

Human Services

Board of Supervisors' Adjustments

As part of the *FY 2007 Third Quarter Review*, the Board of Supervisors approved funding of \$3,400,000 to fully fund construction costs associated with the renovation of the Mount Vernon Mental Health Center. This additional General Fund money is required based on higher than anticipated costs for extensive remedial upgrade work to the exterior of the existing facility and cost escalation in the regional construction market. The project includes a 15,000 square foot addition and renovation of the existing facility to address health and safety issues, improve physical accessibility, and meet service and personnel requirements.

PROGRAM DESCRIPTION

The Human Services program consists of mental health, mental retardation, 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 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 service centers to serve the eastern and western portions of the County.
- ✓ Target facility construction to demand as shown by waiting lists for existing facilities, including long term residential facilities, treatment facilities, and barrier-free accessible group homes.
- ✓ Develop adequate transitional housing for homeless families, and provide for 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 Mt. Vernon and Woodburn mental health centers.

Source: 2003 Edition of the Fairfax County Comprehensive Plan, as amended

CURRENT PROGRAM INITIATIVES

In line with the notion of preparing Fairfax County for the future, the Human Services leadership team has envisioned a comprehensive Human Services Capital Improvement Plan (CIP) and is working to develop this concept further during FY 2008. This vision addresses efficient delivery of human services that meet individual and community needs of the County residents and, supports the sensitivity to the trends most

likely to influence and impact county government programs and services. Noting the County's vision: "...*in partnership with the community, we shape the future*", a comprehensive CIP supports human services delivery centers that are owned by the County and are community facilities. These facilities are viewed as community focal points instead of institutional government buildings. Human Services leadership believes that a comprehensive Human Services CIP will be developed based on the County's Guiding Principles and will address human services agencies capital improvement needs. The goals of such program will 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.

Human services leadership recognizes the importance of developing a coordinated CIP that is comprehensive and results in the development of service delivery centers that combine efficiency with caring. By developing facilities that provide services, trainings, technology, and conferences, residents will benefit and the community will gain strength. A coordinated Human Services CIP will catalyze and foster open communication and community engagement, especially in emerging communities. This Plan will also strengthen the existing partnerships between County service providers and non-profit organizations.

The Human Services delivery system represents a multi-dimensional response to the needs of a wide range of County residents. In addition, Human Services delivery is driven by factors that the system has little or no control over, including:

- Social Factors (e.g., shifts and changes in various population segments such as the expanding aging population and ethnic diversity);
- Economic factors (Lease costs and market value of the real estate); and
- Inter-governmental factors.

It should be noted that some factors that can considerably affect the human services delivery system are inherently difficult to forecast accurately. The Department of Systems Management for Human Services' extensive work indicates that demographic trends are difficult to project from a human service delivery standpoint. The primary reason is that such services should be arranged to meet not only the existing but also the emerging needs of a community in transition. Recent studies on the local level have provided information on correlations between demographic trends and service implications. For example, the "Long Term Care" study conducted by the Long term Council shows that attention needs to be paid to the aging population in Fairfax County. The County is experiencing an increase in the elderly population in recent years and research shows that this trend will continue for the next several years. 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, 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.

At present, 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.

Over the past several years, the County 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 the 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 County's Human Services System is currently divided into four distinct regions. Each region has a major co-located Human Services delivery facility and many smaller sites that provide services to the County residents. Department of Systems Management for Human Services, Department of Administration for Human Services, Health Department, Department of Family Services, Department of Community and Recreation Services, Community Services Board (Mental Health, Mental Retardation & Alcohol and Drug Services), Department of Housing and Community Development and Juvenile and Domestic Relations Court Services have presences at these regional facilities. It should be noted that the Human Services delivery system is greatly enhanced by contributions from the private sector providers and community/neighborhood based organizations.

Several specific agency initiatives in the Human Services area are included below:

Fairfax-Falls Church Community Services Board

The Fairfax-Falls Church Community Services Board (CSB) serves Fairfax-Falls Church residents with, or at-risk of, severe and persistent mental illness or acute psychiatric/emotional distress, mental retardation, or alcohol or drug abuse dependency. The CSB's mission is to support people to live self-determined and productive lives within the community, and to offer programs on prevention, treatment, residential, and other support services in a manner appropriate to the needs of each individual and family served. Mental Health and Substance Abuse services include emergency, outpatient, day programs, long and short term residential, prevention, and early intervention. In addition, inpatient psychiatric services are available for persons with mental illness, and detoxification services are available for people who have substance abuse problems. Mental Retardation services include case management, residential and day support, and family support. Additional services are provided through contractual arrangements.

The mental health crisis in Virginia is expanding because of the increasing number of persons without health insurance, the decrease in private hospitals able to finance inpatient treatment, and the chronic under funding of community mental health services. This crisis affects the safety, health, and welfare of all Virginians. CSB has also documented the critical need for community-based residential services for persons with mental retardation, mental illness, and substance abuse problems. Currently, over 1,500 individuals need congregate residential services like group homes, assisted living and/or residential treatment facilities. Shortages of funding and a lack of handicapped accessible housing have impeded the development of these services. Demographic trends indicate that if the increased demands for services are unmet, many citizens will be at greater risk for life threatening health problems caused by aging, substance abuse, chronic mental illness, and homelessness.

Services designed to meet individual needs, when delivered appropriately, have a long history of successfully providing stability for individuals and families. However, due to a number of factors, there are insufficient resources to deliver well-designed services to a diverse and growing community. CSB will need capital facilities to expand successful mental health and substance abuse programs which have reached capacity and to provide additional options for critical service delivery.

In addition, aging citizens with disabilities require handicapped accessible living arrangements. Failure to provide these accommodations increases the length of hospital stays and often leads to the premature institutionalization of residents to nursing home settings. Further, failing to do so may cause Fairfax County to be out of compliance with the requirements of the federal Americans with Disabilities Act (ADA) and Virginia's Olmstead Plan. CSB has identified an urgent need to modify small residential group homes to accommodate the physical needs of the residents. Although not currently funded, a new 4,000-square foot single-level barrier-free residence would be developed to provide supported housing for 6-8

residents with mental disabilities, and increase the accessible housing inventory. As a model prototype, the design of the handicapped accessible group home could be modified for duplication on future sites.

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.

In addition, DFS administers the County's homeless shelter system. Currently there are five homeless shelters in the County, two serving homeless individuals, one serving families only and two serving both families and single adults. The County shelters are full to capacity every night of the week throughout the year. The number of homeless persons has continued to rise. According to an annual point in time survey, homelessness has increased 17 percent over the past five years from 1,658 in 1998 to 1,949 in 2003. Of the homeless persons in 2003, there were 1,175 in families, including 843 homeless children. There is a critical need for increased shelter capacity. The community must have an adequate supply of shelter beds to be able to respond to immediate needs. Shelter capacity has not increased since 1991, but the County's population grew by approximately 185,000 persons between 1991 and 2003, an increase of 22 percent.

Homeless shelters can no longer meet true "crisis/emergency" needs of homeless families in the community. Since the spring of 1999 there has been an average of 50-70 families waiting 8-12 weeks for placement in the family shelters. Homeless families are forced to live doubled up with relatives or friends waiting for a shelter space to become available, placing everyone in the households' housing at risk. Homeless families with no other alternatives are being placed in motels to prevent them from living on the street or in other places not fit for human habitation, such as abandoned buildings, automobiles, or in the woods. While motels are an alternative resource for the homeless, they are a very poor environment for families, especially for the children in these families.

The Homeless Oversight Committee, in its 2001 Annual Message to the Board of Supervisors, recommended that an additional fourth family shelter be constructed to address the critical shortage of shelter beds for families. Pursuant to the recommendation, DFS staff in conjunction with staff from the Department of Housing and Community Development and the Facilities Management Division developed a proposal to construct a fourth family shelter. The new shelter which is scheduled to open in May 2007 will be a 60-bed facility with the capacity to serve up to 20 homeless families at a given time. This shelter will help alleviate the use of motels as an alternative to shelters and will address the critical need for emergency shelter for homeless families. The shelter will be administered by DFS and operated under the same general operating procedures currently in place in the three existing family shelters. In addition to a new family shelter, two transitional housing units are being constructed with this project. The two transitional housing units will house up to three families in single family attached units in a Great House configuration.

Other Human Service Facilities

Fairfax County continues to demand the timely delivery of specialized public health laboratory services, such as rabies, communicable disease, food-borne illness, and environmental and substance abuse testing. After 20 years of functional use, the existing Department of Health laboratory is in critical need of a comprehensive upgrade to meet current government standards for health and safety, particularly for the ventilation and operation of the Bio-Safety Level 3 (BSL-3) tuberculosis laboratory. The current laboratory is in leased space, is ideally situated near the geographic center of the County, is easily accessible by a wide variety of customers, and is collocated with the Department of Health Administrative Building. This facilitates enhanced communication between laboratory and epidemiology staff. However, security requirements for laboratory operations make it somewhat undesirable for the laboratory to be located in a public building, and thus limit the amount and variety of testing currently available. It would be more cost effective to relocate in a County-owned building that would give enhanced safety and more reliable maintenance of special scientific equipment and ventilation systems. Therefore, a laboratory location at a more secure County-owned building is being constructed.

CURRENT PROJECT DESCRIPTIONS

1. **Katherine K. Hanley Family Shelter** (Springfield): \$6,581,238 for site acquisition and planning for a new 16,500 square-foot, 60-bed facility to accommodate up to 20 homeless families needing temporary shelter. The facility will be located on Lee Highway in western Fairfax County, and will help alleviate the use of motels and address the critical need for an emergency shelter for homeless families. The new shelter will be administered by the Department of Family Services and operated under the same general operating procedures currently in place at the other three family shelters. This new family shelter facility also includes two significant off-site trail sections in the Lee Highway corridor, and provides the site infrastructure for six transitional housing units to be located on the site.



Artist rendering of Katherine K. Hanley Family Shelter

2. **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.
3. **Mt. Vernon Mental Health Center** (Mt. Vernon): \$13,530,000 is estimated for a 15,000-square foot addition and renovation for the Mt. Vernon Mental Health Center to address health and safety issues, and to meet service and personnel requirements. The approved project scope and budget may need to be re-evaluated due to the recent significant escalation of construction costs in the region. This project is supported by General Obligation bonds approved as part of the fall 2004 Human Services/Juvenile Facilities Bond Referendum and the General Fund.
4. **Woodburn Mental Health Center** (Providence): \$7,757,000 is estimated for renovation of the Woodburn Mental Health Center to address health and safety issues, and to meet service and personnel requirements. Opportunities to establish a new facility as part of a larger Mid-County Human Services Center at an alternate site also are being investigated. This project is supported by General Obligation bonds approved as part of the fall 2004 Human Services/Juvenile Facilities Bond Referendum.

5. **Gregory Drive Facility (Lee):** \$3,800,000 for renovation and expansion of the Gregory Drive facility to accommodate a relocation of the therapeutic mental health and substance abuse program from a privately owned house, thereby reducing costs and improving service delivery. The renovation will increase service capacity to 16 residents with 24-hour staff support services. The approved project scope and budget may need to be re-evaluated due to the significant recent escalation of construction costs in the region. This project is supported by General Obligation bonds approved as part of the fall 2004 Human Services/Juvenile Facilities Bond Referendum.



Artist rendering of the Gregory Drive Facility to accommodate the therapeutic mental health and substance abuse program for County residents.

6. **County Health Laboratory Relocation (Fairfax City):** \$6,500,000 to support the renovation of the Belle Willard school property in preparation for the replacement of the County's health lab. The lab provides timely delivery of specialized public health laboratory services, such as testing for rabies, communicable disease, food-borne illness, and environmental and substance abuse. After 20 years of use, the existing Department of Health laboratory is in critical need of a comprehensive upgrade to meet current government standards for health and safety, particularly for the ventilation and operation of the Bio-Safety Level 3 (BSL-3) tuberculosis laboratory. Currently the health lab is in leased space which is in need of substantial renovations in order to keep the lab operational. In addition, security requirements for laboratory operations make it somewhat undesirable for the laboratory to be located in a public building, and thus limit the amount and variety of testing currently available. This replacement facility will enable the Health Department to comply with current safety standards and increase lab security.
7. **North County Human Services Center Feasibility Study (Hunter Mill):** \$150,000 to support a feasibility study to examine the possibility of expanding the North County Human Services Center.
8. **East County Human Services Center (TBD):** This project supports a co-located Human Services service delivery site. 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.

**PROJECT COST SUMMARIES
HUMAN SERVICES
(\$000's)**

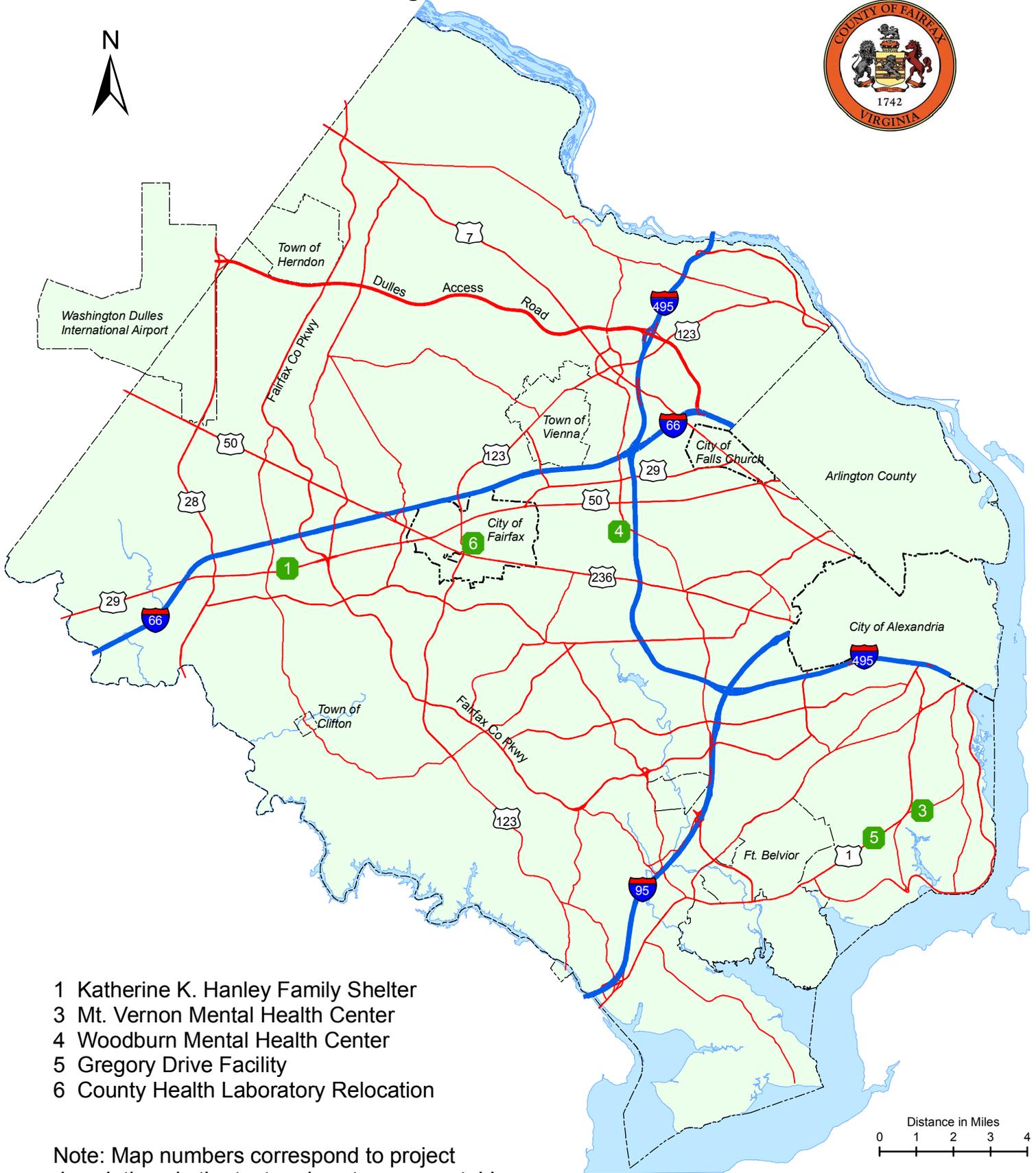
Project Title/ Project Number	Source of Funds	Budgeted or Expended Through FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Total FY2008-FY2012	Total FY2013-FY2017	Total Project Estimate
1 Katherine K. Hanley Family Shelter / 009464	G, X	4,300	2,281					2,281		6,581
2 School Age Child Care Centers / 007012	G	C	750	750	750	750	750	3,750	3,750	7,500
3 Mt. Vernon Mental Health Center / 04A004	B	1,630	4,700	5,200	2,000			11,900		13,530
4 Woodburn Mental Health Center / 04A003	B	127	900	3,000	3,000	730		7,630		7,757
5 Gregory Drive Facility / 04A002	B	730	1,840	1,230				3,070		3,800
6 County Health Laboratory Relocation / 009520	G	6,500						0		6,500
7 North County Human Services Center Feasibility Study / 009505	G	150						0		150
8 East County Human Service Center	U	0						TBD		TBD
TOTAL		\$13,437	\$10,471	\$10,180	\$5,750	\$1,480	\$750	\$28,631	\$3,750	\$45,818

Key: Stage of Development	
	Feasibility Study or Design
	Land Acquisition
	Construction

Notes:
Numbers in **bold italics** represent funded amounts.
A "C" in the 'Budgeted or Expended' column denotes a continuing project.

Key: Source of Funds	
B	Bonds
G	General Fund
S	State
F	Federal
X	Other
U	Undetermined

Human Services Project Locations



- 1 Katherine K. Hanley Family Shelter
- 3 Mt. Vernon Mental Health Center
- 4 Woodburn Mental Health Center
- 5 Gregory Drive Facility
- 6 County Health Laboratory Relocation

Note: Map numbers correspond to project descriptions in the text and cost summary tables. Only CIP projects with selected, fixed sites are shown on the map.