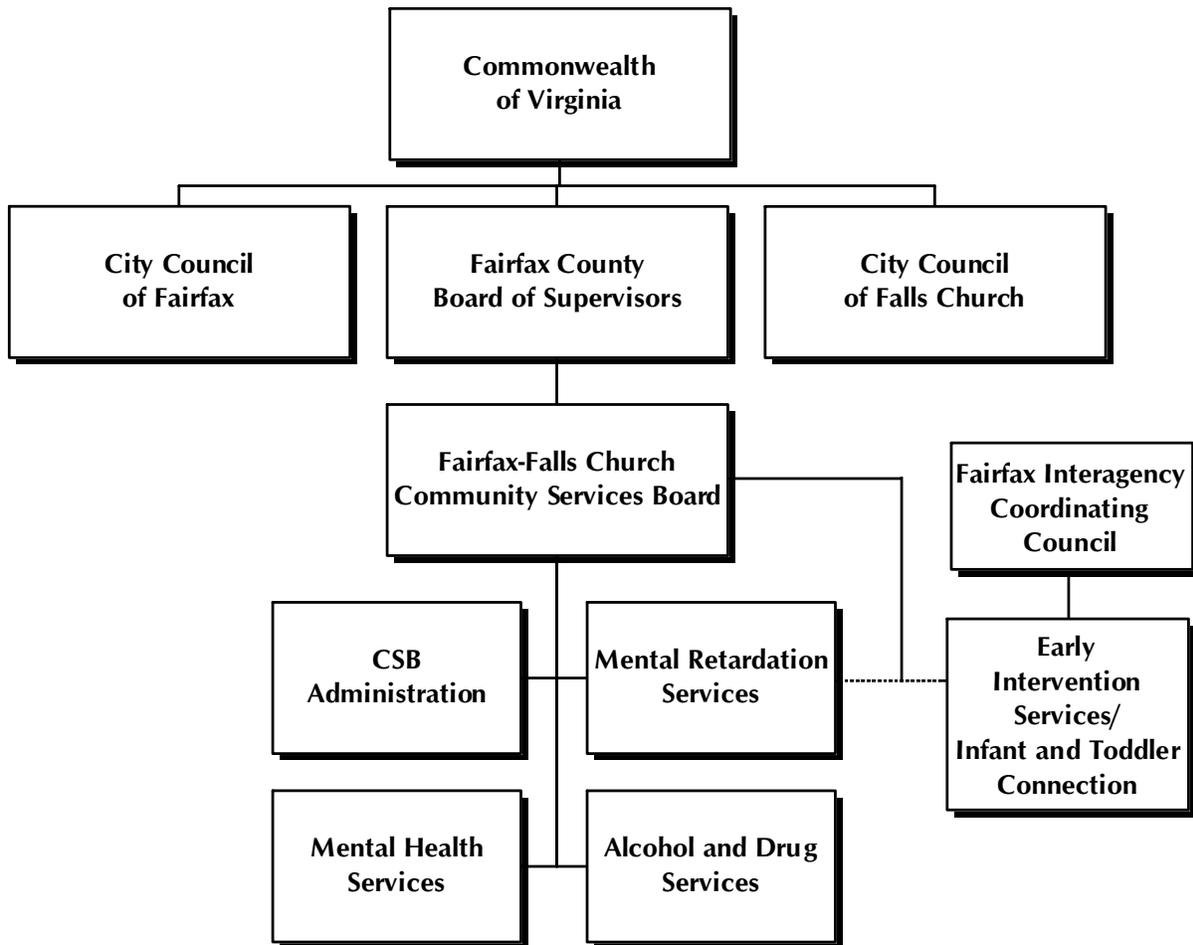


Fund 106

Fairfax-Falls Church Community Services Board - Overview



Mission

The mission of the Fairfax-Falls Church Community Services Board (CSB) is to:

- ◆ Serve Fairfax-Falls Church residents with, or at risk of, severe and persistent mental illness or acute psychiatric/emotional distress; mental retardation; alcohol or drug abuse or dependency; or cognitive developmental delays;
- ◆ Empower and support the people we serve to live self-determined, productive and valued lives within our community; and
- ◆ Identify, develop and offer programs on prevention, intervention, treatment, rehabilitation, residential and other support services in a personalized, flexible manner appropriate to the needs of each individual and family whom we serve.

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Fairfax-Falls Church Community Services Board - Overview

Focus

The CSB was created in 1969 and is comprised of 16 members; 14 appointed by the Fairfax County Board of Supervisors and one each appointed by the Council of the City of Fairfax and the Council of the City of Falls Church. The CSB is established under mandate of the State; however, under a Memorandum of Agreement between the CSB and the County, the CSB carries out its roles and responsibilities under the Administrative Policy Board type of structure and observes County rules and regulations regarding financial management, personnel management and purchasing activities. The CSB operates direct service agencies and contracts with outside entities for the provision of client services.

There are several factors that impact the type, level and cost of services provided by the CSB. These include: population growth, an increased number of uninsured or underinsured residents, increased business costs, lack of affordable housing, and policy and funding decisions. Population growth has increased general demand for CSB services, while greater cultural diversity has generated a need for more culturally competent services. This is a very diverse locality where more than 100 languages are spoken. The County's population is also aging, and parents who have been caring for their young and middle-aged adult children who experience serious mental illness or who have been identified with mental retardation will be less able to do so. As a result, there will be a greater demand for mental health and mental retardation residential facilities and resources. The demand for substance abuse treatment services continues to climb due to similar factors. In addition, there are growing numbers of individuals that have other conditions which exacerbate the substance use disorder and increase client vulnerability, including pregnant women, women with children, persons who are homeless, and persons with HIV/HCV. The increasing numbers of individuals with co-occurring mental health and substance use disorders challenge the service delivery system to develop and implement integrated treatment models which have proven to be more effective. Finally, the number of eligible children served by the Infant and Toddler Connection program has also increased approximately 65 percent since FY 2001.

In addition to changes in the demographic population, the growing number of uninsured or underinsured individuals is also placing pressure on the CSB. While Fairfax County is one of the most affluent localities in the nation, 8 percent of households, or more than 80,000 residents, lacked health insurance coverage in March 2000. By 2010, this number is projected to reach 132,000 persons. This means that there will be an increase in the number of persons who seek publicly-funded care and, at the same time, a decrease in those new consumers who will be able to use insurance to pay for mental health services or substance abuse treatment, often resulting in a delay in treatment intervention opportunities and exacerbation of conditions. In recent years, there has been a rise in the number of people seeking mental health or substance abuse treatment who have concurrent medical problems that impact general well-being and complicate psychiatric care or recovery efforts.

THINKING STRATEGICALLY

Strategic issues for the Department include:

- Providing an array of services that are comprehensive and effective and meet demands for service;
- Maximizing stakeholder involvement in planning the service delivery system;
- Providing infrastructure to support service delivery; and
- Securing funding to support quality programs.

All vendors in the health care arena – public and private – are faced with increased costs of doing business that frequently exceed the official rate of inflation. This is a result of the pressure to properly compensate qualified health care staff, higher staffing ratios needed to serve persons who have greater levels of need, and increased overhead costs related to mandated accountability standards and the maintenance and renovation of aging facilities. For example, in the mental health service area, there is a national and state trend of private sector psychiatric inpatient units either downsizing or closing altogether. In the Northern Virginia region, there are at least three hospitals which have announced their intention to downsize or close all of their psychiatric beds. If anything, the demand for inpatient psychiatric beds will increase in coming years. If beds are unavailable, people who need inpatient care will get sicker in the community and become more at risk.

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The lack of affordable housing in the County continues to present a major barrier to consumers who have completed treatment and are trying to live independently. Consequently, psychiatric hospitals and intensive mental health and substance abuse treatment programs are unable to discharge clients to more appropriate levels of care. This unnecessarily increases the cost of serving clients and prevents others from entering treatment. In addition, the lack of affordable housing contributes to homelessness and impacts the ability of CSB consumers to experience stable lives in the community. The CSB may be forced to spend funds intended for treatment on housing. At present, for example, more than 500 adults are waiting for mental health residential services and 300 adults are waiting for substance abuse residential care. These lists will grow much longer unless Medicaid and/or state general funds are available in sufficient amounts.

Finally, the ability of the CSB system of public and private providers to meet the needs of Fairfax County residents will be significantly impacted by funding and policy decisions made at the federal and state levels. For instance, the increasing dependence on Medicaid funding means that any changes in policy or funding for this program, positive or negative, will have an immediate effect throughout this community. There have been proposals to reduce Medicaid payments to states, which could result in reduced Medicaid funding from states to localities. Medicaid is a critical funding stream and any reduction would affect the CSB's capacity to provide services. A related concern is the inadequate reimbursement provided to all providers, including the CSB, by insurance companies and Medicaid for behavioral health care. This factor has a major impact on the ability of private providers to maintain quality services and serve those most in need. In particular, the inadequate Medicaid rates are having a damaging impact on non-profit agencies, especially those who provide services under the Mental Retardation Medicaid Waiver program. For example, since the inception of the program in 1991, rates have only increased by approximately 4 percent. In addition, there is no rate differential for Northern Virginia although costs to provide services in this region are significantly higher than in other regions of the State, in some instances as much as 34 percent higher.

On the positive side, staff are working closely with families, consumers, advocates and private partners to improve services and to seek efficiency and effectiveness in service provision. The CSB staff are examining and implementing evidenced-based practices throughout all disability areas. Ongoing program evaluation is essential for continuous quality improvement activities, and the CSB is committed to maintaining quality services. Revenue maximization efforts have been significant and successful, and the agency hopes to review and improve services, in partnership with all stakeholders through the strategic planning process.

As part of the FY 2006 Budget Guidelines approved by the Board of Supervisors on April 19, 2004, the Board directed County staff with input from the Human Services Council, the Community Services Board and advocacy groups to develop a program for serving special education graduates that encourages greater family participation in order to reduce the County's costs for these services. County staff and stakeholder groups, with the assistance of a consultant, have identified a two-pronged approach to meet this directive. First, after reviewing national trends and practices for service cost containment strategies and meeting with stakeholder groups comprised of family members, service providers and advocates to ensure community support for implementation of a pilot program, the work group is exploring a consumer-directed model to providing services. Second, staff will continue to implement recommendations from the two previous studies on MR special education graduates, completed in 2002 and 2004, to achieve program efficiencies and to maximize non-County revenue. In FY 2005, the CSB received a total of 94 new Medicaid Waiver slots from the Virginia General Assembly that offset the need for additional county funding for the June 2004 graduates. It is anticipated that the efforts currently underway, which have been shared in draft form with the Board of Supervisors and the Human Services Council, will begin to be addressed in FY 2005 and FY 2006. Further, in FY 2006, it is anticipated that the costs for growth in the special education graduates program will be entirely covered by these efforts, other system efficiencies, and the added Medicaid funding.

Fund 106

Fairfax-Falls Church Community Services Board - Overview

Budget and Staff Resources

Agency Summary					
Category	FY 2004 Actual	FY 2005 Adopted Budget Plan	FY 2005 Revised Budget Plan	FY 2006 Advertised Budget Plan	FY 2006 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	877/ 865.35	877/ 865.35	879/ 867.35	879/ 867.85	887/ 875.85
Grant	74/ 70	74/ 70	75/ 71.5	75/ 71.5	75/ 71.5
Expenditures:					
Personnel Services	\$66,399,735	\$67,160,901	\$68,527,016	\$71,736,406	\$71,866,406
Operating Expenses	52,148,558	50,981,886	55,425,025	54,917,092	54,917,092
Capital Equipment	8,127	0	0	0	0
Subtotal	\$118,556,420	\$118,142,787	\$123,952,041	\$126,653,498	\$126,783,498
Less:					
Recovered Costs	(\$207,406)	(\$135,230)	(\$135,230)	(\$139,853)	(\$139,853)
Total Expenditures	\$118,349,014	\$118,007,557	\$123,816,811	\$126,513,645	\$126,643,645

Summary by Program Area					
Category	FY 2004 Actual	FY 2005 Adopted Budget Plan	FY 2005 Revised Budget Plan	FY 2006 Advertised Budget Plan	FY 2006 Adopted Budget Plan
CSB Program Area Expenditures					
CSB Administration	\$4,141,720	\$3,148,041	\$3,655,810	\$3,793,859	\$3,793,859
Mental Health Services	51,132,813	49,036,492	53,166,349	54,614,952	54,674,952
Mental Retardation Services	34,195,193	36,791,086	36,330,570	37,574,089	37,614,089
Alcohol and Drug Services	25,161,336	25,352,839	26,719,372	26,774,749	26,804,749
Early Intervention Services	3,717,952	3,679,099	3,944,710	3,755,996	3,755,996
Total Expenditures	\$118,349,014	\$118,007,557	\$123,816,811	\$126,513,645	\$126,643,645
Non-County Revenue by Source					
Fairfax City	\$1,281,008	\$1,281,008	\$1,281,008	\$1,335,963	\$1,335,963
Falls Church City	580,624	580,624	580,624	605,533	605,533
State DMHMRSAS	12,681,684	11,832,769	15,756,508	14,745,585	14,745,585
State Other	193,556	205,754	179,031	180,234	180,234
Federal Block Grant	4,740,524	4,722,443	4,792,813	4,748,813	4,748,813
Federal Other	4,243,117	1,652,332	2,638,240	1,491,704	1,491,704
Medicaid Waiver	1,588,802	1,533,586	1,533,586	1,592,531	1,592,531
Medicaid Option	4,858,388	5,318,468	5,475,588	5,477,599	5,477,599
Program/Client Fees	3,934,909	4,500,601	4,006,495	3,929,673	3,929,673
CSA Pooled Funds	1,407,723	1,483,346	1,262,579	1,483,346	1,483,346
Miscellaneous	227,534	205,670	80,450	75,443	75,443
Fund Balance	2,011,179	2,887,449	4,162,610	0	0
Total Revenue	\$37,749,048	\$36,204,050	\$41,749,532	\$35,666,424	\$35,666,424
County Transfer to CSB	\$80,599,965	\$81,803,507	\$82,067,279	\$90,847,221	\$90,977,221
County Transfer as a Percentage of Total CSB Expenditures:	68.1%	69.3%	66.3%	71.8%	71.8%

Fund 106

Fairfax-Falls Church Community Services Board - Overview

FY 2006 Funding Adjustments

The following funding adjustments from the FY 2005 Revised Budget Plan are necessary to support the FY 2006 program:

- ◆ **Employee Compensation** **\$4,339,305**
A net increase of \$4,339,305 is attributable to an additional \$4,343,928 in Personnel Services for salary adjustments necessary to support the County's compensation program, an increase for the shift differential rate to \$0.85 for the evening shift and \$1.10 for the midnight shift, and an increase in holiday pay to compensate employees according to their actual holiday shift hours worked, partially offset by an increase of \$4,623 in Recovered Costs for reimbursed salaries.

- ◆ **Miscellaneous Operating Expenses** **\$920,111**
A net increase of \$920,111 in Operating Expenses is due to increases of \$709,772 for a 2.49 percent contract rate increase for providers of contracted mental health, mental retardation, alcohol and drug abuse treatment, and early intervention services; \$190,453 in Information Technology related charges; and \$50,000 to increase the automobile mileage reimbursement rate to \$0.405 per mile, offset by a net decrease of \$30,114 for Department of Vehicle Services charges related to fuel, vehicle replacement, motor pool and maintenance costs.

- ◆ **Property Rehabilitation and Renovation** **\$300,000**
A total increase of \$300,000 in Operating Expenses is due to escalating property rehabilitation and renovation costs for the 156 CSB properties. This is comprised of \$150,000 to bring sites into compliance with the Americans with Disabilities Act and new building code requirements, implement shelter-in-place modifications, and relocate clients during rehabilitation projects. An additional \$150,000 is associated with the replacement of equipment, furnishings, appliances and carpets/flooring and will also assist the CSB in addressing mold-related expenses that are anticipated to grow.

- ◆ **CrisisLink Contract** **\$132,040**
An increase of \$132,040 in Operating Expenses is associated with a one-year contract to continue County support of CrisisLink, a crisis hotline that links residents facing life crises, trauma and suicide with essential lifesaving services.

- ◆ **Property Rent Increase** **\$125,000**
An increase of \$125,000 in Operating Expenses is associated with a 3.0 percent increase in leasing costs for properties associated with mental health, mental retardation, and alcohol and drug treatment services.

- ◆ **Increased Local Shares** **\$79,864**
An increase of \$79,864 in Operating Expenses is needed to appropriate increased revenue as a result of increases in local shares from the cities of Fairfax and Falls Church for services provided by the CSB.

- ◆ **FASTRAN** **\$72,182**
An increase of \$72,182 in Operating Expenses is associated with annual contract rate increases related to the agency's usage of FASTRAN bus services for Mental Retardation Services.

- ◆ **Additional Case Manager** **\$71,422**
An increase of 1/1.0 SYE Mental Retardation Specialist II position in Mental Retardation Services is associated with the increased case management workload from the June 2005 special education graduates and the administration oversight of the expected additional Medicaid Waiver slots to be awarded to the CSB in Spring 2005.

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- ◆ **Carryover and Grant Adjustments** **(\$2,537,609)**

A decrease of \$2,537,609 is associated with encumbered carryover of \$1,275,161 in Operating Expenses and grant adjustments of \$1,262,448 attributable to decreases of \$886,498 due to unexpended grant funds, \$348,825 due to carryover of unexpended FY 2004 grant funds to FY 2005 necessary to provide funding through Program Year 2004 and ongoing grant adjustments in Mental Health Services, and \$27,125 for a revised Infant and Toddler Connection Part C grant. In particular, a decrease of \$759,579 is reflected in Personnel Services and a decrease of \$502,869 is shown in Operating Expenses.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2006 Advertised Budget Plan, as approved by the Board of Supervisors on April 25, 2005:

- ◆ **Jail Diversion Program** **\$0**

An increase of 7/7.0 SYE merit positions, including 3/3.0 SYE merit Mental Health Therapist positions in Mental Health Services and 4/4.0 SYE merit positions in Alcohol and Drug Services (1/1.0 SYE Substance Abuse Counselor III, 1/1.0 SYE Substance Abuse Counselor II, and 2/2.0 SYE Substance Abuse Counselors I) is required to implement the Jail Diversion program that seeks to divert individuals from arrest and transport them instead to hospitals, home, shelter, or detoxification centers for treatment. The additional positions in Mental Health Services will support case management services (e.g., assuring safety plans, housing and linkages to needed mental health, substance abuse and medical services) and coordination with hospitals, while the additional positions in Alcohol and Drug Services will support on-scene clinical and medical assessment, transportation to detoxification treatment, as well as coordination with other CSB services and community partners to link consumers with appropriate services. The 7/7.0 SYE positions will be funded through flexibility found within the CSB's, Office of the Sheriff's, and the Police Department's FY 2006 budgets because the agencies recognize the value and importance of the Jail Diversion program.
- ◆ **Fair Labor Standards Act (FLSA) Overtime Eligibility** **\$130,000**

An increase of \$130,000 is associated with Senate Bill 873, which was adopted by the 2005 Virginia General Assembly. This bill extends overtime categories and guarantees overtime pay to eligible personnel for scheduled hours without regard to whether the employees actually work so long as they are in pay status.

Changes to FY 2005 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2005 Revised Budget Plan since passage of the FY 2005 Adopted Budget Plan. Included are all adjustments made as part of the FY 2004 Carryover Review and all other approved changes through December 31, 2004:

- ◆ **Carryover Adjustments** **\$5,003,773**

As part of the FY 2004 Carryover Review, a net increase of \$5,003,773 is attributable to the carryover of \$2,482,684 in new grant funding, \$1,343,525 in unexpended FY 2004 grant funds in order to continue the workload associated with numerous ongoing grant programs and projects through Program Year 2004, \$1,275,161 in encumbered carryover, \$263,772 for an amended contract with Inova Mount Vernon Hospital, \$240,000 for a pending Discharge Assistance Program grant, \$62,800 for 1/1.0 SYE Mental Retardation Specialist II position to meet the increased case management workload associated with the FY 2005 special education graduates, and \$6,265 to appropriate additional federal and state revenue for Project LINK services, offset by a decreases of \$570,928 due to Northern Virginia Training Center's decision to purchase vocational services directly and cancel its contract with the CSB and a \$99,506 for adjustments to current grants.

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Fairfax-Falls Church Community Services Board - Overview

The following funding adjustments reflect all approved changes to the FY 2005 Revised Budget Plan from January 1, 2005 through April 18, 2005. Included are all adjustments made as part of the FY 2005 Third Quarter Review:

- ◆ **Grant Adjustments** **\$635,658**

A total increase of \$635,658 in expenditures is necessary to appropriate a commensurate increase in revenue attributable to new federal and state grant award funding, and other adjustments to current year grant awards. This increase is comprised of \$360,000 in State Discharge Assistance Program funding in Mental Health Services to prevent hospitalization or transition consumers from psychiatric hospitalization to appropriate residential treatment plans in the community; \$230,000 in Early Intervention Services due to new state funding to Part C agencies that will be used to increase service coordination and social work services, purchase additional assistive technology equipment for ITC's lending closet, and increase service capacity for non-Medicaid children through private providers; \$40,000 in increased Federal Block Grant funding in Alcohol and Drug Services to purchase 495 substance abuse residential treatment bed days for three clients through June 30, 2005; \$5,000 in additional State Incentive Grant funding in Alcohol and Drug Services to develop the capacity to implement Prevention programs and strategies (e.g., training, workshops, materials); \$457 for the Mental Health V-Stop grant; and \$201 for the Mental Health Rape Prevention grant.

- ◆ **State COLA Adjustments** **\$219,448**

A total increase of \$219,448 in expenditures is necessary to appropriate a commensurate increase in revenue from the State General Fund for State COLA. This is comprised of \$163,549 in Mental Health Services to support enhanced staffing levels at Woodburn Place and enhancements in the Discharge Assistance and Diversion program; \$54,380 in Alcohol and Drug Services to purchase additional intermediate residential treatment beds; and \$1,519 in Early Intervention Services to support additional therapeutic services.

- ◆ **Position Adjustments** **\$135,767**

A total increase of \$135,767 in expenditures, entirely offset by increased Medicaid and client fee revenue, is included to address workload issues in Mental Retardation Services, Alcohol and Drug Services and Early Intervention Services.

- ◆ **Miscellaneous Adjustments** **(\$185,392)**

A net decrease in expenditures of \$185,392 in Mental Health Services, with commensurate revenue adjustments, is comprised of increases of \$17,684 for the Stevenson Place/Adult Living Facility contract, \$10,191 for the Supported Housing Option Program (SHOP), and \$7,500 for improved homeless shelter services, offset by a decrease of \$220,767 due to funding availability within the group home allocation based on utilization.

Fund 106

Fairfax-Falls Church Community Services Board - Overview

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 106, Fairfax-Falls Church
Community Services Board

	FY 2004 Actual	FY 2005 Adopted Budget Plan	FY 2005 Revised Budget Plan	FY 2006 Advertised Budget Plan	FY 2006 Adopted Budget Plan
Beginning Balance	\$6,294,548	\$3,007,965	\$4,283,368	\$120,758	\$120,758
Revenue:					
Local Jurisdictions:					
Fairfax City	\$1,281,008	\$1,281,008	\$1,281,008	\$1,335,963	\$1,335,963
Falls Church City	580,624	580,624	580,624	605,533	605,533
Subtotal - Local	\$1,861,632	\$1,861,632	\$1,861,632	\$1,941,496	\$1,941,496
State:					
State DMHMRSAS ¹	\$12,681,684	\$11,832,769	\$15,756,508	\$14,745,585	\$14,745,585
State Other	193,556	205,754	179,031	180,234	180,234
Subtotal - State	\$12,875,240	\$12,038,523	\$15,935,539	\$14,925,819	\$14,925,819
Federal:					
Block Grant	\$4,740,524	\$4,722,443	\$4,792,813	\$4,748,813	\$4,748,813
Direct/Other Federal	4,243,117	1,652,332	2,638,240	1,491,704	1,491,704
Subtotal - Federal	\$8,983,641	\$6,374,775	\$7,431,053	\$6,240,517	\$6,240,517
Fees:					
Medicaid Waiver	\$1,588,802	\$1,533,586	\$1,533,586	\$1,592,531	\$1,592,531
Medicaid Option	4,858,388	5,318,468	5,475,588	5,477,599	5,477,599
Program/Client Fees	3,934,909	4,500,601	4,006,495	3,929,673	3,929,673
CSA Pooled Funds	1,407,723	1,483,346	1,262,579	1,483,346	1,483,346
Subtotal - Fees	\$11,789,822	\$12,836,001	\$12,278,248	\$12,483,149	\$12,483,149
Other:					
Miscellaneous	\$227,534	\$205,670	\$80,450	\$75,443	\$75,443
Subtotal - Other	\$227,534	\$205,670	\$80,450	\$75,443	\$75,443
Total Revenue	\$35,737,869	\$33,316,601	\$37,586,922	\$35,666,424	\$35,666,424
Transfers In:					
General Fund (001)	\$80,599,965	\$81,803,507	\$82,067,279	\$90,847,221	\$90,977,221
Total Transfers In	\$80,599,965	\$81,803,507	\$82,067,279	\$90,847,221	\$90,977,221
Total Available	\$122,632,382	\$118,128,073	\$123,937,569	\$126,634,403	\$126,764,403
Expenditures:					
CSB Administration	\$4,141,720	\$3,148,041	\$3,655,810	\$3,793,859	\$3,793,859
Mental Health Services	51,132,813	49,036,492	53,166,349	54,614,952	54,674,952
Mental Retardation Services	34,195,193	36,791,086	36,330,570	37,574,089	37,614,089
Alcohol and Drug Services	25,161,336	25,352,839	26,719,372	26,774,749	26,804,749
Early Intervention Services	3,717,952	3,679,099	3,944,710	3,755,996	3,755,996
Total Expenditures	\$118,349,014	\$118,007,557	\$123,816,811	\$126,513,645	\$126,643,645
Total Disbursements	\$118,349,014	\$118,007,557	\$123,816,811	\$126,513,645	\$126,643,645
Available Balance ^{2,3}	\$4,283,368	\$120,516	\$120,758	\$120,758	\$120,758

Fund 106

Fairfax-Falls Church Community Services Board - Overview

¹ This total does not include all of the state funds allocated to the Fairfax-Falls Church Community Services Board (CSB) that are used to provide services to CSB clients. In FY 2006, an estimated \$11.7 million in state funds will support \$24.68 million in community Medicaid services paid directly by the State to private providers. In addition, the above total does not include state support for atypical medications required by patients discharged from state mental health facilities to CSB-supported programs. In FY 2006, an estimated \$2.3 million in state funds will provide for these expensive medications for CSB clients.

² The FY 2006 available balance is held in reserve until FY 2005 revenue collection data is available to validate revenue maximization efforts and revenue estimates assumed in the FY 2006 budget.

³ The *FY 2005 Revised Budget Plan* available balance of \$120,758 is a reduction of 97.2 percent and reflects utilization to offset FY 2005 program requirements and General Fund Transfer. The FY 2006 available balance of \$120,758 reflects no change from FY 2005.