Office to Prevent and End Homelessness

Director's Office

Mission

The Fairfax-Falls Church community has committed to ending homelessness within 10 years. This commitment requires that no later than December 31, 2018, every person who is homeless or at-risk of being homeless in the Fairfax-Falls Church community will be able to access appropriate affordable housing and the services needed to keep them in their homes.

Focus

The Office to Prevent and End Homelessness (OPEH) is tasked with providing day-to-day oversight and management to the Ten Year Plan to Prevent and End Homelessness in the Fairfax-Falls Church community and, beginning in FY 2011, the management and operation of many of the homeless services provided by the County.

The Ten Year Plan to Prevent and End Homelessness

The Ten Year Plan to Prevent and End Homelessness (The Plan) was developed around the Housing First Concept which requires that individuals and families experiencing homelessness be placed in longer term residences as quickly as possible. In doing so, the support provided through social services and other interventions will achieve greater outcomes. The Plan is centered on creating a strong community partnership between government, business, faith and non-profit communities. The community partnership structure has five organizational elements. They include:

- The Governing Board – An executive level collaborative leadership group to provide the high-level policy direction, community visibility, overall accountability, and resource development capability necessary for the successful implementation of the plan to end homelessness. The Governing Board is made up of community leaders from diverse walks of life who share a commitment to see the end of homelessness.

- The Office to Prevent and End Homelessness – Administratively established within the Fairfax County government to manage, coordinate, and monitor day-to-day implementation of the Plan to Prevent and End Homelessness, assure coordinated execution of the work of the Interagency Work Group, be the staff to the Governing Board, track success, communicate with the larger community, and coordinate with the Consumer Advisory Council. Successfully implementing the Housing First approach will require leadership and coordination of a partnership of government, business, faith and non-profit communities.

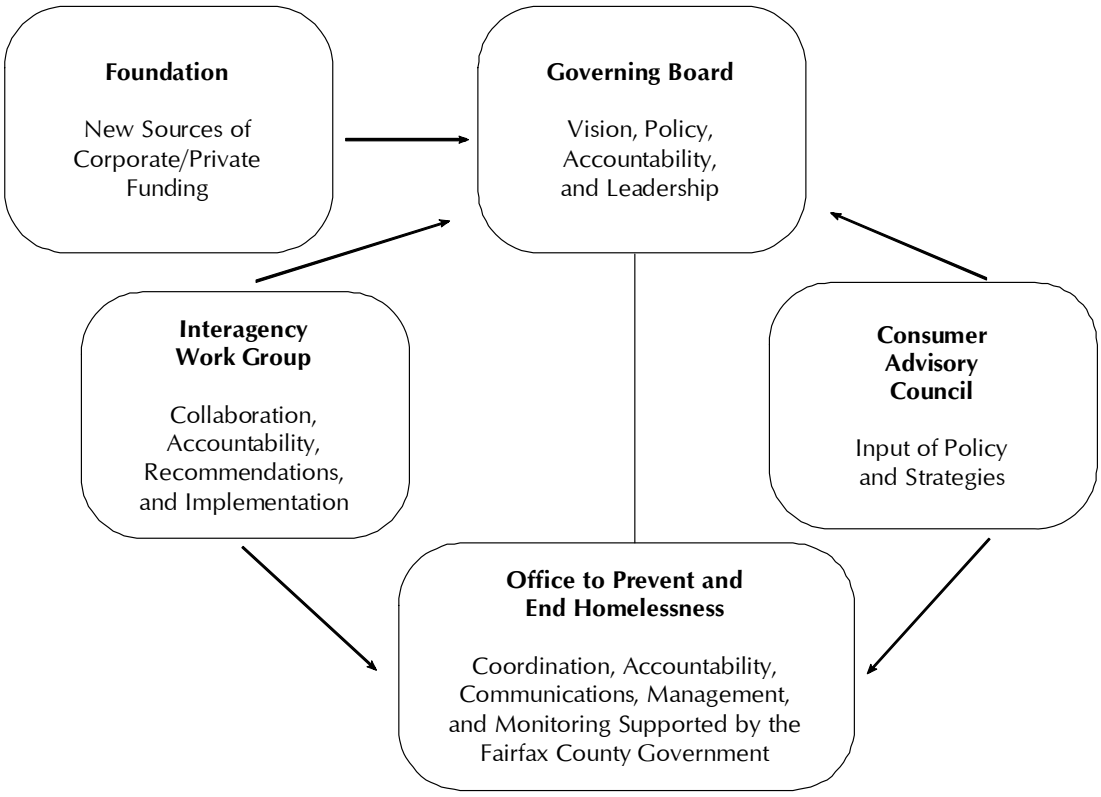
- The Interagency Work Group – An operational management group whose membership will be drawn from community-based agencies, governmental organizations, faith-based organizations, nonprofit agencies, other critical community institutions, and for-profit developers. The Interagency Work Group will coordinate to make the operational policy, process, and budgetary decisions necessary to appropriately align their organization's efforts with the implementation plan to end homelessness.

- The Consumer Advisory Council – An advisory group of persons who are formerly homeless, currently homeless, and persons at-risk of becoming homeless. The Consumer Advisory Council will incorporate the expertise and voice of homeless persons in all levels of implementation, evaluation, and revision of the Plan.

- The Foundation for the Fairfax-Falls Church Community Partnership to Prevent and End Homelessness
  A nonprofit foundation will be formed to raise new resources and to serve as an independent charitable conduit of new funding necessary to support the implementation of the Plan to Prevent and End Homelessness.

The flow chart below demonstrates the relationships between the five organizational elements in the community partnership:

The Fairfax-Falls Church Community Partnership



The community partnership outlined above will be fully operational by the end of 2010; a number of task groups have been developed to begin working on key strategies and actions detailed in The Plan.

Provision of Homeless Services

Just as the Ten Year Plan to Prevent and End Homelessness requires partnership and collaboration among entities in the County and the community, so does the operation and support of the County's current homeless services. Beginning in FY 2011, OPEH is now directly responsible for the management and operation of the following homeless services: emergency homeless prevention funds, Housing Opportunities Support Teams (HOST), emergency shelters, motel placements, transitional housing, permanent housing/home-ownership, housing first housing for chronically homeless individuals, and hypothermia prevention. There are still many homeless support services that are provided by other County agencies such as the Department of Housing and Community Development, the Fairfax-Falls Church Community Services Board, the Department of Family Services and the Health Department. OPEH works closely with these agencies.

Emergency Homeless Prevention Funds

Social workers from the Department of Family Services (DFS), as well as Coordinated Services Planning's (CSP) social workers from the Department of Neighborhood and Community Services, access emergency homeless prevention funds to assist persons who are at-risk of becoming homeless. Families and individuals that contact the CSP social workers are assessed for eligibility and may be assisted directly utilizing these County funds, referred to a volunteer group, or referred to the contracted Homeless Prevention Program. Families or individuals in need of intensive case management services are referred to DFS social workers.

Housing Opportunities Support Teams

HOST is a new prevention, diversion and rapid-rehousing process that has been developed and is being implemented through the existing array of non-profit, faith and government agencies to prevent homeless families and individuals from entering the homeless service system and to move those who are homeless to more permanent housing in a more rapid manner. This new approach is being operated through regionally-based sites located throughout the County to provide flexible and adaptive services needed to help individuals and families obtain or maintain housing. The primary function of HOST is to coordinate and manage prevention, housing placement, and supportive services for those who are homeless or at-risk of becoming homeless. Members of the HOST team will serve as a liaison to his or her organization/system and will work closely with other HOST members to create a cohesive and seamless system of service delivery.

Emergency Shelters

There is a continuing need to provide emergency shelter (including motels) and transitional housing for County residents who are unable to locate affordable, appropriate housing. There are significant waiting lists for the Housing Choice Voucher (Section 8) Program, for the Public Housing Program, and for the County's Rental Assistance Program. The current unduplicated count for application to these programs is 9,443 households. Additional waiting lists are also maintained for permanent supportive housing and other support service programs for individuals and families. There is a lack of permanent supportive housing to serve persons with serious mental illness and/or chronic substance abuse which results in longer lengths of stay in the shelters and less capacity to provide emergency shelter.

The County contracts with non-profit organizations to provide emergency shelter services to homeless individuals and families. The Housing First approach is now integrated into service delivery and homeless families and individuals are now moved rapidly into housing while staff members work collaboratively with the community to provide meals and supportive and stabilizing services. The shelter programs focus on individualized case management services to support residents in finding and maintaining stable housing. Homeless individuals and families receive services including housing, meals, security, supervision, case management, supportive services and information and referral to other community supports and County programs such as employment services. Shelter staff also provide basic life skills programs that address the skills required to be self-sufficient such as finding and obtaining stable housing; household skills training to help residents maintain permanent housing; problem solving skills; budgeting and financial management; and for family shelters, parenting education classes. The County provides on-site, community-based, on-call mental health services and alcohol and drug abuse counseling services from the Fairfax-Falls Church Community Services Board and health services from the Health Department. Community groups augment the contractors' services, providing volunteers, donations, and other services that benefit homeless adults and families.

There are six shelters located throughout the County:

Shelter	Type of Shelter	Location	Beds
Bailey's Crossroads Community Shelter	Adult	Bailey's Crossroads	50 beds for adult individuals 10 beds for cold weather overflow
Eleanor U. Kennedy Homeless Shelter	Adult	Route 1	50 beds for adult individuals 16 beds for year round overflow 10 beds for cold weather overflow
Embry Rucker Community Shelter	Adult and Families	Reston	28 beds for adult individuals 10 beds for cold weather overflow 42 beds (in 10 rooms) for families
Mondloch House	Adults and Families	Route 1	8 beds for chronically homeless adult individuals 45 beds (in 15 rooms) for families
Shelter House	Families	Falls Church	42 beds (in 7 apartments) for families
Katherine K. Hanley Family Shelter	Families	Fairfax-Centreville	72 beds (in flexible room arrangements) for families

In FY 2009, the emergency shelter program served 2,612 homeless people, 1,766 as single adults and 846 as members of families; while not absolute, these numbers represent a largely unduplicated count. The "family" population included 348 adults and 498 children in 259 households.

Motel Placements

Working families and individuals with limited incomes are increasingly unable to locate places to live in Fairfax County. Unfortunately, the shelters are generally full to capacity, so it is often necessary to place families on the Shelter Waiting List. Families are selected from the top of the waiting list as shelter space becomes available. The waiting list for family shelters consistently averages between 80 and 110 families. Families with children who have no other housing options must stay in motels while awaiting shelter placement. While in the motel, non-profit partners work with the family to provide case management, direct services, and hot meals. Approximately 100 families are placed in hotels each year. On any given night, 15 families are being sheltered in motels. Families generally remain in their motel placement for approximately three months before transitioning to one of the four family shelters.

Transitional Housing

The County receives two transitional housing grants from the U.S. Department Housing and Urban Development (HUD): Community Housing Resource Program (CHRP) and Reaching Independence through Support and Education (RISE). These programs are operated in partnership with non-profit organizations and provide more than 50 transitional housing units and supportive services. Please refer to the Fund 102, Federal/State Grant fund narrative in Volume 2 for additional information on these two grants.

Permanent Housing/Home-Ownership

The Partnership for Permanent Housing (PPH) was been designed to assist 25 homeless families to achieve self-sufficiency and to secure permanent housing. Families are selected from homeless shelters or transitional housing programs and meet the following criteria:

- At least one adult in the household is steadily employed, or can demonstrate a history of regular employment and/or enrollment in educational or job-training courses;
- Household has annual income that is 60 percent of the Area Median Income (AMI) or less, as determined by HUD and adjusted for household size; and
- Applicants agree to establish and follow a self-sufficiency plan under the guidance of a program case manager and work towards the goals of homeownership and family self-sufficiency.

Families selected for the program received rental housing assistance, case management, mentoring services, homebuyer assistance, homeownership education and financial literacy training. This program, a pioneering program in the country, is one of the County's new and innovative programs under its Ten Year Plan to End Homelessness, and is the recipient of 2009 National Association for County Community and Economic Development (NACCED) Award of Excellence.

Housing First Housing for Chronically Homeless Individuals
Funds are used to provide housing first services for up to 20 individuals who have been chronically homeless. Services include permanent housing (with contributions from the participants) and case management. These services are currently provided through contracts with two community-based organizations.

Hypothermia Prevention
Additional sheltering has been provided during the winter months as the need for shelter for single individuals has grown and the capacity for sheltering them has not. The goal of the program is to prevent hypothermia among this population, while maintaining a safe environment for the participants, staff and volunteers. Initially operated in the central Fairfax area by a nonprofit partnership, the program has now grown to include sites in the north and south county areas as well. The program is a joint effort between the Office to Prevent and End Homelessness, Department of Family Services, Fairfax-Falls Church Community Services Board's homeless outreach staff, shelter and other nonprofit providers, and over 2,300 volunteers representing faith communities throughout various parts of the County. During the winter of 2008-2009, hypothermia prevention shelter and meals were provided to 915 unduplicated homeless adults.

FY 2011 Budget Reduction Impact Summary

The agency reduction of $20,000 is being made as a result of reconciliation of current service levels and actual costs. There are no adverse service impacts due to this reduction.

Budget and Staff Resources

Agency Summary

Category	FY 2009 Actual	FY 2010 Adopted Budget Plan	FY 2010 Revised Budget Plan	FY 2011 Advertised Budget Plan	FY 2011 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	3/ 3	3/ 3	3/ 3	6/ 6	6/ 6
Expenditures:					
Personnel Services	$193,001	$209,040	$255,040	$532,001	$532,001
Operating Expenses	23,534	100,000	99,646	9,050,531	9,050,531
Capital Equipment	0	0	0	0	0
Total Expenditures	**$216,535**	**$309,040**	**$354,686**	**$9,582,532**	**$9,582,532**
Income/Revenue:					
Office to Prevent & End Homelessness Federal Funding	$0	$0	$0	$295,292	$295,292
Total Income	**$0**	**$0**	**$0**	**$295,292**	**$295,292**
Net Cost to the County	**$216,535**	**$309,040**	**$354,686**	**$9,287,240**	**$9,287,240**

Position Summary

1	Executive Director	1	Administrative Assistant IV
1	Program Manager	3	Management Analysts III (3T)

TOTAL POSITION
6 Positions (3T)/ 6.0 Staff Years (3.0T) **(T) Denotes Transferred Position**

FY 2011 Funding Adjustments

The following funding adjustments from the FY 2010 Adopted Budget Plan are necessary to support the FY 2011 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 27, 2010.

- **Employee Compensation** **$0**
  It should be noted that no funding is included for pay for performance or market rate adjustments in FY 2011.

- **Transfer of Resources Supporting Homeless Services** **$9,066,270**
  In an effort to better coordinate resources and efforts aimed at supporting the Ten Year Plan to End Homelessness, total resources of $9,066,270, including $284,001 in Personnel Services and 3/3.0 SYE Management Analysts III positions, and $8,782,269 in Operating Expenses, are being transferred to the Office to Prevent and End Homelessness. Of this amount, $8,965,269 and 2/2.0 SYE positions are from Agency 67, Department of Family Services, and $98,001 and 1/1.0 SYE position are from Agency 79, Department of Neighborhood and Community Services. An increase of $3,000 in Operating Expenses is also included for adjustments necessary to reflect the agency's PC Replacement inventory in FY 2011.

- **Contract Rate Adjustments** **$227,222**
  An increase of $227,222 in Operating Expenses supports a contract rate increase for the operation of homeless services provided by the County.

- **Reductions** **($20,000)**
  A decrease of $20,000 reflects agency reductions utilized to balance the FY 2011 budget. This reduction will not adversely impact services.

Changes to FY 2010 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2010 Revised Budget Plan since passage of the FY 2010 Adopted Budget Plan. Included are all adjustments made as part of the FY 2009 Carryover Review, FY 2010 Third Quarter Review, and all other approved changes through April 20, 2010.

- **Carryover Adjustments** **$45,646**
  As part of the *FY 2009 Carryover Review*, the Board of Supervisors approved an increase of $45,646 as encumbered carryover in FY 2010.

Key Performance Measures

Now that OPEH has begun the work of implementing the Ten Year Plan to Prevent and End Homelessness, it is important that quantifiable and meaningful performance outcomes be established and regularly monitored. The work of OPEH has been reviewed and classified into three service areas: prevention of homelessness, ending homelessness and provision of homeless services. Despite considerable overlap between the service areas, distinct objectives and performance measurement targets will be developed around each of these three services areas.