

**FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD**

**Lt. Colonel Mark Sites, Chair**

**Fairfax County Government Center**

**12000 Government Center Parkway, Conference Rooms 9 & 10**

**Fairfax, Virginia 22035**

Wednesday, October 24, 2012

7:30 p.m. Board Meeting

- |     |   |                            |           |
|-----|---|----------------------------|-----------|
| 1.  | <b>Meeting Called to Order</b>  | Mark Sites                 | 7:30 p.m. |
| 2.  | <b>Matters of the Public</b>  |                            | 7:30 p.m. |
| 3.  | <b>Recognitions</b>   | Mark Sites                 | 7:35 p.m. |
| 4.  | <b>Amendments to the Meeting Agenda</b>                                 | Mark Sites                 | 7:45 p.m. |
| 5.  | <b>Matters of the Board</b>   |                            | 7:45 p.m. |
| 6.  | <b>Consent Agenda</b>   | Mark Sites                 | 7:55 p.m. |
| 7.  | <b>Housing Presentation</b>   | Jeannie Cummins Eisenhower | 8:00 p.m. |
| 8.  | <b>Committee Reports</b>  |                            | 8:15 p.m. |
|     | A. External Committee   | Mark Sites                 |           |
|     | B. Internal Committee   | Mark Gross                 |           |
|     | C. Ad Hoc Fiscal Committee  | Glenn Kamber               |           |
| 9.  | <b>Information Items</b>  |                            | 8:30 p.m. |
|     | A. Good Neighbor Campaign   | Jeannie Cummins Eisenhower |           |
| 10. | <b>Action Items</b>   |                            | 8:35 p.m. |
|     | A. Amendment to CSB Bylaws  | Glenn Kamber               |           |
|     | B. FY2014-18 Capital Improvement Program                                | Jeannie Cummins Eisenhower |           |
| 11. | <b>Executive Director's Report</b>                                      | George Braunstein          | 8:45 p.m. |
|     | A. Legislative Update   |                            |           |
|     | B. Fairfax County Budget Update   |                            |           |
|     | C. Training Centers-DOJ Agreement Update                                |                            |           |
| 12. | <b>Closed Meeting</b>   | Mark Sites                 | 8:55 p.m. |
|     | Discussion of personnel matters pursuant to Virginia Code §2.2-3711-A-1 |                            |           |
| 13. | <b>Certification of Closed Meeting</b>                                  |                            |           |
| 14. | <b>Adjournment</b>  |                            |           |

Consent Agenda

Motion:

I move that the Board include the items listed on the Consent Agenda:

- A. Approval of the September 26, 2012 minutes of the Fairfax-Falls Church  
Community Services Board meeting. ....6A-1
- B. Acceptance of the September 21, 2012 notes of the Ad Hoc Fiscal Committee  
meeting.....6B-1
- C. Acceptance of the October 5, 2012 notes of the Ad Hoc Fiscal Committee  
meeting..... 6C-1
- D. Acceptance of the June 27, 2012 minutes of the External Committee  
meeting..... 6D-1
- E. Acceptance of the July 25, 2012 minutes of the External Committee  
meeting .....6E-1

Fairfax-Falls Church Community Services Board  
September 26, 2012

The Board met in regular session at the Fairfax County Government Center, 12000 Government Center Parkway, Conference Rooms 9 and 10, in Fairfax, VA.

The following CSB members were present: Mark Sites, Chair, Pamela Barrett, Mary Ann Beall, Susan Beeman, Jessica Burmester, Mark Gross, Glenn Kamber, Lisa Kania, Suzette Kern, Juan Pablo Segura, Lori Stillman, Woody Witt, Jane Woods

The following CSB members were absent: Mattie Palmore, Karen Margensey

The following CSB staff was present: George Braunstein, Gary Axelson, Bill Belcher, Allen Berenson, Belinda Buescher, Ginny Cooper, Jeannie Cummins-Eisenhour, Jean Hartman, Evan Jones, Lisa Potter, Cathy Pumphrey, James Stratoudakis, Will Williams, Alan Wooten, Laura Yager

1. Meeting Called to Order

Mark Sites called the meeting to order at 7:35 p.m.

2. Matters of the Public

There were no matters presented.

3. Amendments to the Meeting Agenda

There were no amendments offered.

4. Matters of the Board

Welcome was extended to Juan Pablo Segura who was recently nominated by Supervisor John Foust as the CSB Board member for the Dranesville District.

Woody Witt reported that he along with George Braunstein recently appeared before the Fairfax City Council addressing concerns with the upcoming closure of the Northern Virginia Training Center as well as overall funding and budget issues.

Lt. Colonel Sites reported that scheduling of a one-hour training on the Freedom of Information Act is being proposed for October at a work session prior to the October 24<sup>th</sup> meeting beginning at 6:30pm. In addition, with the recent resignations of Board members Lynne Crammer and Jean McNeal, plaques will be prepared in recognition of their service along with a request for contributions towards a gift. An invitation will be extended for their attendance at an upcoming meeting for a formal presentation.

5. Consent Agenda

A motion was made for Board approval of the Consent Agenda with the following items included:

- A. Approval of the July 25, 2012 minutes of the Fairfax-Falls Church Community Services Board meeting.

- B. Acceptance of the August 3 notes of the Ad Hoc Fiscal Committee meeting.
- C. Acceptance of the August 17 notes of the Ad Hoc Fiscal Committee meeting.

The motion was seconded and carried.

#### 6. Cost of Services

- A. *Public Hearing:* Lt. Colonel Sites opened the hearing, and following an invitation for public comment in which there were no responses, the hearing was officially closed.
- B. *Board Action:* Jim Stratoudakis provided background on the proposed Fee Schedule, Ability to Pay Scale, along with additional supporting documents. It was indicated two separate hearing opportunities were provided in which there were no written or oral comments received. A motion was offered to adopt the proposed Fee Schedule and Ability-to-Pay Scale which was seconded and the motion carried.

#### 7. Committee Reports

##### A. *External Committee:*

- Lt. Colonel Sites indicated visits to selected CSB sites, possibly on a quarterly basis, were discussed, and if any member has a preference for a particular site or timeframe, i.e., weekday, weekends, etc., to please relay this information to Laura Yager. It was recommended to extend an invitation to the Board of Supervisors (BOS) to participate in the tours.
- In preparation for visits with Virginia Assembly members to advocate for issues coming before the legislature, folders prepared by the Virginia Community Services Board (VACSB) were handed out to the Board members. Talking points focusing on issues impacting the Northern Virginia region will be distributed to Board members shortly for review and feedback, and once finalized, can be inserted in the folders for presenting to legislators.

In reviewing a current list of Virginia Assembly members representing the Fairfax area, Board members indicated which legislators they would be able to visit. In addition, George Braunstein noted that either he or CSB staff are available to provide support or further information that may be needed for the visits.

##### B. *Internal Committee:* There was not a report available.

- C. *Ad Hoc Fiscal Committee:* Glenn Kamber reported the Committee is proposing to become a standing committee and no longer ad hoc. In order to establish a standing committee it was indicated the CSB Bylaws must be amended, and to do so, 30-days advance notice must be provided, followed by a vote of the Board at a regular meeting that requires approval of two-thirds of those members present. In preparation, Mr. Kamber offered a motion that the CSB Bylaws be amended to add a Fiscal Oversight Committee as the third standing committee of the Board and this change be forwarded to all Board members so that it can be voted on at the October meeting. It was stated this proposed motion does not require a vote at this meeting, but will serve as a notice to the Board members of this proposed amendment to the bylaws in October.

Mr. Kamber noted a draft of the first quarterly report to the BOS should be available for review by October 10. The Committee is now receiving timely fiscal reports and will be able to summarize the agency's financial status and highlight issues of interest such as Infant and

Toddler services, Intellectual Disability graduates, Board management improvement activities as well as note concerns such as maintaining a 10% CSB vacancy staffing level. Once the transformation update report is received, a projected completion status of the transformation with associated costs will also be included in the report. In follow up to a recommendation to provide an advanced quarterly report mock up to their supervisors to ensure the format is in line with expectations, Suzette Kern indicated she has provided Supervisor Jeff McKay with the mock up and will be meeting with him next week to discuss.

## 8. Information Items

*Client Fee Write Offs:* Ginny Cooper presented an overview of the FY2012 \$1.1 million write offs, and noted in the past the multi-year figure has averaged about \$1 million. It was clarified this write off is solely for personal liability, and in response to an inquiry, it was indicated a report on outstanding third party payments would be provided. In addition, concern was expressed with the continued economic outlook, future write offs could increase. Ms. Cooper pointed out 54% of the consumers set at self-pay are at the lowest level on the ability-to-pay scale, yet are 38% of the total self-pay collections.

It was indicated with the recently enacted county ordinance on collection of delinquent fees and penalties, the Department of Taxation is collaborating with the CSB to determine how best to proceed and a report will be provided to the CSB Internal Committee on the outcomes. Following discussion of collecting payments at time of service versus billing, it was indicated the auditors are addressing this issue and may provide a recommendation in their final report.

In response to the inquiry as to the ability of the CSB to contact family members of adults in an effort to assist with payment, it was recommended a ruling be obtained from the County Attorney if such a course can be pursued in light of HIPAA regulations or possibly other directives.

## 9. Action Items

- A. *Agreement with Alexandria Neighborhood Health Services Inc. (ANHSI):* Laura Yager provided background on an agreement with ANHSI to establish a one-day-a-week health clinic at the Gartlan Center. This clinic will be a satellite of a yet to be opened full time ANHSI clinic in the Mt. Vernon area. All associated costs including billing will be managed by ANHSI, and the ultimate goal is to have an integrated health record. Noting the benefits of this collaboration are substantial, it was indicated there will be a cultural shift at the Gartlan site requiring CSB staff to learn a new business process. In discussing other integrated health care initiatives, the Loudoun Federally Qualified Health Center in Herndon as well as interest expressed by Molina were highlighted. It was suggested to invite Chairman Sharon Bulova to a ribbon cutting event at the Gartlan Center when the ANSHI clinic is opened and also include this initiative along with others mentioned in the CSB quarterly report being developed for the BOS. While this agreement requires CSB approval before moving forward, it was pointed out the agreement is actually with the county as it involves use of the county owned Gartlan Center. A motion for approval was offered, seconded and carried.
- B. *Prevention Connection Safe Routes to School Mini Grant:* As the Fairfax County Public Schools will now be filing for this mini grant directly, the item was pulled from the agenda.

- C. *FY 2014-15 Budget:* Bill Belcher noted the edits from the Board's September 19 work session have been incorporated including numbering, categorizing each proposal as core, non-core or efficiencies, and adding previous items submitted during the FY2013 budget reduction cycle. Indicating the CSB reduction target has been revised to 3%, it was cautioned the FY2015 target could be further revised and the BOS may request substitutions be provided. It was stressed the initial CSB budget reduction submission include a caveat that, based on the transformation report that will be available in late October, there may be alternative proposed reductions substituted before the end of October.

In reviewing the reductions it was recommended to remove any reference to the name of sites and identify only by services offered. Additionally, it was requested that administrative positions proposed for reduction in FY2015 be moved into the FY2014 totals for consideration.

In focusing on the reductions numbered #1–15 totaling \$2.45 million and categorized as non-core and efficiencies, there was some concern expressed with the residential treatment beds as part of this group. It was noted eight apartments had been removed from this item at the CSB work session. To address shifting FY2015 administrative items to FY2014, the following was discussed:

- Item #3--adding in three administrative staff reductions from FY2015 for a total of \$580,000 in the Central Services Unit (CSU). It was pointed out with these administrative reductions, some of the reports and other services currently provided to the Board will be eliminated.
- Item #9--additional service area administrative support staff reductions to FY2014 for a total of \$253,000.
- Item #11—two administrative positions moved forward to FY2014 for a total of \$190,000.

Motions for approval of each item above were made separately, seconded and each motion carried.

There was discussion of the Hotline vs. Warmline item from the previous FY2013 proposal as well as vacating the Springfield site which was proposed as the lease expires in 2014.

A motion was presented to remove Item #1, residential treatment beds, from consideration as a non-core item which was seconded and the motion carried. With this action, a motion was then presented to approve submission of Items #2-15 as amended with the FY15 administrative reductions included. The motion was seconded and carried.

At this point it was determined a \$350,000 gap remained to reach the \$3 million target. Discussion ensued on the \$60,000 savings in medications noted in Item #16 as an efficiency that should be included. It was indicated the savings would be obtained from the patent expiring on a medication that, with competitive choices, will result in the cost of the name brand being reduced. A motion was presented to separate the medication saving proposal of \$60,000 into a core efficiency item as part of the submissions, assuming any medication to be used for consumers is as efficacious as the name brand. The motion was seconded and carried.

Another efficiency identified was Item #18, closure of supported apartment program at \$371,000, as the positions can be eliminated and the services provided through an existing contract. As a result, a motion was offered to move #18 to a core efficiency to be included in the submission which was seconded and passed.

Taking all the items approved thus far, it was realized the total exceeded the \$3 million target, and to address, a motion was offered to reconsider Item #9, service area administrative support staff, which was seconded and carried. A motion was then made to include only the FY2014 reductions in Item #9 which was seconded and passed.

With the reductions identified, staff was directed to ensure the total does not exceed the \$3 million target. In addition, a cover letter is to accompany the submission that will highlight statements discussed at the work session such as 1) the efficiencies and cost savings achieved so far through the transformation process, e.g., staff consolidation, elimination of program managers, medications, etc., and 2) the threshold was reached in 2012 and any further reductions will hurt services to those individuals most in need.

#### 10. Executive Directors Report

- At the October VACSB Public Policy Conference Cathy Pumphrey, Director of Infomatics, will be recognized for her contributions to the State on data management and health information exchange.
- Open enrollment for Medicare Part D will take place October 15 through November 7 and each year the CSB receives an increasing number of individuals to assist through this process.
- The CSB transformation update report will be ready by mid-October. In addition, of the 17 work groups examining system efficiencies outlined in the Moving Forward Work Plan, approximately one-third are due by end of October. To allow an opportunity for review, it was recommended to distribute to the Board the work plan reports as soon as available; feedback can then be provided and any further discussion needed can take place at the October meeting.

#### Actions Taken –

- ◆ Approval of the July 25, 2012 minutes of the Fairfax-Falls Church Community Services Board.
- ◆ Notice provided that a vote to amend the bylaws to establish the Fiscal Oversight Committee as a standing committee of the Board will take place at the October meeting
- ◆ Approval of the ANSHI agreement to be executed by the county.
- ◆ Approval of reductions to be included in the FY2014-15 budget submission.

There being no further business to come before the Board, Lt. Colonel Sites requested a motion to adjourn, which was offered, seconded and carried. The meeting was adjourned at 10:20 p.m.

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Date

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Staff to Board

## CSB Ad Hoc Fiscal Committee Meeting Notes

Date: September 21, 2012

Pennino Building, Conference Room: 836A

Attendees: Glenn Kamber, Suzette Kern, Susan Beeman, Ginny Cooper

Topic	Action	Responsible Party	Due Date
Meeting Notes	Distributed September 21, 2012 meeting notes. Other handouts: <ul style="list-style-type: none"> <li>a. DRAFT FY 2013 1<sup>st</sup> Quarter CSB Fiscal Oversight Report to Board of Supervisors</li> <li>b. CSB Financial Update, 9/20/12 (prepared by DAHS)</li> </ul>	Ginny Cooper	
Quarterly Report	The Committee discussed and edited the draft report. Edits included: Title Page: <ul style="list-style-type: none"> <li>• Retitle as FY 2013 1<sup>st</sup> Quarter CSB Oversight Report.</li> <li>• Add below in smaller font: Forwarded to (?) the Fairfax County Board of Supervisors, October __ 2012</li> <li>• Delete summarization of contents</li> </ul> Financial Report: <ul style="list-style-type: none"> <li>• Shade Expenditures by Disability Area</li> <li>• Reorganize Expenditures by Disability Area, making Central Administration last</li> <li>• Increase the font size of the Fee Revenues</li> </ul> Updates on Major Areas of Concern ID Employment and Day: <ul style="list-style-type: none"> <li>• Edits furnished prior to the meeting</li> </ul> Infant and Toddler: <ul style="list-style-type: none"> <li>• Responses to questions raised prior to the meeting are being addressed</li> </ul> Staffing: <ul style="list-style-type: none"> <li>• Incorporate Chairman Bulova's comments made as part of FY 2012 Carryover on the requirement to maintain 10% staff vacancy factor.</li> </ul>	Ginny Cooper  Bill Belcher  Ginny Cooper	



## CSB Ad Hoc Fiscal Committee Meeting Notes

Date: October 5, 2012

Pennino Building, Conference Room: 836A

Attendees: Glenn Kamber, Suzette Kern, Jessica Burmester, Bill Belcher, Ginny Cooper

Topic	Action	Responsible Party	Due Date
Meeting Notes	<p>Distributed September 21, 2012 meeting notes.</p> <p>Other handouts:</p> <ul style="list-style-type: none"> <li>a. DRAFT FY 2013 1<sup>st</sup> Quarter CSB Fiscal Oversight Report to Board of Supervisors</li> <li>b. Budgeted Turnover of Human Services Agencies worksheet</li> </ul>	<p>Ginny Cooper</p> <p>Bill Belcher</p>	
Report on Briefing	<p>The Committee discussed the draft Oversight Report briefing provided by Suzette Kern to Supervisor McKay. The comments were summarized as follows:</p> <ul style="list-style-type: none"> <li>• Anomalies on the financial report should be highlighted and addressed. An anomaly would be that the actuals are out of the expected range.</li> <li>• Don't share data that isn't final. Properly close out the fiscal month and leave time for analysis.</li> <li>• Have the report come from the full CSB Board with cover letter from its Chair</li> <li>• Discuss high level measures of success of CSB programs in the way that the CSB measures outcomes.</li> <li>• Mention relevance of the staffing vacancies, e.g., note ratios of clinical positions filled to vacant.</li> </ul>	S. Kern	
Staff Vacancies	<p>B. Belcher furnished an explanation of the FY 2012 Carryover reduction of the personnel budget stating that 10% Relative Vacancy Factor was the result.</p> <p>The Committee discussed ways to control vacancies, including finding alternative ways to deliver the services.</p> <p>On a related topic, he explained the worksheet on Budgeted Turnover of Human Services Agencies. He was told that all County agencies have a budgeted vacancy of roughly 8%.</p>	Bill Belcher	
Quarterly Report	The Committee discussed and edited the draft report. Edits included:		

## CSB Ad Hoc Fiscal Committee Meeting Notes

Date: October 5, 2012

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Topic	Action	Responsible Party	Due Date
	<ul style="list-style-type: none"> <li>• Eliminate the Title Page and insert a Cover Memo from the CSB Chair explaining the intent and content of the Quarterly Report.</li> <li>• Move financial statement to end of Report and replace with a dashboard with financial analysis in the front of the Report. State why it is organized in this manner.</li> <li>• The New and Significant section may contain quarter-specific topics, meaning that they would not necessarily be recurring topics.</li> <li>• Replace Acknowledgments of Staff with Program Highlights. Example of Program Highlight would be primary care integration at Gartlan Center.</li> <li>• A mock-up of the Report without the actual financial figures should be ready by October 17.</li> <li>• A schedule for future quarterly reports will be proposed.</li> <li>• The Committee set a revised due date of November 2 for completion of the 1<sup>st</sup> Quarter Report. The process for CSB Board approval may be through the Executive Committee or a request to the Board Chair to schedule a November work session.</li> </ul>	Ginny Cooper	
DAHS Financial Reports	Standing request for copies of the DAHS 'at a glance' summaries prepared for the Deputy County Executive	Bill Belcher	As published
Executive Director	The Committee chair asked that the Executive Director be invited to participate in all Fiscal Committee meetings.		
Beeman Implementation Plan	<p>The Committee members discussed their perspectives on the Beeman Commission recommendations. With respect to their expectations of what should be contained in the Executive Director's Transformation Completion Plan:</p> <ul style="list-style-type: none"> <li>• Clear end picture – what will the system look like when it has completed its transformation</li> </ul>		

## CSB Ad Hoc Fiscal Committee Meeting Notes

Date: October 5, 2012

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Topic	Action	Responsible Party	Due Date
	<ul style="list-style-type: none"> <li>• What have we been working toward?</li> <li>• What will success look like (to our Board? to our consumers? to staff? to County officials?)</li> <li>• How much will it have cost?</li> <li>• Who will get served?</li> <li>• Is transformation the same as reorganization? (Is the bubble chart the end picture?)</li> </ul> <p>Suzette Kern requested an electronic copy of the Beeman Implementation Plan or the website address where it can be found.</p>		
Membership	<p>Departing member: Lisa Kania</p> <p>New member: Juan Pablo Segura</p>		
Next Meetings	<p>The first and third Friday of every month from 9:00 am to 11 am</p> <p>Next meetings will be October 19<sup>th</sup> and November 2<sup>nd</sup></p>		Ongoing

Fairfax-Falls Church Community Services Board  
External Committee  
June 27, 2012

The External Committee of the Fairfax-Falls Church Community Services Board met in regular session on June 27, 2012 at 6:00 p.m. at the Fairfax County Government Center, 12000 Government Center Parkway, Conference Room 8, Fairfax, Virginia.

The following Committee members were present: Lisa Kania, Mattie Palmore, Mark Sites, Woody Witt, Jane Woods

The following Committee members were absent: Pam Barrett, Susan Beeman, Glenn Kamber

The following CSB members were present: Jessica Burmester

The following CSB staff was present: Shelley Ashby, George Braunstein, Belinda Buescher, Jeannie Cummins Eisenhour, David Mangano, Laura Yager

Also present were members of the public.

1. Meeting Called to Order

The meeting was called to order at 6:10 p.m. Major Sites announced that the agenda is being adjusted to change the order of some of the items.

2. Update County's Legislative Issues Paper for 2013

Copies of the following documents were distributed:

- Updated County HS Legislative Issue Paper (includes input received thus far)
- Updated/Enhanced Infant & Toddler Connection Part C Early Intervention Services Write-up (additional edits)
- Fairfax County 2012 Human Services Issue Paper (supplement to the Fairfax County 2012 Legislative Program)
- FY12 General Assembly Recommendations

Ms. Buescher provided some background information and thanked everyone for their comments received thus far. She added that recommendations were made to enhance the Infant & Toddler Connection write-up. She stated that the deadline for Boards, Authorities and Commissions to submit comments to the County is August 3, 2012. She reviewed the County HS Issue Paper, there was a great deal of discussion and input/comments were provided. Some of the comments and recommendations included:

- ITC Write-Up: Need to convey State is responsible for fully funding this; support the State fully funding the mandate -Infant Service/Early Intervention Program. It was noted that this needs to be submitted in a Caboose Bill for 2014 budget.
- Comment was made about the importance of adding ITC, housing, employment and unemployment rate for people with disabilities, and supporting increased waiver funding.
- There were recommended edits to the document. Ms. Buescher will update the document with the recommended edits.

Fairfax-Falls Church Community Services Board  
External Committee  
June 27, 2012

- County 2012 HS Fact Sheet: it was recommended to add a bullet related to ITC and reference reduce unemployment rate for people with disabilities
- Mr. Braunstein stated that the VACSB Public Policy Committee discussed and approved their legislative paper, which is getting ready to go to the VACSB Board. He indicated the document will be ready within the next two weeks. He can send the document to External Committee members in order for the Committee to determine if any language can be embedded into the County's HS document.
- The following recommendations were made:
  - Add two areas to the County Legislative program: ITC and Waiver Rate Issue. The CSB will make a formal request to add the following two items: ITC Funding in FY 13 and FY 14 and Waiver Rates and Slots in FY 14.
  - Comment was made about the importance of the full Board endorsing this request. Recommendation for Major Sites to bring forward to the full Board at tonight's meeting for the CSB to make a formal request that the County submit the two budget amendments to the State.

Major Sites briefly summarized the discussion and recommendations:

- Any additional comments and suggestions can be sent to Ms. Buescher.
- Mr. Braunstein will provide language from VACSB Public Policy Committee legislative document.
- Ms. Buescher will wait for VACSB language, will update the CSB section of the County's Legislative Issue Paper for 2013 and send to External Committee members for review. Once a draft is finalized, will send to CSB members for review and opportunity for input.
- Major Sites will inform the full Board at tonight's meeting that External Committee is working on updating the HS issue paper.
- CSB to submit final document to the County by August 3, 2012.

3. Approval of the April 25, 2012 and March 28, 2012 Minutes

Mr. Witt moved that the April 25, 2012 and March 28, 2012 External Committee minutes be approved as presented. The motion was seconded by Ms. Woods and unanimously carried.

4. REACH – Continue our Conversation

Major Sites provided an update on Fairfax REACH. There was brief discussion about having a REACH Board member serve on the CSB and having a CSB Board member serve as ex-officio on the REACH Board. Major Sites stated that the full Board needs to have an update on information regarding REACH. He recommends REACH present at a full Board meeting or work session.

He noted that Ms. Cummins Eisenhower attended the June Substance Use Disorders/Mental Health Workgroup meeting to update the Workgroup on the housing plan. He commented that the feedback was very good. Ms. Woods recommends requesting the Board fully adopt the housing plan. Recommendation made for Ms. Cummins Eisenhower to present the

Fairfax-Falls Church Community Services Board  
External Committee  
June 27, 2012

housing plan to the full Board. It was also recommended to send out information that will be presented prior to the meeting to allow Board members an opportunity to review and be prepared to ask any questions they might have. Ms. Cummins Eisenhower will send out the Housing Needs Report as well as any additional information.

Major Sites recommends that the Housing Plan be scheduled for the July Board meeting and that the REACH presentation be scheduled for the September Board meeting.

5. Budget Communications

Major Sites stated that part of this Committee's role is creating messages to send out to the Board. Comment was made how fast things are currently moving. It was noted that the Human Services Council is very inclusive and is looking for recommendations from the CSB. There was a brief discussion with input and comments from members and others. Major Sites announced that at tonight's Board meeting, a date will be selected for the Board work session

6. Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 7:20 p.m.

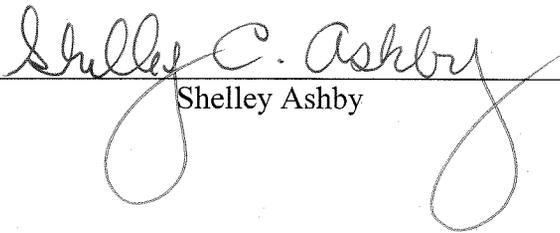
Actions Taken

- (a) The Committee approved the April 25, 2012 and March 28, 2012 External Committee minutes.

Follow-up Items – None

September 26, 2012

Date Approved

  
Shelley Ashby

Fairfax-Falls Church Community Services Board  
External Committee  
July 25, 2012

The External Committee of the Fairfax-Falls Church Community Services Board met in regular session on July 25, 2012 at 6:00 p.m. at the Fairfax County Government Center, 12000 Government Center Parkway, Conference Room 8, Fairfax, Virginia.

The following Committee members were present: Pam Barrett, Glenn Kamber, Lisa Kania, Mattie Palmore, Mark Sites, Woody Witt, Jane Woods

The following Committee members were absent: Susan Beeman

The following CSB members were present: Jessica Burmester

The following CSB staff was present: Shelley Ashby, George Braunstein, Belinda Buescher, David Mangano, Laura Yager

1. Meeting Called to Order

The meeting was called to order at 6:10 p.m. Lt. Colonel Sites announced that the agenda is being adjusted to change the order of one of the agenda items.

2. Budget Communications with Board of Supervisors

Lt. Colonel Sites provided an update on the BOS Human Services Committee meeting held yesterday, July 24, 2012. There was a great deal of discussion with comments and input from Committee members and others:

- It was noted that Chairman Bulova stated that the actual budget issues will be addressed in the FY2012 carryover in September. Lt. Colonel Sites commented that after the meeting one of the Supervisors mentioned to him that the CSB needs to focus on governance.
- Committee members discussed the need to determine a communication strategy for upcoming conversations with individual Board of Supervisors members.
- There was a brief discussion about the budget shortfall. Comment was made that the \$9.5 million deficit was stating the absolute worst case scenario. Mr. Braunstein described the actual projected operating shortfall now as much less, in light of several factors including the county's decision to provide funding to cover the shortfall in the personnel budget which had been due to increased cost of employee benefits.
- Recommendation was made to schedule a CSB work session in August with the focus on a communication plan.
- Recommendation made to prepare a joint message to send to BOS members, including using email for messages. Comment was made that something needs to be done as soon as possible and the importance of the full Board stating their position. Recommendation made for CSB to be explicit in stating their position and avoid addressing each specific budget item.
- Recommendation made to determine at tonight's full Board meeting how many CSB members will be meeting one-on-one with their supervisors.

Fairfax-Falls Church Community Services Board  
External Committee  
July 25, 2012

- Recommendation also made that CSB members discuss and vote on the position they are taking and that it be stated clearly and simply.
- Ms. Buescher stated that Mr. Braunstein had prepared and would be sending to staff a summary of recommendations the Human Service Council presented to the Board of Supervisors on July 24.
- Question was asked about whether the reserve funds are one-time or base budget and ongoing. Mr. Braunstein will follow-up and get clarity on whether the funding is ongoing.
- Question was also asked about efficiencies and vacancies. Mr. Braunstein noted that the CSB has vacancies over and above the target and the CSB has begun the paperwork to begin hiring positions giving first priority to health and safety needs.
- Comment was made about the CSB transformation. Mr. Braunstein spoke briefly about the workplan and it was noted that the workplan defines the needs and capacity.
- Comment was made about agency staff being stretched to the limit and the effect on our consumers. Reference was made to staff being asked to review projects and all work we are doing. Comment was made about the importance of focusing on the health of our consumers; the health of our agency and consumers is most important.
- Comment was made about how the CSB has handled budget cuts over time extraordinarily well. Comment added about the need to handle the press on such items. Ms. Buescher briefly addressed this and spoke about the relationships the CSB has with the press. She added that a reporter attended yesterday's BOS HSC meeting and an article will be coming out tomorrow morning. In addition, a reporter recently met with Allan Phillips and some families and an article will come out on Friday.

3. Final Review: Legislative Issues Paper for 2013

A copy of the updated Legislative Issues Paper was distributed. Ms. Buescher reviewed the updated document and noted that it includes all comments and feedback received from staff and Board members. She added that she was able to update the statistics. Ms. Buescher thanked everyone for their comments received thus far. There was brief discussion and some suggestions were provided.

- Ms. Woods requested that CSB Board members be sent an electronic version of the CSB Program Descriptions document that was provided at the Board of Supervisors committee meeting July 24. This document will be an important reference when CSB members visit with BOS members and State Legislators.
- *Emergency Responsiveness*: it was recommended to add "regional" to the second paragraph in the statement referring to pilot project. It was also recommended to change "state code authorization" to read "state legislative authorization"
- *Employment*: it was recommended that within the statement referring to unemployment rate for those with disabilities to replace the "15.5 percent" with the following: "is far higher".
- Ms. Buescher will update the document to prepare for submission to the County.

Fairfax-Falls Church Community Services Board  
External Committee  
July 25, 2012

Lt. Colonel Sites will bring forward the updated Legislative Issues paper with recommended changes to the full Board at tonight's meeting.

4. Approval of the June 27, 2012 Minutes

Due to time constraints, the June 27, 2012 minutes were not approved and will be scheduled for approval at the next meeting in September.

5. Future Efforts – Rooms, etc.

Due to time constraints, this agenda item was not discussed and will carry over to the next meeting scheduled in September.

6. CSB Site Visits

Due to time constraints, this agenda item was not discussed and will carry over to the next meeting scheduled in September.

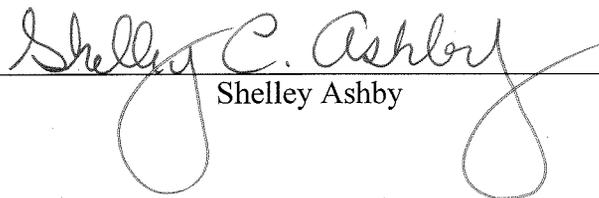
7. Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 7:30 p.m.

Actions Taken – None

Follow-up Items – None

September 26, 2012  
Date Approved

  
Shelley Ashby

**FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD  
GOOD NEIGHBOR CAMPAIGN**

**Background** The Community Services Board (CSB) has generally served as the Board of Supervisors' (BOS') community liaison for citizen concerns or complaints about residential programs, regardless of the type of program or population served. The BOS received a higher number of calls in 2011 than prior years, and the concerns citizens presented were more complex and challenging to address within existing regulatory and legal frameworks. These issues led the BOS to examine the possibility of proposing changes to State code that would enable localities to create dispersal requirements for group homes. Recognizing the fair housing implications of such actions, the CSB proposed an alternative, three-pronged approach to the BOS which would include (1) establishing Good Neighbor guidelines for residential providers and the community, (2) developing education/training initiatives for residential staff, and (3) creating a multi-agency team to address reported problems with group homes. The BOS supported this approach, and requested the County also establish a single point of contact to route citizens' calls appropriately.

The CSB is engaging its residential provider network and partners in prongs 1 and 2 of this plan, and if its efforts are successful, the CSB will invite other housing and human service agencies in the County to adopt these strategies, per Deputy County Executive Pat Harrison's request. The CSB is also assisting the DCE with creating the multi-agency team and establishing the single point of contact for citizens, and developing a webpage that provides basic Q&A about group homes in Fairfax County.

**Goals** The major goals of the CSB's Good Neighbor Campaign are:

- to establish a common understanding of what it means to be good neighbors among our residential and housing providers and partners and the citizens of our community.
- to obtain commitments from our network of residential and housing providers and partners to put these "good neighbor" principles into action.
- to increase the capacity of residential staff to build positive relationships with neighbors.
- to strengthen community support for these principles and the providers that adhere to them.
- to efficiently and effectively respond to citizens' concerns if a provider's actions are contrary to Good Neighbor principles.

**Actions to Date** The CSB has convened a "Good Neighbor Workgroup" consisting of CSB residential, housing, and public information staff and directors from several non-profit provider organizations representing the populations the CSB serves. This workgroup has developed the text for a Good Neighbor Agreement (attached) and an outreach plan to the CSB's network of residential and housing providers and partners to encourage them to "sign on" and make a public statement of their commitment to adhere to the principles outlined in the Agreement. To date, eleven organizations have agreed to sign on, and six more are bringing the Agreement to the Boards of Directors for consideration. We have reached out to another nine organizations and await their responses.

**Next Steps**

- Good Neighbor Workgroup develops public awareness materials for citizens and training materials for staff (August – November)
- Presentation of Good Neighbor Campaign to CSB Executive Committee (September)
- Presentation of Good Neighbor Campaign to CSB External Committee (September)
- Presentation of Good Neighbor Campaign to CSB Board of Directors (October)
- CSB Board brief District Supervisors
- CSB staff brief Deputy County Executive and multi-agency team

**Amendment to the Fairfax-Falls Church Community Services Board (CSB) Bylaws**

Issue:

A proposal has been presented to amend the CSB Bylaws to establish a standing Fiscal Oversight Committee of the CSB Board.

Recommended Motion:

I move that the Bylaws of the Fairfax-Falls Church Community Services Board be amended to add a Fiscal Oversight Committee as a standing committee of the Board.

Timing:

Immediate

Background:

At the September 26, 2012 CSB Board meeting, Glenn Kamber, Chair of the Ad Hoc Fiscal Committee, proposed to remove the ad hoc status and establish a standing committee entitled Fiscal Oversight Committee. To consider this proposal, the CSB Bylaws mandate 30-days notice be provided to the Board members, and following this advance notice, a vote by two-thirds of the Board members present at a regular meeting is required to adopt an amendment. Mr. Kamber offered the advance notice in the form of a proposed motion at the September 26, 2012 CSB Board meeting to amend the Bylaws to establish a standing Fiscal Oversight Committee.

CSB Board Member:

Glenn Kamber

**Fairfax County's FY2014 To FY2018 (to 2023 Out Years) Capital Improvement Program**

**Issue:**

Board approval to submit the CSB's recommendations for the County's FY2014 to FY2018 Capital Improvement Program (with future fiscal years to 2023).

**Recommended Motion:**

I move that the Board approve the recommendations for the County's FY2014 to FY2018 Capital Improvement Program as defined herein.

**Timing:**

The Capital Improvement Program information was due to the Department of Management and Budget on October 15, 2011. Departmental Meetings with the CIP Review Team occur from October through November 2012, and the CIP Review Team will discuss the CIP Recommendations with the County Executive in December 2012. Agencies will receive CIP decisions and draft documents for review in January/February 2013, and the Advertised CIP will be released with the Advertised Budget in February 2013. CSB staff will have opportunities to make formal presentations to the Planning Commission and Board of Supervisors in March 2013, followed by public hearings before the Planning Commission and the Board of Supervisors for Adoption of the CIP in March and April 2013. The CIP will be adopted in April 2013.

**Background:**

The County's Capital Improvement Program (CIP) and the County's Comprehensive Plan are interrelated. The Comprehensive Plan identifies those geographic areas suitable for development and the CIP identifies needed public facilities and provides a systematic approach to planning the financing and development so that bond issues or other revenue sources can be identified. By identifying the public facilities needed to serve Fairfax County citizens and scheduling them over time, the CIP guides the public construction program for the future.

The Community Services Board has actively participated in the CIP since 1985 and has received funding for the construction of several projects including: 16 resident Braddock Road Group residences opened in 1991 (IDS); 32 resident Detoxification program facility co-located with a new enlarged 35 resident "A New Beginning" building and an 81 resident Crossroads Facility which opened in 1994 (ADS). Also the former "A New Beginning" building was reconstructed for use as a 16 resident dual diagnosis program "Cornerstones" which opened in 1999 (MH/ADS). A 1990 bond referendum provided the funding for a 36 resident Assisted Living Facility (ALF), "Stevenson Place."

Funding was approved in a 2004 bond referendum for the renovation and expansion of the Mt. Vernon Community Mental Health Center (renamed the "Gartlan Center"), new construction of the Gregory Drive Residential Treatment Program renamed *New Horizons* for 16 adults with co-occurring disorders (MH/ADS), and substantial renovation or replacement of the Woodburn Community Mental Health Center. The former two projects have been completed and are now in use. Construction began on the building and parking pads of the latter project, the Woodburn Center, this past August.

The CIP process involves initial approval, participation in a possible bond referendum (unless alternate funding sources are identified), feasibility studies, securing an acceptable site or planning extensive renovations at existing sites, authorization from the Board of Supervisors to proceed, architectural design, and construction. Although a lengthy development time can be expected, the CIP is a valuable avenue for the CSB to pursue new construction of County buildings and large congregate residential facilities that provide mental health or substance abuse treatment and medical care (e.g., assisted living). Smaller housing projects such as group homes or individual/clustered supportive housing units in multifamily apartment properties are now being developed through the County's Housing Blueprint.

## **Recommendations for the County's FY 2014-2018 Capital Improvement Program**

There are two components to the CIP development process: (1) the capital budget requests for new or increased funding in FY 2014 and (2) the CIP submission requests for on-going projects and future planning. DMB has indicated FY 2014 funding will continue to be extremely limited, leaving no flexibility for additional General Fund dollars associated with accelerated or additional projects.

### **A. FY 14 Capital Budget Request**

The CSB's FY2014 Capital Budget requests were primarily for existing projects, including:

- any remaining capital funding required for completion of the Mid County/Woodburn Mental Health Center project
- funding for the full design and construction of the East County Human Services Center contingent upon the final development agreement (\$3.5 million was approved in FY12 Third Quarter to cover conceptual design, entitlement process and coordination of developer negotiations).
- carry-over capital funding for acquisition of two CSB group homes for Central Virginia Training Center (CVTC) residents. We request the project balance of \$ 3,735,321.51 be carried over to FY 2014.

The CSB did, however, request FY 2014 capital funding for two critical initiatives to maintaining appropriate services for the individuals we serve:

- funding for a schematic design review process of CSB residential treatment, medical/social detoxification and assisted living facilities to (1) determine general retrofitting and renovation requirements needed at each facility to conform to applicable building and licensure codes for each program type, and (2) identify opportunities for program expansion and/or reconfiguration.
- \$1.5 million for the construction of an approximately 4,000 square foot, new, single level residence providing supported housing to relocate up to six residents with mental disabilities who have increasing needs for accessibility as they age.

DPWES Capital Facilities has included an allocation of \$150,000 in the FY14 Budget Requirements for Fund 300-C30010, County Construction, for the architectural and engineering review of the CSB residential treatment, detoxification and assisted living facilities described above.

### **B. Current CIP Requests**

#### ***B.1. Five Year Plan, Currently Funded***

The currently funded items in the CSB's FY 2014 Capital Request for Mid-County/Woodburn Mental Health Center, East County Human Services Center and the two CSB group homes for residents of CVTC all remain in the CSB's request for five year plan funding in FY 2014 – FY 2018. A more detailed explanation of the request for the two group homes follows.

#### **Two Group Homes for Adults with Intellectual Disabilities**

The CSB applied for and was allocated \$3,738,964 of funding from the Virginia Department of Behavioral Health and Developmental Services (DBHDS) in August 2011 to acquire and rehabilitate or construct two Medicaid Waiver certified group homes. These homes will enable up to twelve individuals currently receiving services in Central Virginia Training Center to return to Fairfax County, their community of origin, and receive home and community based services in two, fully accessible, six bedroom group homes. The BOS approved the application and award of funding in October 2011. The CSB and County Attorney continue to negotiate the final terms of the Funding Agreement with DBHDS. As a result,

acquisition of the two single family homes planned for this project has been delayed. CSB requests the full funding for this project be carried over to the FY 2014 – FY 2018 CIP.

## ***B.2. Five Year Plan, Not Currently Funded***

### **Identify Gap Funding for Approved CIP Projects**

\$3.5 million was approved for East County Human Services Center in FY 2012 Third Quarter for the conceptual design, entitlement process, and coordination of developer negotiations, and evaluation and feasibility studies are now under way. Additional funding will be required for full design and construction dependent on the final development agreement. The East County Human Services Center is slated to contain space for CSB programs and services such as Adult Outpatient, Youth Services Day Treatment, a Mental Health Wellness Center, and Adult & Aging Services.

## **C. Future Planning Projects – FY 2018-2022**

Numerous changes within and outside the service system are impelling the CSB to re-think its service models and explore different types of facilities to support these models. The CSB is transforming its service delivery system to respond to initiatives such as the Beeman Commission, the Housing Blueprint, the County's Ten Year Plan to End Homelessness and the Department of Justice's Settlement Agreement with the Commonwealth of Virginia and state/federal health care reform. We do so even as shrinking resources challenge our capacity to deliver needed services. In an effort to maximize the efficiency of County resources, the CSB is reconfiguring its capital needs program and focusing on opportunities to craft different business models that include shared facility use/co-locating programs, public-private ventures, and targeted use of county resources. Our intent is to identify cost-effective facilities that will enable critically needed services to be delivered in a person-centered manner.

This reconfiguration process has already resulted in two significant changes to our CIP plan. ***We are substantially modifying one priority project and removing another priority project from our future planning.***

Recent utilization trends at our Fairfax Detoxification facility indicate we are operating at capacity for current staffing levels and patterns. The proportion of individuals needing medical detoxification has increased, while the percentage requiring social detoxification is declining. The CSB is establishing additional nursing positions and planning other staffing changes as resources become available to accommodate this shift in demand. However, medical detoxification also requires certain unique facilities features which the current facility lacks. Since funding constraints will limit the CSB's capacity to fully staff another free-standing detox facility in the coming years, it is no longer justifiable to request funds to construct a new detoxification facility. **Instead, we propose instead to reconfigure the existing Detox Center to enable CSB to implement a crisis stabilization component, increase the number of medical beds, decrease the number of standing social detox beds and establish a small primary care clinic at the site.** The bed conversion would maximize the ability of the Detox Center to address the needs of individuals requiring medical detoxification who are seriously mentally ill and present as a significant risk to themselves or others. This approach would enable CSB to serve a significant number of individuals who would otherwise be hospitalized in the community, thus freeing up hospital beds for individuals with the most intensive needs.

Over the past several years, the County's Housing Blueprint has clearly increased the availability of housing opportunities for individuals the CSB serves, especially in group homes. For example, the FCRHA partnered with CSB in FY 2012 to purchase and transfer ownership of seven homes to nonprofit organizations for use as group homes and shared supportive housing for the homeless and persons with disabilities. As support for the Blueprint's affordable, accessible, supportive housing goals grows, the CSB has come to view this plan, rather than the CIP, as the primary vehicle for developing barrier-free housing. Consequently, **we are eliminating our request for the development of a barrier-free group home. We will continue to pursue the development of fully accessible, universally designed group homes through the Housing Blueprint process.**

Despite these changes, **Assisted Living and Housing has remained an urgent need since 2006. CSB seeks \$5.55 million for the design and construction of an assisted living program that will serve 36 adults who are eligible for CSB services.** Current waiting list statistics indicate of the 560+ individuals with mental illness waiting for residential treatment or permanent supported housing, 43 individuals need the level of care available through an assisted living program, which is a critical gap in our available services. New assisted living approaches are being developed nationwide that incorporate design elements which encourage maximum independence and promote recovery. The Green House model, for example, features barrier free, home-like residences with individual and shared living areas and plenty of green space for eight to ten people. These residences can be stand-alone houses or clustered housing units on one site. As the population ages and individuals experience multiple physical needs for support, there will continue to be an increasing and urgent demand for this residential option. Accordingly, the residences must be designed and constructed to be fully accessible to persons with disabilities and utilize the principles of Universal Design.

Attachment:

10B-1: CSB CIP Submission Chart for FY14 – FY18 (with Future Years to 2023)

10B-2: CSB Narrative for the County CIP Proposal Package

Staff:

George Braunstein, Executive Director  
Will Williams, Director Facility and Administrative Operations  
Alan Wooten, Director Community Living  
Gary Axelson, Director Clinical Operations  
Jeannie Cummins, Investment & Development Manager  
Ginny Cooper, Director Enterprise Services  
Bill Belcher, Fiscal Administrator

**FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD**  
**CSB Capital Improvement Program (CIP) Plan – FY14– FY18 – (FY23) submitted October 2012 for funding consideration**

<b>FY 2014 CAPITAL REQUEST</b>									
	<b>Project</b>	<b>Funding Estimate</b>	<b>FY 2014</b>						
	<b>A&amp;E Evaluation of Residential Treatment, Detox &amp; Assisted Living Sites</b>	<b>\$150,000</b>	<b>\$150,000</b>						
<b>5 YEAR PLAN</b>									
	<b>Project</b>	<b>Funding Available</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>		
			<b>5-Year Site Development Plan Currently Funded (Projected Expenditures)</b>						
	<b><u>Acquire &amp; Rehab or Construct 2Group Homes</u> 4-6 Residents with Intellectual Disabilities per home</b>	<b>DBHDS \$3,740,000</b>	<b>DBHDS \$1,812,000</b>						
	<b>Project</b>	<b>Funding Estimate</b>	<b>5-Year Site Development Plan Not Currently Funded</b>						
	<b>Complete Mid-County Project Replacing Woodburn Mental Health Center</b>	<b>TBD</b>							
	<b>Complete East County Human Services Center Project</b>	<b>TBD</b>							
<b>OUT YEARS**</b>									
<b>Priority Ranking</b>	<b>Project (CSB Priority Order)</b>	<b>Funding Estimate</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2023</b>
			<b>5-Year Site Development Plan Not Currently Funded</b>					<b>CIP Out Years – TBD based on Human Svcs Bond Ref.</b>	
<b>CIP 1.</b>	<b><u>Assisted Living Facility</u> 36 Residents</b>	<b>CIP \$5,550,000</b>						<b>CIP \$5,550,000</b>	

\*\* Cost Estimates will be reviewed and updated by DPWES for Out Year Projects

## Human Services

### PROGRAM DESCRIPTION

The Human Services program consists of mental health, intellectual disabilities, substance abuse programs, child care services and support to individuals and families who are homeless. The Fairfax-Falls Church Community Services Board, the Department of Family Services and the Office for Children, Community and Recreational Services and the Health Department are the major providers of these services.

### LINK TO THE COMPREHENSIVE PLAN

Fairfax County's Comprehensive Plan has established a number of objectives and policies in order to:

- ✓ Develop human services centers to serve the eastern and western portions of the County.
- ✓ Provide for the residential needs of persons with mental illness, intellectual disabilities, and substance abuse problems through small and large supervised and supported residential services located Countywide.
- ✓ Develop adequate transitional housing for homeless families, and provide for the before- and after-school child care needs of 15 percent of children attending elementary schools.
- ✓ Locate public health offices to maximize accessibility to the service population.
- ✓ Expand and renovate the Woodburn mental health center.

Source: 2007 Edition of the Fairfax County Comprehensive Plan, Areas I, II, III, & IV, and the Policy Plan Element, Human Services Section, as amended.

### CURRENT PROGRAM INITIATIVES

Over the past several years, the County has implemented a regional approach to the human service delivery system. This approach allows for drawing on regionally based staff from multiple agencies to respond to the strengths and needs of specific communities. This approach also has allowed Fairfax County to participate in the national trend to nurture citizen and community engagement more effectively. In addition, co-locating the service providers has enabled regional facilities to promote the one stop shopping idea. It has also fostered collaboration and better flow of information among various service providers. Implementation of the professional development initiatives for the work force has improved the quality of services and has been possible because of the service areas co-location. The Human Services system is unique among the County service systems in that it not only delivers a wide spectrum of services through both private and public agencies, but these services are delivered in a variety of settings which include: private homes, satellite field offices, residential group homes, senior centers, health care facilities and regional co-located service centers.

The County continues to develop a comprehensive Human Services Capital Improvement Plan (CIP) with a vision that addresses efficient delivery of human services to meet individual and community needs and supports the sensitivity to the trends most likely to influence and impact County government programs and services. These facilities are viewed as community focal points, instead of institutional government

buildings. The goals of the Human Services CIP promote co-location of provided services and revitalization of communities including:

- Allowing future growth of the service areas that meet the community's existing requirements and emerging needs identified through the socio-economic indicators as well as demographic parameters and trends;
- Providing efficient service delivery by co-locating pertinent service providers in a readily accessible and user-friendly environment. Service delivery centers need to strategically and comprehensively integrate the human element and work environment to achieve optimization in service delivery;
- Exercising principles of sound financial management and balancing the planned service delivery centers with the fiscal capacity of the County. The current commercially leased human services facilities may more effectively be replaced with County owned centers in order to stop incurring excessive expenses for delivery of services; and
- Promoting economic vitality and supporting high quality of life. The focus of future development is shifting from accommodating new growth to that of redevelopment and providing more lifestyle choices for an increasingly diverse population.

Fairfax County will experience a steady increase in the number and percentage of persons age 65 and older due to longer life spans and the number of persons currently between 60 and 65 who are expected to remain County residents. This increase in the aging population will increase the demand for programs that provide support and respite for caregivers and care for those without family caregivers. It will also increase the need for adult day health care, community health care network and senior assisted living, as well as initiatives such as Program of All-Inclusive Care for the Elderly (PACE). Several CIP projects are currently in place to respond to the already occurring trends in the County.

#### **Fairfax-Falls Church Community Services Board**

The Fairfax-Falls Church Community Services Board (CSB) is the point of entry for residents of Fairfax County and the cities of Fairfax and Falls Church into the publicly-funded system of services for people with mental illness, substance use disorders, and intellectual and developmental disabilities. The CSB's mission is to support people to live self-determined and productive lives within the community. Individuals may access CSB services through its Engagement, Assessment & Referral system, which includes a Call Center and Homeless Outreach. Others enter the system through the CSB's Jail- and Court-Based Services or Acute Care Services such as the Mobile Crisis Unit, Detoxification Center or Crisis Stabilization program. CSB outpatient treatment services are available to those who need additional support such as school or office-based counseling and service coordination. Individuals with more intensive, short-term treatment needs may receive Day Treatment, Partial Hospitalization, Intensive Community Treatment,



*The New Horizons Treatment Center, located on Gregory Drive in Alexandria, opened in July 2010.*

Therapeutic Residential Services or Residential Treatment. The CSB provides Intensive Service/Support Coordination, Supportive Residential Services and Community Residential Services with 24 hour support to individuals who need longer term support to develop independent living skills and assistance to live in the community. Some services, such as group homes, respite care and day support are provided through contractual arrangements. The CSB also offers Wellness and Health Promotion programs in the community, including alcohol and drug abuse prevention education for youth, Mental Health First Aid training, and Wellness Recovery Action Planning, a peer-led self-management intervention for adults who are working through mental health challenges and life issues.

The local system of community-based services for people with mental illness, intellectual disabilities and alcohol or drug dependency is operating in an increasingly challenging environment: growing numbers of people lack health insurance; fewer private hospitals can finance inpatient treatment; long-term care options are out of reach for most families; and resources for community services are declining. At the same time, the need for services is steadily growing. This region has witnessed an influx of veterans coping with brain injuries, post-traumatic stress disorder, and other conditions who require numerous mental health services. Over the next several years, CSBs across Virginia will begin serving people with autism spectrum disorders and developmental disabilities in response to new State mandates. The Department of Justice settlement agreement with the Commonwealth of Virginia signed in August 2012 mandated that the Commonwealth develop a plan to increase independent living options for individuals with intellectual and developmental disabilities who are currently (1) residing in a state training center, an intermediate care facility or a skilled nursing facility or (2) on the waiting list for a Medicaid Intellectual Disabilities or Developmental Disabilities Home & Community Based Waiver. Local CSBs will be integral to the development and execution of this plan. The CSB has also documented the critical need for community-based treatment and residential services for persons with mental illness and substance abuse problems who are aging or have co-occurring and intensive mental health and medical needs. Nearly one in twenty adults receiving ongoing CSB services is over the age of 60. The baby boom cohort is experiencing the onset of physical health issues associated with aging, yet they are expected to live longer than any previous generation. The population of persons age 65 and older is projected to increase 55 percent between 2011 and 2030. Therefore, the population of aging adults with mental illness, intellectual disabilities and substance abuse disorders is likely to similarly grow over the next 20 years. The combined medical, mental health and physical care concerns of this population will require our system to develop significant capacity for their specialized housing needs. Over 1,800 individuals are currently on CSB waiting lists for affordable housing, congregate residential services such as group homes, assisted living, and/or residential treatment facilities. The loss of market rate affordable housing, lack of rental subsidies, insufficient auxiliary grant rates for assisted living care and a dearth of physically accessible housing have hindered the development of these housing and service options. Finally, according to the 2011 National Survey on Drug Use and Health<sup>1</sup>, the number of individuals reporting abuse of pain relievers and heroin has risen in recent years. The CSB's medical and social detoxification center usage reflects this trend: it is currently operating at full capacity, with an increasing percentage of individuals requiring medical detoxification.

Demographic trends indicate, if increased demands for services are unmet, many residents will be at greater risk for life threatening health problems caused by aging, substance abuse, chronic mental illness and homelessness. The lack of appropriate treatment facilities and supportive housing options often interferes with discharge planning, disrupts the recovery process, and puts individuals at risk of homelessness, incarceration, hospitalization or institutionalization.

The CSB has actively participated in the CIP process since 1985 and has received funding for the construction of several projects, most recently the renovation and expansion of the Gartlan Mental Health Center (formerly the Mount Vernon Mental Health Center) and the renovation and expansion of the Gregory Drive facility to accommodate the relocation of a therapeutic mental health and substance abuse program. CSB staff has participated in the design of the new CSB treatment facilities at the Mid-County Human Services Building, which is now under construction. In addition, the CSB was awarded funding from the Virginia Department of Behavioral Health and Developmental Services in August 2011 to acquire and renovate or construct two, fully accessible, six-bedroom group homes. These homes will serve adults with intellectual disabilities whose residence of origin is Fairfax County, but who currently receive therapeutic and supportive services from Central Virginia Training Center in Lynchburg, Virginia. The combination of affordable, fully accessible housing and Medicaid-funded home and community based services will enable these individuals to once again live in the area they call home, near family and friends.

Numerous changes within and outside the service system are impelling the CSB to re-think its service models and explore different types of facilities to support these models. The CSB is transforming its service delivery system to respond to initiatives such as the Beeman Commission, the Housing Blueprint, the County's Ten Year Plan to End Homelessness and the Department of Justice's Settlement

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<sup>1</sup> Substance Abuse and Mental Health Services Administration, *Results from the 2011 National Survey on Drug Use and Health: Summary of National Findings*, NSDUH Series H-44, HHS Publication No. (SMA) 12-4713. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2012.

Agreement with the Commonwealth of Virginia and state/federal health care reform. We do so even as shrinking resources challenge our capacity to deliver needed services. In an effort to maximize the efficiency of County resources, the CSB is reconfiguring its capital needs program and focusing on opportunities to craft different business models that include shared facility use/co-locating programs, public-private ventures, and targeted use of county resources. We have begun a process of reviewing the County-owned buildings CSB occupies to identify opportunities for adaptive re-use or expansion rather than developing wholly new sites. Our intent is to develop and operate cost-effective facilities that will enable critically needed services to be delivered in a person-centered manner.

### **Department of Family Services**

The Office for Children (OFC) in the Department of Family Services (DFS) provides direct and support services to meet the child care needs of families in Fairfax County. These services advance the care, education and healthy development of children from birth through intermediate-school age. Through subsidized child development and family enhancement programs, low-income families are assisted in becoming self-sufficient and in breaking the cycle of poverty. The support services provided by OFC programs include coordinating all County-sponsored child care services for efficient delivery to residents, monitoring the child care provided in small home-based child care businesses in Fairfax County, tracking and responding to Federal and State child care legislation and subsidizing child care fees of low and moderate income families using child care centers and family day care homes. The agency actively works to increase the supply of child care services and programs in the County by recruiting qualified providers for home-based care and by developing and funding new community-based child care centers. In addition, OFC works cooperatively with the business community to develop employer-sponsored child care benefit programs. The County also provides training and technical assistance to providers of child care in order to help them maintain and upgrade the quality of care for children. Parents are assisted in locating child care through the Child Care Resource System (CCRS) and when selecting a family day care home are assured of a safe child-care environment when such a setting has been issued a permit by the County.

Direct services provided by OFC programs include operating the School-Age Child Care (SACC) program in County elementary schools, and operating the Fairfax County Employees' Child Care Center for the children of County employees. The agency also administers the Head Start program (3-5 year-old children) for low-income families and operates and administers the Early Head Start program for low-income pregnant women and families with children from birth through two years of age.

### **Office to Prevent and End Homelessness**

The Office to Prevent and End Homelessness administers the County's homeless shelter system in partnership with non-profit service providers. Services to the homeless include homeless prevention and rapid-rehousing services, medical/health care in the homeless shelters, drop-in centers for the unsheltered homeless, and hypothermia centers developed in partnership with the community. Currently, there are five homeless shelters in the County, two serving homeless individuals, two serving families only and one serving both families and single adults. The County shelters are full to capacity every night of the week throughout the year. Homeless shelters can no longer meet "crisis/emergency" needs of homeless families in the community. At any given time, there is an average of 80 families waiting 8-12 weeks for placement in the family shelters. While some homeless families are able to live with relatives or friends until space at the family shelters become available, other homeless families have no other alternatives and end up living on the street or in other places not suitable for human habitation such as abandoned buildings, automobiles or in the woods. While motels are a last resort, it is not an ideal environment for families, especially for the children in these families. Permanent housing opportunities are needed and partnerships to develop/obtain such housing will be strongly supported.

In light of the continuing demand for homeless services, Fairfax County is looking to make significant changes in the way services are delivered. Members of the community have responded to the County call for ending homelessness. Community representatives have joined with non-profit organizations, faith communities, businesses and County staff to develop new strategies for preventing and ending homelessness. One strategy to be examined is how all of the shelters could be used differently. In some areas, homeless shelters have been converted to permanent housing and/or assessment and triage centers. These centers are used to assist homeless and potentially homeless persons and to rapidly provide access to the most appropriate available housing and supportive services options. The Katherine K. Hanley Family Shelter opened in August 2007; however, the four remaining shelters are all more than 20 years old and do not meet modern standards for accessibility or enhanced service delivery. The wear and tear of the shelters which are full every night of the year is significant. Planning for major renovations to these shelters is required in the near future.

**CURRENT PROJECT DESCRIPTIONS**

1. **School Age Child Care Centers** (Countywide): This is continuing project for which a contribution of \$750,000 per year is funded to offset school operating and overhead costs associated with SACC centers.
2. **Willow Oaks (Woodburn) Mental Health Center** (Providence District): \$82,600,000 for the design and construction of a 200,000 square foot replacement facility for the current Woodburn Mental Health Center and a consolidation of Community Service Board programs currently located in lease space. The County has entered into a two phase Contract of Sale with Inova Health Systems for the transfer of approximately 15 acres of land including the Woodburn Mental Health Center and Woodburn Place in exchange for an approximate 5 acre parcel/pad site at Willow Oaks II, a \$15 million cash payment, and a ten year lease of 40,000 square feet within the new Mid County Center building. Funding of \$7,730,000 in General Obligation bond funding is available approved as part of the fall 2004 Human Services/Juvenile Facilities Bond Referendum. The remaining funding is supported by economic development bonds.
3. **North County Human Services Center Feasibility Study** (Hunter Mill District): \$275,000 for feasibility study work associated with determining options for expanding the North County Human Services Center. This funding includes \$25,000 remaining from \$150,000 originally earmarked for a feasibility study to examine the possibility of expanding the North County Human Services Center. Subsequently, funding of \$125,000 was re-directed to the East County Human Services project below based on a potential Public Private Partnership which may accelerate the East County project. As part of the *FY 2012 Third Quarter Review*, the Board of Supervisors approved an additional \$250,000 to develop an overall plan that reconfigures the various County properties in the area and maximize the development potential consistent with the needs of the community. Funding was available from other completed human service projects.
4. **East County Human Services Center** (TBD): \$3,625,000 includes an amount of \$125,000 which was redirected from the North County Human Services project listed above to begin space programming and environmental assessment work on a new East County Human Service Center. In addition, as part of the *FY 2012 Third Quarter Review*, the Board of Supervisors approved \$3,500,000 in 2004 Human Services bonds remaining from completed projects to support initial design work for this project. This project supports a co-located Human Services service delivery site and is being evaluated as a Public Private Partnership project. This facility will provide enhanced service delivery to the residents of the Eastern part of the County. The goal for this facility will be to address the residents' needs in an effective and efficient manner by co-locating agencies in this center.
5. **County Cemetery** (TBD): \$498,000 for acquisition and site improvements to support a County Indigent Cemetery. Virginia Code mandates that the County shall bear the expenses for unclaimed bodies, and the County cemetery on Jermantown Road has reached capacity. The County is currently contracting with private cemeteries for this service. The Board of Supervisors approved the purchase of a cemetery and staff is proceeding with the acquisition to provide a long term solution for this need.

6. **CSB Group Homes** (TBD): \$3,738,964 for the acquisition and rehabilitation or construction of two Medicaid Waiver certified group homes. Funding has been allocated to Fairfax County from the Virginia Department of Behavioral Health and Developmental Services (DBHDS) to acquire and rehabilitate or newly construct two, fully accessible, energy efficient, six-bedroom group homes is estimated at \$1.8 million per home. The Fairfax-Falls Church CSB will receive 100 percent financing for the capital costs of acquisition and rehabilitation or new construction of two Medicaid Waiver group homes. The CSB must own these facilities for the period of the bond financing (e.g., 20 years) and must use the facilities for the purpose of providing community housing for individuals with intellectual disabilities. The CSB will then solicit a Request for Proposals for the provision of licensed residential support services within the homes. The selected residential services vendor lease each home from the CSB, and bill Medicaid Waiver for the residential supportive services provided to the residents. The monthly rent the CSB charges will cover depreciation on the property asset and a contribution to a replacement reserve for future capital renewal items. The individuals who transition to the group homes would apply for Medicaid Waivers through Virginia's Money Follows the Person (MFP) Program, which provides Medicaid Waivers and other transition services to individuals who move from long-term care institutions to community-based services. Each group home can serve up to four residents funded through MFP in the first year, and can then expand if desired by the Fairfax-Falls Church Community Services Board.

Closed Meeting

Recommended Motion:

I move that the Board go into a Closed Meeting for a discussion of personnel matters pursuant to Virginia Code §2.2-3711-A-1.

Certificate of Closed Meeting

Recommended Motion:

We hereby certify that, to the best of our knowledge, only public business matters lawfully exempted from open meeting requirements prescribed by the Virginia Freedom of Information Act and only such public business matters identified in the motion to convene a closed meeting, were heard, discussed or considered by the Community Services Board during the closed meeting.