

AGENDA

Fairfax County Board of Supervisors

Health, Housing & Human Services Committee

July 18, 2017

10:00 a.m. – 12:00 p.m.

Government Center Room 11

Meeting called by Supervisor Hudgins

Attendees: Fairfax County Board of Supervisors

Please read: Handouts will be provided at the meeting

10:00-10:05 HHS Committee Chairman's Open Remarks and Agenda Review

Supervisor Hudgins

10:05-10:20 Framework for Strategic Plan for Early Childhood Readiness

Anne Marie Twohie, Director Office for Children

10:20-10:40 Changes to child care provider regulations and potential impact

Anne Marie Twohie, Director Office for Children

10:40-11:20 Pay for Success funding model and application in HHS

Lisa Tatum, Division Director, DFS Self Sufficiency Division

Patricia Stevens, Executive Director, Office of Public Private Partnerships

11:20-11:30 Community Engagement in Day Employment and Supports in CSB

Tisha Deeghan, Executive Director, Community Services Board

11:30-11:40 Status Fairfax County Housing Strategic Plan

Tom Fleetwood, Director, Housing & Community Development

Kerrie Wilson, Co-Chair, Affordable Housing Advisory Committee

11:40-11:55 Approaches to HUD Federal Funding Cuts

Tom Fleetwood, Director, Housing & Community Development

11:55-12:00 Closing Remarks

Supervisor Hudgins



Fairfax County Equitable School Readiness Strategic Plan Update

- Maura Burke, FCPS
- Betsi Closter, OFC
- Fahemeh Pirzadeh, NVAEYC
- Anne-Marie Twohie, OFC

July 18, 2017

Research and experience have demonstrated in Fairfax County and communities across the country that when young children have access to high-quality early learning and developmental opportunities, they do better in school and life.

These outcomes benefit not only children and families, but also contribute to the enduring well-being of the community.



School Readiness Strategic Planning Goal



- Develop a comprehensive plan for delivering equitable school readiness supports to young children birth to eight and their families over the next five years.

School Readiness Strategic Planning Team

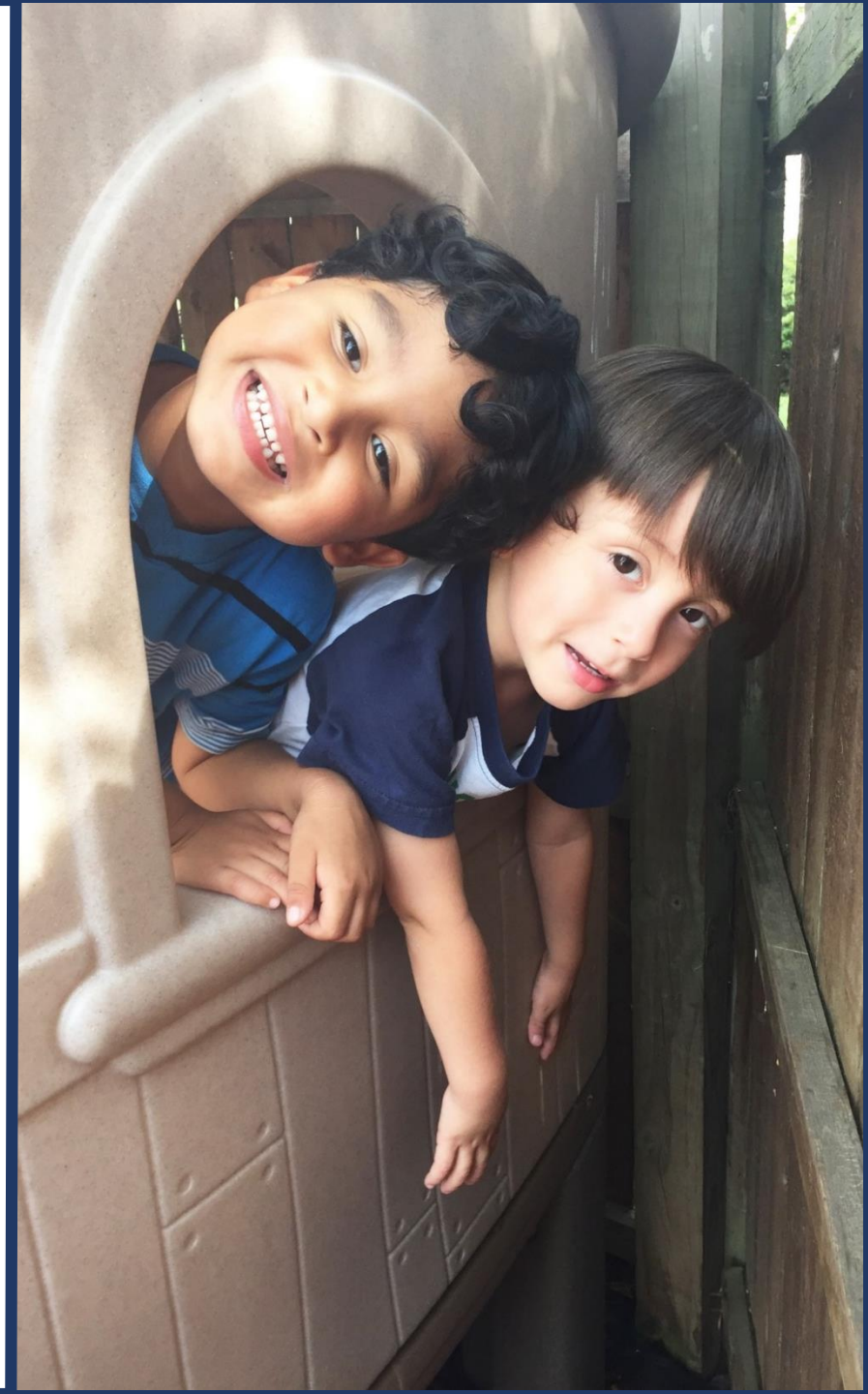
Representatives from:

Child Care Advisory Council	Library
Cornerstones	Neighborhood & Community Services
Fairfax Futures	Northern Virginia Community College
Fairfax County Public Schools	Office for Children
Head Start Policy Council	Office of the County Executive
Health Department	School Readiness Community Collaborative Council
Higher Horizons	Successful Children & Youth Policy Team
Infant Toddler Connection	United Community Ministries

Process

Landscape Review

- Interviews and focus groups with approximately 160 school readiness stakeholders across the county.
- Review and analysis of existing data and identification of gaps.



Process

Strategic Planning

- Define vision, mission and goals.
- Develop strategies, activities and measures of an equitable school readiness strategic plan.
- Create School Readiness Equity Framework and Tool.



Landscape Review

- Informs the pathway for the strategic plan.
- Identifies ways in which the system is working and where opportunities exist to strengthen it to better support children and families.



Landscape Review

What We've Learned

- Consensus around equity focus that needs to be intentional and an ongoing priority.
- Gaps in information about children and families make coordinating the demand and supply for school readiness opportunities and services challenging.



Landscape Review

What We've Learned

- Opportunities exist for greater coordination and increased equity across and among efforts to support quality in early childhood programs and the continued professional growth of early childhood educators and professionals.
- A strong foundation exists to support a cohesive system of school readiness supports, however more work is needed to ensure that the system is equitable, data driven, and directly linked to family needs.

The Strategic Plan is....

- Informed by a broad group of stakeholders with a focus on family perspectives.
- Ambitious by design.
- Informed by One Fairfax.
- Driven by data – both available data and data to be collected.



School Readiness Vision

All children enter kindergarten at their optimal developmental level with equitable opportunity for success.



School Readiness Mission

Families, communities, schools and the county work together to build an equitable, coordinated and comprehensive system that ensures young children in Fairfax County are ready to be successful in kindergarten and beyond.

School Readiness Goals

- All children are ready.
- All families are ready.
- All professionals are ready.
- All schools are ready.
- Our community is ready.



Strategies and Activities

The planning team developed strategies and activities that provide families and young children with high-quality opportunities when and where they are needed most. This includes working to ensure that families have clear avenues for partnering in ongoing conversations and decisions about the system of school readiness supports.

Strategies

1. Establish meaningful partnerships with families to grow school readiness opportunities in all communities and support children's optimal development in all settings.
2. Provide equitable offerings of high-quality early development and learning experiences and related school readiness supports throughout the county.



Strategies

3. Foster quality and effective professional learning in all early childhood programs and services.
4. Promote equity-focused planning and decision making, as well as shared accountability, through use of data.
5. Nurture a whole community commitment to school success for all children.



Activity Example

Strategy Three: Foster quality and effective professional learning in all early childhood programs and services.

- Develop consultation and support systems to strengthen early childhood educator competencies in recognizing and addressing childhood trauma and promoting children's social emotional growth and executive functioning skills, thereby preventing expulsions and/or suspensions of children from early childhood programs.

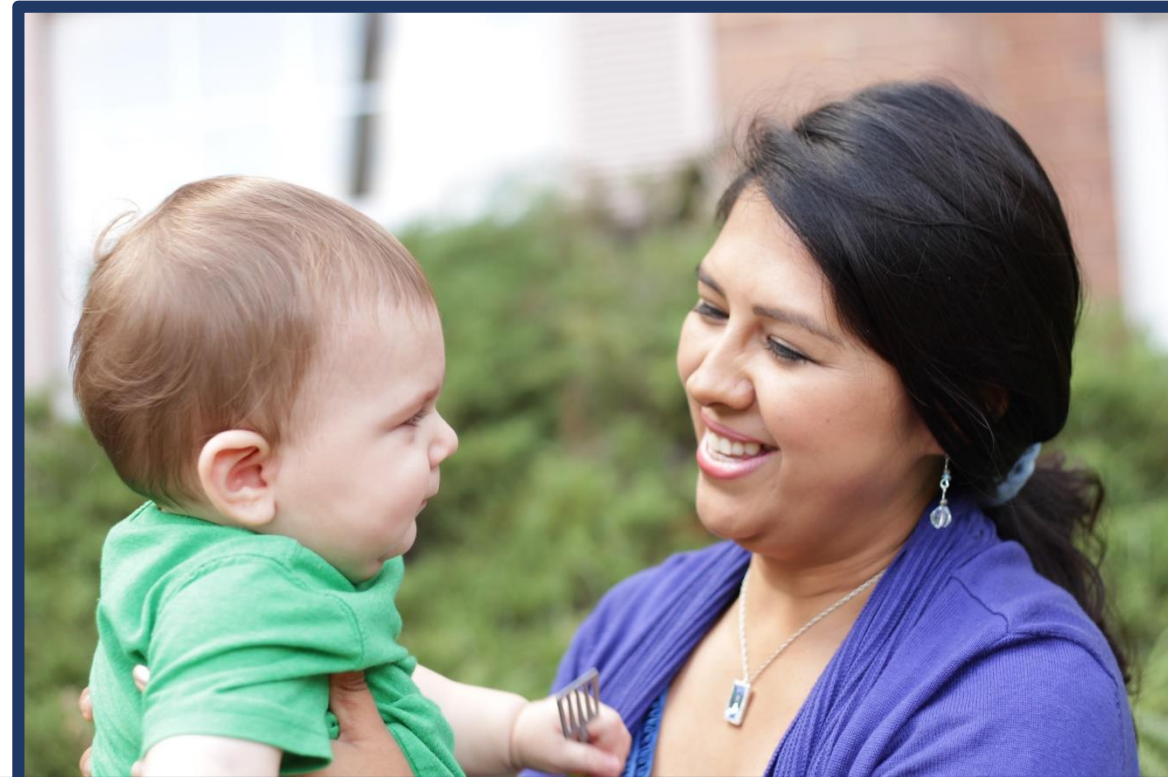
School Readiness Equity Framework and Tool

- Designed to help us overcome implicit bias and promote equity in every aspect of the work we do with young children and their families.
- A tool for the community, leaders of school readiness programs and services, and policy makers.
- Will be field-tested this fall.



Timeline...

- **Summer 2017:** Finalize Plan Activities & Measures
- **September 2017:** Begin field test of Equity Framework and Tool
- **October 2017:** Present final School Readiness Strategic Plan to Successful Children & Youth Policy Team
- **Ongoing:** Implementation



Thank You

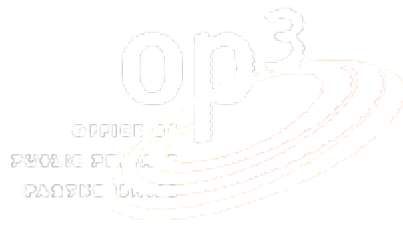




Update on the Pay For Success Model and Northern Virginia Team Independence

July 18, 2017

Theresa Benincasa



Seema Jain



Lisa Tatum







What is Pay for Success (PFS)?

- An approach to government contracting that ties payment for service delivery to the achievement of measurable outcomes
- Payments for outcomes (performance-based contracting) versus payments for outputs (traditional government contracting)
- First PFS project launched in US in 2012. As of 2017, 50 projects were in development in US and 12 have launched.
- PFS has been used to address a wide range of issues: homelessness, recidivism, infant and maternal health, and early childhood development.

General Framework for How Pay for Success Works



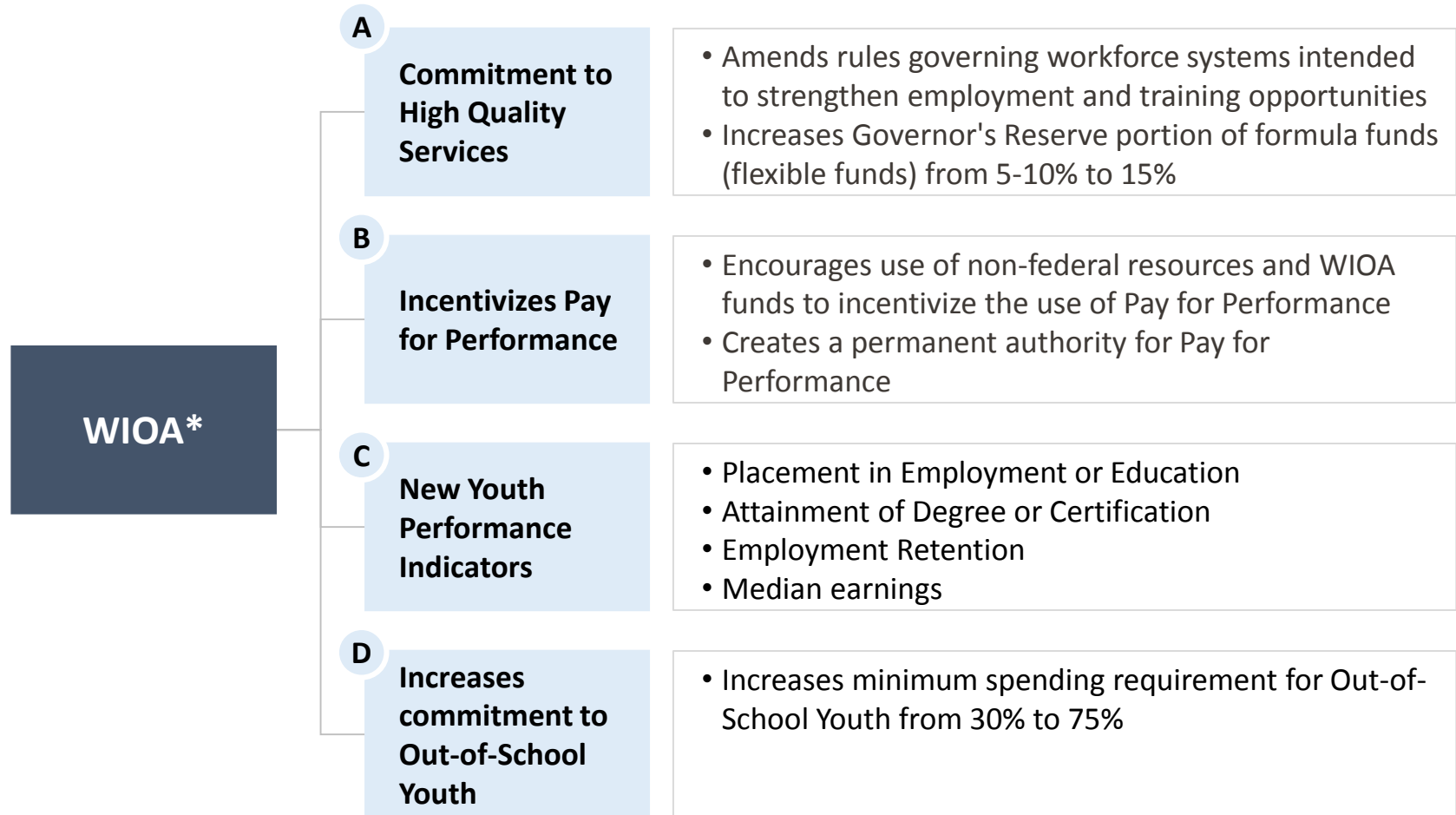
Examples of PFS Projects

Government	Issue Area	Intervention	Target Population
Commonwealth of Massachusetts 	Juvenile Justice	Roca: job training, support groups and educational counseling	929 17-24 year old high-risk males
State of New York 	Adult Recidivism	Center for Employment Opportunities: training and employment	2,000 formerly incarcerated adults
Salt Lake County State of Utah 	Early Education	Utah High Quality Preschool Program: targeted curriculum	Up to 3,700 3-4 year olds
City and County of Denver 	Homelessness	Supportive Housing; various services that address barriers to housing stability; manage mental illness	250 chronically homeless individuals

PFS is initiated in Fairfax County

- Human Services DCEX asks OP³ to research PFS options and encourages Human Services agencies to explore PFS models.
- OP³ and Human Services agencies seek PFS learning and funding opportunities
 - UVA Social Innovation Lab invites Fairfax to participate in 1st statewide conference on PFS models –September 2015
 - Third Sector presents an overview to human services directors – January 2016
- The **SkillSource** Group, Inc. and the Northern Virginia Workforce Development Board, in collaboration with Department of Family Services, applies for and is selected by Third Sector Capital Partners as one of five projects nationally to conduct a PFS feasibility study focused on employment of high risk young adults, including foster care and justice-involved youth-April 2016
- First Workforce Innovation & Opportunity Act (WIOA) PFS project to launch in the nation-July 2017

Workforce Innovation & Opportunity Act (WIOA) presents opportunity to pursue Pay for Performance (P4P)



**** Pay for Success (PFS) and Pay for Performance (P4P) projects are similar in principle, but WIOA P4P requires a focus on longer-term outcomes, allowing for longer interventions and participant tracking to incentivize comprehensive services.**

*Replaced Workforce Investment Act, effective 7/1/2015

Northern Virginia Team Independence (NVTI)

P4P Partners and Roles



SkillSource – Local Workforce Development Board for Northern Virginia (Area #11), oversees administration of Workforce Innovation & Opportunity Act Programs, (Adult, Dislocated Worker, Youth) including the P4P Project



Fairfax County DFS – Service provider delivering Northern Virginia WIOA programs, including the new P4P Project, through contract with **SkillSource**



Third Sector Capital Partners – Providing technical assistance during P4P Feasibility Study

Foster Care Agencies, Justice Agencies, and other Government and Non-Profit Organizations – Referral sources of young adults to the NVTI program

Northern Virginia Team Independence (NVTI)

P4P Project Vision and Goals

Objective: Improve education and employment outcomes for youth involved in justice system and/or aging out of foster care system by leveraging WIOA P4P funding and contracting strategies

Target Population

- 18-24 years old
- Not in school or working
- Involved in justice and/or foster care systems

Intervention & Provider

- NVTI through Fairfax Department of Family Services

Improved Outcomes

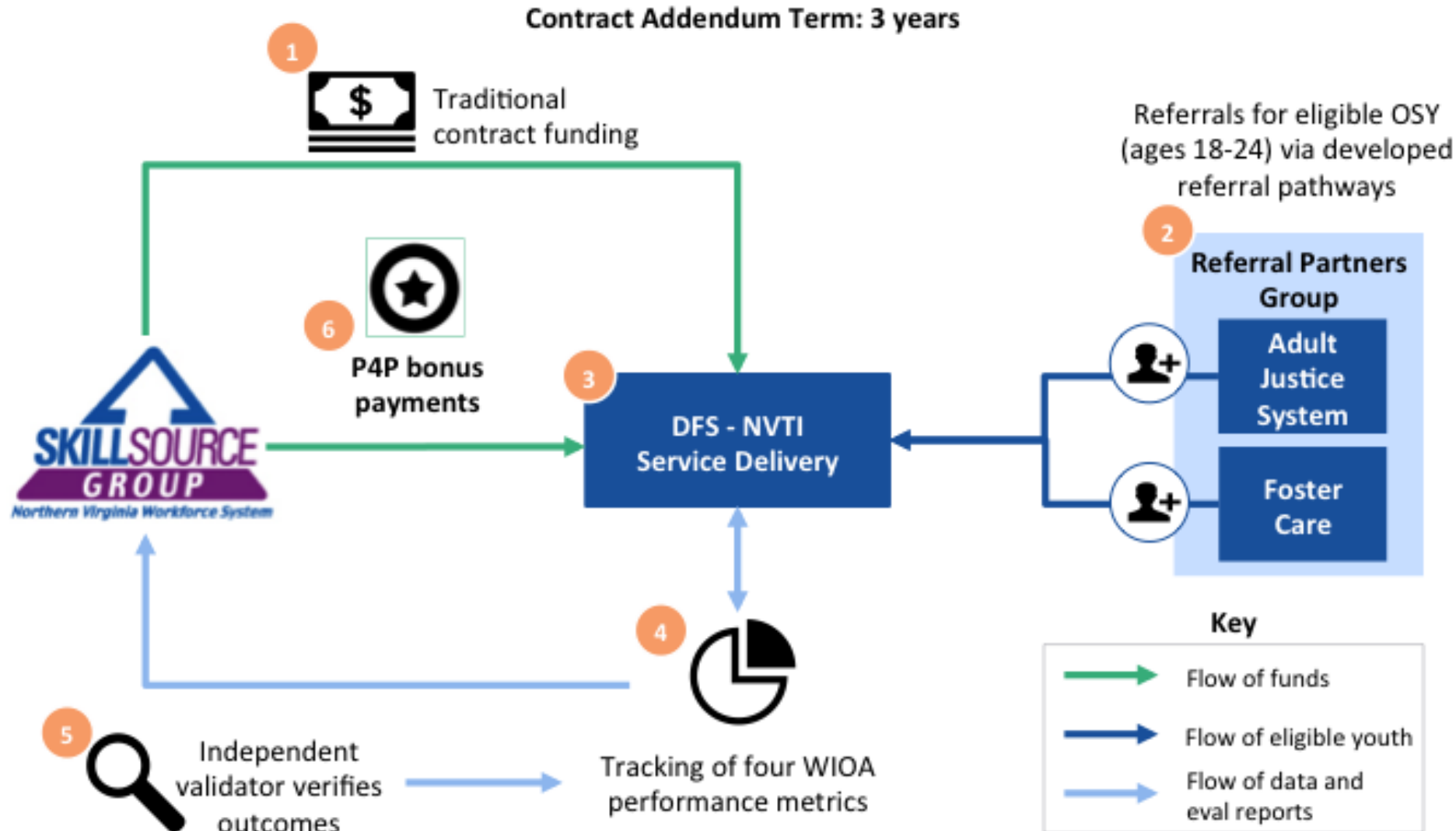
- Increased rate of educational placement and credential attainment
- Increased employment placement / retention rate
- Measurable skills gain

Key Project Goals

- Engage key stakeholder agencies working with the target populations to increase reach and increase numbers of foster care and justice-involved youth in WIOA Youth Program
- Improve educational and employment outcomes related to these two high-risk populations
- Address the potential long-term economic impact for young adults transitioning from foster care and/or the justice system, with respect to future public benefits use, justice system involvement, and/or long-term employment outcomes.



Northern Virginia Team Independence (NVTI) Overview of the P4P Process



NVTI Progress Implementing P4P

Project Wins and Milestones



REFERRALS



BONUS



CONTRACT

Engaged referral partners
and mapped referral flow
based on eligible youth

March 2017

Established performance
targets and structure for
bonus payments

June 2017

Finalized timeline for P4P
pilot and began drafting
contract addendum

June/July 2017

What's Different About Using P4P in DFS Approach?

- DFS is focused on increasing referrals of youth in foster care, and those connected to the criminal justice system, to the WIOA Program
- Bonus payments can be earned for outcomes achieved
- Strategies include:
 - Targeted outreach
 - Establishing a single point of contact (through a dedicated case manager) who is mobile, and will go directly to partner agencies and young adults, rather than traditional model of youth having to visit a One-Stop Center location
 - Enhanced collaboration with our partners in child welfare and the adult justice system










































NVTI Bonus Payment Amounts

The NVTI service provider, the Department of Family Services, can earn one outcome payment by supporting program participants to achieve each of the 4 WIOA measures.

WIOA Outcomes	Outcome Pricing Options for Year 1-3			
	NVTI Success Targets	# of Successful Outcomes to Reach Max Bonus Payments over 3 Years*	Total Payment Pool Reserved for Each Outcome Measure	Bonus Payment Per Youth Per Outcome*
Measurable Skills Gain During Programming	53.0%	53	\$37,857	\$712
Youth Placed in Employment, Training or Education (2Q After Exit)	63.0%	63	\$45,000	\$712
Youth Placed in Employment, Training or Education (4Q After Exit)	60.0%	60	\$42,857	\$712
Attainment of Degree or Certificate (Within 4Q After Exit)	68.0%	34	\$24,286	\$712
TOTAL:			\$150,000	\$2,848

* Numbers are rounded for ease of presentation

NVTI Enrollment and Bonus Payment Process

	Year 1	Year 2	Year 3	2-Year Observation Period	
Youth Served	 +  +  +  +	 +  +  +  +	 +  +  +  +		DFS serves ~100 youth*
Bonus					SSG sets aside \$50K annually for bonus
Skills Gain		 	 	 	
Placement at Q2			 	 	SSG makes bi- annual bonus payments to DFS, if outcomes are met
Placement at Q4			 	   	
Degree or Certificate			 	   	
 + = 10 Enrollments  = \$50K Bonus Set Aside  = Bonus Payment					

* Duration of Services = 18 months

Resources

- America Forward, www.americaforward.org/policy-solutions/pay-for-success
- Institute for Child Success I(CS), www.instituteforchildsuccess.org/pay-for-success
- Nonprofit Finance Fund, nonprofitfinancefund.org/learn/pay-for-success
- Third Sector Capital Partners, www.thirdsectorcap.org/what-is-pay-for-success
- University of Virginia Pay for Success Lab, seatuva.org/pfslab

PFS Future Considerations

Engage With the CSB Developmental Disabilities Team This Summer



FAIRFAX - FALLS CHURCH

Community Services Board

Join the CSB, partner organizations, family and friends to help craft future services and supports for adults living with developmental disabilities in Fairfax County and the Cities of Fairfax and Falls Church.

The CSB developmental disabilities staff currently provides employment assistance and training that helps people enter and remain in the workforce or in meaningful day activities. Demands for services are growing and we're searching for a way to continue to meet the needs of our community.

We need your ideas on how to provide various levels of service, for the greatest number of people, while containing costs. Voice your ideas, propose solutions and help create meaningful change.



Kick Off Event

Attend a Kick Off on Thursday, July 6, 2017, at 6:30 p.m. at the [Fairfax County Government Center](#), Rooms 4-5. Learn more about the online idea bank, the workshops and other opportunities to get involved and share your ideas.

Innovation Challenge

Have innovative ideas on how we can support more people and meet the needs of more families while containing costs? Submit your proposals and business models to our online idea bank at www.fairfaxcounty.gov/csb/innovation-challenge.htm. We're listening.

Round-Up Dialogue

Attend a concluding Round-Up Dialogue where selected presentations from the online idea bank will be heard. The forum will be held on **Tuesday, August 8, 2017, from 7 until 9 p.m.** at the [Fairfax County Government Center](#), Rooms 4-5.

Resource Challenge Workshops

Join us at a hands-on Resource Challenge Workshop.

Participate in a facilitated challenge to create workable decision-making models that reflect the community's values in how tax resources are used to provide the greatest number of people with employment supports and day programs. Advance registration is requested but not required.

- **Monday, July 10, 2017** – 6:30 to 8:30 p.m.
North County Government Center, 1801 Cameron Glen Drive, The Community Room, Reston, VA 20190
Register for the July 10 session at evite.me/vDs2BP3qmG
- **Tuesday, July 18, 2017** – 6:30 to 8:30 p.m.
[South County Government Center](#), Neighborhood and Community Services Senior Center, 8350 Richmond Highway, 3rd Floor, Alexandria, VA 22309
Register for the July 18 session at evite.me/2vbXuRqVv5
- **Thursday, July 20, 2017** – 6:30 to 8:30 p.m.
[Mason District Government Center](#), 6507 Columbia Pike, Community Room, Annandale, VA 22003
Register for the July 20 session at evite.me/PmxtE6FqUH
- **Tuesday, July 25, 2017** – 6:30 to 8:30 p.m.
Pinn Community Center, 10225 Zion Drive, Fairfax, VA 22032
Register for the July 25 session at evite.me/x1swqXvBsZ



*Fairfax County is committed to nondiscrimination on the basis of disability in all county programs, services and activities. Reasonable accommodations will be provided upon request.
For information, call 703-324-7000, TTY 711.*

June 2017



FAIRFAX - FALLS CHURCH

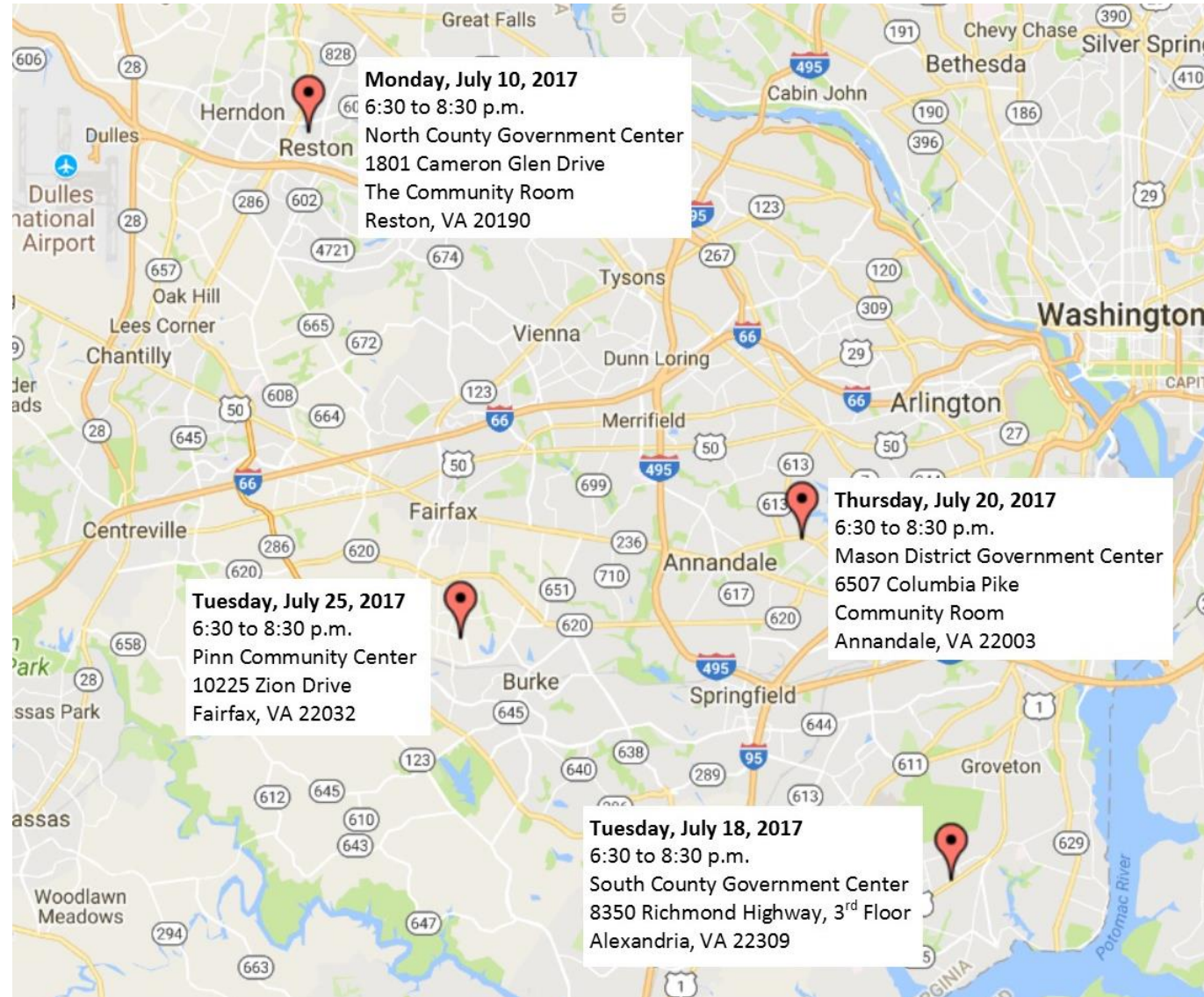
**Community
Services Board**

Welcome!

Summer of Collaboration



Ways to Engage



Ways to Engage: Innovation Challenge

- **Innovation** is anything that leverages creative response to an important challenge.
- Either something **new** or a fresh look at **something current**.
- The **Challenge Question** is a catalyst to spark initial discussions and preliminary exploration of new approaches to the challenge.



Ways to Engage: Idea Bank

How?

Who?

When?

- New **Idea Bank** is part of Innovation Challenge. A means to gather ideas from simple to more complex. Staff will call you to discuss.
- Consider: What can you do within the next **30 days** to begin to explore your idea?
- Who will you **collaborate with** on your idea; Individuals? Businesses? Partners?
- What **assistance** do you need?

Ways to Engage: Innovation Round Up



- Presentation of the Innovation Ideas
- Community Discussion
- Preliminary Summary of Resource Challenge Themes
- CSB Developmental Disability Subcommittee meeting August 30
- Board of Supervisors Health and Human Services Committee meeting to be scheduled in September

Questions?



Thank you!





Communitywide Housing Strategic Plan

Update

Tom Fleetwood, Director,
Department of Housing and Community Development (HCD)

Kerrie Wilson, Chief Executive Officer, Cornerstones

July 18, 2017

Community Engagement

- Community engagement process is well underway
- Four community meetings have been held throughout the county
- Affordable Housing Advisory Committee (AHAC) has guided community engagement efforts
- Over 4,000 responses to online survey

Emerging Themes

- Surveys have not been analyzed yet, but themes are emerging from community meetings, including:
 - The need for housing that is affordable to a range of populations at different income levels
 - More housing support for vulnerable populations (individuals with disabilities and seniors)
 - Further coordination with the private sector to develop housing for the county's workforce
- All surveys and feedback from meetings will be analyzed in the next several months

Private-Sector Collaboration

- More engagement with private sector is critical
- HCD and AHAC will pivot from community meetings to focused interactions with business sector
- HCD is working closely with County Executive's office to build off connections made via the Strategic Plan for Economic Success
- Private sector engagement will commence this summer/fall

Next Steps

- HCD and its consultant will review all community feedback; including from the private sector
- Housing targets are in development; based on projected population growth in the next 5/10/15 years
- Next status update in September 2017

Questions/Comments



Funding for Federal Housing Programs

Update on Housing Choice Voucher Program Funding

Tom Fleetwood, Director,
Department of Housing and Community Development (HCD)

July 18, 2017

Update on Housing Choice Voucher Funding

- HCD is projecting an \$8.5 million shortfall by the end of FY 2020 (can serve 620 families in a year).
- HCD has continued to analyze several options to minimize this shortfall.
- The options being proposed are considered fair and equitable because they impact nearly all program participants.
- Intended to provide long-lasting savings so that the FCRHA can continue to serve existing participants, and eventually provide assistance to new households, which has been suspended since March 2017.

Proposed Changes

Strategy	Estimated Savings	
	FY 2019	FY 2020
1. Increasing the minimum rent from \$50 to \$220 for work-able households.	\$242,827	\$603,338
2. Increasing the family share of rent from 30 to 32 percent for non-work-able households and implementing a 35 percent family share of rent for all work-able households.	\$162,023	\$344,540
3. Eliminating the utility allowance for all families.	\$1,053,990	\$2,831,232
4. Fully implementing the revised subsidy standards, approved by the FCRHA in December 2013, to provide a housing subsidy based on two persons per bedroom per household.	\$816,260	\$4,615,783

The blended savings achieved by implementing all four strategies results in a savings of \$2,267,115 in FY 2019 and \$8,378,973 in FY 2020.

Next Steps on the Housing Choice Voucher Program

- These changes are expected to close the funding gap and eliminate the need for termination of families from the program.
- FCRHA meeting on July 20, 2017 to approve a Public Hearing for the Amended Moving to Work Plan that will request approval from HUD.
- At least a one year notice to Housing Choice Voucher participants affected by these policy changes will be provided.
- Families least impacted by these policy changes will be phased in first, and families likely to experience the most impact will be phased in last—providing between a year to two year notice for all families.

Mitigation Strategies

- Landlord outreach for rent concessions, renegotiated leases, curtailing rent increases; engaging new landlords.
- Workshops on finding employment and referrals to the SkillSource Centers and other job readiness and employment programs.
- Financial literacy classes and referrals to credit counseling and budgeting programs.
- Workshops regarding energy utilization and conservation.
- HCD is considering setting aside a small portion of the savings from these strategies to help participants with emergency utility assistance, moving assistance, and/or housing locator assistance.

Questions/Comments