	2,431	2,576	2,800	3,300	3,100
Number of financial expenditure reports completed annually	905	917	912	913	913	913	913
Earned revenue generated by financial expenditure reports (\$M)	17.9	18.9	23.3	24	25	25	25
Number of small scale units in planning phase	N/A	N/A	39	52	60	72	72
Number of small scale projects in planning phase	N/A	N/A	2	1	2	3	3

- Technology projects are experiencing a wide variety of delays, including expansion of scope and human resources occupied by existing operations demands. A more structured project management process may be needed to allow visibility into the lagging projects.
- For supportive housing units committed, actual includes Milestones II-6; Views of Clarendon-5; Gates of Ballston-9; Milestones III-6; Abingdon Heights-5. The FY 2006 Estimate includes Project-based rental assistance-25; Links to Bridges-7.
- For units available for occupancy, the FY 2005 actual includes Project Hope-5; Milestones I-9; FY 2006 Estimate includes Project Hope-5; Milestones I-9; Columbia Grove-8; Milestones II-6. The FY 2007 Estimate includes Project Hope-5; Milestones I-9; Columbia Grove-8; Milestones II-6; Project-based rental assistance-25; Links to Bridges-7.
- For application support requests, DHS information technology staff continue to respond at the same pace and attempt to balance projects and existing technology support for operational systems.
- For technology service work requests recorded, constant flow of support requests is normal with new applications. Predicting an increase with the implementation of a new, DHS wide client information system.
- For small scale units in planning phase, the FY 2005 actual includes 52 units at Arlington Assisted Living Residence (AALR); FY 2006 Estimate includes AALR-52; Section 811 (federal program for supportive housing for persons with disabilities)-8. The FY 2007 Estimate and Goal include AALR-52, Section 811-8; Tax Credit (Virginia Housing Development Authority program to provide capital equity for the development of affordable housing)-12.
- For small scale projects in planning phase, the FY 2005 Actual includes AALR; FY 2006 Estimate includes AALR and Section 811. The FY 2007 Estimate and Goal include AALR, Section 811, and Tax Credit.