

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 2011	FY 2012	FY 2013
1. Number of homeless individuals served throughout the system has increased (6 percent in 2013)	2,982	3,194	3,381
2. The high annual income needed for a two bedroom fair market apartment in the County continues to be unaffordable for households with low incomes	\$58,440	\$60,240	\$56,480
3. The average length of stay for homeless families in the shelters declined (18 percent in FY 2013), allowing more families to be served	111	96	79
4. The average length of stay for homeless singles in the shelters declined (22 percent in FY 2013), enabling more individuals to be served	52	51	40
5. More homeless individuals were placed into permanent housing in FY 2013	714	853	1,044

Focus

The Office to Prevent and End Homelessness (OPEH) provides 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 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

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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, government organizations, faith-based organizations, nonprofit agencies, other critical community institutions, and for-profit developers. The Interagency Work Group coordinates 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 incorporates the expertise and voice of homeless persons in all levels of implementation, evaluation, and revisions of The Plan.
- The Housing Options Interagency Work Group – Works in partnership with the Deputy County Executive, Department of Housing and Community Development, Department of Family Services, Fairfax-Falls Church Community Services Board, 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 the community. This group ensures that the housing resources are applied in a targeted and transparent manner and support the goals of The Plan.

**The Office to Prevent and End Homelessness
primarily supports the following
County Vision Element:**



Building Livable Spaces

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- 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 suspended 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. OPEH is 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, supportive 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 nonprofit, 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 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. This model has ensured that clients receive the same intake and services regardless of where they enter the system.

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Emergency Shelter

The County contracts with nonprofit 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 provides 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 through the Fairfax-Falls Church Community Services Board and health services through 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
Next Steps	Families	Route 1	52 beds in 18 apartment units
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

In FY 2013, the emergency shelter program served 2,827 homeless people, 1,721 as single adults and 1,106 as members of families. While not absolute, these numbers represent a largely unduplicated count. The "family" population included 441 adults and 665 children in 331 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. When shelter space is not available, families with children who are literally homeless and have no other housing options must sometimes stay in motels. On average, families meeting the definition for being literally homeless are able to get into available shelter space within four days. While in the motel, non-profit partners work with the family to provide case management, direct services, and hot meals.

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Supportive Permanent Housing and Transitional Housing

Mondloch Place, which opened in September 2013, provides permanent supportive housing to formerly homeless single adults. The 20 fully furnished efficiency rental units offers onsite supportive services operated by a local nonprofit provider. The residents will have a supportive environment where it is expected that they will pursue greater self-sufficiency through job training, life skills training, healthcare and case management.

Mondloch Place is the first of its kind in the Fairfax-Falls Church community. Residences like Mondloch Place will expand critical affordable housing opportunities to individuals at the lowest end of the economic spectrum and those with the greatest need. It has taken a collaborative approach between nonprofits and local government to bring this new program to life. It is a big step forward in reaching the goals established in the Ten Year Plan to Prevent and End Homelessness. Its success in ending homelessness for the chronically homeless and most vulnerable will serve as a model for years to come.

Additionally, the County receives two grants from the U.S. Department of Housing and Urban Development. The Reaching Independence through Support and Education (RISE) grant funds 20 units of Permanent Supportive Housing while the Community Housing Resource Program (CHRP) grant funds 28 units of transitional housing. These programs are operated in partnership with nonprofit 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, the 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 2011-2012, hypothermia prevention shelter and meals were provided to 1,127 homeless adults.

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Budget and Staff Resources

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised	FY 2015 Adopted																	
FUNDING																						
Expenditures:																						
Personnel Services	\$696,791	\$780,354	\$787,154	\$790,420	\$798,223																	
Operating Expenses	10,304,270	10,620,610	11,539,529	11,495,161	11,492,661																	
Capital Equipment	0	0	6,305	0	0																	
Total Expenditures	\$11,001,061	\$11,400,964	\$12,332,988	\$12,285,581	\$12,290,884																	
NET COST TO THE COUNTY	\$11,001,061	\$11,400,964	\$12,332,988	\$12,285,581	\$12,290,884																	
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)																						
Regular	8 / 8	8 / 8	8 / 8	8 / 8	8 / 8																	
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TOTAL POSITIONS																						
8 Positions / 8.0 FTE																						

FY 2015 Funding Adjustments

The following funding adjustments from the FY 2014 Adopted Budget Plan are necessary to support the FY 2015 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 29, 2014.

- ◆ **Employee Compensation** **\$17,869**
 An increase of \$17,869 in Personnel Services includes \$10,066 for a 1.29 percent market rate adjustment (MRA) for all employees and \$7,803 for a 1.00 percent salary increase for non-uniformed employees, both effective July 2014.
- ◆ **Mondloch Place** **\$275,000**
 An increase of \$275,000 in Operating Expenses reflects the additional funding needed to support Mondloch Place which provides permanent supportive housing to formerly homeless single adults. The 20 fully furnished efficiency rental units offers onsite supportive services operated by a local nonprofit provider. The residents will have a supportive environment where it is expected that they will pursue greater self-sufficiency through job training, life skills training, healthcare and case management.
- ◆ **Katherine K. Hanley Townhomes** **\$205,220**
 An increase of \$205,220 in Operating Expenses reflects the additional funding needed to support the Katherine K. Hanley Townhomes which will provide permanent supportive housing and services to families with children under age 18 who are headed by a person with disabilities, currently homeless and are determined by an admissions team to have no other housing options. Two three-unit buildings (for a total of six units) are being constructed on the site adjacent to the Katherine K. Hanley Family Shelter and are scheduled to open in December 2014.

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- ◆ **Contract Rate Increases**

An increase of \$184,640 supports a contract rate increase primarily for the providers of contracted homeless services.

\$184,640
- ◆ **Transfer from Fund 50000, Federal-State Grant Fund**

An increase of \$207,191 in Operating Expenses primarily reflects the reallocation of funds from Fund 50000, Federal-State Grant Fund, due to a reduction in federal grant funding. These funds were provided in order 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 (HUD). However, HUD has indicated federal funding will be reduced thus these funds are no longer needed to meet the Local Cash Match requirement. These funds will continue to support homeless activities. Reallocation of these funds results in no net impact to the County.

\$207,191

Changes to FY 2014 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2014 Revised Budget Plan since passage of the FY 2014 Adopted Budget Plan. Included are all adjustments made as part of the FY 2013 Carryover Review, FY 2014 Third Quarter Review, and all other approved changes through April 30, 2014.

- ◆ **Carryover Adjustments**

As part of the FY 2013 Carryover Review, the Board of Supervisors approved funding of \$932,024, including \$6,800 in Personnel Services for a one-time compensation adjustment of \$850 for merit employees paid in November 2013 and \$925,224 in encumbered funding.

\$932,024

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate/Actual	FY 2014	FY 2015
Outcome:					
Number of persons exiting the County's single and family shelters to permanent housing	411	599	610/754	754	754

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2015/adopted/pm/73.pdf

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Performance Measurement Results

Since FY 2010, OPEH, along with other County and nonprofit partners as well as important local and federal subsidies, have steadily increased the number of persons exiting the County's single and family shelters to permanent housing. A more focused effort on rapid rehousing and housing location services, along with federal housing vouchers and Bridging Affordability resources, were important to this achievement. The table below summarizes the number of individuals moved into permanent housing:

Fiscal Year	Number	Percentage Increase
2010	243	
2011	411	69%
2012	599	46%
2013	754	26%

Due to what was seen as a rising number of literally homeless singles in the Fairfax-Falls Church community, the "100,000 Homes Fairfax" was launched to provide homeless individuals with caring, individually tailored support services at each stage of their journey from homelessness to housing. The local campaign, involving 200 volunteers, kicked off in February 2013 with Registry Week. This is when volunteers created a registry, by name and photograph, to identify and survey the most vulnerable, chronically homeless individuals in the community. Many of the individuals surveyed had been homeless for many years, camping in the woods, sleeping in their cars or crowded in winter shelters. Most were in need of appropriate, safe and affordable housing options. This registry was a first of its kind for Fairfax. Nearly 300 people are chronically homeless in the community. Through this campaign, the goal is to place at least half (150) of the identified individuals in housing in three years.

Improved efficiency this year in serving and moving individuals rapidly into permanent housing was seen in the decreased average length of stay in the County's family shelter, which was reduced again this year from 111 days in FY 2011, to 96 days in FY 2012, to 79 days in FY 2013. In addition, the length of stay for homeless single individuals also declined to 40 days in FY 2013 from 51 days in FY 2012. 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. This will be significantly more challenging this year with the sequestration cuts, the increase in numbers in need and the loss of the use of Housing Choice Vouchers. Additional efficiencies in approach will also be sought to improve outcomes for the homeless in the community.