

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.

AGENCY DASHBOARD			
Key Data	FY 2010	FY 2011	FY 2012
1. The number of chronically homeless people in our community has steadily increased.	242	258	353
2. Number of homeless individuals served throughout the system has increased significantly (46.5 percent in FY 2012)	2,169	2,364	3,170
3. The high annual income needed for a two bedroom fair market apartment in the County continues to be unaffordable for households with low incomes.	59,760	\$58,440	\$60,240
4. The average length of stay for homeless families in the shelters declined significantly, allowing more families to be served	93	111	96
5. The average length of stay for homeless singles in the shelters declined slightly, enabling more individuals to be served	72	52	51
6. More (19.5 percent) homeless individuals were placed into permanent housing in FY 2012	482	714	853

Office to Prevent and End Homelessness

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 the management, oversight 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 six 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, the management, oversight and operation of many of the homeless services provided by the County, assure coordinated execution of the work of the Housing Options, Interagency Group, and Interagency Work Group, provide strategic guidance and staff the Governing Board, track successes, initiate and maintain public awareness of homelessness, communicate with the larger community, and establish 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 is 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 Office to Prevent and End Homelessness supports the following County Vision Element:



Building Livable Spaces

Office to Prevent and End Homelessness

- The Housing Options Interagency Work Group – Works in partnership with the Deputy County Executive, Department of Housing and Community Development (HCD), Department of Family Services (DFS), Fairfax-Falls Church Community Services Board (CSB), nonprofit and affordable housing advocates and developers to effectively implement housing goals associated with The Plan as part of the continuum of affordable housing provided in our community. This group ensures that the housing resources are applied in a targeted and transparent manner and support the goals of The Plan.
- The Foundation for the Fairfax-Falls Church Community Partnership to Prevent and End Homelessness – A nonprofit foundation initially planned to raise new resources and serve as an independent charitable conduit of new funding necessary to support implementation of the Plan to Prevent and End Homelessness. During FY 2013, however, the Governing Board of the Community Partnership, decided to suspend establishment of the Foundation for the Fairfax-Falls Church Community Partnership to Prevent and End Homelessness until the resources necessary to establish and sustain it are more readily available. A Governing Board subcommittee is presently focused on raising new resources to support implementation of 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. In FY 2011, OPEH assumed responsibility 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 collaborates closely with these agencies and with nonprofits to provide coordinated and effective homeless services in the community.

Emergency Homeless Prevention Funds

Social workers from the Department of Family Services, 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)

HOST is a prevention, diversion and rapid-rehousing process that was developed and 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 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

Office to Prevent and End Homelessness

becoming homeless. Members of the HOST team serve as a liaison to his or her organization/system and work closely with other HOST members to create a cohesive and seamless system of service delivery.

During FY 2011, a total of 1,477 people in housing crisis (both families and single individuals) received supportive services (prevention and diversion) from a community case manager in order to prevent them from becoming homeless, divert them from a shelter, and quickly return them to stability. Of these people, 879 also received short-term financial assistance through the federal Homeless Prevention and Rapid Rehousing Program (HPRP). Subsequently, 91 percent of those who received HPRP financial assistance to prevent homelessness were able to remain in permanent housing.

These individuals have benefitted from an unprecedented level of partnership and collaboration required in the operation of the HOST model. This model has ensured that clients receive the same intake and services regardless of where they enter the system.

Emergency Shelter

The County contracts with non-profit organizations to provide emergency shelter and services to homeless individuals and families. The homeless shelter system continues to be in transition as the Housing First approach is fully integrated and homeless families and individuals are 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 families, parenting education classes. The County provides community-based 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 11 beds for year round overflow 10 beds for cold weather overflow
Embry Rucker Community Shelter	Adult and Families	Reston	28 beds for adult individuals 12 beds for cold weather overflow Up to 42 beds (in 10 rooms) for families
Mondloch House I	Adult and Families	Route 1	8 beds for chronically homeless adult individuals
Patrick Henry Family Shelter	Families	Falls Church	42 beds (in 7 apartments) for families
Katherine K. Hanley Family Shelter	Families	Fairfax-Centreville	Up to 72 beds (in flexible room arrangements) for 20 families

Office to Prevent and End Homelessness

Additionally, the renovation and conversion of Mondloch House II from a family shelter to residential studio units for adults began in FY 2011. In order to maintain the same number of shelter beds, 52 beds in 18 apartments along the Route 1 corridor are being leased as part of the Next Steps Program for homeless families. This is the same level of service as previously provided in Mondloch House II.

In FY 2012, the emergency shelter program served 1,903 homeless people, 910 as single adults and 993 as members of families. While not absolute, these numbers represent a largely unduplicated count. The “family” population included 392 adults and 601 children in 280 households.

Motel Placements

Working families and individuals with limited incomes are increasingly unable to locate places to live in Fairfax County. Families who are literally homeless (operationally defined by the U.S. Department of Housing and Urban Development as an “individual or family who lacks a fixed, regular, and adequate nighttime residence”) will be able to access a shelter quickly if there is shelter space available. However, the shelters are often full to capacity. When shelter space is not available, families with children who are literally homeless and have no other housing options sometimes must stay in motels while awaiting shelter placement. On average, families meeting the definition for being literally homeless are able to get into available shelter space in four days. While in the motel, non-profit partners work with the family to provide case management, direct services, and hot meals.

Transitional Housing

The County receives a transitional housing grant from the U.S. Department Housing and Urban Development (HUD), Community Housing Resource Program (CHRP) (36 units), and has transitioned Reaching Independence through Support and Education (RISE), previously a transitional housing program, into a Permanent Supportive Housing Program (20 units). These programs are operated in partnership with non-profit organizations.

Housing First Housing for Chronically Homeless Individuals

Funds are used to provide housing first services for up to 30 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.

Winter Seasonal Program

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 homeless outreach staff, Health Department Homeless Health Care Program staff, shelter and other nonprofit providers, and over 100 faith communities throughout various parts of the County. During the winter of 2010-2011, hypothermia prevention shelter and meals were provided to over 1,000 homeless adults.

Office to Prevent and End Homelessness

Budget and Staff Resources

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Revised	FY 2014 Advertised																	
FUNDING																					
Expenditures:																					
Personnel Services	\$675,300	\$662,179	\$662,179	\$780,354																	
Operating Expenses	10,495,462	11,155,727	12,039,170	10,620,610																	
Total Expenditures	\$11,170,762	\$11,817,906	\$12,701,349	\$11,400,964																	
NET COST TO THE COUNTY	\$11,170,762	\$11,817,906	\$12,701,349	\$11,400,964																	
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)																					
Regular	7 / 7	7 / 7	8 / 8	8 / 8																	
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TOTAL POSITION																					
8 Positions (1) / 8.0 FTE (1) () Denotes New Position																					

FY 2014 Funding Adjustments

The following funding adjustments from the FY 2013 Adopted Budget Plan are necessary to support the FY 2014 program:

- ◆ **Employee Compensation** **\$118,175**
 An increase of \$118,175 in Personnel Services reflects the additional funding needed to support the coordination and provision of homeless services as well as the full year impact of the FY 2013 2.5 percent performance-based scale and salary increase, effective January 2013, for non-uniformed employees. It should be noted that no funding is included for additional employee compensation for this department in FY 2014.
- ◆ **Transfer to Fund 50000, Federal-State Grant Fund** **(\$469,222)**
 A decrease of \$469,222 in Operating Expenses reflects the reallocation of funds to leverage federal grant dollars and support Local Cash Match requirements associated with the Emergency Solutions Grant (ESG) from the U.S. Department of Housing and Urban Development. ESG grant funds are utilized for homelessness prevention activities and support housing, community and economic development, and assistance for low- and moderate-income persons and special populations across the County. Reallocation of these funds to Fund 50000, Federal-State Grant Fund, results in no net impact to the County.

Office to Prevent and End Homelessness

◆ **Reductions** (\$65,895)

A decrease of \$65,895 reflects the following reduction utilized to balance the FY 2014 budget:

Title	Impact	Posn	FTE	Reduction
Generate Continued Efficiencies in Operating Expenses	Based on historical spending patterns, reduce operating expenses by \$65,895. This reduces funding available for internal needs such as training, office supplies, and document printing and distribution, but can be taken with minimal impact to the provision of homeless services.	0	0.0	\$65,895

Changes to FY 2013 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2013 Revised Budget Plan since passage of the FY 2013 Adopted Budget Plan. Included are all adjustments made as part of the FY 2012 Carryover Review, and all other approved changes through December 31, 2012:

◆ **Carryover Adjustments** \$883,443

As part of the FY 2012 Carryover Review, the Board of Supervisors approved encumbered funding of \$883,443 in Operating Expenses.

◆ **Position Adjustment** \$0

An increase of 1/1.0 FTE Program and Procedures Coordinator position reflects a position redirected by the County Executive to better improve coordination and support for homeless services.

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate/Actual	FY 2013
Outcome:				
Number of persons exiting the County's single and family shelters to permanent housing	243	411	432 / 599	610

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2014/advertised/pm/73.pdf

Office to Prevent and End Homelessness

Performance Measurement Results

Significant progress has been made in increasing the number of persons exiting the County's single and family shelters to permanent housing. In FY 2010, a total of 243 people exited to permanent housing. This number increased more than 69 percent in FY 2011 to a total of 411 people. In FY 2012, 599 individuals moved into permanent housing, representing a 46 percent increase from the previous year. This increase was realized through a more focused effort on rapid rehousing, housing location services, and the effective retooling of the intake and other systems that have brought substantial positive gains. In FY 2012, the County also had a 19 percent increase in the number of literally homeless people served in individual and family shelters (i.e., 1,599 individuals served in FY 2011 compared to 1,903 individuals in FY 2012).

Improved efficiency in serving and moving individuals rapidly into permanent housing was seen in the decreased average length of stay in the County's family shelter from 111 days in FY 2011 to 96 days in FY 2012, a reduction of nearly 14 percent. Efforts will continue through the implementation of the Ten-Year Plan to Prevent and End Homelessness to maintain these trends in increasing the movement of clients to permanent housing and reducing their length of stay in shelters. Additional efficiencies in approach will also be sought to improve outcomes for the homeless in the community.