

## A horizontal line with diamond-shaped endpoints.



# Department of Family Services

## Mission

The Department of Family Services (DFS) promotes self-sufficiency; protects the vulnerable; and educates children, individuals, families and the community.

## Focus

DFS serves as an essential catalyst in creating a safe, prosperous, educated and healthy community for residents of Fairfax County and the cities of Fairfax and Falls Church. Through a customer-focused, community-based, integrated service delivery system, DFS offers a full array of programs and services provided primarily through four divisions: Self-Sufficiency; Adult and Aging; Children, Youth and Families; and Child Care. Comprehensive Services Act, Disability Services Planning and Development and the Office for Women also provide valuable services that contribute to community well-being.

## Revenue Sources

In addition to County funds, DFS receives funding from the federal and state governments in the form of reimbursement for services and grants, as well as from County residents in the form of fees for service. In FY 2008, DFS anticipates that non-County revenue will offset approximately 46 percent of program expenditures. Given current budgetary constraints at the local level, non-County revenues will become increasingly important in the coming years.

**Federal/state Revenue:** DFS administers several federal, state and local programs targeted to low-income families and individuals, such as public assistance, employment and training, and subsidized child care, as well as programs targeted to at-risk children, such as child protective services, foster care and adoption, family preservation services and the Comprehensive Services Act. The federal and state governments partially reimburse DFS for the cost of administering programs based on an annual allocation to Fairfax County as well as program costs.

**Fees for Service and Reimbursements:** DFS charges fees for some services, such as child care services, child care permits and transportation, based on a sliding-scale according to income and family size. In addition, the cities of Falls Church and Fairfax reimburse Fairfax County for the delivery of public assistance and social services to their residents.

**Fund 102, Federal/State Grant Fund:** DFS continues to maximize the use of grant opportunities to support many different types of programs and services, including transitional and emergency housing for homeless families, homeless intervention services, employment and training services, foster and adoptive parent training, Child Care's U.S. Department of Agriculture Child and Adult Care Food Program, Head Start, and Early Head Start.

**Fund 103, Aging Grants and Programs:** DFS administers Fund 103, Aging Grants and Programs, which includes federal funds granted to localities under the Older Americans Act and state funds from the Virginia Department for the Aging. With additional support from the County, these funds provide the following types of community based services: case management/consultation services, legal assistance, insurance counseling, transportation, information and referral, volunteer home services, home delivered meals, nutritional supplements and congregate meals. In addition, the regional Northern Virginia Long-Term Care Ombudsman Program provides services to the residents of Alexandria, Arlington, Fairfax County, Fairfax City, Falls Church City, Loudoun County, Manassas, Manassas Park and Prince William County. For additional information on Fund 103, Aging Grants and Programs, please see the Special Revenue Funds section in Volume 2.

## Department of Family Services

### Trends

Key environmental factors drive the current work of DFS and affect the department's future direction and strategic planning. Today, the department is faced with a County population that is increasing in number, age and diversity; changes in federal and state legislation; and a growing demand for services despite continued budgetary constraints.

The Fairfax County population is growing, both in pure numbers, as well as in age and diversity. Since 1990, the number of County residents has grown by more than 30 percent to over one million people. Of this growth, older adults comprise the most rapidly expanding population group. Fairfax County will experience an increase in the number and percentage of persons age 65 and older through 2020 due to longer life spans and the number of persons currently between 60 and 65 years old who are expected to remain County residents. By 2010, persons age 65 and older will be 9.2 percent of the County's total population, increasing to 104,400 persons. After 2010, the County's population of older adults will expand more rapidly because baby boomers will begin reaching age 65, thereby increasing this age group's representation in the population. By 2020, it is projected that there will be 138,600 persons age 65 and older living in Fairfax County, and they will be 11.6 percent of the total population. In addition, the County's senior population is growing more diverse. From 1980 to 2000, the percentage of minorities in the senior population increased from 6.4 percent to 18.3 percent. The Adult and Aging Division is planning for, and adapting services for, a changing population. It should also be noted that the efficiency of service delivery is being constantly analyzed to maximize resources. The cluster care model of service delivery, for example, was developed to more efficiently provide the assistance necessary for older adults and adults with disabilities to live in their own homes. The cluster care model taps into local community resources and encourages neighbors of all ages to support one another, promoting Fairfax County's livable communities.

In addition to a growing elderly population, the County has a growing multicultural population. To comply with Title VI of the Civil Rights Act of 1964, the department must ensure that meaningful access to federally funded programs, activities and services is provided to limited English proficient persons. With more than 30 percent of County residents speaking a language other than English, DFS must expand its outreach efforts and develop new service initiatives to provide culturally and language appropriate services. As part of this effort, DFS continues to increase the number of bi-lingual and bi-cultural direct service staff and has translated a wide range of its public information materials, including information about adult and aging services, the prevention of child abuse and neglect, child care services, public assistance and employment services, into several languages, including Spanish, Farsi, Arabic, Vietnamese and Korean. Additionally, staff has immediate access to language interpretation services so they are able to communicate with non-English speaking customers. To inform clients of this service, a multi-language sign has been posted in each office and in client interview rooms. DFS has also forged relationships with several ethnic news media outlets which play a key role in the department's ability to communicate with multicultural communities.

Nationwide, there is an issue of a disproportionate number of African-American children in foster care, and Fairfax County is no exception. While about 10 percent of the children in Fairfax County are African-American, more than 40 percent of the children in foster care are African-American. DFS staff is engaging with community members and participating in group learning and discussion sessions to enhance strategies for reducing the disproportionality of minority children in foster care.

## Department of Family Services

Strategies are being implemented that focus on reducing the number of children entering care and helping those already in foster care return to their biological families or join new adoptive families.

Recent changes in federal and state legislation have significantly increased the workload for DFS, especially in public assistance programs. An example of this is the federal Deficit Reduction Act (DRA) of 2005 which amends many programs under the Social Security Act, such as Medicaid, and includes the reauthorization of the Temporary Assistance for Needy Families (TANF). The DRA impacts programs and services offered to low-income families and individuals, as well as the amount of federal funding available to support these programs. While the number of County residents needing public assistance, child care and social services continues to grow, federal, state and local budget resources have not kept pace. For instance, the number of households receiving public assistance from the department has increased significantly since the beginning of this decade. In FY 2007, the department reported an average monthly public assistance caseload of 49,681 cases. This is up nearly 7 percent from 46,491 in FY 2005 and up 16.8 percent from 42,528 in FY 2004. Since FY 2001, a 71 percent increase has been experienced. Meanwhile, staff resources have not grown commensurately to support the higher caseload.

State funding cuts for subsidized child care, combined with an on-going demand for services, have created considerable challenges for the County in helping low-income working families manage the cost of child care. In FY 2007, Fairfax County's subsidy funding from the state was reduced by \$10.4 million and in FY 2008 it was further reduced by \$2.6 million. However, the County has committed \$2.6 million in local funding to address the most recent state reduction. Even with the additional funding, the County is providing subsidized child care to approximately 1,600 fewer children at a time when low unemployment rates and the high cost of living is creating a great need for subsidized child care.

### Response to Trends

In response to these trends, DFS developed an updated strategic plan using a balanced scorecard approach which is based on a strategy map in four perspectives: customer, finance, internal processes and the DFS workforce, and a "scorecard to measure the progress of the plan." The strategic plan provides the department a tool to translate strategy into operational objectives and fully align strategy and performance throughout the organization. To meet both the known and predicted challenges that the customers, the organization, and the community will face, the department has developed 12 strategic objectives (as shown in the box on the right) in the four perspectives. Over the coming

### ***THINKING STRATEGICALLY***

Strategic objectives for the department include:

- Providing excellent family services;
- Nurturing partnerships;
- Increasing community awareness;
- Anticipating and responding to changing community needs;
- Exercising corporate stewardship;
- Maximizing financial resources;
- Refining emergency planning process;
- Integrating service delivery;
- Streamlining internal processes;
- Leveraging technology;
- Improving internal communication; and
- Cultivating high-performance and a diverse workforce.

## Department of Family Services

year, DFS will continue to focus on the four perspectives and therefore address the growing needs of the customer, the organization and the community as a whole.

The department is partnering with community groups, businesses and other public organizations to enhance and expand services. For instance, the department successfully partnered with the Vietnamese community in providing two Home-Delivered Meals routes to specifically target the needs of that population, implemented a Middle Eastern Meals on Wheels route, and added two new Meals on Wheels routes in Centreville and Burke areas. The department also developed, and successfully implemented, a Spanish language curriculum for a parenting education course which is provided with the support of the faith community and other partners. Additionally, the department collaborated successfully with other County agencies and community groups in FY 2007 to support important community improvement initiatives within the following areas: gang prevention, domestic violence, neighborhood and community building, children's services, long-term care, health care access and regional workforce investment.

In response to continued increases in demand for public assistance services, the Self-Sufficiency Division implemented several key changes through redesign aimed at improving efficiency and effectiveness. Examples of these initiatives include streamlining the screening and intake process to reduce duplication; establishing a case management system of intake and specialized review caseworkers; converting intake functions from specialized to generic to increase flexibility in the use of staff resources and maximize capacity; creating new automated systems to simplify record keeping and data analysis; improving hiring and training practices to shorten the time it takes to fill positions and train staff; recruiting and hiring more bilingual staff; maximizing use of all available personnel resources; and extending hours of operations. The strategies applied have yielded positive results by enabling the Department of Family Services to manage most of the additional workload that has resulted over the last several years and meet performance measures.

To address the changing diversity and cultural needs in the community, the department provides services using a community-based approach that builds on the unique community and neighborhood strengths and addresses their special needs. Services are designed to support the families and individuals we serve live successfully in their communities. Services are provided regionally, in the communities where the families and individuals we serve live. Improving communication, information and awareness with the changing and diverse population is of critical importance to the department. Strategies to address this include a cultural language information and referral line staffed by bilingual Adult and Aging volunteers, educational seminars, resource fairs, and recruiting volunteers from a variety of cultures to provide services. Additionally, the department continues to recruit social workers with varied cultural backgrounds, foreign language capacity, and strong community social work.

Given the rise in the number of grandparents caring for minor children, the department developed a Kinship Care Committee in partnership with other County offices and Fairfax County Public Schools (FCPS) to provides on-going support and information.

DFS continues to provide on-going professional development opportunities and innovative initiatives to enhance the quality of child care in the community and to support children's school readiness and on-going academic success. Sustained funding has been received from the state's *Smart Beginnings* initiative to continue the work of the School Readiness Collaborative (SRC). The SRC was developed in partnership with FCPS, Northern Virginia Community College and Fairfax

## Department of Family Services

Futures, to develop new approaches for supporting child care professionals as they prepare young children for school success. In FY 2008, four school readiness teams comprised of public school staff and child care professionals were created in an effort to help make children more successful when transitioning to Kindergarten. DFS also partnered with Fairfax Futures and Fairfax County Adult Education Department to launch English for Speakers of Other Languages School Readiness Certificate. In addition, Fairfax County is one of 11 communities statewide piloting Governor Tim Kaine's *Start Strong Pre-K Initiative*. Fairfax County will test innovative ways of providing quality early learning experiences to at-risk four year olds and will include community-based child care centers, as well as family child care providers. The state's new Quality Improvement Rating System will also be tested. There is an on-going demand for School-Age Child Care (SACC) services as evidenced by the program's waitlist of more than 4,000 children.

### **Relationship with Boards, Authorities and Commissions**

To more effectively deliver services to families and individuals who are in need, DFS works closely with and provides staff support for several different advisory boards appointed by the Board of Supervisors. The Advisory Social Services Board (ASSB) meets with the Director regularly on matters pertaining to public assistance and social services and to make recommendations on policy matters. The ASSB also presents an annual report to the Board of Supervisors concerning the administration of the County's social welfare programs.

The Fairfax Area Commission on Aging (COA), appointed by the Board of Supervisors and the cities of Fairfax and Falls Church, identifies and promotes better understanding of the problems facing the aging population and plans, promotes and conducts activities to contribute to their well-being. The COA also serves as the official advisory body to the Fairfax Area Agency on Aging, the Board of Supervisors and the City Councils of Fairfax and Falls Church regarding local long-term care issues, legislative concerns, fiscal requirements, and program and policy issues. The COA has responsibility for tracking the success of the Board of Supervisors 50+ Action Plan, presenting an annual scorecard, and advising the Board of Supervisors about any aging-related issues.

The Community Action Advisory Board strives to make a positive difference in the lives of low-income families and individuals by overseeing the disposition of Community Services Block Grant funds, reviewing and developing policies as they relate to low-income residents, advising the Board of Supervisors and others about the needs and concerns of low-income persons, and recommending policy changes. The Fairfax Area Disability Services Board provides input on service needs and priorities of persons with physical and sensory disabilities, and serves as a resource to local governments regarding the Americans with Disabilities Act. The Commission for Women works to promote the full equality of women and girls in Fairfax County. The Child Care Advisory Council advises the Board of Supervisors and Child Care Division on programs and policies related to child care. The Employer Child Care Council reaches out to the business community to assess its needs for child care services, to provide technical information to help corporations develop plans and programs suited to their particular needs, and to give employers an opportunity to help shape the County's child care service delivery system. Fairfax Futures, a new non-profit organization, collaborates with Child Care Division to organize and fund improvements in early childhood education through their "School Readiness Network," an innovative partnership bringing together business, Child Care Division, Fairfax County Public Schools, community organizations, early childhood professionals and other advocates. The Northern Virginia Workforce Investment Board, comprised of private and public sector partners, has a goal of promoting the economic prosperity

## Department of Family Services

and long-term growth of seven Northern Virginia jurisdictions, including the counties of Fairfax, Prince William and Loudoun, and the cities of Fairfax, Falls Church, Manassas and Manassas Park.

DFS also provides staff support to other citizen boards such as the Long-Term Care Coordinating Council, Head Start Parent Policy Council, Parent Advisory Group for the School-Age Child Care program and Parent Group for the Employee Child Care Center.

### Budget and Staff Resources

Agency Summary		
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan
Authorized Positions/Staff Years		
Regular	1312/ 1250.52	1315/ 1253.52
Expenditures:		
Personnel Services	\$66,830,361	\$69,278,477
Operating Expenses	118,570,562	116,218,510
<b>Subtotal</b>	<b>\$185,400,923</b>	<b>\$185,496,987</b>
Less:		
Recovered Costs	(\$82,391)	(\$145,253)
<b>Total Expenditures</b>	<b>\$185,318,532</b>	<b>\$185,351,734</b>
Income/Revenue:		
Home Child Care Permits	\$25,835	\$28,560
School-Age Child Care (SACC) Fees	26,299,852	26,529,429
Employee Child Care Fees	821,396	744,887
City of Fairfax Public Assistance	679,533	636,759
City of Fairfax -	12,839	12,839
FASTRAN/Employment		
Falls Church - FASTRAN/Employment	14,119	14,119
Falls Church Public Assistance	620,945	667,076
Family Support Service	7,981	12,953
FASTRAN/Employment	83,631	89,727
Golden Gazette	66,156	65,080
Fairfax Hospital Association	0	0
Reimbursement		
Child Care Services for Other	120,309	108,653
Jurisdictions		
Head Injured	1,085,951	929,750
VA Share Public Assistance Programs	33,785,124	31,765,558
USDA Grant - Gum Springs Head Start	43,813	36,604
DSS/Federal Pass Through/Admin.	37,852,717	27,411,460
Adoption Service Fees	2,683	3,912
<b>Total Income</b>	<b>\$101,522,884</b>	<b>\$89,057,366</b>
<b>Net Cost to the County</b>	<b>\$83,795,648</b>	<b>\$96,294,368</b>

## Department of Family Services

### SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

<i><b>LOB Number</b></i>	<i><b>LOB Title</b></i>	<i><b>Net LOB Cost</b></i>	<i><b>Number of Positions</b></i>	<i><b>LOB SYE</b></i>
67-01	Departmental Management	\$293,631	3	3.00
67-02	Agency wide and Field Office Services	\$2,076,713	44	44.00
67-03	Initiatives and Programs for Women and Girls	\$168,967	2	2.00
67-04	Disabilities Services Planning and Development	\$810,636	3	3.00
67-05	Non-DFS Program for Rent Relief	\$275,000	0	0.00
67-06	Public Assistance Programs and Work Services	\$6,666,567	215	215.00
67-07	Subsidized Child Care	\$19,312,401	24	24.00
67-08	Head Start	\$6,053,669	19	18.25
67-09	Child Care Services	\$9,548,787	693	633.02
67-10	Home-Based Child Care Code Enforcement	\$1,834,832	29	28.75
67-11	Child Abuse and Neglect Prevention Services	\$2,595,502	24	24.00
67-12	Family Preservation Services	\$1,355,920	34	34.00
67-13	Child Protective Services	\$3,619,461	72	72.00
67-14	Foster Care and Adoption Services	\$3,363,492	75	75.00
67-15	Services to Homeless Individuals and Families	\$8,647,910	0	0.00
67-16	Comprehensive Services for At-Risk Children, Youth and Families	\$18,181,974	5	5.00
67-17	Adult and Aging Services	\$11,488,906	73	72.50
	<b>Total</b>	<b>\$96,294,368</b>	<b>1315</b>	<b>1253.52</b>

### LOBS SUMMARY

#### 67-01: Departmental Management

<i><b>Fund/Agency: 001/67</b></i>		<i><b>Department of Family Services</b></i>	
<i><b>LOB #: 67-01</b></i>		<i><b>Departmental Management</b></i>	
Personnel Services		\$320,606	
Operating Expenses		\$14,431	
Recovered Costs		\$0	
Capital Equipment		\$0	
<b>Total LOB Cost:</b>		\$335,037	
Federal Revenue		\$35,302	
State Revenue		\$1,247	
User Fee Revenue		\$0	
Other Revenue		\$4,857	
<b>Total Revenue:</b>		\$41,406	
<b>Net LOB Cost:</b>		\$293,631	
Positions/SYE involved in the delivery of this LOB		3 / 3.0	



# Department of Family Services

## ► LOB Summary

Departmental Management provides overall direction and oversight of agencywide operational and administrative functions.

Areas of focus for overall Departmental Management include:

- Establish departmental strategic direction;
- Educate customers and the community about programs and services;
- Promote program accountability through performance measurement;
- Build internal leadership, workforce capacity, and employee involvement;
- Develop community partnerships that improve service capacity;
- Enhance customer access to information and services;
- Efficient coordination of multidisciplinary services;
- Identify program improvement opportunities; and
- Maximize federal and state revenue to offset local expenditures.

These functions are in support of a comprehensive array of social service programs and child care services which address the needs of the community. Departmental Management has ultimate responsibility and accountability for activities within all other DFS LOBs.

### Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Public safety and gang prevention
- Affordable housing
- Revenue diversification to reduce the burden on homeowners.

This LOB supports the following County Vision Elements:      

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services;
- Nurturing partnerships;
- Increasing community awareness;

## Department of Family Services

- Anticipating and responding to changing community needs;
- Exercising corporate stewardship;
- Maximizing financial resources;
- Refining emergency planning process;
- Integrating service delivery;
- Streamlining internal processes;
- Leveraging technology;
- Improving internal communication; and
- Cultivating a high-performance and diverse workforce.

### Key Accomplishments and Initiatives

- In FY 2007, the department met 18, or 95 percent, of the objectives set forth in FY 2007, thereby significantly exceeding the goal of 14.
- Successfully completed the department's first three year strategic plan.
- Will implement the department's new strategic plan which was developed using a balanced scorecard approach and continues through 2010.

### ► Method of Service Provision

Departmental Management functions are centralized at the Human Services Center (Pennino Building) in Fairfax. The agency director and other staff in this LOB are responsible for Departmental Management functions in collaboration with division management staff. The functions in this LOB are conducted during normal County business hours of 8:00 a.m. to 4:30 p.m., with flexible hours arranged to cover necessary County and community group meetings, and special Departmental activities.

### ► Mandate Information

There is no federal or state mandate for this LOB.

# Department of Family Services

## 67-02: Agencywide and Field Office Services

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-02</b>	<b>Agencywide and Field Office Services</b>
Personnel Services	\$2,314,837
Operating Expenses	\$2,048,913
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$4,363,750</b>
Federal Revenue	\$1,706,731
State Revenue	\$509,070
User Fee Revenue	\$0
Other Revenue	\$71,236
<b>Total Revenue:</b>	<b>\$2,287,037</b>
<b>Net LOB Cost:</b>	<b>\$2,076,713</b>
Positions/SYE involved in the delivery of this LOB	44 / 44.0

### ► LOB Summary

Agencywide services enable the department to be responsive to our customers and local community needs and to deliver services in a friendly, effective and efficient manner. Department agencywide services include public information, media communication, publications, training and professional development, information technology, strategic planning, emergency preparedness, legislative liaison, survey development and data analysis.

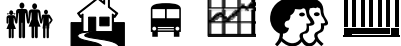
Our field office sites provide an array of services at each office. This increases our customers' ability to access and receive the services they need when and where they need them. Services provided by the department at its field office sites include public assistance, food stamps, employment services, foster care, child protective services, family preservation services, child abuse and neglect prevention services, adult protective services and other adult and aging related assistance. Field Office Administrative Services staff greets the customers who visit the field office in person or who call by telephone and connect them to critical services provided by the staff within each office/community. Services typically requested include food, employment, public assistance and preventive and protective services. These staff provide a friendly, courteous and knowledgeable presence at the department's field office "front doors" and provide customers with the information they need to receive services quickly and efficiently. In addition to serving customers, administrative service staff manage the supplies (printing, postage, phones), field office vehicle fleets, equipment, and vendor contracts (mail, courier, and data entry and clerical services) needed to maintain field office operations.

In addition, the department administers federal and state funded community action programs focused on low-income families in Fairfax County.

# Department of Family Services

## Strategic Linkages

This LOB supports the Board of Supervisors' Affordable Housing Priority.

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Increasing community awareness;
- Exercising corporate stewardship;
- Maximizing financial resources;
- Refining emergency planning process;
- Leveraging technology;
- Improving internal communication; and
- Cultivating a high-performance and diverse workforce.

In order to refine emergency planning, DFS conducts and participates in several planning efforts to help improve the County's ability to respond to the needs of its residents in the event of an emergency. DFS has worked closely with the County's Office of Emergency Management to revise and update the County's Emergency Operation Plan. DFS is the lead County agency responsible for operation of emergency shelters, referred to as "Emergency Support Function (ESF) 6 – Mass Care and Human Services." Should a large-scale event occur -- for example, a flood, tornado, gas leak, or terrorist attack -- that displaces large numbers of County residents, DFS is responsible, along with the American Red Cross, for setting up special emergency shelters, most likely in public facilities, such as schools or recreation centers. These shelters include:

- Pre-evacuation shelters opened in anticipation of an approaching hurricane;
- Shelters opened in the event of a man-made or natural disaster that displaces many residents;
- Shelters for residents with medical needs who cannot be served in a general shelter; and
- Family Assistance Centers opened in an event with mass casualties. Such a center provides a place where families can come to give and receive information about missing family members, thus helping to identify and reunify families.

# Department of Family Services

## Key Accomplishments and Initiatives

- Developed a plan for providing emergency shelter for people with medical needs in the event of a County disaster.
- In conjunction with County planning efforts, completed plan for meeting essential needs in the event of pandemic flu.
- Implemented electronic document management for Community Education/Provider Services, Child Care Assistance and Referral and Head Start to improve productivity. Will continue next phases of implementation in Self Sufficiency and begin implementation in the Children, Youth and Families Division.
- Implemented the first phase of Web Harmony for CSA to include training for DFS-Foster Care, JDRC, CSB-Mental Health and Fairfax County Public Schools. Web Harmony will increase communication, ensure data integrity, and improve efficiency in our service provision to youth and families.

## ► Method of Service Provision

Agencywide services are provided directly by County staff, often in partnership with staff from other parts of DFS and other human service and County agencies. Staff is centrally located in the Pennino Building of the Government Center. Operating hours are 8:00 a.m. to 4:30 p.m., Monday through Friday, however staff providing agencywide services often participate in evening activities to accommodate the schedules of citizen boards, commissions and task forces.

Field Office Services are provided by County staff assigned to the front office at each field office. These five offices are conveniently located in Reston (two office sites), Central Fairfax, Falls Church and South County on Richmond Highway. Operating hours are 7:00 a.m. to 7:00 p.m. Monday through Thursday, and 8:00 a.m. to 4:30 p.m. on Fridays.

Community action programs are operated by community-based local non-profit agencies that are geographically located throughout the County and are under contract with the County to provide services to low-income families and individuals.

Agencywide services staff provide support and grant monitoring for the federally mandated Community Action Advisory Board consisting of 30 members representing each magisterial district, community organizations, and County citizens elected to represent low-income people in the north, central and south areas of the County.

## ► Mandate Information

Portions of this LOB are federally or state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is approximately 70 percent. See the January 2007 Mandate Study, reference page 30 for the specific federal or state code and a brief description.

## Department of Family Services

### 67-03: Initiatives and Programs for Women and Girls

<i>Fund/Agency: 001/67</i>		<i>Department of Family Services</i>	
<i>LOB #: 67-03</i>		<i>Initiatives and Programs for Women and Girls</i>	
Personnel Services			\$158,967
Operating Expenses			\$10,000
Recovered Costs			\$0
Capital Equipment			\$0
<b>Total LOB Cost:</b>			\$168,967
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$0
<b>Total Revenue:</b>			\$0
<b>Net LOB Cost:</b>			\$168,967
Positions/SYE involved in the delivery of this LOB			2 / 2.0

#### ► LOB Summary

The Office for Women (OFW) removes barriers to women and girls through: policy development, information and assistance, and partnerships that effect change. OFW operates in both a County and a regional context, and it is closely aligned with the Commission for Women (CFW), an advisory body to the Board of Supervisors. The Director of the OFW reports to the Commission Chair and has a liaison relationship with the Deputy County Executive. There are over 300 state and local commissions for women across the United states, each different in structure and its relationship with an elected body. However, all commissions for women, and the offices for women affiliated with them, seek women's full participation in social and economic areas through policy recommendations brought forward to key decision makers. A common goal of these organizations is to include women's perspectives in the decisions of government, where historically women's needs have not been well understood or addressed.

In the early 1980's, offices for women typically focused on remedying discrimination against women in employment, credit, housing, legal treatment, and education. During this time, the OFW designed training for displaced homemakers, helped improve services for sexual assault victims, held job fairs, and provided financial counseling programs for County residents.

In the past twenty years, blatant sex discrimination has diminished through legal recourse and economic changes, but true equality for women and girls remains a struggle in many areas of life and work:

- Single mothers comprise the largest percentage of people living in poverty. More than one-third of female-headed households live below the poverty line. For African-American and Hispanic female heads of household, the number rises to 55 percent.

## Department of Family Services

- The U.S. has the greatest percentage of elderly women in poverty of all the major industrialized nations. Nearly 70 percent of older women who live alone live in poverty or near the poverty level.
- Of the homeless population in Fairfax County, 55 percent are people in families. Among homeless families in our community, almost 80 percent have a single head of household and 95 percent of those are female-headed households. Families are disproportionately the minority and 31 percent are language minority. In these families, 62 percent of adults are employed, but nearly 60 percent of the families have income below the poverty level.
- According to the U.S. Department of Health and Human Services, one in four women report that they have been victims of domestic violence or stalking by a spouse, partner, or date. Violence against women is the number one cause for injury of American women between the ages of 15 and 44.
- More than 62 percent of women in Fairfax County are in the labor force, compared to 54 percent nationally. This makes the availability of high quality, affordable child care, flexible work policies, and family leave all the more critical for families in Fairfax County and for employers who wish to retain their employees.
- Nationally, women represent only 7.8 percent of senior managers, 11.9 percent of engineers, 6.7 percent of machinists, and less than 4 percent of firefighters, carpenters, electricians, and pilots. For the most part, women are still occupationally clustered into sales, retail, and administrative fields.
- Women-owned businesses receive only 3 percent of the over \$277.5 billion in federal procurement dollars.
- Access to affordable health insurance is frequently tied to employment and marital status. This puts many older women and women who are heads of households at a distinct disadvantage. Older women are more likely to be unemployed. They, along with their head of household counterparts are more likely to work part time and in industries that do not offer health insurance benefits. Dependence upon a spouse's plan makes them increasingly vulnerable in the event of separation, divorce, or their spouse's retirement, unemployment, or death.
- The great majority of caregivers are women. Of the estimated seven million Americans who are informal caregivers, almost three-fourths are women—many of them sandwiched between caring for an older relative and raising children or grandchildren. In fact, for almost 1.3 million children, a grandparent—most often a grandmother—is their primary caregiver. These caregivers provide children the opportunity to grow up in stable homes and communities among families and friends. Caregiving exacts an exceptionally difficult toll on older women.

These realities are a legitimate focus of public policy. Moreover, local government stands as the best vehicle to effect change for women in their communities. The Office for Women is the one entity in Fairfax County that integrates public policy, leadership, advocacy, and information directed toward policy reform for women and girls. Because OFW represents the interests of all the

## Department of Family Services

County's women, it has a comprehensive approach to solutions and offer a voice for women who are the most economically and socially disadvantaged. It is through collaboration and consensus, rather than regulation or enforcement, that OFW removes barriers. OFW and CFW spotlight these and other issues for the community: affordable housing, contemporary women's health issues, domestic violence, effective networking, elder care and work balance, financial fitness, finding balance in busy lives, gender-fair education, non-traditional career paths, nutrition, personal safety, preventive health (HIV/AIDS), victimization of the elderly and senior population.

### Trends and Changes in OFW

In the early 1990's, OFW provided counseling, training, and direct services to about 15,000 clients annually (both County residents and County government employees), paving the way for similar career counseling programs. As the County government has undergone changes, so has OFW. Continuous improvement has always been part of the mission to improve the status of women. Due to its small size, OFW has improved how it works by leveraging quality through partnerships and has become known for quality information and assistance. A second change is deeper community involvement. Advising County government and the community about changes in policies or programs requires assessing the needs of constituents, so therefore OFW has deepened its involvement with community-based organizations, ethnic and civic groups, and professional and educational sectors of the community. OFW initiatives also represent the increasing diversity of the community.

### Future Challenges

OFW's challenge continues to be selecting the most compelling issues related to Fairfax County within the resources of OFW. In the last three years, OFW has focused on affordable housing, a variety of health issues, domestic violence, effective networking, elder care and work balance, financial fitness/independence, finding balance in busy lives, gender-fair education, non-traditional career paths, nutrition, personal safety, preventive health (HIV/AIDS), and the victimization of the elderly and senior population. Focused issues for the near future are health, older women, and domestic violence. Domestic violence is a cross-cutting theme for women from many cultures and the County has seen an increase of minority women seeking shelter, psychological, financial, and legal help as a result of domestic violence.

Another challenge is to bring together all perspectives on an issue affecting women, to integrate that knowledge and to repackage it in ways that are useful to members of the community and to the County's decision makers.

OFW will provide solutions and models that can improve the lives of women and girls by helping service providers' and County agencies' issues such as domestic violence, homelessness, work/life balance, women's policy issues, and program design. OFW will remain a resource for County government and its employees on how to institutionalize practices, policies, and a culture that are equitable. OFW supports a collective vision of the future, and a quality of life that benefits women, girls, and the entire community.

### Strategic Linkages

This LOB supports the following County Vision Elements:     



## Department of Family Services

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services;
- Nurturing partnerships;
- Increasing community awareness;
- Anticipating and responding to changing community needs;
- Exercising corporate stewardship;
- Maximizing financial resources; and
- Integrating service delivery.

### Performance Measurement

From FY 1994 through FY 1999, the OFW transitioned to a policy focus. Direct services declined and the agency began to focus on broader issues. The use of volunteers declined as services shrank, especially when the Financial Education Center was eliminated (a program that was volunteer driven). To leverage its expertise and resources, OFW developed partnerships — alliances with individuals and organizations that supported the goals of our initiatives. These partnerships have increased program delivery and outcomes.

OFW continues to assess ways to measure long-term outcomes of removing barriers to women and girls and to measure what is "value-added" through partnerships. While number of individuals served has remained somewhat stable, the demographics of clients have shifted to lower-income, more ethnically diverse populations. The agency has also expanded its focus from programs that assist women to include girls. Given this shift to serving economically disadvantaged populations, OFW has moved away from user-fee programs to initiatives developed through donations and in-kind assistance provided by partners to offset program costs.

The following table summarizes performance and workload related data:

Indicator	FY 1992 Actual	FY 1997 Actual	FY 2002 Estimated	FY 2007 Actual
OFW Positions/Staff Year Equivalents (SYEs)	11/11	7/6.5	8/7.5	2/2.0
Net Budget	\$354,884	\$303,170	\$480,735	\$131,551
Individuals served through OFW programs	5,797	2,615	3,000	1,035
Individuals provided with information by OFW staff	10,100	4,222	10,500	5,500
Total Individuals Served/OFW SYE	1,445	1,052	1,800	3,267
Active partnerships (programs/ initiatives)	NA	21	50	36
Volunteer/ Intern hours	3,352	439	NA	Volunteer 84
Cost per program participant	NA	\$5.77	\$6.10	NA
Fees charged/ revenue impact	\$10,170	\$1,477	\$320	NA

# Department of Family Services

## Key Accomplishments and Initiatives

Fairfax County has been a regional and national leader on several issues affecting women. The most significant accomplishment for OFW has been the ability to identify an emerging issue, act as a catalyst for addressing that issue, galvanize stakeholders, and change or develop policy.

Among OFW's other accomplishments (some in conjunction with CFW):

- In 1978, established the first women's shelter for victims of domestic violence in the Washington D.C. metropolitan area — also one of first in the nation.
- Work/family policies and glass ceiling barriers were addressed between 1990 and 1997. A report on job sharing led to the Board of Supervisors' approval of new job sharing policies and practices. A 1994 work/family report recommended more flexible scheduling, a work/family task force, and a telecommuting pilot in County government. A 1997 report on breaking the glass ceiling for women in County government has led to a number of workplace improvements.
- In 1997, only one high school girls' softball field had lighting and irrigation compared to 23 such fields for high school boys. At the recommendation of the Commission For Women, the Board of Supervisors set up a Girls' Fast Pitch Softball Equity Action Plan Review Team to monitor a 5-year equity plan for the 5,000 girls who play softball. Today, there is lighting for 23 of the 24 County high school varsity softball fields. The Department of Community and Recreation Services has funded improvements to 26 field sites. In the parks, two new fields have been built at Wakefield Park, one at Nike, and major upgrades to others.
- In 2000, OFW was an innovator in developing strategies and programs that encouraged girls' participation in technology education and careers. Working in partnership with schools, County agencies, businesses, and non-profits, OFW advised the Fairfax County Public School Board and administrators on strategies for addressing under-representation of girls in technology education.
- The Women's Business Center of Northern Virginia (WBC), the first such center in Virginia, began service delivery in 2000.
- For the past three years, the OFW has focused its efforts on collaborating with other internal and external partners to educate the public on various issues affecting our lives. These collaborations have resulted in several Lecture Series with George Mason University; the highly successful Women's Voices Forums with Freddie Mac, Omega World Travel, Fairfax County Public Safety, Area Agency on Aging, Community Services Board, Department of Family Services, Department of Housing and Community Development, Women's Business Center; the Women in Media event with ABC 7, WUSA\*9, George Mason University, the Equal Footing Foundation; and the Mothering Our Mothers, Mothering Ourselves symposium with the Women's Alliance for Financial Education, Women's Advisory Board of Capitol Financial Partners and the Fairfax County Area Agency on Aging. Along with these efforts, OFW has taken a lead role in ensuring the County and community is aware of the issues affecting women in the areas of Domestic Violence and Homelessness.

## Department of Family Services

### ► Method of Service Provision

Service is provided directly to customers (County residents and County government employees) who either call or come into the office for information in our reference library, to receive individual information and/or materials or to use the Mothers' Room. The hours of operation correspond to those of the agency: 8:00 a.m. through 4:30 p.m., Monday through Friday. Expanded service delivery is achieved through partnerships with other County agencies, community-based organizations, businesses, and individuals who share the mission of the Office for Women. Programs are offered during the workday, evenings, and on weekends — at sites throughout Fairfax County. Information is also provided through the following: "Doing Business with Fairfax," "Fairfax County Newcomers' Guide," "News to Use (Office of Public Affairs)," the OFW's web site, the County's infoline, Channel 16, and through various publications offered directly to the public or through association with other organizations.

### ► Mandate Information

There is no federal or state mandate for this LOB.

## 67-04: Disability Services Planning and Development

<i><b>Fund/Agency: 001/67</b></i>	<i><b>Department of Family Services</b></i>
<i><b>LOB #: 67-04</b></i>	<i><b>Disability Services Planning and Development</b></i>
Personnel Services	\$220,718
Operating Expenses	\$1,527,088
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$1,747,806</b>
Federal Revenue	\$0
State Revenue	\$937,170
User Fee Revenue	\$0
Other Revenue	\$0
<b>Total Revenue:</b>	<b>\$937,170</b>
<b>Net LOB Cost:</b>	<b>\$810,636</b>
Positions/SYE involved in the delivery of this LOB	3 / 3.0

### ► LOB Summary

Department of Family Services' Disability Services Planning and Development staff supports the Fairfax Area Disability Services Board, which provides input on service needs and priorities of persons with physical and sensory disabilities and serves as a resource to local governments regarding the Americans with Disabilities Act (ADA). The staff ensures the implementation of the state mandated, comprehensive, tri-annual needs assessment of persons with physical and sensory disabilities. Staff responds to requests for information from persons with disabilities, provides public education; monitors and provides technical assistance to County programs, services, and activities to

## Department of Family Services

ensure access and inclusion for persons with physical and sensory disabilities; and initiates, manages, and oversees specialized activities and programs that increase the social and economic self-sufficiency of people with disabilities. The director of the Disability Services Planning and Development unit serves as the ADA Coordinator for the Department of Family Services, providing training and technical assistance to employees and supervisors.

Priorities of the Fairfax Area Disabilities Services Board and the Disability Services Planning and Development staff are based on community needs and situations relating to persons with disabilities. Persons with disabilities are less likely to be employed and are twice as likely to live in poverty as people without disabilities. The most recent needs assessment, conducted in 2006, found that the biggest barriers facing Fairfax County residents with disabilities are a lack of accessible transportation, deficient affordable, accessible housing and barriers to gainful employment. Current staff priorities include:

- Providing support to the Fairfax Area Disability Services Board in all of its activities, including its current emphases on housing, transportation, and employment issues.
- Providing the public and County staff with information, consultation, and education about local, state and federal disability laws and programs.
- Providing information and consultation to County staff and community members regarding affordable, accessible housing.
- Addressing transportation and pedestrian issues for individuals with physical and sensory disabilities, including access, safety, and equity.
- Educating persons with disabilities about planning and preparing for emergencies and disasters. Participating in and leading agency emergency planning for persons with disabilities.

### Strategic Linkages

This LOB supports the Board of Supervisors' Affordable Housing priority.

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Nurturing partnerships;
- Increasing community awareness;
- Anticipating and responding to changing community needs;
- Exercising corporate stewardship; and
- Maximizing financial resources.

# Department of Family Services

## Key Accomplishments and Initiatives

- Continue to facilitate the development of a durable medical equipment recycling program to be managed by FREE (Foundation for Rehabilitation Equipment and Endowment) in conjunction with community partners.
- Partnered with the Department of Systems Management and the Arc of Northern Virginia to offer a neighborhood college that focused upon County diversity data and services information as well as leadership training for persons with and without disabilities to engage in civic activities.
- Sponsored an “Employer of the Year” award where Fairfax County employer New Editions was recognized for their excellence in outreach, hiring, retention and career advancement practices for people with disabilities.
- Hosted “Disability Mentoring Day,” a career exploration and job shadowing event designed to highlight vocational opportunities available within Fairfax County Government for job seekers with disabilities.

## ► Method of Service Provision

The Disability Services Planning and Development unit facilitates the provision of services through contracts with the Northern Virginia Resource Center for Deaf and Hard of Hearing Persons, Inc., Brain Injury Services, Inc., and Legal Services of Northern Virginia. On behalf of the Fairfax Area Disability Services Board, Disability Services Planning and Development monitors state Rehabilitative Services Incentive Fund grants to local non-profit organizations. Staff responds to telephone, written, and e-mail requests from the public, service providers, and County staff; and provides consultation and training to County staff via telephone or in person. Public Web pages are kept current with information beneficial to persons with disabilities. An e-news letter is distributed weekly and a hard copy news letter is sent biannually. Staff also develop and disseminate additional publications providing assistance and guidance to persons with disabilities and their service providers.

## ► Mandate Information

A portion of this LOB is state mandated. The percentage of this LOB’s resources utilized to satisfy the mandate is just under 15 percent. See the January 2007 Mandate Study, reference page 29 for the specific state code and a brief description.

# Department of Family Services





## 67-05: Non-DFS Program for Rent Relief

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-05</b>	<b>Non-DFS Program for Rent Relief</b>
Personnel Services	\$0
Operating Expenses	\$275,000
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$275,000</b>
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
<b>Total Revenue:</b>	<b>\$0</b>
<b>Net LOB Cost:</b>	<b>\$275,000</b>
Positions/SYE involved in the delivery of this LOB	0 / 0.0

This program was established by the Board of Supervisors in the 1970's to provide rent relief for low-income seniors and/or disabled County residents. Eligible individuals may receive one payment a year up to a maximum rent payment of \$575.

### Strategic Linkages

This LOB supports the Board of Supervisors' affordable housing priority.

This LOB supports the following County Vision Elements:    

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services;
- Anticipating and responding to changing community needs;
- Exercising corporate stewardship; and
- Maximizing financial resources.

### Performance Measures and Workload Indicators

#### Non-DFS Rent Relief Clients Served

Indicator	FY 2006	FY 2007	% Change
Elderly	186	204	9.7%
Disabled	263	309	17.5%
<b>Total</b>	<b>449</b>	<b>513</b>	<b>14.3%</b>

# Department of Family Services

## ► Method of Service Provision

Operated and administered by the Fairfax County Department of Tax Administration which determines eligibility and accepts rent relief applications for seniors and people with disabilities. Expenditures are charged to the DFS budget.

Recipients of rent relief must be at least 65 years of age or permanently and totally disabled. Gross income may not exceed \$22,000 per year and the net assets may not exceed \$75,000 per year.

While the County operates on a fiscal year basis, the Department of Tax Administration operates their relief programs on a calendar year basis. Rent relief is granted once a calendar year.

## ► Mandate Information

There are no federal or state mandates for this LOB.

## 67-06: Public Assistance Programs and Work Services

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<i>LOB #: 67-06</i>	<i>Public Assistance Programs and Work Services</i>
Personnel Services	\$13,212,200
Operating Expenses	\$4,403,008
Recovered Costs	(\$79,627)
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$17,535,581</b>
Federal Revenue	\$7,607,598
State Revenue	\$2,913,330
User Fee Revenue	\$0
Other Revenue	\$348,086
<b>Total Revenue:</b>	<b>\$10,869,014</b>
<b>Net LOB Cost:</b>	<b>\$6,666,567</b>
Positions/SYE involved in the delivery of this LOB	215 / 215.0

## ► LOB Summary

The goal of Public Assistance Programs and Work Services is to provide services to the economically disadvantaged residents and job seekers of Fairfax County, Falls Church City and Fairfax City so individuals and families may achieve and maintain the highest level of productivity and independence equal to their abilities.

Within the framework of the statutes and their regulations of the state Board of Welfare, the Director of the local Department of Social Services is responsible for the administration of Public Assistance in Fairfax County and the Cities of Falls Church and Fairfax. DFS Human Service

## Department of Family Services

Workers are responsible for administering and determining initial and on-going eligibility for numerous mandated federal and state public assistance programs, such as Temporary Assistance For Needy Families (TANF), Medicaid, and Food Stamps, in addition to the state General Relief Program, Auxiliary Grants, and state/Local Hospitalization Program. These Public Assistance Programs assist those who are unemployed, underemployed or unable to work due to age and or disability to access basics, such as health care, food and shelter. DFS Human Service Workers receive all applications for public assistance programs, interview applicants, and determine and authorize the participant's initial and continued eligibility for all Public Assistance programs.

The department, under contract with the SkillSource Group, Inc., manages and delivers Workforce Investment Act (WIA) and other federal and state funded employment and training programs. The SkillSource Group, Inc. is the administrative entity of the Northern Virginia Workforce Investment Board (NVWIB). The NVWIB is the governing body for this local workforce area which includes the Counties of Fairfax, Loudoun, and Prince William, and the Cities of Falls Church, Fairfax, Manassas, and Manassas Park.

Employment and training services are delivered through One-Stop employment centers, called SkillSource, which serve employers and jobseekers. A combination of mandatory (under WIA) and voluntary partners enable clients to access a wide array of employment and supportive services under one roof. The department operates three of the five SkillSource Centers in this region, in South County, Reston, and Falls Church. Additionally, the department works in partnership with the SkillSource Group, Inc. to pursue grant opportunities aimed at increasing funds and diversifying services. This effort has helped the department build self-sustaining services that support the employment needs of particular target populations including at-risk youth, transitioning ex-offenders, and long-term care health workers.

Public Assistance Programs and Work Services administered by DFS are:

### **Temporary Assistance for Needy Families (TANF)**

TANF provides temporary financial assistance to eligible families with children. The family receives a minimal monthly cash payment to meet their basic needs. Parents who are able to work are required to do so as a condition of receiving assistance. The Virginia Initiative for Employment not Welfare (VIEW) is the employment program that serves TANF families. Benefits are limited to 24 months for VIEW participants.

### **Virginia Initiative for Employment not Welfare (VIEW)**

This is the mandatory employment component of the TANF program for able-to-work parents with children over 12 months of age. The majority of the VIEW participants that DFS serves are the "hard to serve" population, meaning that participants often have multiple barriers to employment, such as limited English skills, little or no training for the workplace, learning disabilities, substance abuse problems, etc. and require intensive case management services to become employed and retain employment. In FY 2007, 1,036 parents received employment services under the VIEW program.

### **Aid to Families with Dependent Children – IV-E Foster Care Program**

This program determines the initial and on-going eligibility for children in foster care. The payments provide for the care and maintenance of children in the care of the agency.



# Department of Family Services

## **Auxiliary Grants**

Auxiliary grants help supplement the incomes of recipients of Supplemental Security Income (SSI) and other aged, blind or disabled individuals residing in a licensed assisted living facility (ALF) or an approved adult foster care (AFC) home. The program, which is mandated by the federal government, serves an estimated 6,500 Virginians each year at an annual state cost of approximately \$25.5 million. The program is maintained by local departments of social services to ensure that adults are able to maintain a standard of living that meets a basic level of need.

Since FY 2000, the monthly per resident rate paid to ALF and AFC facilities has increased from \$891 to \$1,220, or nearly 37 percent. These expenses are partially reimbursed by the state at 80 percent.

## **General Relief Program**

This program provides cash assistance in the form of a modest monthly grant to primarily aged and/or disabled low-income individuals in need of financial support who are not eligible for federally subsidized programs such as Social Security or Supplemental Security Income.

## **Food Stamp Program**

The purpose of the Food Stamp program is to alleviate hunger and malnutrition by providing low-income families additional food purchasing power through income supplementation.

## **Virginia Medical Assistance Program (Medicaid, Family Access to Medical Insurance Security (FAMIS and FAMIS Plus)**

The Medicaid and FAMIS Plus (Medicaid for children) program pay medical service providers for services rendered to eligible low income families with children, recipients of Supplemental Security Income, Auxiliary Grants, and other medically needy people such as pregnant women and children under 19 years of age, deprived children, aged, blind, disabled individuals and certain Medicare Part A recipients. Limited coverage is also available to categorically and income eligible, non-resident aliens who have had a medical emergency. FAMIS is the federal/state program that provides low-cost health insurance for children and pregnant women in low-income families that earn too much to be eligible for Medicaid/FAMIS Plus, but do not have private health insurance.

## **Low-Income Home Energy Assistance Program (LIHEAP)**

LIHEAP assist low income families with the cost of heating and/or cooling for their homes. The program consists of three components:

- Energy Assistance – provides supplemental assistance to offset home heating costs when they are excessive in relation to the household income. The benefit maximums are not intended to meet the household's total cost during the heating season.
- Crisis Assistance – assists households with energy-related, weather-related or supply shortage emergencies that cannot be met by Energy Assistance or other local resources.
- Cooling Assistance – provides supplemental assistance to offset the cost of cooling a home for those who are disabled and meet certain income guidelines. As energy costs continue to rise, these programs have also seen an increase in participation.

## Department of Family Services

### **Refugee Resettlement Program (RRP)**

This federally funded program is administered in Virginia under the supervision of the Office of Newcomer Services through local departments of social services. RRP provides financial assistance in the form of a monthly grant to needy refugees/entrants for a limited length of time to assist in their economic and social adjustment. It provides assistance to refugees who meet the financial criteria of the Temporary Assistance for Needy Families (TANF) program, but who may not meet all non-financial criteria. The County is reimbursed by the federal government completely for cash assistance given to refugees.

### **Repatriate Assistance Program**

This program provides financial loans for a maximum of 90 days to citizens of the United States and repatriated dependents of such U.S. citizens, who are without income or resources. The federal government reimburses the County for all expenses incurred, including personnel cost, and the client re-pays the loan directly to the federal government.

### **State and Local Hospitalization (SLH)**

SLH provides assistance with payment for hospitalization to low-income individuals who are unable to pay for needed medical services. People eligible for Medicaid are not eligible for SLH.

### **Fraud FREE Program**

The Fraud FREE program seeks the recovery of overpayments from financial assistance over-issuances in the public assistance programs. It also prevents potential recipients from obtaining benefits through the use of fraudulent acts by providing “up front” investigations. The Fraud Recovery Special Fund is supported by the state-retained dollars from the collection of overpayments in all public assistance programs, which funds the Fraud Free program.

### **Food Stamp Employment and Training (FSET)**

This program provides employment and training services to food stamp recipients who are not exempt from working due to age, disability, etc.

### **Workforce Investment Act (WIA) of 1998**

Employment and training services are delivered through One-Stop centers and affiliate sites, known as SkillSource Centers, where information and access to a wide array of job training, education, and employment services are available to anyone through a single point of entry. Information and services that are accessible through the SkillSource Centers includes unemployment insurance, job search assistance, vocational rehabilitation services, post-secondary and adult vocational education, and other federal employment and training programs. Through more intensive services, individuals can also access career counseling, testing and assessment, job placement and job training. Services are available through a combination of self-help and staff assisted services depending upon each individual's needs. There are three streams of funding under WIA—Adult, Dislocated and Youth.

### **Trends**

Policy changes at the state and federal levels, successful outreach efforts and increasing population have all contributed to a significant increase in demand for entitlement services. Entitlement services provides everyone with the right to apply for services and receive a determination of their eligibility regardless of associated staff workload created. In addition, the federal Deficit Reduction Act of 2005 added requirements in the Medicaid program exacerbating the need for added staff

## Department of Family Services

capacity at local departments of social services to perform the eligibility function. Unfortunately, state funding for the administration of these programs has not kept pace.

By the end of FY 2006, the division authorized more than \$290 million (not included in the County's budget) in public assistance benefit payments on behalf of County residents and managed an average monthly public assistance caseload of 49,681 cases – a 71 percent increase from FY 2001. In addition, in the department received and processed an average of 2,356 new applications per month during the same period.

In the fall of 2007, the state began a casework time study and random moment survey within local departments of social services in order to develop caseload standards and determine the time available for casework. It is anticipated that a new set of recommendations for additional eligibility workers for local department of social services will be developed based on this study once it is completed in February 2008. The previous study (completed in 2000) estimated that there were 725 additional eligibility workers needed statewide to optimally handle the existing public assistance caseload.

### Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Public safety and gang prevention
- Revenue diversification to reduce the burden on homeowners

This LOB supports the following County Vision Elements: 

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services;
- Nurturing partnerships;
- Increasing community awareness;
- Anticipating and responding to changing community needs;
- Exercising corporate stewardship;
- Maximizing financial resources;
- Integrating service delivery; and
- Streamlining internal processes.

### Workload Indicators

- In FY 2007, an average of 1,364 families received \$459,776 per month in TANF benefits, or a total of \$5.5 million for the year.
- In FY 2007, an average of 43,917 individuals (13,714 adults and 30,203 children) participated in the Medicaid/FAMIS Plus programs. The County also enrolled an additional 5,668 children in FAMIS. In FY 2006, a monthly average of \$22 million (or \$266 million for the year) was paid out under the Medicaid/FAMIS Plus programs to County residents.

## Department of Family Services

- In FY 2007, an average of 10,553 families per month received \$1.6 million in nutrition assistance through the Food Stamp program, or \$19.8 million for the year.
- In FY 2000, the County had an average monthly auxiliary grant caseload of 185. For the last several years, however, the monthly auxiliary grant caseload has averaged 200.
- FY 2007 caseload data in the Refugee Resettlement Program indicate a significantly higher caseload in cash assistance and Medicaid assistance relative to FY 2006. For example, refugee cash assistance caseloads averaged 84 per month in FY 2007 relative to 41 in FY 2006.
- The department's monthly public assistance caseload increased from an average of 29,028 in FY 2001 to 49,681 in FY 2007, an increase of 71 percent in six years. Using the formula from the 2000 Workload Study, Fairfax needs 62 additional eligibility worker positions (and 8 supervisors and 8 clerical positions) to maintain the level of performance required by state and federal regulations.

### Key Accomplishments and Initiatives

- In FY 2007, 86.4 percent of dislocated workers entered employment, thereby exceeding the state goal of 69 percent.
- Redesigned service delivery to accommodate a growing caseload and to increase client access to services by extending operating hours in the regional offices. Currently, offices are open Monday through Thursday from 7 a.m. to 7 p.m. and Friday, 8a.m. to 4:30 p.m.
- Organized and delivered the Third Annual Career and Entrepreneurship Expo – Envision your Success: capitalizing on job growth and business opportunities in Northern Virginia (SkillSource centers). This year was the most successful event to date, attracting over 2,500 job seekers and over 60 employers and economic service providers.
- In partnership with the Northern Virginia Workforce Investment Board, implemented the Empowering Youth through Employment (EYE) Initiative, which connects area schools, private businesses, local communities, youth and regional employers in different industry sectors.
- Partnered with Area Agency on Aging to facilitate the relationships among Social Workers, long-term care workers, and clients, focusing on supporting workers along a career path and ensuring optimum care for older adults.
- Initiated a youth employment center in Falls Church to build on the success of the DFS-operated Job Hut in Manassas Mall, a place for older teens to connect to employment, educational and career resources, as well as community and support services.
- Partnered with the Office of Partnerships to provide free tax preparation to help low and moderate income people through the Creating Assets, Savings and Hope (CASH) campaign. More than 1,000 people were assisted with their 2006 tax returns and benefited from a total federal tax refund amount of \$1.2 million. Also, a total of \$831,000 in Earned Income Tax Credits (EITC) was claimed.

## Department of Family Services

### ► Method of Service Provision

Public Assistance Programs and Work Services delivers its employment and public assistance services through an integrated One-Stop approach. This has resulted in streamlined management and more flexible service delivery. Through its comprehensive business approach, the Public Assistance Programs and Work Services has trained and enabled its workforce to deliver a combination of public assistance and employment and training programs collaboratively, weaving in supportive services as needed. Programs in this area are mandated services and for the most part are also federal entitlement programs (e.g., Medicaid, Food Stamps).

DFS staff provides this range of services at four DFS regions located in Reston, Fairfax, South County and Falls Church. These offices are open Monday through Thursday from 7 a.m. to 7 p.m. and Friday, 8a.m. to 4:30 p.m. For public assistance programs, staff receives all applications, interviews applicants and determines eligibility, and authorizes and coordinates customers' initial and continued eligibility for these services. state regulations require that applications for assistance be made at the local department of social services office in the County/city in which the applicant resides. state regulations also require that a face-to-face interview for most programs be conducted between the applicant/recipient and the caseworker before authorizing initial or on-going benefits. These interviews are conducted by DFS Human Service Workers in the DFS office or in the clients' homes.

Core SkillSource Center operating hours are 8:00 a.m. to 4:30 p.m. Monday through Friday. In addition, the Falls Church SkillSource Center is open Wednesday evenings until 7:00 p.m. Services may also be arranged for non-core hours to meet client's needs for both public assistance and employment needs.

### ► Mandate Information

Portions of this LOB are federally and state mandated. The percentage of this LOB's resources utilized to satisfy mandates is nearly 95 percent. See the January 2007 Mandate Study, reference page 32 for the specific federal or state code and a brief description.

# Department of Family Services

## 67-07: Subsidized Child Care

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-07</b>	<b>Subsidized Child Care</b>
Personnel Services	\$1,480,320
Operating Expenses	\$30,240,204
Recovered Costs	(\$65,626)
Capital Equipment	
<b>Total LOB Cost:</b>	<b>\$31,654,898</b>
Federal Revenue	\$8,690,477
State Revenue	\$3,652,020
User Fee Revenue	\$0
Other Revenue	\$0
<b>Total Revenue:</b>	<b>\$12,342,497</b>
<b>Net LOB Cost:</b>	<b>\$19,312,401</b>
Positions/SYE involved in the delivery of this LOB	24 / 24.00

### ► LOB Summary

#### Program Summary

Subsidized child care is an essential strategy for supporting working families' efforts to attain and maintain economic self-sufficiency. The Child Care Assistance and Referral program (CCAR) provides tuition assistance on a sliding fee scale for child care to low and moderate income working families in the County. Eligible families must be working, in training, or participating in the state's welfare reform initiative, VIEW/TANF. CCAR also provides assistance to families referred by Child Protective Services and Foster Care. CCAR subsidizes a portion or all of a family's child care costs based upon family eligibility.

The state has significantly reduced Fairfax County's share of federal funding for subsidized child care in FY 2007 and FY 2008 by \$13 million. This is a 30 percent decrease from prior year state funding and equates to a decrease in services to more than 2,000 children and their families in Fairfax County. As a result, a waiting list was established in October 2005.

#### Participant Characteristics

Families in need of affordable child care include those formerly on welfare; those with parents who work in low paying industries such as hospitals, elementary schools, offices, nursing homes, restaurants, child care centers, dry cleaners, grocery stores, and small businesses; and single parent families. The average annual income of a family participating in CCAR is \$26,776, and the median income is \$26,220.

Research indicates that a lack of affordable child care jeopardizes parents' employment and economic independence as they may:

- be forced to leave work to care for their children;

# Department of Family Services

- go on or *return* to welfare programs; or
- place their children in unsafe, unregulated child care settings.

In addition, families in need of affordable child care include those with children at-risk for *school failure*. Child care subsidies allow low-income working families to afford quality early childhood education that helps young children arrive at kindergarten well prepared to succeed.

## Funding Sources

Funding for the program is derived from federal (Child Care and Development Fund), state and local sources. These multiple funding sources are managed as a single seamless system to ensure continuity of care for families.

## Trends

Low unemployment rates and the high cost of living in the County are creating a great need for subsidized child care as reflected in the current waiting list for services (3,692 children as of January 2008). Like housing, child care is one of the top expenses for families living in the County. During recent years the growing need for affordable child care and diminished funding for the program have resulted in many families being placed on a waiting list for services, thereby jeopardizing their self-sufficiency.

In addition, even families who are receiving subsidized child care services face challenges. Many families must pay additional fees to their child care provider because the maximum reimbursable rates set by the state do not reflect the current market rates.

## Strategic Linkages

This LOB supports the Board of Supervisors' strong investment in education priority.

This LOB supports the following County Vision Elements:    

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources

## Workload Indicators

- The CCAR program currently provides subsidized child care to over 4,500 children monthly.
- As of January 2008, there are 3,692 children on the County waiting list for subsidized child care.

# Department of Family Services

## **Key Accomplishments and Initiatives**

The program was managed within funding constraints caused by substantial reductions in state funding. Enrollment in the program was managed by allowing it to contract through natural attrition, as a result no families were disenrolled.

## **► Method of Service Provision**

Office for Children staff work directly with families to provide program information, determine eligibility, locate child care, assist parents in making informed care choices, and link families to other needed services. Families receive on-going case management services as required by state policy. Services are available at the Pennino Building between 8:00 a.m. and 4:30 p.m. weekdays. Services are also offered weekly at DFS regional offices. Bilingual staff work with families and all staff have access to the County's simultaneous translation services to assist families who do not speak English. Both English and Spanish message lines are available for families to call after regular business hours.

Families who participate in CCAR may place their child in the care of any legally operating child care center or family child care provider. Participating providers must have a current vendor agreement with CCAR in order to receive reimbursement for care provided. Two hundred child care centers and 860 family child care providers are currently vendors. CCAR provides reimbursement to vendors monthly.

Most centers provide care between 6:00/7:00 a.m. and 6:30 p.m., Monday through Friday. Family child care providers offer more flexible hours. An increasing number of families work evenings and weekends and need non-traditional hour child care services.

## **► Mandate Information**

Portions of this LOB are federally and state mandated. See the January 2007 Mandate Study, page 31 for the specific federal or state code and a brief description.



# Department of Family Services

## 67-08: Head Start

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-08</b>	<b>Head Start</b>
Personnel Services	\$1,022,000
Operating Expenses	\$5,068,273
Recovered Costs	\$0
Capital Equipment	
<b>Total LOB Cost:</b>	<b>\$6,090,273</b>
Federal Revenue	\$36,604
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
<b>Total Revenue:</b>	<b>\$36,604</b>
<b>Net LOB Cost:</b>	<b>\$6,053,669</b>
Positions/SYE involved in the delivery of this LOB	19 / 18.25

### ► LOB Summary

#### Program Summary

Head Start and Early Head Start are national child and family development programs that provide quality early childhood education and comprehensive family support services to income eligible families with children birth to 5 years of age and expectant parents. The Office for Children (OFC) is the administering agency for Head Start and Early Head Start and directly operates the Greater Mount Vernon Community Head Start programs. Fairfax County Public Schools and Higher Horizons Day Care Center, Inc., a private non-profit organization, also provide Head Start and Early Head Start services through a delegate relationship with OFC. Families participating in Head Start and Early Head Start are provided with early childhood education for their children and also receive assistance with: social services; health services, including medical, dental, nutrition, mental health, and prenatal care; and parent education, including family literacy and English for Speakers of other Languages.

Head Start and Early Head Start build children's social and educational skills through carefully planned early childhood education programs and family-focused experiences. Ten percent of Head Start and Early Head Start enrollment is reserved for children with special needs. Parents share in the program decision-making process and are encouraged to participate in program activities by volunteering in the classroom or serving on parent committees and the program policy council. The unique parent involvement focus of Head Start and Early Head Start supports parents as advocates of their children and as program decision-makers, helping to build parents' confidence in caring for themselves and their children, assisting with job training and employment, and ensuring access to health, mental health, and other social services.

#### Participant Characteristics

Families participating in the Head Start and Early Head Start programs must have children birth to five years of age or be expectant parents. In addition, they must be residents of Fairfax County,

# Department of Family Services

Fairfax City, or Falls Church City. Families currently served are eligible under federal poverty guidelines (annual income of \$20,000 or less for a family of four) or USDA Child Care Food Program Free Lunch guidelines (annual income of \$26,000 or less for a family of four). Children with disabilities receive placement priority.

## Funding Sources

The Head Start program is supported with federal funds (in Fund 102, Federal and State Grant Fund) and local funds. The Early Head Start program is supported entirely with federal funds in Fund 102. These multiple funding sources are managed as a single seamless system to ensure continuity of services for families.

## Trends

The number of low-income families in Fairfax County has created an on-going need for Head Start and Early Head Start services. During recent years, the growing need for services has resulted in many families being placed on the waiting list, thereby jeopardizing their self-sufficiency. Additional facility space and funding is needed in order to expand service to children and families on the waiting list.

In addition, the County must continue to assess current Head Start and Early Head Start income eligibility guidelines. Due to the high cost of living in Fairfax County, the income of families in need often exceeds federal and local eligibility guidelines, thus making them ineligible for Head Start services.

## Strategic Linkages

This LOB supports the Board of Supervisors' strong investment in education priority.

This LOB supports the following County Vision Elements: 

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Maximizing financial resources
- Integrating service delivery

## Workload Indicators

- There are approximately 1,637 children participating in Head Start associated programs throughout the County in half-day (3.5 hours), full day (6.5 hours), and extended day (8-10 hour) slots.
- As of late October 2007, Head Start had a waiting list of 705 children.

## Department of Family Services

- Of the 1,637 children participating in Head Start associated programs throughout the County, 646 children are subsidized by federal funds, and the remaining 991 children are funded locally by the County and Fairfax County Public Schools.

### Key Accomplishments and Initiatives

- In FY 2007, 80 percent of 4-year olds in Head Start demonstrated development of socio-emotional, math, language and literacy skills.
- Early Childhood Hearing Outreach hearing screenings were provided through the use of an otacoustic emissions unit. This screening is important to ensure that children ages birth to three years do not miss out on early opportunities for speech and language acquisition and for promotion of socio-emotional development.

### ► Method of Service Provision

Income eligible children and their families are served at Head Start sites throughout the County in center-based, home-based, and family child care program options. The Office for Children is the grantee or administering agency for Head Start and directly operates the Greater Mount Vernon Community Head Start program, located at the Gum Springs Children's Center and Gum Springs Glen. Two delegate relationships currently exist with the Fairfax County Public Schools and Higher Horizons Day Care Center, Inc., a private non-profit organization, to provide Head Start services.

### ► Mandate Information

The portion of this LOB that is federally mandated is funded in Fund 102. See the January 2007 Mandate Study, page 31, for the specific federal or state code and a brief description.

## 67-09: Child Care Services

<i><b>Fund/Agency: 001/67</b></i>	<i><b>Department of Family Services</b></i>
<i><b>LOB #: 67-09</b></i>	<i><b>Child Care Services</b></i>
Personnel Services	\$30,191,878
Operating Expenses	\$6,739,878
Recovered Costs	\$0
Capital Equipment	
<b>Total LOB Cost:</b>	\$36,931,756
Federal Revenue	\$0
State Revenue	\$0
User Fee Revenue	\$27,274,316
Other Revenue	\$108,653
<b>Total Revenue:</b>	\$27,382,969
<b>Net LOB Cost:</b>	\$9,548,787
Positions/SYE involved in the delivery of this LOB	693 / 633.02

# Department of Family Services

## ► LOB Summary

### **Program Summary**

Child Care Services is comprised of the School-Age Child Care (SACC) program and the Employees Child Care Center (ECCC).

The School-Age Child Care (SACC) program supports working parents by offering before-school and after-school, holiday, and summer programs to approximately 10,000 children each year. SACC provides educational child care for children enrolled in Fairfax County schools attending Kindergarten through sixth grade. SACC's curriculum guidelines support Virginia's Standard of Learning (SOLs) through fun, hands-on, and experiential learning experiences. SACC maintains quality care by providing an enriching, educational program that furthers the social and intellectual development of children through staffing to ensure safe ratios of children to adults, offering education resources and training to center staff and conducting regular site visits to evaluate centers. The program encourages the participation of low-income families on a sliding-fee scale.

The Fairfax County Employees' Child Care Center (ECCC) provides quality, affordable early childhood education services to County employees. The Center, which is accredited by the National Association for the Education of Young Children, serves as a model for other employers and community child care providers in the County. It is licensed by the Virginia Department of Social Services and complies with the Americans with Disabilities Act. The program ensures that children learn in a safe, caring and nurturing environment and consists of a developmentally appropriate curriculum designed to support children's school readiness.

### **Participant Characteristics**

SACC is available to families who have a child enrolled in a Fairfax County elementary school, kindergarten through sixth grade, as well as families with children with disabilities up to age 21. All adults living in the child's home must meet one of the following criteria:

- Work 30 or more hours a week;
- Attend school full time (12 semester hours);
- Attend a job training program 30 or more hours a week;
- Be disabled; or
- Any combination equivalent to the above.

Children are eligible for enrollment at the ECCC if they are six weeks through 5 years of age and have at least one parent who is working a minimum of 20 hours per week with Fairfax County Government. In two parent households, the second parent must be working a minimum of 20 hours per week.

### **Funding Sources**

The SACC program is primarily supported by parent fees. The cost not covered by parent fees is attributable to subsidies offered to lower-income families via the sliding-fee scale and the additional expense of caring for a significant number of special needs children (e.g., fewer children per teacher,

## Department of Family Services

specialized equipment, etc.). In addition, the SACC program participates in the USDA Food Program, which helps offset the program's food costs. The ECCC is supported by parent fees and local funding.

### Trends

The high number of working parents creates a great need for SACC services. During recent years, the growing need for services has resulted in over 4,000 children being placed on a waiting list. Expansion of elementary school SACC sites is necessary in order to address the growing waiting list for SACC services.

Demand for ECCC services currently exceeds capacity and the Office for Children expects such demand to remain steady. The Center is fully enrolled at all times and maintains a waiting list for services. Care at the ECCC is in demand among County employees because of the educational quality of the program, a sliding-fee scale for low- to moderate-income families, and the convenient on-site/near-site location.

### Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Revenue diversification to reduce the burden on homeowners

This LOB supports the following County Vision Elements: 

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services
- Nurturing partnerships
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources

### Workload Indicators

- The School-Age Child Care (SACC) program supports working parents by offering before- and after-school, holiday, and summer programs to approximately 10,000 children each year.
- SACC also provides care for special needs children, both in self-contained and mainstreamed centers, with 96 percent of the parents reporting they are highly satisfied with the care.
- The ECCC has a capacity of 90 spaces to care for infants, toddlers and preschool-age children. As of October 2007, there are 98 children enrolled for full-time or part-time care.
- As of late October 2007, the ECCC had a waitlist of 152 children.

# Department of Family Services

## Key Accomplishments and Initiatives

- The Office for Children will develop a proposal for Fairfax County Public School principals whereby family child care providers who live in areas with large waiting lists for School-Age Child Care will be able to market their child care services to parents at Back-to-School events.
- The Office for Children will launch eCheck, an online payment application that allows parents to pay School-Age Child Care tuition online.
- The Office for Children will implement new initiatives in its Employee Child Care Center that include launching a new instructional program and establishing “mixed-age grouping” that allows 3 to 5 year-olds to learn from their teachers and each other at the same time.

## ► Method of Service Provision

SACC operates classrooms in 134 County elementary schools. SACC centers are licensed by the Virginia Department of Social Services. SACC serves children in Kindergarten through 6<sup>th</sup> grade, as well as children with disabilities who may attend Key and Kilmer Centers through age 21. Services are available for children whose parents are working, attending school, or disabled. Although physically located in Fairfax County Public Schools, SACC teachers and administrators are employees of the Office for Children. SACC operates from 7:15 a.m. to 6:15 p.m. with breaks when classes are in session depending on each school's bell schedule.

The ECCC is administered and staffed by Office for Children employees, with an advisory committee comprised of County employees (parents). The Center, located on the first floor of the Pennino Building, is open year-round, from 7:15 a.m. to 5:45 p.m., Monday through Friday providing care every day that Fairfax County Government offices are open.

## ► Mandate Information

There is no federal or state mandate for this LOB.

## Department of Family Services

### 67-10: Home-Based Child Care Code Enforcement

<i>Fund/Agency: 001/67</i>		<i>Department of Family Services</i>	
<i>LOB #: 67-10</i>		<i>Home-Based Child Care Code Enforcement</i>	
Personnel Services			\$1,693,017
Operating Expenses			\$170,375
Recovered Costs			\$0
Capital Equipment			
<b>Total LOB Cost:</b>			<b>\$1,863,392</b>
Federal Revenue			\$0
State Revenue			\$0
User Fee Revenue			\$0
Other Revenue			\$28,560
<b>Total Revenue:</b>			<b>\$28,560</b>
<b>Net LOB Cost:</b>			<b>\$1,834,832</b>
Positions/SYE involved in the delivery of this LOB			29 / 28.75

#### ► LOB Summary

##### Program Summary

Child Care Provider Services promotes and protects the health and safety of children who are cared for in family child care homes. Chapter 30 of the Code of the County of Fairfax requires that persons in Fairfax County obtain a County Family Child Care Permit if they are caring for up to five children (other than their own) in their homes. Office for Children (OFC) staff ensures compliance with the ordinance by assessing, monitoring, training and providing technical assistance to new applicants and applicants that renew their permit each year.

The family child care permit ordinance was adopted by the Board of Supervisors in 1990 and then modified in 1996 to add a \$14 application fee. In 2001, the Board of Supervisors revised the ordinance to make it consistent with current health and safety information and state child care training requirements for family child care providers.

Family child care providers who receive a County Family Child Care Permit are required to attend twelve hours of training within the first year of child care, and to complete a minimum of six hours of training during each subsequent year. To assist providers in meeting these requirements, OFC offers a wide variety of training opportunities, including trainings on health and safety, child development, programming, and other topics related to quality child care. In addition to formal training classes, Provider Services also offers technical assistance to family child care providers through telephone consultation and scheduled or requested home visits. Ninety-eight percent of the individuals who complete the Family Child Care Permit application are satisfied with the process.

Provider Services also administers the USDA Child and Adult Care Food Program (CACFP) for family child care homes, School-Age Child Care (SACC) centers, and Greater Mount Vernon Community Head Start classrooms. CACFP funding provides partial reimbursement for meals and snacks served to children in care, as well as nutrition training, monitoring and technical assistance

# Department of Family Services

for family child care providers and centers in the program. In order to receive reimbursement, family child care providers are required to hold a current permit or license, follow a USDA approved meal pattern, keep records of menus and meals served, allow home visits by County staff, and attend training at least once each year.

## Participant Characteristics

Family child care providers work in their own homes, caring for the children of other working parents and, in some cases, their own children. These family child care providers are an integral component of the County's child care system. They offer an affordable alternative to center-based care, provide services at non-traditional hours and help to ensure the success and self-sufficiency of working families in Fairfax County.

## Funding Sources

Funding for Child Care Provider Services is provided by local funds. Costs are partially offset through the Family Child Care Permit application fee.

## Trends

Currently, there is a short supply of available child care in Fairfax County. In an effort to address the shortfall, OFC has mounted a recruitment effort over the past year to increase the number of permitted family child care homes in the County. Future efforts will continue to support County residents who seek to offer quality child care in home-based settings. In addition, as the County becomes increasingly diverse, future efforts will focus on increased training in multiple languages, workplace English for Speakers of Other Languages (ESOL), training for family child care providers whose first language is not English, and recruitment of family child care providers from diverse backgrounds in order to best serve the increasingly multicultural families of Fairfax County.

## Strategic Linkages

This LOB supports the Board of Supervisors' strong investment in education priority.

This LOB supports the following County Vision Elements: 

This LOB places considerable emphasis on the following of the department's strategic objectives:

- Providing excellent family services
- Nurturing partnerships
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Integrating service delivery

## Workload Indicators

- Provider Services staff monitor and inspect over 1,800 family child care homes.
- CACFP reimburses Head Start, Early Head Start and the SACC program for meals and snacks served to more than 10,000 children.



## Department of Family Services

- Over 600 family child care providers, serving approximately 3,000 children, participate in the CACFP program.

### Key Accomplishments and Initiatives

- Received a one-year Start Strong grant and a two-year Smart Beginnings sustainability grant, which will enable the Office for Children to enhance child care through increased training for child care providers and more equipment for child care programs.

### ► Method of Service Provision

Provider Services staff directly monitor and inspect family child care homes for health and safety factors, including required coordination of inspections and criminal background checks with the Department of Fire and Rescue, Virginia state Police, and Child Protective Services. As part of these visits, staff also monitors the early childhood educational curricula and programs in place at family child care homes and homes that serve children enrolled in Early Head Start. Technical assistance is provided to ensure compliance with relevant codes and to encourage safe, healthy, educational, age-appropriate programs for infants through school-age children. Technical assistance can include basic training in best child care practices, workshops, CPR training, and on-site guidance. In addition, staff monitors child care providers participating in CACFP, including SACC centers and Head Start classrooms, to ensure that they are meeting the guidelines of the USDA program. It should be noted that data collection is an integral part in the monitoring and inspection process. A complete database is maintained by OFC staff and monitored on a daily basis.

### ► Mandate Information

Chapter 30 of the Code of the County of Fairfax requires that persons in Fairfax County obtain a County Family Child Care Permit if they are caring for up to five children (other than their own) in their homes.

There is no federal or state mandate for this LOB.

## Department of Family Services

### 67-11: Child Abuse and Neglect Prevention Services

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-11</b>	<b>Child Abuse and Neglect Prevention Services</b>
Personnel Services	\$1,771,085
Operating Expenses	\$1,481,606
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$3,252,691</b>
Federal Revenue	\$608,359
State Revenue	\$9,974
User Fee Revenue	\$0
Other Revenue	\$38,856
<b>Total Revenue:</b>	<b>\$657,189</b>
<b>Net LOB Cost:</b>	<b>\$2,595,502</b>
Positions/SYE involved in the delivery of this LOB	24 / 24.0

#### ► LOB Summary

Child Abuse and Neglect Prevention programs, an important focus of the Department of Family Services (DFS), support families, particularly those “at-risk,” through community-based, family focused prevention and early intervention services. These programs are designed to strengthen families, prevent child abuse and neglect, and help community members and stakeholders provide neighborhood-based support networks.

While not mandated, Child Abuse and Neglect Prevention Program services are targeted specifically at preventing the referral of families, children and individuals to DFS’s federally and state-mandated services (e.g., Child Protective Services and Foster Care) as well as preventing problems from re-surfacing that would jeopardize self-sufficiency. The department’s prevention programs continue to be an integral part of the continuum of services to children and families at-risk. Early intervention and investment in child abuse prevention efforts reduces considerably the expense of rehabilitative human services programs. Intervention at later stages is much more costly. In Virginia, the 2001 cost comparisons published by Prevent Child Abuse Virginia, placed the cost of Prevention/Early Intervention programs at \$3,500 per family, while Foster Care costs were \$11,000 per year per child, incarceration, \$20,000 per child, and residential Mental Health placement at \$60,000 per child.

The Nurturing Parent, Early Intervention Strategy Team, and Neighborhood Networks programs receive funding through the Federal Promoting Safe and Stable Families grant (in Fund 102). This multi-year grant was initiated in Fairfax County in 1995. The grant, which is administered within Child Abuse and Neglect Prevention Services, also provides funding for a program known as Family Group Conferencing in the Family Preservation Services Program, and for the Visitation Project which is in the Foster Care and Adoption Program Area.

# Department of Family Services

## One-to-One Education and Support of Families

**Healthy Families Fairfax:** Through a partnership between DFS, community-based nonprofit organizations and the Health Department, this program, accredited through the National Council on Accreditation and Healthy Families America, provides intensive in-home services to expectant and new parents who are at risk of child abuse or neglect to ensure healthy child development and family functioning. The program has been supported over the years through contributions from corporate and foundation donors, including a significant contribution from the Freddie Mac Foundation. The program focuses on six areas:

- Promotion of healthy family functioning by teaching problem solving skills, reducing family stress and improving the support system;
- Systematic identification of overburdened families;
- Promotion of positive parent/child interaction;
- Promotion of healthy child development and prevention care in early childhood;
- Prevention of child abuse and neglect; and
- Pre-and post-natal health care.

**Befriend-A-Child:** This program is a special volunteer opportunity offered to community residents to provide positive experiences for children who have been abused or neglected or who are at risk of abuse or neglect. DFS social workers refer children they serve. Befriend-A-Child carefully matches children 5-12 years old with trained volunteers who spend several hours with them every other week in recreational and/or educational activities. Once matched, children turning 13 can stay in the program with their BeFriends as part of the older BeFriend “alumni” group. Volunteers “BeFriend” a child for at least one year. Many volunteers choose to maintain the relationship longer. The goal of BeFriend-A-Child is to assist children in developing enhanced self-esteem and healthy relationships. BeFriend volunteers serve as positive adult role models for children and help children develop appropriate coping and other life skills. BeFriends provide the parent(s) valuable free time to pursue their own interests. Parents and volunteers often say the children improve their communication skills and willingness to talk and relate with adults and their peers. Child and parent stress is reduced.

**Befriend-A-Parent:** Befriend-A-Parent is a mentoring program offered to community residents to provide positive experiences for parents who are at risk for abusing or neglecting their children. The program matches volunteers with BeFriend Parents, adult to adult. The goal of BeFriend-A-Parent is to assist parents in the development of parenting and personal needs skills.

# Department of Family Services

## Group-Based Education & Support

***Nurturing Program:*** The Nurturing Parenting Program for Parents, Children and Adolescents is a structured group and educational experience for parents and children in conflict. In partnership with our community, the Nurturing Parenting Program addresses parents' needs for nurturing and for "re-parenting" their children, and provides concurrent learning experiences for children. The program curriculum helps develop empathy, increases self-awareness, encourages responsible behavior through positive means and establishes developmentally appropriate expectations of children and adolescents.

Services offered include the following:

- Outreach/Public Awareness
- Parenting Education
- Peer Support
- Assessment
- Referral for additional services (e.g. mental health, ADS, housing, employment, early intervention services)
- Multi-Agency staffings
- Collaboration with other involved agencies and programs

***Good Touch Bad Touch:*** Offered through Child Abuse and Neglect Prevention Services, this is a curriculum to teach pre-school through 6<sup>th</sup> grade children the skills that play a major role in preventing or interrupting child sexual abuse.

## Neighborhood-Based Organizing and Coalition Building to Improve Family and Community Conditions

***Family Resource Centers:*** Centers offer culturally sensitive prevention-focused programs to increase parental effectiveness in helping children achieve optimum development, reducing incidents of child abuse and neglect and empowering families to become independent. The primary goal is to strengthen families in their own neighborhoods by providing parents with opportunities to learn and improve their skills in raising and nurturing their children. In partnership with multiple County agencies, community organizations, and volunteers, DFS provides staff and programs for three County Family Resource Centers. In addition, staff provides technical assistance to community representatives who are interested in establishing Family Resource Centers.

***Neighborhood Networks:*** This initiative represents a collaborative effort between DFS and Fairfax County Public Schools. Families nominated by the schools for this program are strong families who are committed to good parenting, seek stability, and encourage their children to work for a better life. Working with school counselors, social workers, teachers, and school staff, Neighborhood Networks educates families about and connects them to support resources. In

## Department of Family Services

addition, this program seeks to build leadership skills in families, helping them to become resources within their own community.

The program focuses on three areas:

- Individualized sessions with at-risk families that include family members, the Social Worker for the project and representatives of community-based public and private human service organizations;
- Follow-up case management with families provided by the Social Worker; and
- Funding for family needs (e.g., scholarships for students to enable them to participate in positive activities).

### Community Wide Public Awareness and Education

**Early Intervention Strategy Team:** This team, composed of professionals in public and private child-serving agencies in Fairfax County, has a very small operating budget funded through a Federal Promoting Safe and Stable Families grant. Most of the team's work is supported through in-kind donations of agency and school staff time. The team conducts facilitated dialogues with human services, school and nonprofit staff to promote practices to address the disproportionate representation of African American children in foster care and juvenile court placements and reduce educational disparities. The team conducts dialogues about the subtle impacts of race on child and family experiences and suggests strategies for working more effectively with African American families.

**Blue Ribbon Campaign:** This public education effort led by DFS involves multiple County agencies, schools, community organizations and businesses in promoting community-wide awareness about how to prevent child abuse and neglect.

### Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Public safety and gang prevention

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services;
- Nurturing partnerships;
- Increasing community awareness;
- Anticipating and responding to changing community needs;

## Department of Family Services

- Exercising corporate stewardship;
- Maximizing financial resources;
- Refining emergency planning process;
- Integrating service delivery; and
- Streamlining internal processes,

### Workload Indicators

- 371 children were served in 49 Good Touch Bad Touch groups during FY 2007.
- There were 26,344 visits made to the Family Resource Centers in FY 2007. Please note that is a duplicate count as individuals may visit the center more than once.
- 98 percent of drop-ins surveyed reported that they were satisfied with the Family Resource Center.
- 104 children in 30 families participated in Neighborhood Networks in FY 2007.
- In FY 2007, the Early Intervention Strategy Team held five dialogues for a total of 74 participants.

### Key Accomplishments and Initiatives

- Enhanced and will continue the African American Cultural Classes for families with school-age children within the Nurturing Parenting Program by adding a follow-up support group for parents and developing an African-American curriculum for families with infants and toddlers. Improved outcomes were demonstrated compared to general classes. Curriculum for families with adolescents will be added in FY 2009.
- Located community based staff in each region to build and strengthen community relationships and enhance the department's ability to be flexible and responsive to changing community needs.
- Developed a Kinship Care Committee in partnership with other County offices and Fairfax County Public Schools which provides on-going support groups for grandparents and other relatives raising minor children. Also collaborated on the development of the "Resource Guide for Grandparents and Other Relatives Raising Children"; three separate respite days for kinship care families; and a kinship care video for Cable Channel 16.
- Achieved a 99 percent satisfaction rating from both Healthy Families and Nurturing Program participants. Additionally, 95 percent of families served by Healthy Families demonstrated an acceptable level of positive parent-child interaction, exceeding the Virginia standard of 85 percent.

# Department of Family Services

## ► Method of Service Provision

The Child Abuse and Neglect Prevention Program staff work with interested organizations, businesses, and members of the community to enlist their support in preventing citizens from needing Child Protective Services and/or other crisis services. Hours of operations vary based upon the needs of the particular program. In general, hours of operation fall between 8:30 a.m. and 9:00 p.m. Monday through Friday with other times, including weekends, available on an as-needed basis.

## ► Mandate Information

There is no federal or state mandate for this LOB.

## 67-12: Family Preservation Services

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-12</b>	<b>Family Preservation Services</b>
Personnel Services	\$2,208,335
Operating Expenses	\$199,369
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$2,407,704</b>
Federal Revenue	\$967,620
State Revenue	\$0
User Fee Revenue	\$14,545
Other Revenue	\$69,619
<b>Total Revenue:</b>	<b>\$1,051,784</b>
<b>Net LOB Cost:</b>	<b>\$1,355,920</b>
Positions/SYE involved in the delivery of this LOB	34 / 34.0

## ► LOB Summary

The Department of Family Services provides intensive services to at-risk families through the Family Preservation Program. The families served by this program are experiencing challenges that significantly impair family functioning and place children at risk of abuse or neglect: substance abuse, domestic violence, unemployment, serious mental illness, poor health, poor parenting skills and practices, limited learning ability, social isolation, homelessness or incarceration. Intensive services are designed to strengthen and stabilize the family, to increase the parent or caretaker's capacity to provide the necessary nurturing, protection, shelter and education for their children, and to assist the family to function more effectively and independently.

The program is also designed to provide support services that fulfill the agency's mandate to exhaust all options available to prevent child abuse and neglect and to prevent children from requiring foster home placement.

# Department of Family Services

Social workers provide an array of services to the families:

- Comprehensive assessment and development of a service plan;
- Intensive case management — coordinating and implementing the service plan;
- Initial and on-going crisis resolution;
- Counseling services — individual and family;
- Advocacy — assisting families in obtaining services from other organizations;
- Concrete services — rental and utility assistance, clothing, food, transportation, etc.;
- Parenting training and education — appropriate discipline, nurturing, child development;
- Life skills training — budgeting, household management, being a responsible tenant, working with the child's school;
- Court-ordered and Interstate Compact home studies;
- Court-ordered Protective Supervision — case management for children returning home from foster care or for children who remain in the home when a sibling is placed in foster care;
- Monitoring purchased services (home-based care for families with a member who is disabled or who meet Comprehensive Services Act guidelines for home-based services); and
- Participation and follow-up services in Comprehensive Services Act mandated Child Specific Teams.

Families are referred to the program from such agencies and groups as: Child Protective Services (CPS); Foster Care and Adoption; Public School System; Coordinated Services Planning (CSP) in the Department of Systems Management for Human Services; various community based organizations; and through the Child Specific Team (CST) process. Families also self-refer.

Social workers in this program area work with families facing serious challenges, including a growing number of immigrant families. Serving these families and building a support network for them is challenging, as many are isolated without family and friends on whom they can rely.

The number of families identified as “high risk” is increasing as the social workers have increased their outreach efforts, acting upon referrals made by CPS, the community, the schools and through multi-agency staffings. The social workers strive to prevent the need for mandated agency involvement (CPS or Foster Care) through the provision of preventive services.

## **Family Group Conferencing Initiative**

Family Group Conferencing is based on a model in which family members, friends, community service providers and others join together to strengthen the family and to support parents in



## Department of Family Services

developing a protection and care plan for their children. Respect for the family's cultural traditions and beliefs is integral to the process. The program was developed in 2004 and expanded in 2006 to allow this support to be offered to more families.

Philosophical trends of Family Group Conferencing include increasing the use of kinship care, capitalizing on family strengths, and creating a partnership and participatory decision-making process between the family and professional. This offers a new approach to working with families involved with the child welfare system by engaging and empowering families to make decisions and develop plans that protect and nurture their children from enduring further abuse and neglect.

Social workers in CPS, Foster Care and from within Family Preservation Services make referrals when they assess that children are at risk of being removed from their homes, or that a safe plan is needed in order for children to be returned to their families from foster care. A Family Group Conference can be convened at any point in a case. The coordinator prepares the attendees for their involvement, facilitates the conference and follows up to determine if the family's plan to care for their children effectively meets their needs.

Addressing the disproportionate number of minority children who are either in out-of-home placement or who are at risk of out-of-home placement is the focus of this effort. Family Group Conferencing will be utilized as a strategic initiative to address a core goal of family preservation "to develop and implement prevention and early intervention strategies", keeping the safety and the best interest of children in mind. This effort will also focus on the reunification of children with their families following out of home placement. Family Group Conferencing addresses one of the core values of this department, that of self-determination, and the belief that individuals are central actors in their own development.

Although relatively new, this practice has shown successes. In all of the conferences that have been held, family members were able to come up with a plan for their child or children. DFS is in the process of developing a formal program evaluation for Family Group Conferencing.

### **Domestic Violence Initiative**

In 2004, the Domestic Violence Initiative was started within the Children, Youth and Families Division to address the co-occurrence of child abuse and domestic violence. Research indicates that children exposed to domestic violence are at increased risk of abuse. Additionally, responses to domestic violence are typically targeted to adults who experience intimate partner violence, but few focus on the children who have witnessed domestic violence.

During FY 2006, the CYF Domestic Violence Initiative continued to develop in response to the significant need in Fairfax County. The domestic violence social workers are providing specialized direct services, serving families who are already working with a CYF social worker by providing additional assistance with safety planning, court accompaniment, education about domestic violence (including the impact it has on children), access to resources and alternative housing, etc. In 2006, they provided services to 27 families, almost half of whom spoke Spanish.

The social workers and their supervisor provided consultation and training to DFS staff and reached out to the larger community as well, providing numerous education sessions at churches, public schools, and apartment complexes on various aspects of domestic violence. They developed a partnership with the Fairfax County Victim Assistance Network to provide support groups for Spanish-speaking victims in both the northern and southern regions of the County.

## Department of Family Services

In addition, staff actively participate in inter-agency committees and workgroups to enhance and coordinate services for victims and their families, including the Network Against Family Abuse (NAFA), the Region 2 Domestic Violence Resource Council, the Domestic Violence Prevention Policy Coordinating Committee, the Route One Domestic Violence Task Force, and the Court Based Advocacy Project. Staff play an integral part in planning for Domestic Violence Awareness Month in October, when activities are held in various venues throughout the County to inform and educate the public about domestic violence.

### Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Public safety and gang prevention
- Affordable housing

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Integrating service delivery
- Streamlining internal processes

### Key Accomplishments and Initiatives

- Developed a video program to educate the community about the Family Group Conferencing program. The program helps at-risk families, their extended families and relevant professional staff to collaborate effectively in developing a plan for safely maintaining children within the family.

### ► Method of Service Provision

County social workers provide direct services such as counseling, life skills education, and case management, as well as the coordination and monitoring of services provided by other Human Services or community organizations. Case management includes teaming with other professionals in various disciplines to ensure that appropriate, effective, comprehensive services are delivered. Services are provided during times that are according to the families' needs.

# Department of Family Services

## ► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is nearly 100 percent. See the January 2007 Mandate Study, reference page 31.

## 67-13: Child Protective Services

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-13</b>	<b>Child Protective Services</b>
Personnel Services	\$4,742,549
Operating Expenses	\$695,346
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$5,437,895</b>
Federal Revenue	\$1,671,945
State Revenue	\$29,921
User Fee Revenue	\$0
Other Revenue	\$116,568
<b>Total Revenue:</b>	<b>\$1,818,434</b>
<b>Net LOB Cost:</b>	<b>\$3,619,461</b>
Positions/SYE involved in the delivery of this LOB	72 / 72.0

## ► LOB Summary

Mandated by federal and state legislation, the Child Protective Services (CPS) program is designed to protect children from abuse, neglect and exploitation. Additionally, CPS social workers provide interventions to families, such as counseling and referrals to parenting programs, child care and other supports to enable children to remain safely in their own homes whenever possible.

Regional trend analysis is being conducted to design services that meet the specific needs of at-risk families in their communities. CPS is joining with other programs, community agencies and resources to do joint planning, develop accountability mechanisms, and identify critical family and community outcomes.

### Hotline

Hotline social workers receive reports of alleged abuse and neglect over the phone, in person, or at meetings with other County agencies. Hotline staff request specific information about alleged abuse or neglect, assess the information, and determine whether the situation meets certain criteria for CPS intervention. If the information meets the state definition of abuse or neglect, the case is assigned to a CPS intake social worker to perform an investigation or an assessment. If the information does not meet the above criteria, the social worker refers the reporter to the appropriate agency or private organization, or provides the requested information or short-term counseling.

# Department of Family Services

---

## **Intake**

CPS intake social workers are responsible for investigating or assessing allegations of child abuse and neglect and providing needed short-term services. They visit the site where the alleged abuse has occurred, interview the alleged victim and alleged perpetrator and other relevant witnesses, assess the situation, determine the needs of the family, and provide the appropriate services.

Services include: seeking court intervention to remove the children from the home, ordering the abuser out of the home, ordering therapy or other needed services; providing short-term counseling, crisis intervention or parenting education; purchasing services such as day care or respite care; or referring the family to other agencies or resources.

## **On-going Treatment**

On-going CPS social workers are responsible for providing long-term services in serious situations in which the child remains in the home. Social workers meet with children and families on a regular basis, which is correlated to level of risk, develop a plan as to the services needed and provide or coordinate provision of these services. Services include: intensive in-home services; therapeutic case management; continual assessments of risk and safety for the child; monitoring of court orders; purchase of services and, if the situation deteriorates, pursuit of further court action.

## **After-hours**

CPS social workers respond to client emergencies after regular business hours assessing each situation, determining whether it requires an immediate response, and providing any service needed immediately. Situations not requiring immediate intervention are referred to the appropriate service area for follow-up during regular business hours.

## **Community Education**

The majority of training and public speaking provided is in response to requests from the community. However, CPS staff have initiated training in regions where problems in reporting existed or where cases were known to the community and the potential for problems or concerns existed as a result.

## ***FIRE Team Initiative***

The Family Intervention, Resource and Engagement (FIRE) Program offers families intensive, short-term crisis intervention and family education services in their home for six to eight weeks. The program goals include preventing out-of-home placement of children, assuring the safety and well-being of children, improving family functioning, collaborating with the family to develop a service plan based on their strengths and competencies, providing culturally competent and community-based services and engaging the extended family and community resources to provide support to the family.

Staff is available and accessible to the family 24 hours a day, seven days a week. The social workers work collaboratively with the family to identify strengths and needs and assist families by teaching, modeling and reinforcing parenting skills. Results from the first year's evaluation indicate that children are significantly safer after the family receives intensive services. In addition, staff use feedback provided by clients to continually improve service delivery.

January 2008 will mark the end of the third full year of this program. To date, more than 170 families have been served by this program, with 60 families served in 2007. Virginia Commonwealth University conducted an outcome evaluation of the families who had received FIRE services during

## Department of Family Services

the first two years of implementation. It was found that in 80 percent of families served, children remained safely in the home with parents or relatives, thereby preventing foster care placement. In addition, the safety and risk levels for those families improved significantly. An additional program evaluation has begun that will examine differences between families in which children were able to remain in the home compared to families whose children were placed in foster care.

### ***Sexual Abuse Initiatives***

The blending of the sexual abuse functions into one unit has contributed to practice changes that standardize the management of on-going sexual abuse cases. This includes:

- requiring all sex offender evaluations be completed by a certified Sex Offender Treatment professional;
- group treatment for all sex offenders;
- sexual abuse education for all family members;
- court intervention as an essential part of the treatment plan;
- teaming with law enforcement, adult and juvenile probation and treatment providers for the victim(s), sibling(s), non-offending family members and offenders;
- development of an education program and use of written contracts for the supervision of children visiting offenders; and
- the evaluation of current risk assessment tools specific to sexual abuse.

The Childhelp USA Children's Center of Virginia, where the CPS Sexual Abuse Unit is located, is supported by a public-private partnership, provides a child-friendly facility where victims of sexual abuse receive the continuum of services needed to interrupt the abuse and treat its effects. These services include forensic interviews, SANE exams and visitation. In its fifth year of operation, the center served 665 children from infants through age 17, and 876 non-abusing parents or guardians with assessments, investigations, intervention and treatment services.

With funding by a grant from the Victims of Crime Act and state funding, Childhelp has begun providing individual and group therapeutic services to sexual abuse victims and their non-offending family members at the center. During FY 2007, CPS social workers and other partners provided individual and group therapeutic services to 207 sexual abuse victims and 306 adults at the center. Additional therapeutic services are available as a result of a partnership between CPS, Childhelp, Multicultural Clinical Center and Inova Kellar Center for families impacted by sexual abuse.

### **Strategic Linkages**

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Public safety and gang prevention

This LOB supports the following County Vision Elements: 

## Department of Family Services

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Streamlining internal processes

### Key Accomplishments and Initiatives

- Responded to 96 percent of child abuse and neglect complaints within the appropriate timeframe, exceeding the goal of 90 percent.
- Conducted psycho-educational groups for children whose siblings have experienced household or family sexual abuse to teach them how to handle their emotional responses and understand sexual abuse.
- Coordinated with a local community organization to offer psycho-educational groups for parents of adolescent sex offenders.
- Conducted a support group in South County for children ages nine through 12 dealing with the emotional stress of having substance abusing parents. Developed a partnership with Walt Whitman Middle School to offer this support group to teens in the future.
- Acquired access for the Children, Youth and Families Division to Accurint, a database to assist with locating relatives and potential caregivers so that at-risk children do not have to enter foster care.

### ► Method of Service Provision

Child Protective Services staff are available to the community 24 hours a day, seven days a week to provide crisis intervention services, on-going treatment, and community education for Fairfax County citizens and programs. These services are available for investigating allegations of child physical abuse and neglect, sexual abuse, and for services to be rendered in confirmed cases. The County Hotline receives calls, and staff spend time with callers gathering information on the allegations, and if not accepted as a complaint, callers are provided with necessary information on services available to them to assist in reconciling their concerns. After this initial contact, the case is assigned or referred, if appropriate, and staff provide on-going treatment services to families.

## Department of Family Services

Service	Days and Hours	Comments
Hotline	Monday–Thursday 8 a.m. -10 p.m. Friday 8 a.m.-4:30 p.m.	During all other times, calls are automatically forwarded to the state hotline in Richmond, which then immediately contacts a Fairfax County after-hours social worker who screens and investigates the report as appropriate, making necessary recommendations and referrals.
Intake	7 days a week 24 hours a day	Investigations or assessments
On-going Treatment	7 days a week Workday and evening hours	Emergency services available 24 hours a day.
After-Hours	Monday–Thursday 4:30 p.m. -8 a.m. Friday 8 a.m.-Monday 8:00 a.m.	
Community Education	7 days a week Workday and evening hours	

### ► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is nearly 100 percent. See the January 2007 Mandate Study, reference page 30.

## 67-14: Foster Care and Adoption Services

<i>Fund/Agency: 001/67</i>		<i>Department of Family Services</i>	
<b>LOB #: 67-14</b>		<b>Foster Care and Adoption Services</b>	
Personnel Services			\$4,887,973
Operating Expenses			\$9,452,785
Recovered Costs			\$0
Capital Equipment			\$0
<b>Total LOB Cost:</b>			\$14,340,758
Federal Revenue			\$4,133,963
State Revenue			\$6,719,585
User Fee Revenue			\$3,912
Other Revenue			\$119,806
<b>Total Revenue:</b>			\$10,977,266
<b>Net LOB Cost:</b>			\$3,363,492
Positions/SYE involved in the delivery of this LOB			75 / 75.0

### ► LOB Summary

#### Foster Care and Adoption Case Management

The Department of Family Services provides foster care and adoption services to children ages newborn - 18, and under certain circumstances to age 21, who are placed in its legal custody through a court order (usually for abuse and/or neglect) or through a parent's voluntary relinquishment. When children enter foster care, they are placed in the least restrictive setting that includes regular foster homes, therapeutic foster homes, group homes and residential facilities. The primary goal of

## Department of Family Services

foster care is to provide rehabilitative services to the child and family so that reunification can safely occur. If that is not possible, a child may be placed in an adoptive home or other permanent living arrangement. Support in the form of subsidy payments, counseling, and purchased services is available to families who adopt children with special needs.

Other adoption services include non-agency adoption studies for step-parent, foreign and parental placement adoption, counseling to enable birth parents to make an adoption plan, and the recruitment and training of adoptive homes for children in the legal custody of the department. In addition, services are provided to adult adoptees requesting access to closed records or assistance with search for birth family members.

Case management is a direct service and includes:

- supportive counseling with children, birth parents, and foster and adoptive parents;
- placement services to locate, refer and place children in the most appropriate available setting;
- referral and coordination of services provided by public and private agencies and contract providers;
- arrangement, oversight and processing of purchased services;
- court appearances;
- preparation of court reports, court testimony and mandated reports;
- recruitment, training and certification of adoptive and foster families;
- home studies on adoptive and foster families;
- development and maintenance of services to meet the special needs of children and families;
- visitation to foster homes, group homes, and residential facilities to meet with the children, foster families or staff to ensure that the child is safe and that the case plan is being followed;
- arrangement of regular visitation between children and their birth family members;
- development of permanent resources (adoptive homes, independent living placements) when family reunification is not an option;
- counseling on adoption issues (to adoptees, birth parents, children being adopted, and adult adoptees in search of birth family members); and
- development and implementation of an Independent Living Plan for youth ages 16-21.



## Department of Family Services

The department receives federal funding through the Promoting Safe and Stable Families Grant for family reunification services. These grant funds are utilized to help birth parents plan and implement quality visitation with their children. Research closely links parental visitation with the likelihood of foster children returning home. The Visitation Project enables family members to visit more often and encourages parents and children to engage in activities that they normally miss when the children are placed outside of their home.

The department receives an annual Independent Living Grant from the Virginia Department of Social Services. This grant supports one social worker position to coordinate independent living services to youth in foster care. The youth are administered assessments that assist in the development of a personalized independent living plan. Regular workshops are held for youth on topics including budgeting, accessing financial aid for college, college planning, and life-skills. The department also received grant funding for the past two years from the state to implement a program, "Choices for Success," customized specifically for teens and young adults who are close to transitioning out of foster care services. The department's foster care and employment/training programs are partnering to deliver intensive services including educational workshops about job readiness skills, career assessments, paid and unpaid work experiences, assistance with finding financial aid, and other supportive services to help these young people achieve their goals for living independently. Older youth in foster care often have severe emotional or behavioral difficulties requiring expensive, long-term residential treatment. Adolescents, especially those who are in care for a number of years, face numerous challenges in becoming self-sufficient adults once they leave the foster care system. Eight youth are currently participating in the program. The Independent Living Initiatives are funded in part by Fund 102, Federal/State Grant Fund.

Without proper services, these youth are at risk of homelessness, unemployment, incomplete education and untreated illnesses. All youth in foster care between ages 16 and 21 must receive a range of services to help them transition to independent living such as career and employment counseling, work training programs, supervised apartment living, educational coaching and the support of mentors. The department operates a mentor program for teens and provides mentor foster homes for those older, more responsible youth who need support rather than parenting.

Each youth is encouraged to remain in foster care past their 18th birthday so they may continue to receive the services necessary to obtain an education, finish treatment programs, and establish a support network. The Community Collaborative to end Homelessness has highlighted the serious issue of homelessness among former foster care youth. The department will be working with the collaborative to develop creative approaches to this issue.

### **Recruitment, Training and Support of Foster and Adoptive Families**

The department maintains a pool of about 173 foster families. The majority of children served through foster care have special physical, emotional, or behavioral needs that require skilled parenting. The pool of foster and adoptive parents must continually be replenished because homes become full, families retire or move away, and families' circumstances change. Certain foster care and adoption staff is dedicated to recruiting families through printed and broadcast media, participation in community events, special campaigns, and displays.

On-going recruitment and retention of foster/adoptive families is critical in building and maintaining a pool of families. This area remains a challenge, both locally and nationally. Despite significant efforts, the Fairfax County pool of foster parents continues to need expansion.

## Department of Family Services

The racial/ethnic balance of foster homes remained the same during 2007. Caucasian families make up the majority of foster homes (68 percent). Twenty-two percent of DFS foster homes are African-American, 6 percent are multi-racial and 2 percent are Hispanic. The remaining 2 percent are American Indian and Pacific Islander. The department works to increase the cultural diversity of foster homes through culturally sensitive recruitment efforts and partnerships with community organizations, businesses and faith communities. The department has developed a strategic recruitment plan that targets certain neighborhoods and media channels for reaching minority foster/adoptive families.

As part of this effort, the Foster Care and Adoption Ambassador Program was developed and implemented. Ten foster and adoptive parents are currently trained to speak publicly on behalf of the department to educate residents about the needs of children in foster care. They utilize their personal networks to carry out this community education.

Children in foster care may be placed only in fully approved foster and adoptive homes. state policy requires that a thorough home study be conducted with each applicant family and that the applicants be educated regarding how to carry out the roles of foster or adoptive parent. Program staff utilizes a comprehensive group training program to prepare foster and adoptive parents. A formal written narrative is completed which describes the family and states their compliance with state foster and adoptive home standards.

The training and home study process for foster and adoptive parents remains state-of-the-art. The department uses the competency-based Parent Resources Information Development Education (P.R.I.D.E.) training program developed by the Child Welfare League of America. The department requires each new foster parent to have 27 hours of training and each experienced foster parent to participate in a minimum of nine hours in the first year and six hours every year thereafter of in-service training on topics such as effective discipline intervention techniques, developing “life books” with children, the effects of chemical dependencies on neonatal development and helping children build positive attachments.

Most newly approved families are dually approved as foster and adoptive parents. They accept a child into their home as a foster care placement and support the goal of return home, while making a commitment to adoption. Early placement of children into these families promotes healthier attachments and placement stability for the children.

Developed to increase adoptive homes for hard-to-place children, the Fairfax Families4Kids initiative strives to find permanent families and lifelong connections for children age 9 and over, the majority of whom are male and African American. The children and youth take part in monthly activities that provide them with an opportunity to interact with other children who need homes and to meet potential adoptive parents and mentors. Through this experience the children gain self-confidence, develop poise, and actively participate in the recruitment process on their own behalf. In 2007, 31 children and youth were served through Fairfax Families4Kids. Nine community based organizations partnered with the department in this initiative. A professional photographer volunteers her services to photograph many of the children and events. In 2007, six children were featured in Council of Government’s Heart Gallery, sponsored by the Freddie Mac Foundation, a photo display that lets the community know about the children who need permanent families.

## Department of Family Services

The department receives a federal pass-through grant annually to support recruitment, training, and retention activities for foster and adoptive families. These funds are used to purchase items such as training supplies, training curricula, conference registrations for parents, marketing consultation, and recruitment materials. Foster and adoptive parent recruitment, training, and retention activities are funded in part by Fund 102.

Foster parents are supported through special events and recognition events organized by the program staff and the foster parents, themselves. The department offers quarterly support group meetings to adoptive parents that include speakers.

### **Adoption Assistance for Children with Special Needs**

Families who adopt children with special physical, emotional, and behavioral needs are entitled to receive on-going casework support from the department as well as 100 percent federal and state financial assistance to preserve the placement of these children in their adoptive homes. Adoption subsidies pay for basic maintenance costs (room and board) and for special goods and services such as home-based services, counseling and treatment, child care, medical equipment, and respite care. This assistance may continue until the child reaches the age of 21.

The program staff provides crisis intervention counseling to families and referrals to services in the community. They also negotiate subsidy agreements and process the subsidy agreement renewals that are required yearly.

The number of post-final order subsidy cases continues to grow because of the long-term nature of this service. In addition, the department is responsible for processing the subsidies for families living in Fairfax County whose adoptions were through private child-placing agencies located in Fairfax County. The growth for FY 2007 was limited due to 46 children turning 21, reaching the age limit for eligibility for this subsidy in FY 2007. Data on aged out subsidy cases for previous years is not readily available. However, these 46 children represent a significant increase from previous years.

**Active Adoption Subsidy Cases**

<b>FY 2001</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
496	520	522	551	563	592	594

Note: Numbers are cumulative total at the close of each fiscal year.

### **Disclosure of Information from Closed Adoption Records/Adoption Search**

The department is mandated to respond to requests from adoptees for information from closed adoption records. The staff reviews and prepares documents for adoptees and provides a brief counseling service to those clients. It is common for adoptees and birth family members to want to search for each other. Program staff are mandated to conduct searches and to ascertain whether the parties are in agreement to have communication or a meeting. In the majority of cases, the searches are successful. The staff may facilitate the planning of contact between the parties.

During FY 2007, there were 70 requests for information from closed records. These requests can come from birth parents, state offices, other agencies and from within the department. During this same time frame, there were 28 requests for new searches and 138 on-going active search cases.

# Department of Family Services

## Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Public safety and gang prevention

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Integrating service delivery
- Streamlining internal processes

## Workload Indicators

- Between FY 2001 and FY 2007, the average monthly number of children in foster care with Fairfax County decreased by 8.5 percent. The following charts show the number of children entering foster care and the monthly average number of children in foster care:

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Rate of Entry into Foster Care	200	186	177	202	164	210	209
Children in Foster Care (monthly average)	507	496	475	479	447	437	464

The number of children who exited foster care during FY 2007 was 184, or 25 less children than those entering foster care that year. Despite that, the trend of fewer children in foster care has continued, with the number of children in foster care reaching a monthly average low of 437 in FY 2006. This decrease is attributable in large part to the abuse and neglect prevention services provided to families in the community and to lower foster care caseloads that allow social workers to provide more time supporting each family.

Of the 184 children who exited foster care during FY 2007:

- 35 percent were returned home
- 20 percent were placed in the custody of relatives

## Department of Family Services

- 19 percent were placed for adoption

The remaining 26 percent exited for reasons such as turning 21 years old or refusing to remain in foster care after turning 18. The median length of stay for all children in foster care in FY 2007 is 1.51 years, reflecting a steady decline from 2.71 years in FY 2000.

The average age of children in foster care at the end of FY 2007 was 11.43. In FY 2007, 242 (55 percent) of the children in foster care were age 13 or older.

### Key Accomplishments and Initiatives

- Reduced the number of children in foster care by almost 40 percent over the past 10 years, which runs counter to state and national trends. In 1997, the monthly average number of children in foster was 747, compared to 464 in 2007. The department has focused many efforts in this area to keep children from having to enter foster care by emphasizing prevention and community efforts.
- Decreased the median length of time that children are in foster care from 2.71 years in FY 2000 to 1.51 years in FY 2007. The department continues to focus on ways to minimize the amount of time children are in foster care and achieving permanency for all children.
- Awarded funding for a third year to continue operating the Independent Living Program Demonstration Project, which provides employment and education services to youth aging out of the foster care system.
- Continue to participate in the National Heart Gallery Exhibit sponsored by the Freddie Mac Foundation and featured photograph portraits of children in the region awaiting adoption. The Heart Gallery came to the Washington, D.C. area for the first time in 2005 and featured children from Fairfax County.
- Established partnerships with over 35 businesses, civic associations, public agencies and schools, faith-based groups, news media organizations, and sporting teams to support children in foster care and to help find adoptive families and mentors through the sponsorship of events for Fairfax Families4Kids.
- Continue to provide staff support to the Deputy County Executive's Community Collaborative which brings together African American community leaders and County staff to address disproportionality among children served by child welfare and other County agencies. Recent successes include analyzing and reporting data in new ways and piloting a national diagnostic tool to better understand where disproportionality exists in County child welfare services and the development of a non-profit agency to further support this work has been discussed.
- Implemented an "Ambassador" program for foster/adoptive parents to provide community education about being a foster/adoptive parent to increase the number of available foster/adoptive homes

# Department of Family Services

## ► Method of Service Provision

### **Foster Care and Adoption Case Management Services**

Case management services including visitation plans, direct work with birth parents, and court hearings are provided directly by staff in the Foster Care and Adoption Program. The department of Family Services also purchases foster care placements from private child placing agencies. In those cases, a significant portion of the supportive services to the child and foster family are provided by the private provider. Services are provided 24 hours a day, 7 days a week.

### **Recruitment, Training, and Support of Foster and Adoptive Families**

The Foster Care and Adoption Program is also responsible for the recruitment, training, and support of foster and adoptive families. These families may also access other training opportunities in the community in order to fulfill their yearly in-service training requirement. Services are provided during day and evening hours Monday through Saturday.

### **Adoption Assistance for Children with Special Needs**

The negotiating, processing, and renewing of subsidy agreements are staff directed, and the staff also provides crisis intervention and service referrals. Purchased services funded by adoption subsidy are accessed from the private and public providers in the community. Services are provided from 8:00 AM to 4:30 PM Monday through Friday.

### **Disclosure of Information from Closed Adoption Records/Adoption Search**

All of the activities associated with disclosing information from closed adoption records and conducting adoption searches for birth family members are also performed by Foster Care and Adoption staff. Services are provided during daytime and evening hours Monday through Friday.

## ► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is nearly 100 percent. See the January 2007 Mandate Study, reference page 31.

## Department of Family Services

### 67-15: Services to Homeless Individuals and Families

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<i>LOB #: 67-15</i>	<i>Services to Homeless Individuals and Families</i>
Personnel Services	\$119,003
Operating Expenses	\$8,821,275
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$8,940,278</b>
Federal Revenue	\$292,368
State Revenue	\$0
User Fee Revenue	\$0
Other Revenue	\$0
<b>Total Revenue:</b>	<b>\$292,368</b>
<b>Net LOB Cost:</b>	<b>\$8,647,910</b>
Positions/SYE involved in the delivery of this LOB	0 / 0.0

#### ► LOB Summary

The Department of Family Services provides financial assistance in the form of utility payments, security deposits, and rent and mortgage payments for families and individuals who may be at risk of becoming homeless or who are already homeless.

With the existing low vacancy rates for rental housing, helping families maintain their living situations is an essential community service. Eviction is a devastating event for families, and disrupts school placements and transportation arrangements for work and services. Finding another place to live does not occur readily, and there is a waiting list for emergency homeless shelter space for families. Families also are being impacted by the rising costs for rent. Since 2000, the average rent for an apartment in Fairfax County has increased 26 percent, from \$989 in 2000, to \$1,247 in 2006.

Homeless services are divided into six separate, but related services: emergency shelters, motel placements, transitional housing, permanent housing/home-ownership, medical respite care, and hypothermia prevention.

#### **Emergency Shelters**

The Department of Family Services contracts with four non-profit organizations (New Hope Housing, Volunteers of America, Shelter House, and Reston Interfaith) to provide emergency shelter services to homeless individuals and families. There are six shelters located throughout the County:

## Department of Family Services

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 One	50 beds for adult individuals 16 beds for year round overflow 10 beds for cold weather overflow
Embry Rucker Community Shelter	Adult and Families	Reston	28 beds for adult individuals 10 beds for cold weather overflow 42 beds (in 10 rooms) for families
Mondloch House	Adults and Families	Route One	8 beds for chronically homeless adult individuals 45 beds (in 15 rooms) for families
Shelter House	Families	Falls Church	42 beds (in 7 apartments) for families
Katherine K. Hanley Family Shelter	Families	Fairfax-Centreville	72 beds (in flexible room arrangements) for families

The emergency shelters work collaboratively with the community to provide housing, meals, and supportive and stabilizing services. The shelter programs focus on individualized case management services to support residents in finding and maintaining stable housing.

Adult men and women without children can access the shelters directly by calling or walking in to any of the three adult shelters. Families with children under the age of 18 access the family shelters by contacting Coordinated Services Planning initially. Coordinators perform a broad-based assessment, and if it appears that shelter placement is appropriate, they refer the family to the shelter which is most convenient for them. Shelter staff complete a more in-depth assessment, and determine whether or not to place the family in the shelter. Unfortunately, the shelters are generally full to capacity, so it is often necessary to place families on the Shelter Waiting List, a private Web-based unified waiting list which captures an unduplicated count of homeless families awaiting shelter. Families are selected from the top of the waiting list as shelter space becomes available.

### Motel Placements

During the CSP screening process, shelter intake staff determine with the family whether they have a place to stay while waiting for space to become available in the shelter. If the family has no friends or family members with whom they can stay, shelter staff can authorize a motel placement. While in the motel, Fairfax Area Christian Emergency Transitional Services (FACETS) works with the family. FACETS staff provide case management, direct services, and hot meals. FACETS staff reauthorize the family's stay on a weekly basis, after determining that they are complying with their service plan. Department of Family Services' social workers also authorize motel placements for their homeless families while they are awaiting shelter placement. Families generally remain in their motel placement for approximately three months before transitioning to one of the four family shelters.

### Transitional Housing

The Department of Family Services administers two transitional housing federal HUD (Housing and Urban Development) grant programs: the Community Housing Resource Program (CHRP); and Reaching Independence through Support and Education (RISE) totaling 56 units. The department's non-profit partners—Northern Virginia Family Service, Reston Interfaith, Shelter House, United Community Ministries, and New Hope Housing—operate these programs, which provide supportive services to homeless families in scattered-site, community-based housing. The Department of Family Services provides a local monetary match for these programs; the funding is located in Fund 102, Federal/State Grant Fund.



## Department of Family Services

Working families and individuals with limited incomes are increasingly unable to locate places to live in Fairfax County. Many are forced to “double up” with other families, placing themselves and others at risk of becoming homeless. The waiting list for family shelters consistently averages between 60 and 95 families and currently is 89. Because shelter space is not available, families with children who have no other housing options, must stay in motels while awaiting shelter placement.

Transitional housing programs are needed to provide longer term support services to homeless families—services that address a variety of needs and issues and prepare families to live independently. During the past several years, families completing transitional housing programs were often not able to secure Section 8 vouchers by the completion date of their participation in the program, or if they were issued a voucher, they would often experience considerable difficulty in finding housing in the current tight rental housing market, especially when competing with tenants with superior credit histories.

The lack of affordable housing for low income families and individuals, as well as a shortage of affordable supportive housing for adults with serious mental illness are serious concerns in Fairfax County and will be addressed in the forthcoming Ten-Year Plan to Prevent and End Homelessness.

### **Permanent Housing for Homeless Families/Home Ownership**

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

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

This program was announced by Board Chairman Gerald Connolly at the Community Summit to End Homelessness on April 7, 2006. It is one of the County’s new and innovative programs under its Ten-Year Plan to End Homelessness, and is a pioneering program in the country. Its success depends upon the contributions of and cooperation among a number of County-wide stakeholders. Families selected for the program will benefit from:

- Provision of affordable rental housing assistance coordinated through the Department of Housing and Community Development
- Project management provided through the Department of Family Services, Housing and Community Development, and Northern Virginia Family Service
- Case management services provided through Reston Interfaith and New Hope Housing

## Department of Family Services

- Mentoring services provided by mentors recruited through the Department of Family Services and Northern Virginia Family Service
- Homeownership education and financial literacy training for program participants coordinated through Housing and Community Development
- Homebuyer assistance coordinated through Housing and Community Development (e.g., Homebuyer Equity Loan Program (HELP), Housing Choice Voucher Mortgage Assistance Program, Affordable Dwelling Unit Program, VHDA mortgage assistance, etc.)

Department of Family Services' staff has developed program guidelines, oversees project management and service delivery contracts, and spearheads recruitment of participants.

### Medical Respite Care

As the population of homeless persons in Fairfax County is generally aging and becoming more chronic, there became a more obvious need for a program that could offer medical care to allow a homeless person to have time in a safe place to heal. Following research on medical respite care models for the homeless around the nation, a planning group designed a small program to serve homeless persons with temporary medically disabling conditions. Criteria for eligibility into this special program was carefully established in order to reach those homeless persons who could be expected to recover, or show improved health in a relatively short period of time, and whose conditions were not severe enough to require hospitalization.

### Hypothermia Prevention

Additional sheltering has been provided during the winter months for the past several years, 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 the volunteers. Initially operated in the central Fairfax area by a nonprofit partnership between FACETS and the Lamb Center, and with the support of multiple faith communities and the County, the program has now grown to include sites in the north and South County areas as well. The program has required a tremendous amount of coordination and operated as a joint effort between Department of Family Services, shelter and other nonprofit providers, Community Services Board's homeless outreach staff, and many, many volunteers representing faith communities throughout various parts of the County.

### Strategic Linkages

This LOB supports the Board of Supervisors' affordable housing priority as well as the Ten-Year Plan to End Homelessness.

This LOB supports the following County Vision Elements: 

## Department of Family Services

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Refining emergency planning process
- Integrating service delivery

### Workload Indicators

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

### Emergency Shelters

In FY 2007, the emergency shelter program served 2,071 homeless people, 1,609 as single adults and 462 as members of families; while not absolute, these numbers represent a largely unduplicated count. The "family" population included 164 adults and 298 children in 130 households.

### Motel Placements

From FY 2005 through FY 2007, the number of families served was approximately 100 per year totaling an average of about 350 persons or total family members per year. On any given night, 15 families are being sheltered in motels.

### Partnership for Permanent Housing/Home Ownership

As of October 2007, 25 families have been selected for the program, with 19 having been issued housing vouchers and the other 6 in processing.

### Medical Respite Care

The program operated as a pilot for its initial year and has now entered its third year of operation.

A total of 63 homeless persons were admitted into the program and served during the first two years (FY 2006 and FY 2007). The vast majority of them were served at the Rucker shelter location, several were served in assisted living facilities or nursing homes with whom Department of Family Services has a contractual relationship, and two were placed in adult foster care homes. Most

## Department of Family Services

commonly, clients utilized time in the program to recover from surgery or a sustained injury, and many had multiple medical conditions, often leading to the need for intensive case management.

### Hypothermia Prevention

During the winter of 2006-2007, approximately 2,300 volunteers from 63 faith communities and four businesses, assisted to provide hypothermia prevention shelter and meals to 552 unduplicated homeless adults. On any given night during the winter, the hypothermia program sheltered 92 adults.

### Key Accomplishments and Initiatives

- While the Ten-Year Plan to Prevent and End Homelessness is still under development, considerable work is underway to redesign existing programs and develop new and expanded partnerships with community organizations and businesses defined and guided by the goal of rapid rehousing and supported permanent housing.
- Opened the new Katherine K. Hanley Family Shelter in western Fairfax County. The shelter can accommodate up to 20 families.
- Working on the design and plan for transitional housing for up to six families at the Katherine K. Hanley Family Shelter site.
- Partnered with community-based organizations, the faith community and other County agencies to provide hypothermia prevention services for homeless adults.
- Developed the Partnership for Permanent Housing (PPH) five-year demonstration pilot designed to assist 25 homeless families to achieve self-sufficiency and to secure permanent housing.

### ► Method of Service Provision

Department of Family Services' social workers, as well as Coordinated Services Planning's social workers from the Department for Systems Management for Human Services, access Department of Family Services' homeless prevention funds to assist persons who are at risk of becoming homeless. Families and individuals that contact the Coordinated Services Planning's social workers are assessed for eligibility and may be assisted directly utilizing the Department of Family Services' 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 Department of Family Services' social workers. The Homeless Prevention Program, operated by a community-based nonprofit, assesses applicants for eligibility and provides case management services to families and individuals receiving homeless prevention assistance. All funds for the financial assistance and the case management services are local.

### Emergency Shelters

Non-profit contractors employ staff to provide services to the shelter residents including housing, meals, security, supervision, case management, and supportive services. Shelter staff provide a basic life skills program that addresses the daily life skills required to be self-sufficient. Life Skills training includes assistance with finding and obtaining stable housing; household skills training to help residents maintain permanent housing; problem solving skills; budgeting and financial management,

## Department of Family Services

and for family shelters, parenting education classes. Shelter staff provide information and referral services to assist the client in developing a network of community supports. Shelter case managers also link shelter residents to programs designed to provide employment skills training and other job-finding and job retention services. Additionally, community groups augment the contractors' services, providing volunteers, donations, and other services that benefit the homeless adults and families.

Fairfax County provides on-site, community-based, on-call mental health services and alcohol and drug abuse counseling services from the Community Services Board and health services from the Health Department.

Fairfax County is responsible for the payment of utilities, major maintenance of and repair to the shelter buildings and grounds, as well as furnishings and laundry and kitchen equipment.

### **Motel Authorizations**

Motel authorizations are a cooperative effort between the non-profit providers (Shelter and FACETS staff) and the Department of Family Services. Shelter intake staff, hired by the non-profits who operate the emergency shelters make the initial decision as to whether or not a family shall be placed in a motel; FACETS completes the motel authorization, and forwards it to the Department of Family Services for final approval. FACETS provides direct services and case management to families while they are awaiting shelter placement.

### **Transitional Housing**

Non-profit community organizations operate the two transitional housing HUD grant programs, providing direct services, as well as case management to the participants.

### **Permanent Housing/Home Ownership**

Inter-agency team members have formed a central Program Coordinating Committee to maintain regular program oversight, develop program policies and procedures, gauge the progress of each family, and to make program adjustments as needed. The committee consists of staff from Housing and Community Development, Department of Family Services, the Department of Administration for Human Services, the participating nonprofit service providers (Northern Virginia Family Service, New Hope Housing, and Reston Interfaith), and the Project Manager.

All approved families complete assessments and are fully participating in developing and implementing Individual Action Plans in cooperation with their case managers from New Hope Housing and Reston Interfaith. Families are successfully moving into private, stable, good quality housing with the Tenant Based Rental Assistance (TBRA) vouchers provided by the Department of Housing and Community Development and with the assistance of their case managers. Case managers assist the participating families in linking with appropriate service providers and in obtaining resources the families need to attain their homeownership goals.

### **Medical Respite Program**

The Department of Family Services' social worker and/or the Health Department nurse-practitioner accepts referrals into the program most often from other shelters, homeless outreach workers, other County programs, and area hospitals, and then conduct a joint assessment on referrals to ensure they are appropriate for the program, and if so, complete an intake. Once enrolled in the program,

## Department of Family Services

clients receive full shelter services to the extent they are able to receive them, and are then discharged when the medical respite services are no longer needed or appropriate.

The program has a shelter facility component currently operating at the Embury Rucker Shelter, (normally a maximum of 4 beds are available), and a component that utilizes beds on an “as-needed” basis at an assisted living or nursing home facility with whom Department of Family Services has a contract. A Department of Family Services’ medical social worker provides support to the program and works in partnership with a nurse-practitioner employed by the Department of Health. Both staff are housed at the shelter location, coordinate services with the Rucker shelter nonprofit staff, and outreach to other human services staff and the community, including hospital personnel.

### Hypothermia Prevention Program

Homeless adults without children seeking shelter, present themselves on any given night at one of the three hypothermia prevention sheltering locations, each of which is operated by the provider who operates the “regular” emergency shelter serving adults in that area of the County. Each individual signs in at the site location once it is declared “open” for the night, and sleeping supplies or materials (mats and sleeping bags) are distributed or cots are set up by contracts staff and dinner is prepared and served by faith community volunteers. Individuals are provided with breakfast prior to leaving the hypothermia shelter early the next morning. Many individuals return for repeated nights, but space is on a first-come, first-served basis and is limited.

### ► Mandate Information

There is no federal or state mandate for this LOB.

## 67-16: Comprehensive Services for At-Risk Children, Youth, and Families

<i><b>Fund/Agency: 001/67</b></i>	<i><b>Department of Family Services</b></i>
<i><b>LOB #: 67-16</b></i>	<i><b>Comprehensive Services for At-Risk Children, Youth, and Families</b></i>
Personnel Services	\$430,009
Operating Expenses	\$36,059,649
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$36,489,658</b>
Federal Revenue	\$0
State Revenue	\$17,878,111
User Fee Revenue	\$0
Other Revenue	\$429,573
<b>Total Revenue:</b>	<b>\$18,307,684</b>
<b>Net LOB Cost:</b>	<b>\$18,181,974</b>
Positions/SYE involved in the delivery of this LOB	5 / 5.0

# Department of Family Services

## ► LOB Summary

The Fairfax-Falls Church Community Policy and Management Team (CPMT) was jointly created by Fairfax County and the Cities of Fairfax and Falls Church pursuant to the 1992 Virginia Comprehensive Services Act For At-Risk Children, Youth and Families. The Act required CPMTs to be formed by localities to encourage government, private agencies, and parent representatives to collaborate in policy, planning, and service delivery decision making for troubled and at-risk youth. The membership of a CPMT must include the agency heads (or designees) of the Department of Family Services, Health, Community Services Board, Juvenile Court Services, and the local school division. It must also include a parent representative and a representative of private service providers. Fairfax has further enhanced its CPMT membership by including an additional private provider representative and parent representative, as well as at-large community representatives to represent minority populations within the County.

Effective July 1, 1993, the Act combined eight previously categorical funding streams into one pool of funds. These funds, which had been administered by separate agencies, are administered by the CPMT. Fiscal, budgeting and vendor contracting functions are performed by the Department of Administration for Human Services (DAHS) on behalf of the CPMT and program management is performed by the Department of Family Services (DFS). The CSA pool fund for Fairfax-Falls Church includes money that had previously been administered: by DFS for the provision of foster care services; by the school system for special education students requiring private tuition placements to meet their educational needs; and Section 286 and 239 funds which had been administered by the state for youth served by the Fairfax Juvenile and Domestic Relations District Court, Court Services.

### Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Strong investment in education
- Public safety and gang prevention
- Revenue diversification to reduce the burden on homeowners

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services
- Nurturing partnerships
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Integrating service delivery

# Department of Family Services

## Key Accomplishments and Initiatives

- Under the auspices of the Fairfax-Falls Church Community Policy Management Team and in coordination with the Fairfax-Falls Church Community Services Board, contracted with a private provider for the operation of Leland House, a youth crisis care and stabilization program serving children and youth ages 12 through 17 who are in behavioral or emotional crisis and not able to remain in their family home or current setting until the crisis is resolved.
- Implemented a Utilization Review (UR) function within CSA. UR ensures that sound business, clinical, and case management practices are fully integrated, that the state's Utilization Management requirements are met, and that CSA funded services are managed effectively and efficiently.

## ► Method of Service Provision

Services are provided to individual children and youth through the purchase of services from non-profit and for-profit agencies, County programs, and from individual service providers, all of whom contract with the County. After an assessment of a child and family's needs, a referral is made by a case manager to the Family Assessment & Planning Team (FAPT) Coordinator who in turn schedules the case for review before a FAPT. These teams are comprised of staff from five key human services agencies, a private provider representative, and a parent representative. The FAPTs work with the family and case manager to develop a service plan for which access to pool funds may be authorized. FAPTs may authorize usage of pool funds to purchase for a child or youth and their family such services as: home-based services, group home or residential placement, mental health counseling, and other therapies, and private day placement or residential school placement. Other services such as room and board payments to foster families may be authorized from pool funds directly by agency staff without FAPT review.

## ► Mandate Information

This LOB is both federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is nearly 100 percent. See the January 2007 Mandate Study, reference page 32 for the specific federal or state code and a brief description.



# Department of Family Services

## 67-17: Adult and Aging Services

<i>Fund/Agency: 001/67</i>	<i>Department of Family Services</i>
<b>LOB #: 67-17</b>	<b>Adult and Aging Services</b>
Personnel Services	\$4,504,980
Operating Expenses	\$9,011,310
Recovered Costs	\$0
Capital Equipment	\$0
<b>Total LOB Cost:</b>	<b>\$13,516,290</b>
Federal Revenue	\$1,697,096
State Revenue	\$30,336
User Fee Revenue	\$0
Other Revenue	\$299,952
<b>Total Revenue:</b>	<b>\$2,027,384</b>
<b>Net LOB Cost:</b>	<b>\$11,488,906</b>
Positions/SYE involved in the delivery of this LOB	73 / 72.5

### ► LOB Summary

The Adult and Aging Division provides services for older persons and adults with disabilities. These services maximize independence and enhance family and social supports, and focus upon helping individuals remain in their homes. Adult and Aging Services prevent and/or alleviate abuse, neglect, and exploitation. Services include Adult Services, Adult Protective Services, home-based care, and burial assistance. Adult Services staff manages a small adult foster care program, and provides case management to residents of the Lincolnian (assisted living) and to the Fairfax County residents of the Birmingham Green assisted living facility and Northern Virginia Healthcare Center (nursing home) in Manassas.

### Adult Services

Adult Services social workers provide case management services, which includes a comprehensive assessment through meetings with the client, family members, and other support persons, and through use of the Uniform Assessment Instrument (UAI). Social workers help clients and family members determine a plan for long-term care services. Social workers provide counseling and education about community and prevention services. Adult Services prevents abuse and neglect of elderly persons and adults with disabilities.

Adult Services social workers in conjunction with Health Department nurses conduct Medicaid pre-admission screenings for persons who may be eligible for community services (personal care, adult day health, respite) or nursing home care paid for by Medicaid. Adult Services social workers also assess functional eligibility for adults who may be eligible for auxiliary grants in assisted living and adult foster care.

# Department of Family Services

## **Adult Protective Services**

Adult Protective Services social workers investigate suspected abuse, neglect, and exploitation involving persons aged 60 and over and adults 18 and over who are incapacitated due to disability. Adult Protective Services social workers focus upon the determination of the need to receive protective services. Adult Protective Services social workers assess service needs and provide or arrange for services to prevent or alleviate abuse, neglect, or exploitation. Adult Protective Services social workers conduct investigations in clients' homes, in nursing facilities, in assisted living facilities, in group homes, in hospitals, and in day programs. Adult Protective Services investigations may be conducted in cooperation with police or in conjunction with licensing officials, state human rights advocates, and the Northern Virginia Long-Term Care Ombudsman.

Adult Protective Services are provided Monday through Friday during regular business hours by Adult and Aging social workers. On weekends, holidays, and after business hours, Adult Protective Services are provided by the after-hours Child Protective Services social workers.

## **Home-Based Care Services**

Home-Based care services assist with activities of daily living and are provided to eligible adults in their own homes. Home-Based care services assist individuals with self-care and help with attaining or retaining independence. Home-Based care services prevent abuse and neglect and prevent inappropriate institutionalization. To receive home-based care services, adults must meet income and functional eligibility criteria. Home-Based care services assist persons with personal care tasks including bathing, and also with meals, housekeeping, and laundry. Home-Based care services are not a substitute for family caregivers but provide respite and support for families. Home-Based care services are provided through contracts with home care agencies and by private individuals who are approved by the department.

## **Burial Services**

Burial services are provided for deceased indigent persons when the deceased is unknown, the remains are unclaimed by family members, or when it is determined that there are not available resources for the deceased person's family to pay for burial services. Both traditional burial and cremation are provided through a contract with a funeral home. There is also a contract with a private cemetery.

## **Adult Foster Care**

Adult foster care provides support and supervision for elderly persons and adults with disabilities in private family homes. The adult foster care program provides a community alternative for persons who would otherwise likely have to leave the County to live in an assisted living facility. Participants in the program are eligible for auxiliary grants.

## **Transportation**

The goal of the Adult and Aging Transportation Services is to provide access to persons age 60 and over who need to get to and from adult day care, senior centers, and group (essential shopping) trips from senior residences. FASTRAN services are for persons 60 and older who lack transportation and are usually economically and socially needy. Fees for the FASTRAN rides range from 50 cents per one-way trip for going to and from senior centers and on group trips, to \$2.50 per one-way trip for rides to and from adult day care. The two main components of Adult and Aging Transportation Services are the provision of rides through FASTRAN and a taxi-cab discount voucher program (Seniors-on-the-Go) and education about public transportation options.

# Department of Family Services

## Trends

Fairfax County is experiencing an increase in the number and percentage of persons age 65 and older due to longer life spans and the number of persons currently between 60 and 65 years old who are expected to remain County residents. By 2010, persons age 65 and older will be 9.2 percent of the County's total population, increasing to 104,400 persons. After 2010, the County's population of older adults will expand more rapidly because baby boomers will begin reaching age 65. By 2020, it is projected that 138,600 persons age 65 and older will be living in Fairfax County, and they will be 11.6 percent of the total population. In addition, the County's older population is growing more diverse. From 1980 to 2000, the percentage of minorities in the older population increased from 6.4 to 18.3 percent. The Adult and Aging Division is planning for and adapting services for a changing population.

In response to a growing population of those needing services, and to avoid a waiting list for home-based care, a more efficient model was implemented to provide the assistance necessary to allow older persons and adults with disabilities to stay in their own homes. This model, termed cluster care, builds on ideas from other local jurisdictions around the country that align services around communities. The cluster care model has three components: task-based home care, volunteer services and home delivered meals. Volunteers are being recruited in the cluster areas to provide friendly visiting, shopping, telephone reassurance and other assistance.

## Strategic Linkages

This LOB supports the following Board of Supervisors' Priorities:

- Public safety and gang prevention
- Affordable housing

This LOB supports the following County Vision Elements: 

While this LOB addresses all of the department's strategic objectives, special emphasis is placed on the following:

- Providing excellent family services
- Nurturing partnerships
- Increasing community awareness
- Anticipating and responding to changing community needs
- Exercising corporate stewardship
- Maximizing financial resources
- Refining emergency planning process
- Integrating service delivery

# Department of Family Services

## Key Accomplishments and Initiatives

### Accomplishments

- In FY 2007, 98 percent of Adult Protective Service investigations were completed within the state standard of 45 days, despite an increase of more than 29 percent in caseload.
- In FY 2007, 87 percent of elderly persons and adults with disabilities receiving case management services continued to reside in their homes one year after receiving services and 98 percent of seniors receiving community-based services remained in their home rather than entering a long-term care facility after one year of service or information.
- Due to recent success, continue to enhance the cluster care model of service delivery that incorporates task-based home care, greater emphasis on home-delivered meals, and volunteer services. As a result, DFS has realized significant savings that have been reinvested in other programs serving older adults and adults with disabilities.

### Initiatives

- Develop a new public cemetery for indigent burials.
- Continue to partner with Inova HealthSource, faith communities, and other County agencies to provide community outreach to older adults in Franconia/Rose Hill and Annandale. The program offers in-home assessments, information referral, fall prevention and exercise. A Virginia Department of Health grant funds exercise classes and assistive equipment.

## ► Method of Service Provision

County social workers provide case management services (Adult Services) and Adult Protective Services. Through Adult Services and Adult Protective Services, County staff provides a comprehensive assessment of clients' physical functioning, psychosocial status, home environment, and formal/informal supports. Staff completes assessments with a Uniform Assessment Instrument (UAI). Social workers manage information using Harmony Information Systems, Inc. which is both a case management and financial system.

Clients who are in need of assistance in the home with activities of daily living are assessed with the UAI for financial and functional eligibility and may receive purchased in-home services. The UAI also is the screening tool for functional eligibility for Medicaid-funded Community Based Services, nursing facility care, and auxiliary grants for assisted living.

Home-Based care services are purchased from home care agencies under contract and from private individuals that are approved by DFS. Burial services are purchased through contracts with a private funeral service and a private cemetery. Adult foster care services are purchased from private individuals that are approved by DFS as adult foster families.

Transportation is provided under contract with FASTRAN. In addition, one staff is deployed to the County's Department of Transportation to coordinate the Seniors-on-the-Go program and to provide public education.

# Department of Family Services

## ► Mandate Information

Portions of this LOB are federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is approximately 30 percent to 50 percent. See the January 2007 Mandate Study, page 46, for the specific federal or state code and a brief description.

## **AGENCY PERFORMANCE MEASURES**

### Objectives

#### **Departmental Management LOB**

- To meet or exceed 90 percent of DFS objectives in FY 2009.

#### **Agencywide and Field Office Services LOB**

- To maintain the percentage of walk-in customers who report they are satisfied with the "front door experience" at DFS offices at or above 95 percent.

#### **Disability Services Planning and Development LOB**

- To maintain at 86 percent the percentage of service plan goals met by consumers of brain injury services in order to increase their level of independence.

#### **Public Assistance Programs and Work Services LOB**

- To maintain the timeliness of processing Food Stamp applications at 97 percent and to increase the timeliness of processing applications for Temporary Assistance to Needy Families (TANF) to 95 percent in FY 2009.
- To increase the average monthly wage for Virginia Initiative for Employment Not Welfare (VIEW) clients from \$1,287 in FY 2008 to \$1,332 in FY 2009.
- To meet or exceed the state performance standard of 69 percent of dislocated workers entering employment so that they may achieve a level of productivity and independence equal to their abilities.

#### **Adult and Aging Services LOB**

- To maintain at 80 percent the percentage of elderly persons and adults with disabilities receiving case management services who continue to reside in their homes one year after receiving services.
- To maintain at 95 percent the percentage of seniors receiving community-based services who remain living in their homes rather than entering a long-term care facility after one year of service or information.
- To maximize personal health by serving nutritious meals so that 40 percent of clients receiving home-delivered meals and 80 percent of clients receiving congregate meals score at or below a moderate risk category on the Nutritional Screening Initiative, a risk tool.
- To meet the state standard by maintaining the percent of Adult Protective Services (APS) completed within 45 days at 90 percent or more.

# Department of Family Services

## **Child Protective Services LOB**

- To maintain at 90 percent the percentage of child abuse complaints where contact occurs within the appropriate response time.

## **Foster Care and Adoption Services LOB**

- To decrease the median time that all children are served in foster care from an estimated 1.45 years in FY 2008 to 1.42 years in FY 2009.

## **Child Abuse and Neglect Prevention Services LOB**

- To exceed 90 percent of families served in Healthy Families Fairfax who demonstrate an acceptable level of positive parent-child interaction. Eighty-five percent is the Virginia standard for all Healthy Families programs.
- To maintain at 70 percent the percentage of parents served in the parent education programs who demonstrate improved parenting and child-rearing attitudes.

## **Family Preservation Services LOB**

- To maintain at 97 percent, the percentage of families at risk of abuse and neglect served by Family Preservation Services whose children remain safely in their home.

## **Home-Based Child Care Code Enforcement LOB**

- To increase the new applications and renewals for Home Child Care Permits to ensure an increase in permitted child care homes by 2 percent from 2,007 in FY 2008 to 2,047 in FY 2009 and to ensure at least 10,037 permitted slots in FY 2008 and 10,235 in FY 2009 (one home equates to five child care slots).

## **Subsidized Child Care LOB**

- To serve as many children as possible in the Child Care Assistance and Referral Program or 5,141 children in FY 2009 within current allocations.

## **Child Care Services LOB**

- To meet the demand for School-Age Child Care (SACC) services for children with special needs, which is projected to increase by 2 percent from 1,073 children in FY 2008 to 1,097 in FY 2009.

## **Head Start LOB**

- To ensure that children are developmentally ready for school. At least 80 percent of 4-year olds in Head Start will demonstrate the development of social-emotional, math, language and literacy skills as evidenced through on-going assessment.

## **Comprehensive Services for At-Risk Children, Youth and Families LOB**

- To maintain at least 80 percent of services delivered in a non-residential setting to ensure that the majority of services delivered are provided in the least restrictive setting appropriate to the child's needs.

# Department of Family Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Department of Family Services Budget overseen	\$182,229,029	\$196,156,382 / \$185,318,532	\$195,617,604	\$191,526,764	67-01
DFS walk-in customers served at all five office sites	88,368	88,000 / 99,420	96,800	96,800	67-02
Services provided to persons with head injuries through Disabilities Services contract	4,248	4,200 / 4,279	5,000	5,000	67-03
Food Stamp applications received	9,343	8,800 / 9,363	9,000	9,000	67-06
TANF applications received	2,195	2,100 / 2,183	2,100	2,100	67-06
Medicaid/FAMIS applications received	14,548	14,000 / 15,621	14,500	14,500	67-06
Clients served in VIEW program	965	1,000 / 1,036	975	975	67-06
Clients served at Northern Virginia SkillSource Centers	82,434	30,433 / 33,200	34,000	34,000	67-06
Adult and Aging/Long-Term Care clients served	2,187	2,187 / 2,283	2,283	2,283	67-17
Clients served with community-based services (CBS)	7,712	6,608 / 6,578	6,578	6,578	
Meals provided	505,520	525,142 / 570,614	570,614	570,614	
APS Investigations conducted	632	600 / 818	818	818	
Child abuse complaints addressed	1,884	1,900 / 2,084	2,100	2,100	67-13
Children served in foster care	654	659 / 656	660	665	67-14
Families served in Healthy Families Fairfax	684	721 / 638	670	703	67-11
Families served in the parent education programs	195	200 / 174	175	175	67-11
Families in which there are children at-risk of abuse and neglect served through FPS (monthly average)	272	272 / 296	296	296	67-11
Permitted family child care homes	1,935	1,954 / 1,968	2,007	2,047	67-10
Slots available in permitted care	9,675	9,770 / 9,840	10,037	10,235	67-10
Children served by CCAR	10,727	8,000 / 8,320	8,023	8,671	67-07
Children with special needs enrolled in SACC	1,043	1,073 / 1,057	1,073	1,097	67-09
Children served by Head Start	NA	1,010 / 1,010	1,010	1,010	67-08
Children served by CSA	1,060	1,060 / 1,102	1,102	1,102	67-16

# Department of Family Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Efficiency:					
Ratio of the Director's Office budget to the department's overall budget	\$1:\$595	\$1:\$599 / \$573	1:\$584	\$558	67-01
Cost per DFS walk-in customer served	\$4.00	\$4.12 / \$3.18	\$3.40	\$3.57	67-02
Cost per head injured person served	\$278	\$282 / \$313	\$286	\$286	67-03
Cost per public assistance/Food Stamp/Medicaid application	\$306	\$331 / \$318	\$305	\$314	67-06
Cost per client served in VIEW	\$1,708	\$1,670 / \$1,438	\$2,092	\$2,095	67-06
Cost per client served at SkillSource Centers	\$12	\$30 / \$23	\$21	\$21	67-06
Cost per Adult and Aging/Long-Term Care Client	\$3,400	\$4,994 / \$2,823	\$4,736	\$4,785	67-17
Cost per CBS client	\$152	\$159 / \$132	\$125	\$125	
Cost per meal	\$12	\$14 / \$9	\$13	\$13	
Cost per investigation	\$2,180	\$2,451 / \$1,547	\$1,872	\$1,921	
Cost per child abuse complaint addressed	\$1,775	\$1,941 / \$1,741	\$1,842	\$1,872	67-13
Cost per child in foster care	\$9,012	\$9,633 / \$10,114	\$9,958	\$10,162	67-14
Cost per family served in Healthy Families Fairfax	\$2,706	\$2,682 / \$2,844	\$2,973	\$2,858	67-11
Cost per family served in the parent education programs	\$3,116	\$3,078 / \$3,474	\$3,984	\$4,088	67-11
Cost per family served through FPS in which there is a child who is at-risk of abuse and neglect	\$8,342	\$8,547 / \$8,299	\$8,275	\$8,508	67-11
Average cost per slot in permitted care	\$108.16	\$111.71 / \$111.28	\$111.20	\$111.51	67-10
Average subsidy expenditure for CCAR	\$3,860	\$4,460 / \$4,095	\$4,095	\$4,095	67-07
Cost per special needs child	\$2,630	\$2,855 / \$2,844	\$3,092	\$3,091	67-09
Cost per Head Start child	NA	\$12,445 / \$12,498	\$13,115	\$13,142	67-08
Cost per child	\$31,433	\$33,004 / \$31,798	\$32,811	\$32,809	67-16
Service Quality:					
DFS objectives accomplished in a year	14	14 / 18	17	17	67-01
DFS walk-in customers satisfied with the services provided	95.1%	95.0% / 93.0%	95.0%	95.0%	67-02
Consumers with brain injuries satisfied with services	87%	90% / 90%	90%	90%	67-03
Food Stamp applications completed within state-mandated timeframe	9,136	8,536 / 9,190	8,727	8,727	67-06
TANF applications completed within state-mandated timeframe	1,757	1,890 / 2,040	1,995	1,995	67-06
Percent of VIEW clients placed in a work activity	79%	70% / 80%	78%	78%	67-06



# Department of Family Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Service Quality:					
Percent of SkillSource Center clients satisfied with services provided	75.4%	72.4% / 76.3%	72.4%	73.0%	67-06
Percent of Adult and Aging/Long-Term Care clients satisfied with services	85%	90% / 89%	90%	90%	67-17
Percent of CBS clients satisfied with the information and services	93%	95% / 91%	95%	95%	
Percent of clients satisfied with home-delivered meal quality and quantity (1)	NA	NA / 81%	90%	NA	
Percent of clients satisfied with congregate meal quality and quantity	92%	90% / 87%	90%	90%	
Investigations completed within the state standard of 45 days	620	540 / 802	736	736	
Child abuse complaints where contact occurs within the appropriate response time	1,749	1,785 / 2,001	1,890	1,890	67-13
Percent of foster children in permanent foster care (monthly average)	4%	4% / 4%	4%	4%	67-14
Percent of Healthy Families Fairfax participants satisfied with program	98%	95% / 99%	95%	95%	67-11
Percent of parent education participants satisfied with program	98%	95% / 99%	95%	95%	67-11
Percent of families served by FPS who are at-risk of child abuse and neglect who are satisfied with services	96%	90% / 97%	90%	90%	67-11
Percent of providers satisfied with permit process	98%	98% / 98%	98%	98%	67-10
Percent of surveyed parents satisfied with the service received in making child care arrangements	97%	98% / 98%	98%	98%	67-07
Percent of parents of special needs children satisfied with SACC	97%	98% / 98%	98%	98%	67-09
Percent of parents satisfied with Head Start	NA	95% / 95%	95%	96%	67-08
Percent of parents satisfied with services	95%	90% / 87%	90%	90%	67-16

# Department of Family Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent of DFS objectives accomplished	74%	74% / 95%	90%	90%	67-01
Percentage point change in DFS walk-in customers satisfied with the services provided	0.06	0.00 / (2.10)	2.00	0.00	67-02
Percent of service plan goals met by consumers with brain injuries	88%	86% / 88%	86%	86%	67-03
Percent of Food Stamp applications completed within state-mandated timeframe	97.8%	97.0% / 98.2%	97.0%	97.0%	67-06
Percent of TANF applications completed within state-mandated timeframe	80.0%	90.0% / 93.4%	95.0%	95.0%	67-06
Average monthly wage for employed clients in VIEW program	\$1,354	\$1,245 / \$1,342	\$1,287	\$1,332	67-06
Percent of dislocated workers entering employment	90.7%	67.0% / 86.4%	68.0%	69.0%	67-06
Percent of clients who reside in their homes after one year of service	85%	80% / 87%	80%	80%	67-17
Percent of CBS clients who remain in their home after one year of service or information	97%	95% / 98%	95%	95%	
Percent of clients served home-delivered meals who score at or below a moderate nutritional risk category	47%	40% / 48%	40%	40%	
Percent of clients served congregate meals who score at or below a moderate nutritional risk category	87%	80% / 87%	80%	80%	
Percent of investigations completed within 45 days	98%	90% / 98%	90%	90%	
Percent of child abuse complaints where contact occurs within the appropriate response time	93%	85% / 96%	90%	90%	67-13
Median time that children are in foster care (in years) - all children served	1.69	1.80 / 1.51	1.45	1.42	67-14
Percent of families served in Healthy Families Fairfax who demonstrate an acceptable level of positive parent-child interaction	94%	93% / 95%	94%	94%	67-11
Percent of parents served in the parent education programs who demonstrate improved parenting and child-rearing attitudes	67%	70% / 81%	75%	75%	67-11
Percent of families at-risk of abuse and neglect served by FPS whose children remain safely in their home	NA	NA / NA	NA	97%	67-11
Percent change in number of permitted child care slots	(1%)	1% / 2%	2%	2%	67-07

## Department of Family Services

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Outcome:					
Percent change in number of children served in CCAR	(4%)	(25%) / (22%)	(4%)	8%	67-07
Percent change in special needs children enrolled in SACC	4%	3% / 1%	2%	2%	67-09
Percent of children demonstrated gains in areas of math, language and literacy as indicated through the Head Start National Reporting System	NA	80% / 80%	80%	80%	67-08
Percent of services delivered in a non-residential environment	88%	80% / 87%	85%	85%	67-16

(1) The home-delivered meal client satisfaction survey is administered every other year.