



# County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

## **FAIRFAX COUNTY BOARD OF SUPERVISORS**

### **HEALTH, HOUSING & HUMAN SERVICES COMMITTEE MEETING**

**May 23, 2017**

**1:00 –3:00**

**Conference Room 11**

#### **AGENDA**

1. Opening Remarks  
Patricia Harrison, Deputy County Executive
2. 21<sup>st</sup> Century HHS - Using Data to Inform Service and Program Decision (65 minutes)  
Michelle Gregory, HHS/CSIP and Panel of Agency Presenters  
Item Type: Examples of Work  
Meeting Materials: PowerPoint
3. Innovation Challenge Summary of Discussions and Future Activities (15 minutes)  
Tom Goodwin, HHS Council Representative  
Item Type: Update  
Meeting Materials: None
4. Funding for Federal Housing Programs (20 minutes)  
Tom Fleetwood, Director of Housing & Community Development  
Item Type: Update  
Meeting materials: PowerPoint/Handouts
5. Review of Head Start Self-Assessment Report, updated bylaws and updated shared governance MOA in advance of requesting Board approval of these items at the June 20th Board meeting (20 minutes) Anne-Marie Twohie, Director of Office for Children  
Item Type: Review/Approval  
Meeting Materials: Handouts

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# Update on Funding for Federal Housing Programs

Update

Tom Fleetwood, Director,  
Department of Housing and Community Development

May 23, 2017

# Impact of the FY17 Consolidated Appropriations Act

- **CDBG and HOME:** Likely means level funding for Fairfax County; FY 2018 Consolidated Plan to be brought to the Board this summer for approval with no significant changes

# Impact of the FY17 Consolidated Appropriations Act

- **Public Housing:** Likely means level funding for the remainder of the federal fiscal year; however, the FCRHA anticipates being out of the Public Housing program by the end of the calendar year via RAD conversion
  - Public Housing likely to see severe funding cuts, particularly for capital maintenance

# Impact of the FY17 Consolidated Appropriations Act

- **Housing Choice Voucher:**
  - Slightly improved funding for the remainder of the calendar year
  - Still preparing for worst-case scenarios in Federal Fiscal Year 2018 and beyond

# Housing Choice Voucher Program – A Closer Look

- Anticipated FY 2017 Budget: \$57 million
- Almost 10,000 people housed in the program as of the end of FY 2016
- Average income served: \$17,470/family – extremely low income

# Impact of the FY17 Consolidated Appropriations Act

- Based on HUD guidance, HCD has been analyzing a “worst case scenario” in the HCV program based on receiving a proration factor of 94 percent of eligible funding from HUD.
- Post FY17 Omnibus Spending bill, HUD guidance is to expect approximately 97 percent of our eligible funding
  - HCD is continuing to analyze the details
  - Anticipate receiving about \$1.5 million more than our initial projections
  - Still three percent less than our eligibility

# Looking Ahead

- HCD is conducting projections for each of the next three federal fiscal years
  - Based on the federal Budget Blueprint for FY 2018, HCD assumes a gradual, steady decline in funding
- Using the FCRHA's Moving to Work authority, HCD is analyzing program changes to reduce program costs to minimize families being removed from program
- Based on initial analysis, even with program changes, there is still the real possibility of terminations



# Options Under Consideration

- Increasing the family's share of rent to 37 percent of income (currently at 35% for "work-able" families).
- Providing subsidies to families based on two persons per bedroom
- Raising the minimum rent for all "work-able" families to a level that assumes at least one person in the household can work a minimum wage job.
- Denying all rent increase requests by HCV landlords

# Next Steps on the Housing Choice Voucher Program

- Continue work with the THRIVE Advisory Committee
- Brief Resident Advisory Council
- Advise the Board of final recommendations
- FCRHA action anticipated in July 2017

# Questions/Comments

# Community Health Dashboard



Creating social, economic and physical environments that promote good health for all.

FAIRFAX VIRGINIA

The Live Healthy Fairfax **Community Health Dashboard** is a web-based data resource for the Fairfax community. The site enables anyone to explore population data. It provides online access to quantitative data on a broad range of topics, links to existing local data resources, and highlights promising practices to promote community health and well-being.

## WEBSITE TOOLS

### EXPLORE DATA

- **Community Dashboard:** Hundreds of indicators across various sectors; such as health, education, and the environment; with comparisons to U.S. and Virginia counties. Each indicator page has a map of the data; a graph showing trends over time; and data shown by age, gender, and race/ethnicity, as available. Clinical and non-clinical data, such as diagnosis and procedure codes, and patient demographics for the Fairfax Health District (Fairfax County, Fairfax City, and Falls Church City), is embedded within the Community Dashboard.
- **Demographics Data:** Demographic data for the Fairfax County, Fairfax City, and Falls Church City communities.
- **Disparities Dashboard:** Data shown by age, gender, and race/ethnicity, as available.
- **Healthy People 2020 Tracker:** Healthy People Objectives are 10-year national objectives for improving the health of all Americans. The Tracker compares Fairfax community data to these national targets.
- **Customize Reports:** Create a custom dashboard by location, topic, age group, and more. Use a keyword search to run a customized report showing related indicators and promising practices. Results can be saved as a PDF, emailed, or printed.
- **SocioNeeds Index:** The SocioNeeds Index, calculated by Healthy Communities Institute, is a measure of socioeconomic need correlated with poor health outcomes. It combines multiple indicators, from poverty to education, into 1 score by zip code.

### COMMUNITY HEALTH PRIORITIES

- Status updates and progress reports for goals and objectives in the Live Healthy Fairfax **Community Health Improvement Plan** across 7 priority issues: 1) Healthy and Safe Physical Environment; 2) Active Living; 3) Healthy Eating; 4) Tobacco-Free Living; 5) Health Workforce; 6) Access to Health Services; and 7) Data.

### SUCCESSFUL CHILDREN & YOUTH

- Data for 8 outcome areas for children, youth, and families in the Fairfax community guided by the **Collective Impact Approach for Successful Children and Youth**: 1) Healthy Start in Life; 2) Kindergarten Readiness; 3) Academic Success; 4) Health; 5) Violence and Injury Prevention; 6) Post-Secondary Education; 7) Workforce Readiness; and 8) Contribution to Community.

### HEALTH & HUMAN SERVICES REPORT CARD

- Descriptions of and data for the 6 **Fairfax County Health and Human Services System Result Areas**: 1) Connected Individuals; 2) Economic Self-Sufficiency; 3) Healthy People; 4) Positive Living for Older Adults and Individuals with Disabilities; 5) Successful Children and Youth; and 6) Sustainable Housing.

### RESOURCES

- **Data Resource Center:** Reports, plans, and links to other local data resources.
- **Promising Practices:** Approaches to improving community health and quality of life.
- **Funding Opportunities:** National funding opportunities to promote community health and well-being.
- **Community Health Needs Assessment Guide:** A guide to conducting a community health needs assessment.

Explore the Community Health Dashboard at [www.livehealthyfairfax.org](http://www.livehealthyfairfax.org)

**Board of Supervisors**  
**Health, Housing and Human Services Committee**  
**May 23, 2017**  
**Fairfax County Head Start Updates**



**Annual Board Approval of Required Documents**

Staff will present a Board Item on June 20, 2017 requesting approval of the Head Start Policy Council Bylaws, the program's Self-Assessment Report, and an MOU renewal as required by federal regulations.

- **Policy Council Bylaws**
  - The Board of Supervisors most recently approved the Policy Council Bylaws on June 7, 2016. Changes to the Bylaws have been made for clarity and to reflect the new Head Start Program Performance Standards, which became effective November 5, 2016. The Office of the County Attorney has reviewed the Bylaws.
  
- **Self-Assessment**
  - In February and March 2017, the Head Start/Early Head Start program conducted its annual self-assessment of its effectiveness and progress in meeting program goals, objectives, and federal regulations.
  - Results were compiled and finalized into a Self-Assessment Report, which outlines strengths and areas to be addressed, as well as any actions taken to address them.
  
- **MOU between Board of Supervisors and Head Start Policy Council**
  - The Memorandum of Understanding between the Board of Supervisors, as the County's governing body, and the Policy Council, as the primary vehicle for involving parents in decision-making about the Head Start program, documents current practices and procedures regarding how the two bodies implement shared decision-making, as required by federal Head Start Program Performance Standards.
  - The Memorandum of Understanding was first developed in 2011 and is renewed every three years; the language of the Memorandum of Understanding has been updated to reflect the newly revised Head Start Program Performance Standards which became effective November 2016. The Office of the County Attorney has reviewed the Memorandum of Understanding.
  
- **Enrollment**
  - All programs are fully enrolled with a waiting list of 581 Head Start/Early Head Start children (425 HS/162 EHS).

Attachments: Policy Council Bylaws, Self-Assessment, and MOU

**FAIRFAX COUNTY OFFICE FOR CHILDREN  
HEAD START/EARLY HEAD START POLICY COUNCIL  
BYLAWS**

**ARTICLE I. NAME**

The name of the organization shall be the Policy Council of the Fairfax County Head Start/Early Head Start Program.

**ARTICLE II. PURPOSE**

The purpose of the Fairfax County Head Start/Early Head Start Policy Council shall be to provide direction for the Head Start/Early Head Start program in compliance with Federal Head Start Performance Standards (45 CFR Chapter XIII, Subchapter B) and the Head Start Act as amended December 12, 2007. Specifically, 45 CFR 1301.3 (a) states each agency must establish and maintain a policy council responsible for the direction of the Head Start program at the grantee agency level, and a policy committee at the delegate level. The Policy Council is responsible for providing direction on program design and operation, long- and short-term planning goals and objectives. This direction must take into consideration results from the annual community-wide strategic planning and needs assessment and self-assessment (Head Start Act section 642(c)(2)(A)).

The specific objectives and purpose of this Policy Council shall be to approve and submit to the governing body, Fairfax County Board of Supervisors, decisions on each of the following activities (Head Start Act section 642(c)(2)(D)(i) through (viii) and 45 CFR 1301.3(c)(2)):

- A) Activities that support the active involvement of parents in supporting program operations, including policies to ensure Fairfax County Head Start/Early Head Start program is responsive to community and parent needs.
- B) Program recruitment, selection, and enrollment priorities.
- C) Applications for funding and amendments to applications for funding for Fairfax County Head Start/Early Head Start program.
- D) Budget planning for program expenditures, including policies for reimbursement and participation in policy council activities.
- E) Bylaws for the operation of the policy council.
- F) Program and personnel decisions regarding the recommendation of hiring program staff.
- G) Ongoing monitoring results, data on school readiness goals and status reports of program operations.
- H) Developing procedures for how members of the Policy Council will be elected.
- I) Recommendations on the selection of delegate agencies and the service areas for such agencies.

**ARTICLE III. MEMBERSHIP**

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BYLAWS**

Policy Council members should be committed to being representatives for the total Fairfax County Head Start/Early Head Start Program. They should be team players, be willing to learn the duties and responsibilities of the Policy Council and represent the Council in a positive and supportive manner at all times and in all places.

- Section 1. The Fairfax County Head Start/Early Head Start Policy Council shall consist of six (6) parent representatives from the grantee program and six (6) parent representatives from each of the delegate programs. The parent representatives must have children currently enrolled in the Head Start /Early Head Start program. The grantee program includes Greater Mount Vernon Community Head Start (GMVCHS), Family Child Care (FCC) Partnership and EHS Expansion programs. The delegate programs are Fairfax County Public Schools (FCPS) and Higher Horizons (HiHo). In addition to the parent representatives, there must also be two (2) community representatives, who must be residents of/or employed in Fairfax County. All program options must be represented.
- Section 2. Parent representatives of currently enrolled children shall be elected to the Policy Council at the grantee and delegate program level by the program's respective policy or parent committee.
- Section 3. Community representatives may include representation from other child care programs, neighborhood community groups (public and private), higher education institutions, program boards, and community or professional organizations which have a concern for children and families in the Head Start/Early Head Start Program and can contribute to the direction of the program. Community representatives are nominated by the Head Start Division Director and the Policy Council Executive Committee and must be elected by parent representatives of the Council to serve.
- Section 4. Voting members must resign from the Policy Council if they or an immediate family member (as defined by Virginia Code § 2.2-3101) become employed, temporarily (for sixty (60) days or more) or permanently, by the Fairfax County Head Start/Early Head Start Program. Voting members may substitute occasionally (as defined by each program) in the Fairfax County Head Start/Early Head Start Program.
- Section 5. Policy Council members shall be elected to serve a one (1) year term and may not serve more than three (3) years. Members may voluntarily terminate their membership at any time by giving written notice to the Council. The respective policy or parent committee will be responsible for recruiting and electing a new member to the Council within one month of resignation or termination of the member. In the event of termination or resignation of a community representative, the Head Start Director and the Policy Council Chairperson will

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recruit a replacement. Election of a new community representative shall take place within one month of resignation or termination of the member.

- Section 6. Any member who misses two (2) consecutive meetings without notifying the Office for Children Head Start Program Administrative Office, neglects responsibility, and/or abuses the privilege of office may be terminated by the Policy Council with a majority vote of the quorum. Written notification will be sent to the terminated member under signature of the Policy Council Chairperson.

**ARTICLE IV. MEETINGS**

- Section 1. Fairfax County Head Start/Early Head Start Policy Council meetings shall be held on the fourth (4<sup>th</sup>) Thursday of each month with dinner being served at 6:00 p.m. and call to order at 6:30 p.m. If the fourth (4<sup>th</sup>) Thursday is a legal holiday, the meeting may be rescheduled to the third Thursday of the month.

- Section 2. All meetings shall be conducted in compliance with the Virginia Freedom of Information Act, Virginia Code §§ 2.2-3700 – 2.2-3714 (“VFOIA”), and except for closed sessions, all meetings shall be open to the public. Pursuant to Virginia Code § 2.2-3701, “meeting” or “meetings” means the meetings including work sessions, when sitting physically, or through telephonic or video equipment pursuant to § 2.2-3708 or § 2.2-3708.1, as a body or entity, or as an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three, of the constituent membership, wherever held, with or without minutes being taken, whether or not votes are cast, of any public body. As required by VFOIA, the public will be given notice of the date, time, and location of the meetings at least three working days before each Policy Council meeting, except in case of an emergency. Notice, reasonable under the circumstances of emergency meetings, shall be given contemporaneously with the notice provided to members. The Head Start administrative staff and/or Chairperson will provide the information to the County’s Office of Public Affairs so that it can provide the public notice. All meetings shall be held in places that are accessible to persons with disabilities, and all meetings shall be conducted in public buildings whenever practical.

Except as otherwise provided by Virginia law or by these bylaws, all meetings shall be conducted in accordance with Roberts’s Rules of Order, Newly Revised, and except as specifically authorized by VFOIA, no meeting shall be conducted through telephonic, video, electronic, or other communication means where the members are not all physically assembled to discuss or transact public business.

Copies of meeting agendas and other materials that are given to members shall be made available to the public at the same time, unless VFOIA allows otherwise. Anyone may photograph, film, or record meetings, so long as they do not interfere with any of the proceedings.



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The Secretary shall keep meeting minutes, which shall include: (1) the date, time, and location of each meeting; (2) the members present and absent; (3) a summary of the discussion on matters proposed, deliberated, or decided; and (4) a record of any votes taken. The minutes are public records and subject to inspection and copying by citizens of the Commonwealth or by members of the news media. The minutes from the previous meeting shall be sent to members at least seven (7) calendar days prior to the regular meeting.

Section 3. Special call meetings can be called by the Chairperson and the Head Start Director and scheduled when deemed necessary. Public notice will be given as required by VFOIA and members will be informed in writing and/or via telephone simultaneous with or prior to public notice.

Section 4. Policy Council members who are voted to represent the Council at conferences must meet the following criteria:

- 1) Be an active participant in good standing with their Parent/Policy Committee for at least 2 consecutive meetings.
- 2) Have served on the Policy Council for a minimum of one year.
- 3) Be able to give either an oral summary or submit a written report (whether still a member or not) at the next regularly scheduled meeting.

Section 5. In the event of inclement weather Policy Council will adhere to the Fairfax County Public Schools closure schedule. The Head Start administrative staff and/or Chairperson will contact members regarding a rescheduled date and will comply with the public notice requirements above.

**ARTICLE V. OFFICERS**

Section 1. The Officers of the Policy Council shall be: Chairperson, Vice-Chairperson, Secretary, Treasurer, and Parliamentarian. These officers shall perform the duties prescribed by the Federal Head Start Performance Standards and the Head Start Act, by these Bylaws and by the current Roberts Rules of Order, adopted by the Policy Council.

Section 2. Election of officers will take place at the December meeting. Members can nominate themselves or be nominated by another Policy Council member.

Section 3. The officers shall serve a one (1) year election term or until their successors are elected. Their term of office shall begin at the close of the Council meeting at which they are elected.

Section 4. No member shall hold more than one (1) office at a time, and no member shall be eligible to serve more than three (3) terms.

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Section 5. Should the Chair position become vacant, the Vice-Chairperson shall become the Chairperson for the remainder of the term. The Council shall elect a replacement for Vice-Chairperson at its next regular meeting to serve the balance of the term.

In the absence of the Chairperson and Vice-Chairperson, responsibilities of the Chair are assumed by the Treasurer and the Parliamentarian will maintain order. The Policy Council Secretary continues to record minutes.

Section 6. The duties of officers are as follows:

- 1) Chairperson – Presides at all Policy Council and Executive Committee meetings; may act as a spokesperson for the Council in events concerning the Head Start program.
- 2) Vice-Chairperson – Assumes the duties of the Chairperson in the absence of the Policy Council Chairperson; performs other duties as assigned by the Chairperson.
- 3) Secretary – Records minutes of the Policy Council meetings with assistance from grantee staff; makes the appropriate corrections to meeting minutes as directed; compiles and keeps current list of all voting members and records their attendance; keeps on file all minutes of the Policy Council; reads minutes and other correspondence at meetings, calls members about absence from meetings, reminds members about meetings and training and tabulates votes.
- 4) Treasurer – Maintains the Council’s financial records, prepares Treasurer’s report and balances the checkbook; serves on the Budget Subcommittee; prepares for signature and distributes reimbursements, stipends, and payment of invoices; coordinates out-of-town travel funds for Policy Council members, who would be assisted by the grantee staff.
- 5) Parliamentarian – Keeps order during the meetings in accordance with the Policy Council Bylaws and in accordance with the current edition of Roberts’ Rules of Order.

**ARTICLE VI. COMMITTEES**

Section 1. Executive Committee. Officers of the Policy Council shall constitute the Executive Committee. The Executive Officers will meet one week prior to the regular Policy Council meetings on an as-needed basis. The purpose for meeting is to establish agenda items and agree upon recommendations to present to the full Policy Council of items needing approval/disapproval. Meetings of the Executive Committee are public meetings and shall comply with VFOIA, including the meeting notice requirements set forth in Article IV, Sections 2 and 3.

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- Section 2. The Policy Council may create other committees as needed to carry out its duties (i.e. finance, self-assessment). Meetings of these other committees are also public meetings and shall comply with VFOIA, including the meeting notice requirements set forth in Article IV, Sections 2 and 3.
- Section 3. Policy Council members may be nominated by the Head Start Division Director to serve on other Fairfax County Boards, Commissions or Committees and/or private agencies and community boards. Policy Council members will represent the Fairfax County Head Start/Early Head Start program on these boards.

**ARTICLE VII. GRIEVANCES**

- Section 1. A standard grievance procedure to hear and resolve parent and community complaints about Head Start is approved annually by the Policy Council and will be used to address complaints not resolved at the center level and at the grantee agency.

**ARTICLE VIII. PARLIAMENTARY AUTHORITY**

- Section 1. The rules contained in the current edition of Roberts' Rules of Order Newly Revised shall govern the Policy Council in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any special rules or order the organization may adopt.

**ARTICLE IX. AMENDMENT OF BYLAWS**

- Section 1. These Bylaws shall be reviewed annually and recommendations presented to the Council for approval. The Policy Council will be given thirty (30) days to review recommendations.
- Section 2. The Bylaws may be amended at any regular meeting of the Policy Council or at a special meeting called for such purpose by majority vote of the Council members present, provided that representatives from each delegate agency are present and voting.
- Section 3. Amendments to the Bylaws will be presented to the Fairfax County Board of Supervisors for approval, and will become effective upon approval by the Board of Supervisors.

**ARTICLE X. VOTING**

- Section 1. All matters shall be decided on by vote of the members. The vote of a majority of the quorum is needed to authorize any action. Seven (7) Council members (with at least two (2) representatives from each program and one (1) community

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representative) constitute a quorum. All votes shall be taken during a public meeting, and no vote shall be taken by secret or written ballot or by proxy. Voting may be by aye/nay, show of hands. Approved matters must be recorded in the minutes of the meeting. The Policy Council Secretary tabulates the votes, along with a designated staff/Policy Council member.

**ARTICLE XI. TRAINING**

Section 1. The Council and its officers shall receive annual training (45 CFR 1301.5) which includes: Head Start Performance Standards, Head Start Act, Roberts' Rules of Order, VFOIA, roles and responsibilities of members and officers, subcommittee functions, budget and finance, personnel procedures and conference travel procedures.

**ARTICLE XII. ACTIONS**

Section 1. A motion must be made when the Council is required to take action and/or make decisions.

**ARTICLE XIII. STIPENDS**

Section 1. Stipends in the amount of \$15.00 will be given to voting members except for community representatives at regularly scheduled Policy Council meetings.



## PROGRAM SELF-ASSESSMENT SUMMARY 2017

Fairfax County Head Start/Early Head Start program conducted its required annual self-assessment during February and March 2017. Annual self-assessment of programs is a requirement of the Head Start Program Performance Standards 45 CFR 1302.102(b)(2)(i). All Fairfax County Head Start/Early Head Start programs, including those operated directly by Fairfax County Office for Children—Greater Mount Vernon Community Head Start (GMVCHS) center—and those operated contractually by family child care programs and by delegate agencies—Higher Horizons Day Care Center, Inc. and Fairfax County Public Schools (FCPS)—and all options (i.e. center based, home-based, family child care and child care partnerships) were reviewed using a locally designed protocol based upon the Head Start Program Performance Standards (HSPPS). The self-assessment supports the continuous improvement of program plans and service delivery, providing an opportunity for engaging parents and community stakeholders.

### **PROGRAM DESIGN** – Organizational Structure, Eligibility, Recruitment, Selection, Enrollment and Attendance (ERSEA), Facilities, Materials, Equipment and Transportation

#### ***Service area found in compliance.***

#### ***Identified strengths:***

- Organizational structure and support.
- There is strong coordination between grantee program and delegates during recruitment and selection of participants.

#### ***Recommendation for improvement:***

- Complete implementation of procedures regarding attendance follow-up as described in the HSPPS.

### **MANAGEMENT SYSTEMS** - Program Governance, Planning, Communication, Record-keeping and Reporting, Ongoing Monitoring, Human Resources

#### ***Service area found in compliance.***

#### ***Identified strengths:***

- Parents who serve on the Policy Council are very knowledgeable and are actively providing oversight of the program. Two of the board members serve as representatives on county-wide advisory groups and have been commended for their contributions.
- A system was created with FCPS to assign FCPS IDs as well as state testing IDs for all children enrolled in the program. This allows the program to track all children enrolled in Early Head Start/Head Start throughout their tenure in FCPS.

### **FISCAL** - Financial Management Systems, Reporting, Procurement, Compensation, Cost Principles, Facilities and Property

#### ***Service area found in compliance.***

#### ***Identified strengths:***

- There are sound fiscal systems in place that meet or exceed federal standards for financial reporting, accounting records, internal control, budget control, compliance with cost principles, cash management and administrative cost. Monthly desk reviews and quarterly fiscal monitoring systems provide a strong system of controls to ensure that delegate agencies are using HS/EHS grant funds in compliance with federal rules and regulations.
- The grantee identified a need for additional fiscal staff to support the EHS Child Care Partnership grant requirements regarding family child care partners' fiscal monitoring. Grant funding for a position was secured.

## **CHILD DEVELOPMENT - Individualization, Disabilities Services, Curriculum and Assessment**

### ***Service area found in compliance.***

#### ***Identified strength:***

- There is strong support for children with disabilities and a variety of modifications and accommodations are provided to ensure full access to curricula.

#### ***Recommendation for improvement:***

- Develop coaching models that support professional development for staff and family child care partners and supports the full implementation of curricula.

## **HEALTH & SAFETY - Child health status and care, follow-ups, child nutrition, mental health, safety practices**

### ***Area of non-compliance:***

One area of non-compliance was identified related to obtaining dental exams and follow-up for children needing treatment. As of March 2017, it was found that 75 percent of children program-wide had up-to-date dental exams. HSPPS 45 CFR 1302.42b(i)(ii); c(1)(2)(3) state that programs must obtain determinations from oral health care professionals as to whether the child is up-to-date on a schedule of age-appropriate preventive and primary oral health care and program staff are to help parents continue to follow recommended schedules.

To comply with dental exam requirements, the program has already begun implementing a corrective action plan which include the following:

- Increase awareness/education for parents on the importance of oral health and the impact it has on school readiness.
- Form new partnerships with community dental organizations to provide dental screenings and education to children and parents.
- Host dental education events with local dentists and scheduling health fairs with dentists who will provide on-site dental exams and dental health education for families.
- Participate in organizations such as the Virginia Oral Health Coalition Steering Committee and Early Dental Home Work Group and Smile Connect for additional dental health resources and services.

#### ***Identified strengths:***

- There is strong support for children diagnosed with disabilities and/or 504 medical needs.
- A strong daily and monthly monitoring system is in place for healthy and safe environments.
- The program consistently provides safe classroom and family child care environments to the children it serves. All service areas are committed to creating and providing a Culture of Safety.

## **FAMILY AND COMMUNITY PARTNERSHIPS - Family Partnership Building, Parent Involvement, Community and Child Care Partnerships**

### ***Service area found in compliance.***

#### ***Identified strength:***

- The program is diverse and serves families from many different backgrounds. Staff demographics are reflective of this diversity and staff speak many of the families' home languages.

#### ***Recommendation for improvement:***

- Enhance self-monitoring tool and provide additional training on documentation of services in the family services area.

## **MEMORANDUM OF UNDERSTANDING**

**THIS** Memorandum of Understanding is entered into by and between the Fairfax County Board of Supervisors (hereafter called the **“Board”**) and the Policy Council of the Fairfax County Head Start/Early Head Start Program (hereafter called the **“Council”**).

In accordance with P.L. 110-134 Improving Head Start for School Readiness Act of 2007 (Head Start Act), this MOU describes the processes and procedures regarding how the Board, its designee agency Department of Family Services Office for Children (OFC), and the Council implement and share decision-making for the Fairfax County Head Start/Early Head Start program.

The period of this agreement will be for three years from the date of approval by the Board.

### **THE PARTIES TO THIS UNDERSTANDING ARE MUTUALLY AGREED THAT:**

#### **1. SHARED GOVERNANCE**

- a. Definition – Shared governance is an established working partnership between the Board of Supervisors, Policy Council, Policy Committees, Parent Committees, Delegate Boards, and key OFC management staff to develop, review, and approve or disapprove Head Start/Early Head Start policies and procedures.
- b. Roles/Responsibilities
  - i. Board of Supervisors – As the grantee, the Board assumes the overall legal and fiduciary responsibility to ensure that the county’s Head Start/Early Head Start program operates in compliance with the Federal Head Start Program Performance Standards and other applicable laws, regulations, and policy requirements. The Board has established a system of committees of Board members to help manage its oversight responsibilities. The Board’s Health, Housing and Human Services Committee is responsible for oversight of all County human services programs which includes Head Start/Early Head Start. In compliance with section 642(c)(1)(E)(iv)(XI) of the act, the Board assigns the chairperson of the Health, Housing and Human Services Committee as its liaison to Policy Council and OFC to oversee key responsibilities related to program governance and improvement of Head Start.
  - ii. Department of Family Services Office for Children – The Board delegates the administrative operations of the Head Start/Early Head Start program to OFC, who works closely with the Board liaison and the Policy Council.
  - iii. Policy Council – The Council provides a formal structure through which Head Start/Early Head Start parents and community representatives are responsible for the direction of the Head Start program (45 CFR 1301.3(a)) in partnership with the

Board. The Council's roles and responsibilities are governed by its Bylaws, which are reviewed and approved by the Board.

- c. Interaction – The Board and Council have open meetings for reciprocal attendance at any time and the Council has standing invitations for the Board liaison to conduct the annual swearing in of new officers and to deliver acknowledgements during the end of the year recognition ceremony. The Board liaison and Head Start director meet on a quarterly basis, or more often as needed, to exchange information and the Policy Council Chairperson has a standing invitation to attend such meetings.
- d. Joint Communications – As required by the Head Start Act section 642(d)(2), both the Board, through its assigned liaison, and the Policy Council receive regular reports from OFC related to program planning, policies and overall Head Start operations. These reports include the following information:
  - A) Monthly financial statements, including credit card expenditures;
  - B) Monthly program information summaries;
  - C) Program enrollment reports including attendance reports for children whose care is partially subsidized by another agency;
  - D) Monthly reports of meals and snacks provided through the United States Department of Agriculture (USDA) Child and Adult Care Food Program;
  - E) Annual financial audit;
  - F) Annual self-assessment including any findings related to such assessment;
  - G) Community-wide strategic planning and needs assessment which includes any applicable updates;
  - H) Communication and guidance from the federal government;
  - I) Program Information Reports (PIR).

The Board liaison shall share information from these reports with the Board at scheduled meetings of its Health, Housing and Human Services Committee.

- e. Joint Approval – The two governing bodies, the Fairfax County Board of Supervisors and the Head Start/Early Head Start Policy Council, as partners in the governance of the program, both approve the following items:
  - A) Applications for funding and amendments to applications for funding (Board approval governed by Fairfax County's Grants Board Item Policy effective September 1, 2004)
  - B) Head Start program's annual Self-Assessment Report, including actions that may result from the self-assessment review, or responses to findings from Federal monitoring reviews
  - C) Policy Council Bylaws



**ACCEPTED BY:**

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Sharon Bulova, Chairman                      Date  
Fairfax County Board of Supervisors

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Alicia Doe, Chairperson                      Date  
Fairfax County Head Start/Early Head Start  
Policy Council



# Department of Family Services

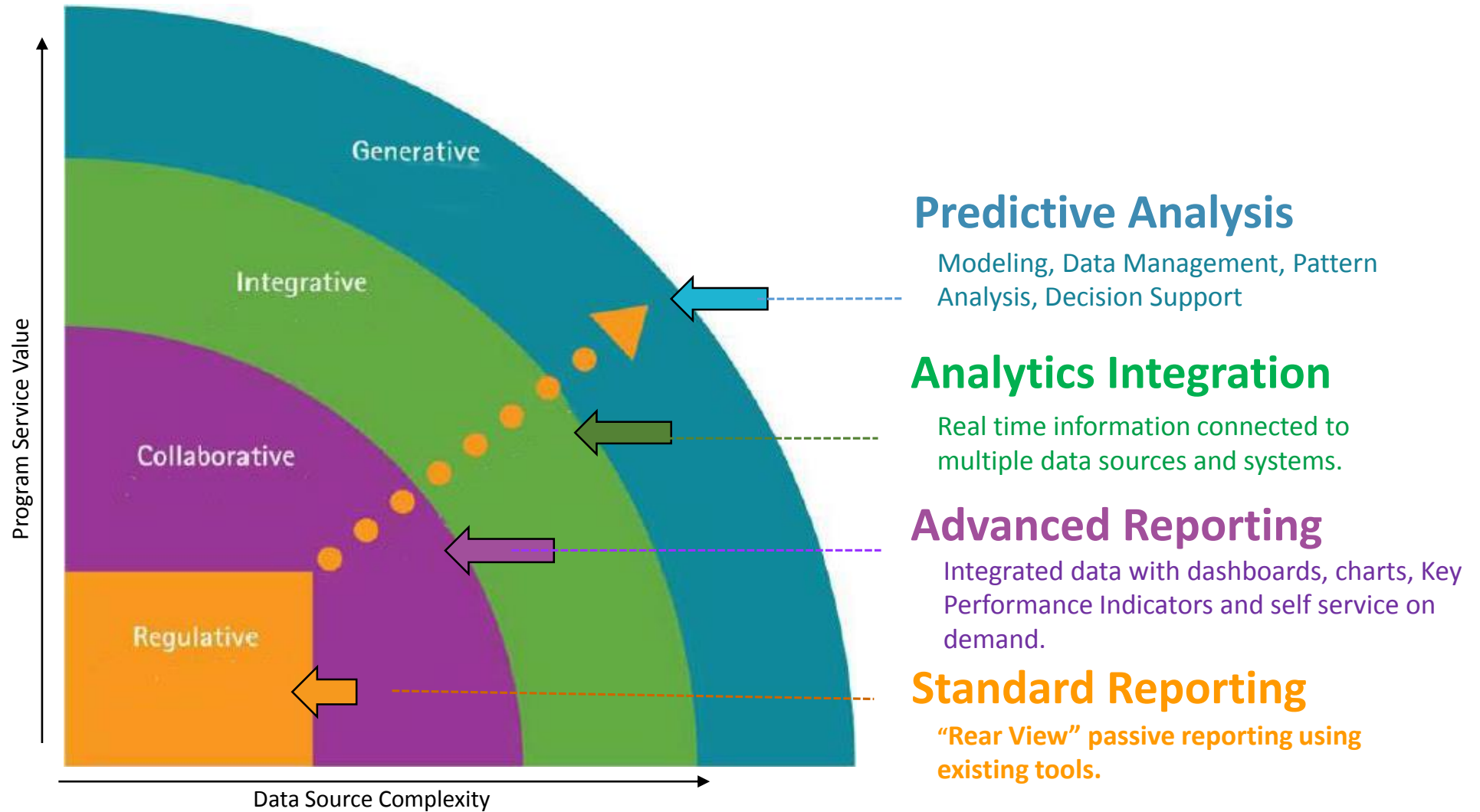


## Fairfax County Department of Family Services Strategic Vision



By 2020, we will address the root cause of our customers' needs by integrating service at an optimal level to generate positive change in the community

# Data analytics maturity needed to address “Root Causes.”



## What is the Data Analytics Fellowship Academy (DAFA)?

- **Nationally recognized professional development program customized for Fairfax County Department of Family Services (DFS)**
- **Introduces team driven data projects**
- **Projects integrate DFS initiatives and focus areas**
- **Teaches data analysis, business process, diagnostic & presentation skills**
- **Informs case practice and performance decisions**
- **Supports identification of improvements and solutions**



## Why the Data Analytics Fellowship Academy?

- **Employee**  
Knowledge and skills
- **Program**  
Service integration
- **Institutional**  
Data-informed decision-making culture



# The project assignment.... Family Economic Stability

## Why?

Because we recognize that families, children and adults thrive best in healthy, stable environments.

## Project Charge

- Explore opportunities to promote economic stability
- Identify families & adults who are utilizing more than one division service
- Explore services accessibility to promote economic stability
- Identify missing services that would be ideal for achieving economic stability
- Identify where Fairfax County excels and use those lessons to inform where we may need to improve





Recognize when a “fact” is really an assumption.  
Challenge assumptions using data.

- In our day to day, assumptions can help us keep moving along quickly.
- *But NOT all assumptions are right or helpful.*
- **What are common assumptions about our TANF clients?**



Assumption: They have SO MANY children!

*Question: Do TANF recipients have more children than other families?*

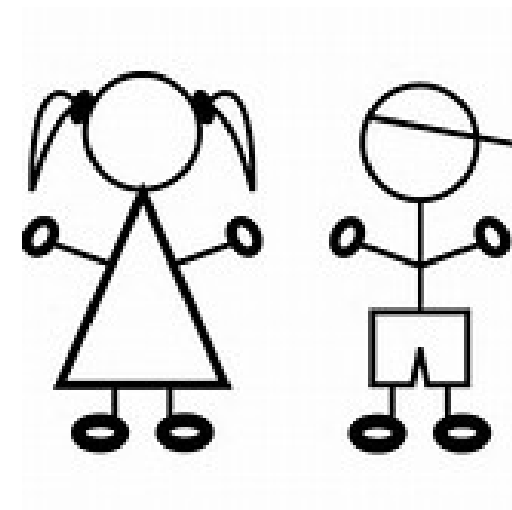
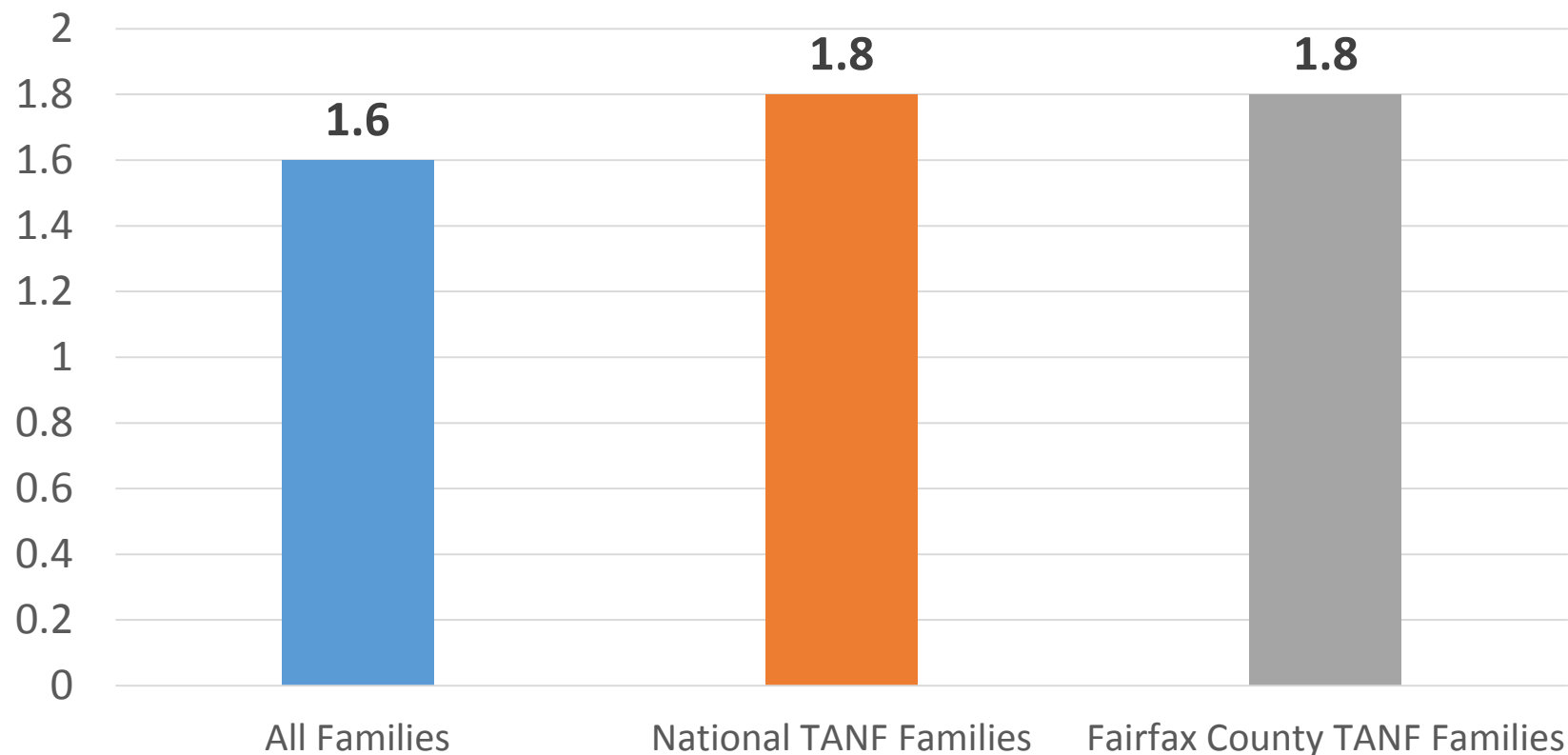


# Families receiving TANF have about the same number of children as other families.

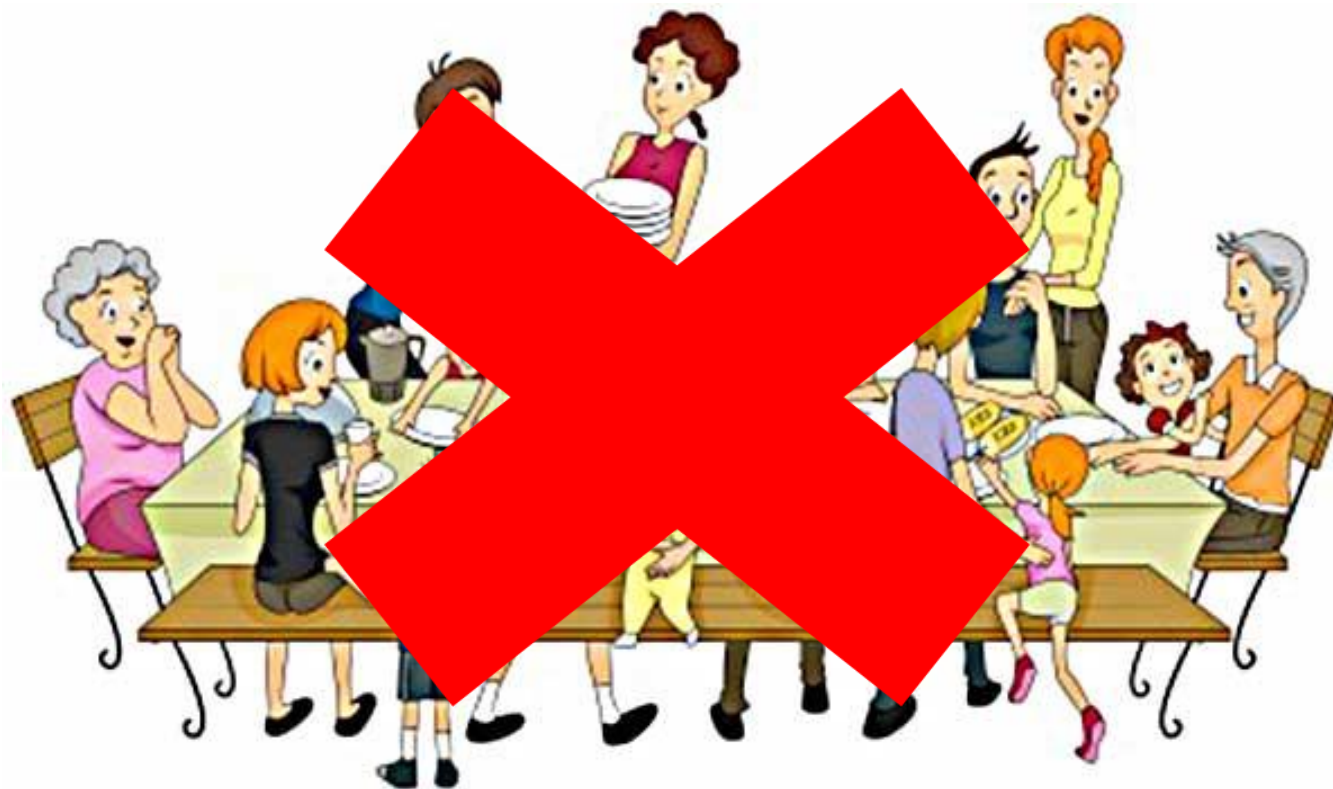
## Average Number of Children All families vs. TANF families

National: FY 2010; Fairfax County FY 2015-2016

Source: All Families and National Families:  
Federal Administration for Children & Families;  
Fairfax County: DAFA TANF Cohort



Assumption: They have SO MANY children!



Fact: TANF families have a similar amount of children

Testing and cleaning the data is necessary. It is the first step.  
Always.

- **Always do data integrity checks before data analysis!**
- **Use various resources to cross reference your data.**
- **If you find that more than 3% of your data is missing, stop!**



Why does the data need to be cleaned?  
Even things that SEEM simple, can become complicated.

**Is the town - Alexandria?**

or ... Alexandri?

or ... Alexandria?

or ... Alexnadria?

*Manual data entry can be useful  
sometimes – but it can also leave  
room for avoidable errors.*



Using data to tell the story behind the numbers...

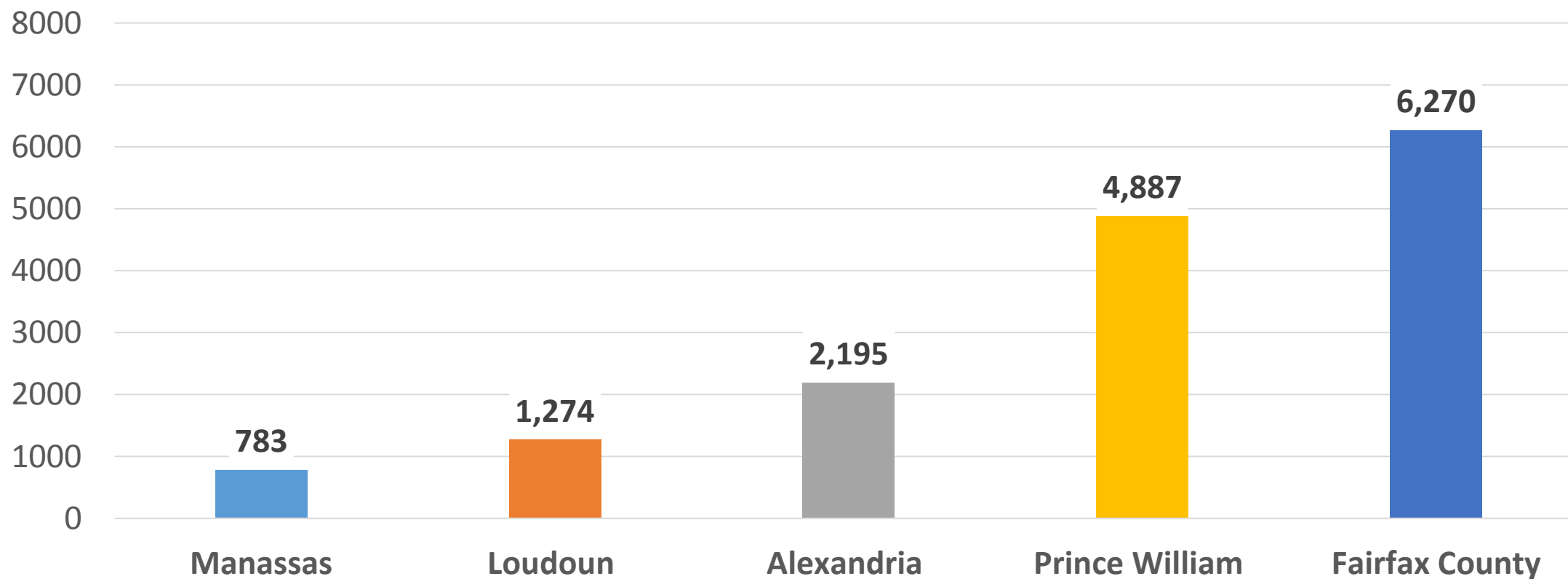


## How do we compare to other northern Virginia counties?

*The volume of TANF recipients is higher in Fairfax than other counties – but this is largely a function of our larger population.*

**Number of TANF Recipients in Northern Virginia Counties, SFY2015**

*Source: VDSS, ADAPT Data Mart*



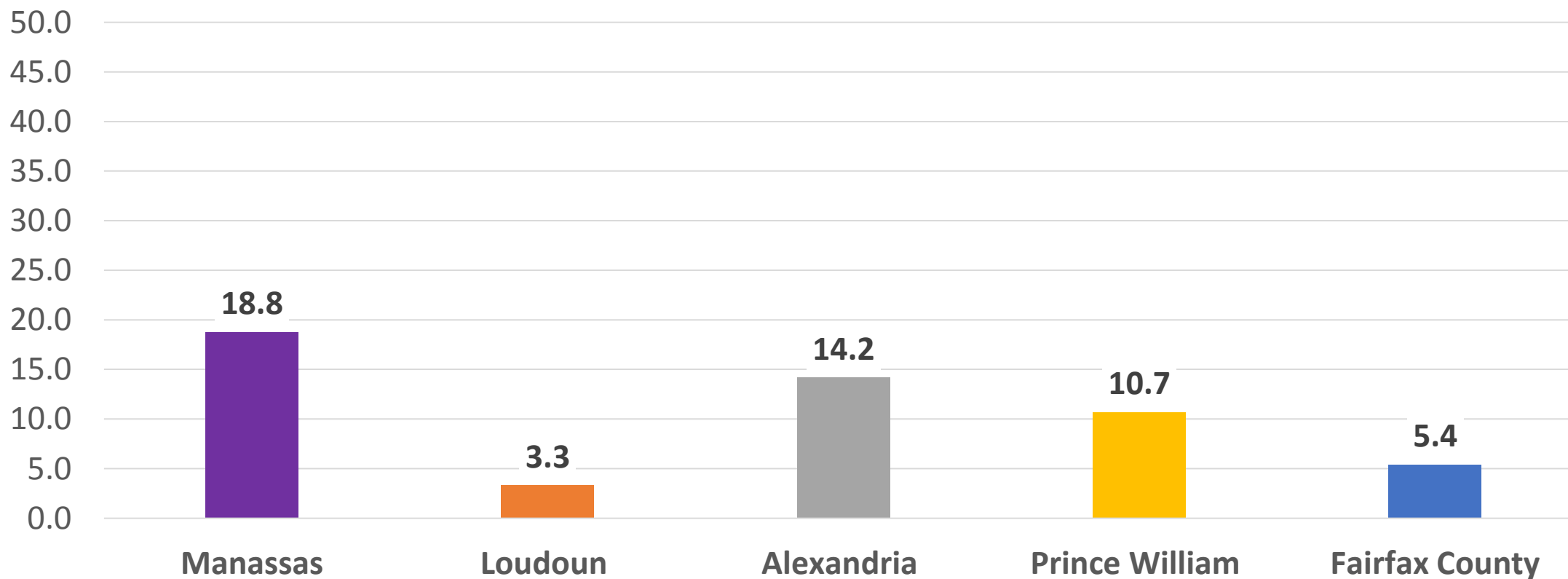


## What about the rate?

*Considering the population, Fairfax County has a lower rate of TANF recipients than many other locations.*

**Rate of TANF Recipients in Northern Virginia Counties, SFY2015**

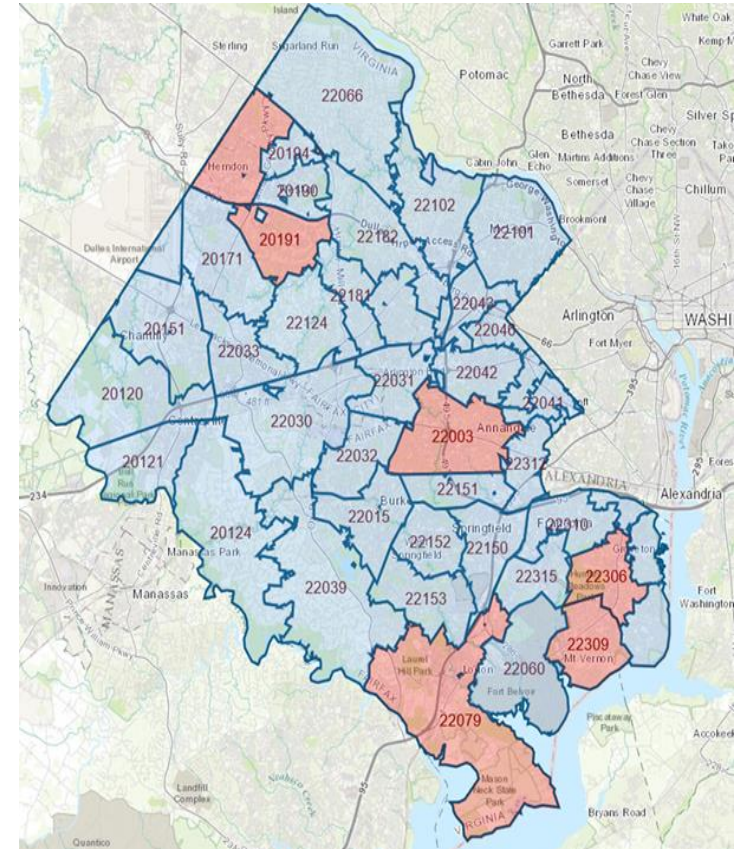
*Source: VDSS, ADAPT Data Mart*



## What was learned from the quantitative analysis of TANF recipient data?

Source: DAFA TANF Cohort FY 2015 and 2016

- Most (71%) of our parents are between 20 and 39
- About 50% of the children are under 5 years old
- 3 of every 4 adult TANF recipients are women
- Women recipients are more likely (71%) to be unmarried
- 40% of TANF recipients reside in one of 6 zip codes



# Data Analytics Fellowship Academy Next Steps....

## Now: we will focus in on...

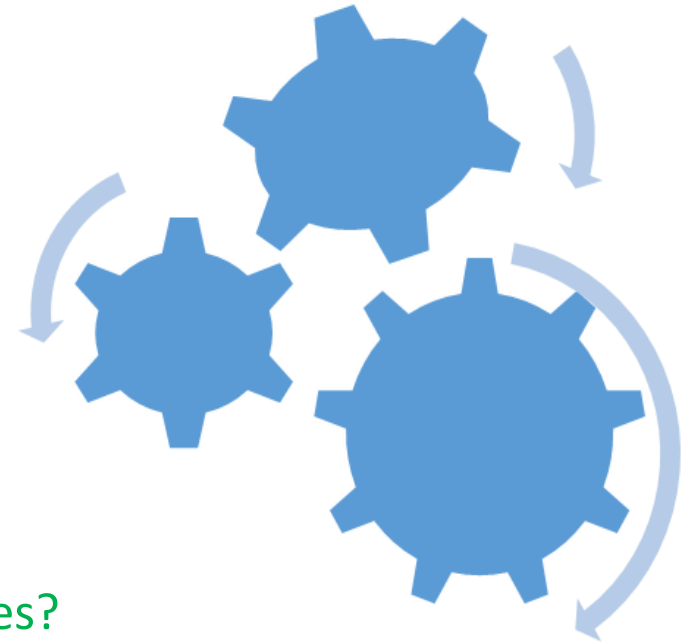
- children 0-5 years and non-married mothers
- who live in specific communities

## Next: we will recommend improvements (for example....)

- engage local community to develop employment opportunities?
- optimize services (e.g. child care, transportation) most needed for economic stability?

## Long term: we will build employee knowledge and skills to...

- streamline service processes
- transform client outcomes



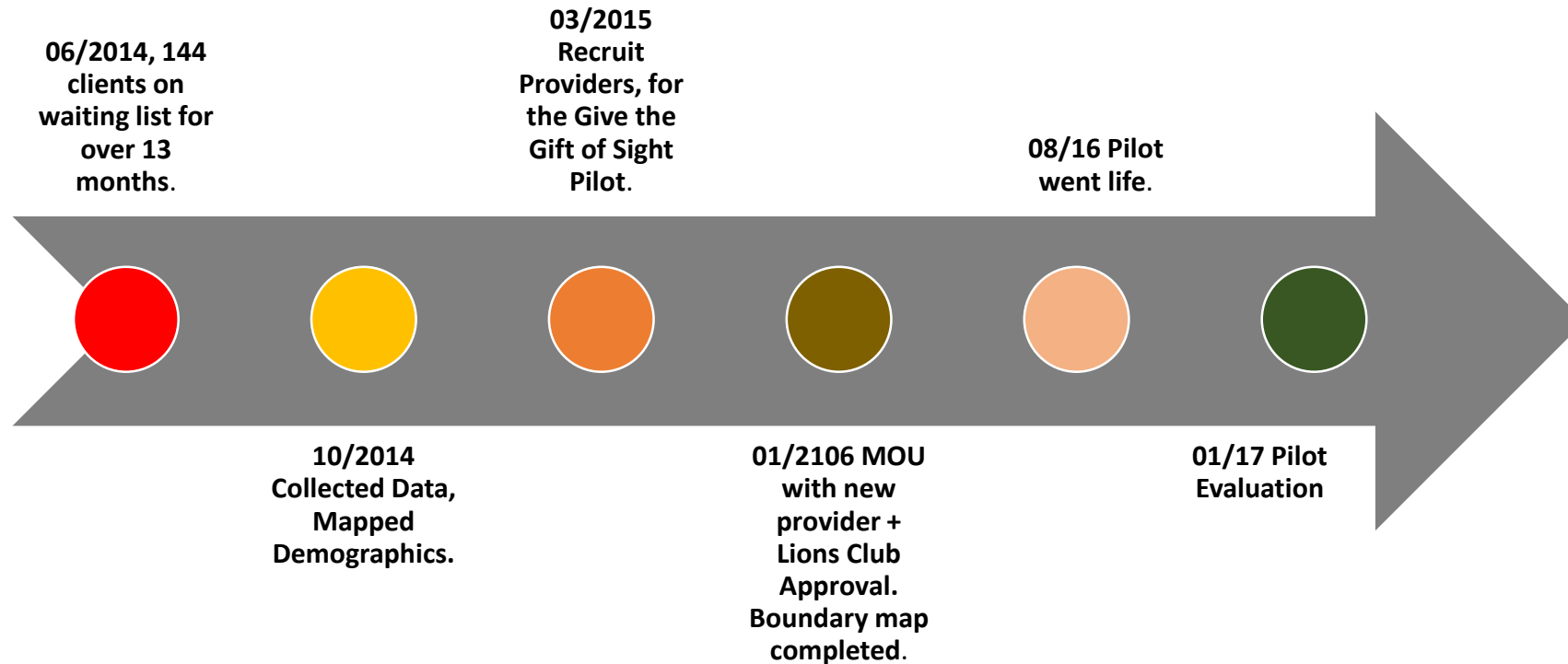


# Using Data for Program Level Changes

## Health Department Eye Care Services

Javier Alarcon-Ramos, Family Assistance Unit Supervisor HSWIV

# Eye Care Services Pilot Timeline



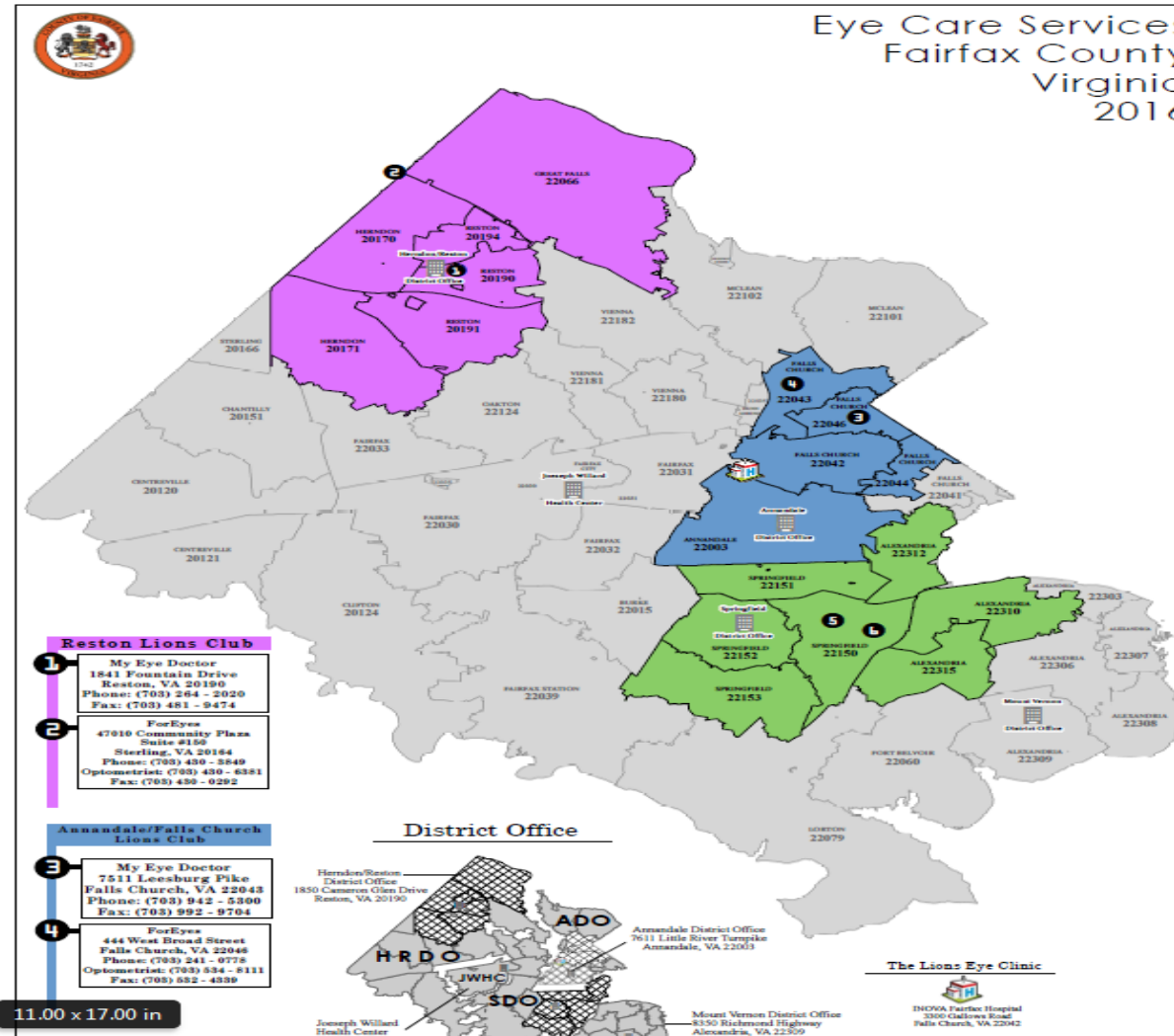
# STATUS REPORT ON EYE CARE SERVICES

## 8/1/16 – 1/31/17

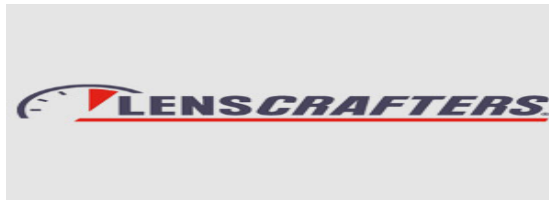
<b>INOVA CARES LIONS EYE CLINIC</b> INOVA, LIONS, Health Department		<b>PILOT</b> Community Providers, Lions Club, Health Department	
<b>VOLUME</b>	<b>57</b>	<b>VOLUME</b>	<b>33</b>
NO SHOW RATE	11/57 19%	NO SHOW RATE	3/33 9%
WAITING LIST	None	WAITING LIST	None
LOCATIONS	Fairfax Hospital	LOCATIONS	6 Community Providers
Frequency	*Clinics Held Once a Month	Frequency	Appointments Made Based on Client Need

\* Clinic canceled twice, once for repair of water damage due to flooding and once due to a federal holiday.

# Service Areas and Opportunities



# Our Partners







# Using Data to Analyze Effectiveness of System Transformation Efforts

## Diversion First

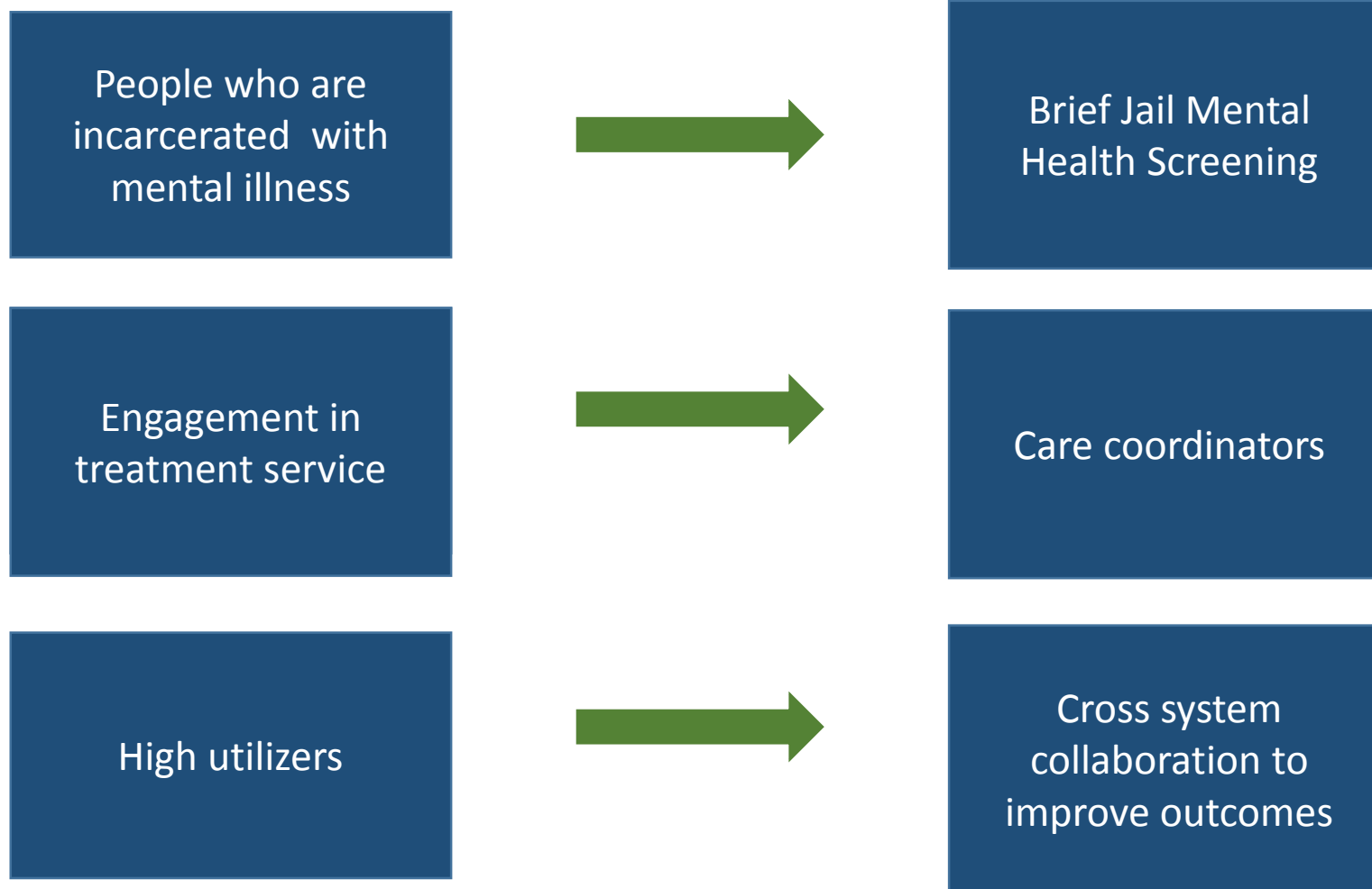
Lisa Potter, CSB Service Director  
Chloe Lee, Management Analyst III

# Using Data to Drive Decision-Making



- **Clear goals and objectives**
- **Comprehensive evaluation framework**
  - efficacy of processes and programs, system gaps and areas for improvement, resource needs
  - individual, agency and system level data
- **Team composition**
  - decision makers, service providers, data system experts
  - capacity building
- **Meaningful data**
  - pilot data variables
  - indications for further analysis

# How data drives our decisions





# Using Data To Set Strategic Priorities

Successful Children and Youth Policy Team (SCYPT)

Jesse Ellis, Prevention Manager

# The SCYPT's 3-step long-term planning process:

1. Identify key outcomes and indicators
2. Based on analysis of data, identify key priorities
3. Develop strategies and implement plans to address priorities

**VISION** A community where all children and youth thrive and reach their full potential.

**MISSION** We, the Fairfax community, collectively ensure all children, families and communities have equitable access to quality services, supports, and opportunities to further their success and well-being.

**COMMUNITY LEVEL OUTCOMES**

- Children get a healthy start in life.
- Children enter kindergarten ready to succeed.
- Children and youth are healthy.
- Children and youth are physically healthy.
- Children & youth are socially, emotionally, and behaviorally healthy and resilient.
- Youth earn a post-secondary degree or career credential.
- Youth enter the workforce ready to succeed.

**Measuring Success for Children and Youth**

To ensure children and youth are healthy and successful, it is necessary that the County, schools, community, and families pull together to plan and deliver quality services, ones which overcome traditional boundaries. All segments of our community have a vital role to play in achieving all elements of this vision. And all must be jointly accountable for the outcomes of our work.

**Our Approach**

As part of the broader One Fairfax effort to ensure Fairfax County is a community in which everyone can participate and prosper, we are implementing a Collective Impact approach to ensure our children and youth are healthy and successful. This work, led at the policy level by the [Successful Children and Youth Policy Team](#), entails collaboration across sectors to establish the core conditions necessary for collective success.

**Our Vision:** A community where all children and youth thrive and reach their full potential.

**Our Mission:** We, the Fairfax community, collectively ensure all children, youth, and their families and communities have equitable access to quality services, supports, and opportunities to further their success and well-being.

**Our Outcome Areas**

Each Outcome Area includes a set of [Core Indicators](#) that inform our Collective Impact approach on the strengths and opportunities for improvement for our work with children and youth.



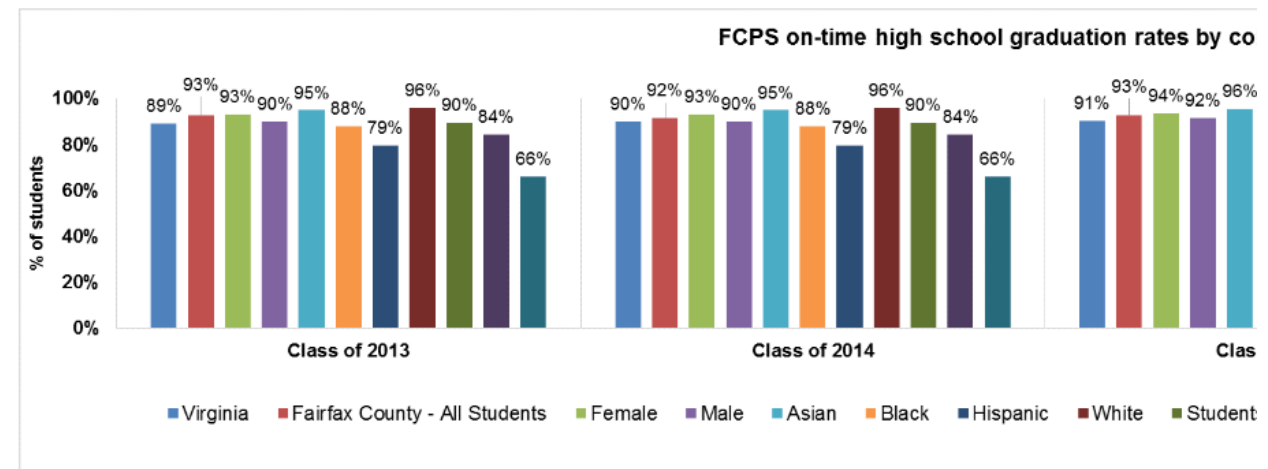
Outcome Area 1: Healthy Start in Life



Outcome Area 5: Violence & Injury Prevention

**On-time high school graduation**

**Core Indicator:** Percentage of students in a cohort who graduate high school within four years of their first enrollment in 9th grade  
Data Source: Virginia Department of Education, Division-Level Cohort Report, Four Year Rate for Fairfax County Public Schools, (On-Time Graduation Rate)



See the data dashboard at [bit.ly/SCYPTdata](http://bit.ly/SCYPTdata), part of [livehealthyfairfax.org](http://livehealthyfairfax.org)

# School Attendance & Chronic Absenteeism

## Attendance Rate

Data Source: Virginia Department of Education, School Quality Profiles

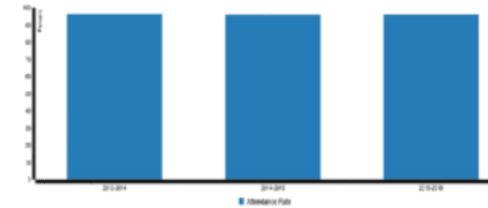
Daily attendance is critical to success in school. Attendance rates are calculated by dividing a school or division's average daily attendance by its average daily membership (enrollment).

Efforts to improve school attendance are part of a larger effort to increase achievement and close performance gaps between student subgroups.

While FCPS student average daily attendance is 92 percent or higher, it does not account for students with chronic absenteeism (missing 10 percent of the school year for any reason).

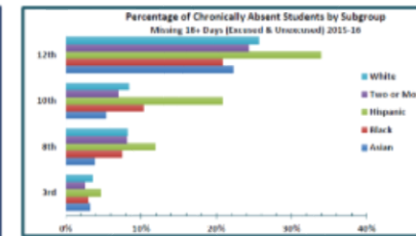
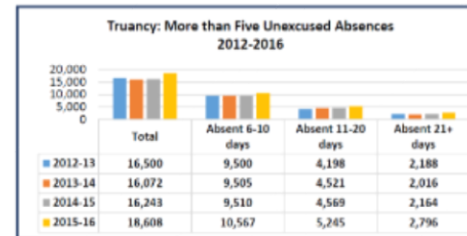
Fairfax County Public Schools

ATTENDANCE RATE  
Attendance Rate: All Students



## Chronic Absenteeism: More than Five Unexcused Absences, Grades K-12

Data Source: FCPS Strategic Plan, Caring Culture Report, April 6, 2017



Attendance policy requires specific actions beginning at five full-day unexcused absences. The numbers of FCPS students accruing significant days of unexcused absences and related needs for attendance contracts and interventions have increased over time.

Based upon student enrollment for 2015-16, it appears that approximately 10 percent of students have accrued at least five unexcused full day absences in the past school year.

Looking at FCPS chronic student absence 2015-16 data at the 3rd, 8th, 10th, and 12th grade marks, patterns begin to emerge. Not surprisingly student absences tend to increase with student age. Hispanic students have poorer attendance at every grade level.