

# Office to Prevent and End Homelessness

**Director's Office**

## Mission

The Fairfax-Falls Church community has committed to ending homelessness within 10 years. This commitment requires that no later than December 31, 2018, every person who is homeless or at-risk of being homeless in the Fairfax-Falls Church community will be able to access appropriate affordable housing and the services needed to keep them in their homes.

| <b>AGENCY DASHBOARD</b>   |          |          |          |
|---|----------|----------|----------|
| Key Data  | FY 2014  | FY 2015  | FY 2016  |
| 1. Number of homeless individuals served throughout the system increased (21 percent in FY 2016)  | 3,277    | 3,182    | 3,851    |
| 2. The high annual income needed for a two bedroom fair market apartment in the County continues to be unaffordable for households with low incomes | \$58,760 | \$58,320 | \$64,920 |
| 3. The average length of stay for homeless families in the shelters increased slightly  | 70       | 75       | 77       |
| 4. The average length of stay for homeless singles in the shelters increased slightly   | 40       | 36       | 38       |
| 5. More homeless individuals were placed into permanent housing in FY 2016  | 1,141    | 1,296    | 1,604    |

## Focus

The Office to Prevent and End Homelessness (OPEH) provides day-to-day oversight and management to the Ten Year Plan to Prevent and End Homelessness in the Fairfax-Falls Church community, and the management, oversight and operation of many of the homeless services provided by the County.

### The Ten Year Plan to Prevent and End Homelessness

The Ten Year Plan to Prevent and End Homelessness (The Plan) was developed around the Housing First concept which requires individuals and families experiencing homelessness be placed in non-time-limited housing as quickly as possible. In doing so, the support provided through social services and other interventions will achieve greater outcomes. The Plan is centered on creating a strong community partnership between government, business, faith and nonprofit communities. The community partnership structure has five organizational elements. They include:

- The Governing Board – An executive level collaborative leadership group to provide the high-

## Office to Prevent and End Homelessness

level policy direction, community visibility, overall accountability, and resource development capability necessary for the successful implementation of the Ten Year Plan to Prevent and End Homelessness. The Governing Board is made up of community leaders from diverse walks of life who share a commitment to see the end of homelessness.

- The Office to Prevent and End Homelessness – Administratively established within the Fairfax County government to manage, coordinate, and monitor day-to-day implementation of the Ten Year Plan to Prevent and End Homelessness, the management, oversight and operation of many of the homeless services provided by the County, ensure coordinated execution of the work of the Housing Options Interagency Group and Interagency Work Group, provide strategic guidance and staff the Governing Board, track successes, initiate and maintain public awareness of homelessness, communicate with the larger community, and establish and coordinate with the Consumer Advisory Council. Successfully implementing the Housing First approach will require leadership and coordination of a partnership of government, business, faith and non-profit communities.
- The Interagency Work Group – An operational management group whose membership is drawn from community-based agencies, government organizations, faith-based organizations, nonprofit agencies, other critical community institutions, and for-profit developers. The Interagency Work Group coordinates to make the operational policy, process, and budgetary decisions necessary to appropriately align their organization’s efforts with the implementation plan to end homelessness.
- The Consumer Advisory Council – An advisory group of persons who are formerly homeless, currently homeless, and persons at-risk of becoming homeless. The Consumer Advisory Council incorporates the expertise and voice of homeless persons in all levels of implementation, evaluation, and revisions to The Plan.
- The Housing Options Interagency Work Group – Works in partnership with the Deputy County Executive, Department of Housing and Community Development, Department of Family Services, Fairfax-Falls Church Community Services Board, nonprofit and affordable housing advocates and developers to effectively implement housing goals associated with The Plan as part of the continuum of affordable housing provided in the community. This group ensures that the housing resources are applied in a targeted and transparent manner and support the needs of a diverse and growing community through innovative public and private services, community partnerships and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need, and are willing and able to give back to their community.

### The Office to Prevent and End Homelessness supports the following County Vision Elements:



**Maintaining Safe and Caring Communities**



**Creating a Culture of Engagement**



**Maintaining Healthy Economies**

## Office to Prevent and End Homelessness

### **Provision of Homeless Services**

Just as the Ten Year Plan to Prevent and End Homelessness requires partnership and collaboration among entities in the County and the community, so does the operation and support of the County's current homeless services. OPEH is responsible for the management and operation of the following homeless services: emergency homeless prevention funds, Housing Opportunities Support Teams, emergency shelters, motel placements, supportive permanent housing and transitional housing, housing first housing for chronically homeless individuals, and the winter seasonal program. There are still many homeless support services that are provided by other County agencies such as the Department of Housing and Community Development, the Fairfax-Falls Church Community Services Board, the Department of Family Services and the Health Department. OPEH collaborates closely with these agencies and with nonprofits to provide coordinated and effective homeless services in the community.

### Emergency Homeless Prevention Funds

Social workers from the Department of Family Services, as well as Coordinated Services Planning (CSP) social workers from the Department of Neighborhood and Community Services, access emergency homeless prevention funds to assist persons who are at-risk of becoming homeless. Families and individuals that contact the CSP social workers are assessed for eligibility and may be assisted directly utilizing these County funds or referred to a community-based nonprofit group.

### Housing Opportunities Support Teams (HOST)

HOST is a homelessness prevention, shelter diversion and rapid-rehousing model that was developed and implemented through the existing array of nonprofit, faith and government agencies to prevent homeless families and individuals from entering the homeless service system and to move those who are homeless to more permanent housing in a more rapid manner. This approach is being operated through regionally-based sites located throughout the County to provide flexible and adaptive services needed to help individuals and families obtain or maintain housing. The primary function of HOST is to coordinate and manage prevention, housing placement, and support services for those who are homeless or at-risk of becoming homeless. Members of the HOST team serve as a liaison to his or her organization/system and work closely with other HOST members to create a cohesive and seamless system of service delivery. This model has ensured that clients receive the same intake and services regardless of where they enter the system.

### Emergency Shelters

The County contracts with nonprofit organizations to provide emergency shelter and services to homeless individuals and families. The homeless shelter system continues to be in transition as the Housing First approach is fully integrated and homeless families and individuals are moved rapidly into housing while staff members work collaboratively with the community to provide meals and supportive and stabilizing services. The shelter programs focus on individualized case management services to support residents in finding and maintaining stable housing. Homeless individuals and families receive services including housing, meals, security, supervision, case management, support services and information and referral to other community supports and County programs such as employment services. Shelter staff also provides basic life skills programs that address the skills required to be self-sufficient such as finding and obtaining stable housing; household skills training to help residents maintain permanent housing; problem solving skills; budgeting and financial management; and for families, parenting education classes. The County provides community-based mental health services and alcohol and drug abuse counseling services through the Fairfax-Falls Church Community Services Board and health services through the Health Department. Community groups augment the contractors' services, providing volunteers, donations, and other services that benefit homeless adults and families.

## Office to Prevent and End Homelessness

There are six shelters located throughout the County:

| Shelter                                   | Type of Shelter       | Location               | Beds   |
|---|-----------------------|------------------------|--|
| Bailey's Crossroads*<br>Community Shelter | Adult                 | Bailey's<br>Crossroads | 50 beds for adult individuals<br>10 beds for cold weather overflow   |
| Eleanor U. Kennedy<br>Homeless Shelter    | Adult                 | Route 1                | 50 beds for adult individuals<br>11 beds for year round overflow<br>10 beds for cold weather overflow          |
| Embry Rucker<br>Community Shelter         | Adult and<br>Families | Reston                 | 28 beds for adult individuals<br>12 beds for cold weather overflow<br>Up to 42 beds (in 10 rooms) for families |
| Next Steps                                | Families              | Route 1                | 52 beds in 18 apartment units  |
| Patrick Henry Family<br>Shelter           | Families              | Falls Church           | 42 beds (in 7 apartments) for families   |
| Katherine K. Hanley<br>Family Shelter     | Families              | Fairfax-Centreville    | Up to 72 beds (in flexible room<br>arrangements) for 20 families   |

*\* Due to redevelopment the Bailey's Crossroads Shelter will be moving to a new location, which is anticipated to open in late 2019. The identification of land to construct the new permanent shelter has made it unnecessary to utilize a temporary location as was originally planned.*

In FY 2016, the emergency shelter program served 2,784 homeless people, 1,820 as single adults and 1,073 as members of families. While not absolute, these numbers represent a largely unduplicated count. The "family" population included 455 adults and 618 children in 324 households.

### Motel Placements

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

### Supportive Permanent Housing and Transitional Housing

Mondloch Place provides permanent supportive housing to formerly homeless single adults. The 20 fully furnished efficiency rental units offer onsite supportive services operated by a local nonprofit provider. The residents have a supportive environment where it is expected that they will pursue greater self-sufficiency through job training, life skills training, healthcare and case management. Mondloch Place is the first of its kind in the Fairfax-Falls Church community. Residences like Mondloch Place will expand critical affordable housing opportunities to individuals at the lowest end of the economic spectrum and those with the greatest need. Its success in ending homelessness for the chronically homeless and most vulnerable will serve as a model for years to come.

## Office to Prevent and End Homelessness

The Katherine K. Hanley Townhomes provide permanent supportive housing and services to families with children under age 18 who are headed by a person with disabilities, currently homeless and are determined by an admissions team to have no other housing options. Two three-unit buildings (for a total of six units) are co-located next to the Katherine K. Hanley Family Shelter.

Additionally, the County receives a grant from the U.S. Department of Housing and Urban Development (HUD). The Reaching Independence through Support and Education (RISE) grant funds 20 units of Permanent Supportive Housing. This program is operated in partnership with nonprofit organizations. It should be noted that beginning in FY 2017, the County will no longer receive funding for the Community Housing Resource Program (CHRP) grant. This grant provided transitional housing units for victims of domestic violence. The local funding associated with this award has been moved from Fund 50000, Federal-State Grant Fund to the Department of Family Services to continue these services. For more information, see the Department of Family Services narrative in Volume 1 of the [FY 2018 Adopted Budget Plan](#).

### Housing First Housing for Chronically Homeless Individuals

Funds are used to provide housing first services for up to 30 individuals who have been chronically homeless. Services include permanent housing (with contributions from the participants) and case management. These services are currently provided through contracts with two community-based organizations.

### Winter Seasonal Program

Additional sheltering has been provided during the winter months as the need for shelter for single individuals is greater than the capacity of the main shelters. The goal of the program is to prevent hypothermia among this population, while maintaining a safe environment for the participants, staff and volunteers. Initially operated in the central Fairfax area by a nonprofit partnership, the program has now grown to include sites in the north and south County areas. The program is a joint effort between the Office to Prevent and End Homelessness, the Department of Family Services, Fairfax-Falls Church Community Services Board homeless outreach staff, Health Department Homeless Health Care Program staff, shelter and other nonprofit providers, and over 100 faith communities throughout various parts of the County. During the winter of 2016-2017, hypothermia prevention shelter and meals were provided to 1,060 homeless adults.

## Budget and Staff Resources

| Category   | FY 2016<br>Actual   | FY 2017<br>Adopted  | FY 2017<br>Revised  | FY 2018<br>Advertised | FY 2018<br>Adopted  |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|
| <b>FUNDING</b>   |                     |                     |                     |                       |                     |
| Expenditures:  |                     |                     |                     |                       |                     |
| Personnel Services                                     | \$822,600           | \$846,767           | \$846,767           | \$855,570             | \$855,570           |
| Operating Expenses                                     | 11,133,875          | 12,124,250          | 13,069,639          | 11,924,250            | 11,924,250          |
| Capital Equipment                                      | 24,444              | 0                   | 173,000             | 0                     | 0                   |
| <b>Total Expenditures</b>                              | <b>\$11,980,919</b> | <b>\$12,971,017</b> | <b>\$14,089,406</b> | <b>\$12,779,820</b>   | <b>\$12,779,820</b> |
| <b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b> |                     |                     |                     |                       |                     |
| Regular  | 8 / 8               | 8 / 8               | 8 / 8               | 8 / 8                 | 8 / 8               |

## Office to Prevent and End Homelessness

1 Executive Director  
 1 Program Manager  
 1 Program and Procedures Coordinator

1 Administrative Assistant IV  
 4 Management Analysts III

**TOTAL POSITIONS**  
 8 Positions / 8.0 FTE

### FY 2018 Funding Adjustments

The following funding adjustments from the FY 2017 Adopted Budget Plan are necessary to support the FY 2018 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on May 2, 2017.

- ◆ **Employee Compensation** **\$8,803**  
 An increase of \$8,803 in Personnel Services is for performance-based and longevity increases for non-uniformed merit employees effective July 2017.

- ◆ **Reductions** **(\$200,000)**  
 A decrease of \$200,000 reflects reductions utilized to balance the FY 2018 budget. The following table provides details on the specific reduction:

| Title                                  | Impact   | Posn | FTE | Reduction |
|--|--|------|-----|-----------|
| Reduce Funding for Last Resort Housing | OPEH utilizes motels as a last resort housing option for families with children who are experiencing homelessness when the main shelters are full or in cases where a family member has medical needs that make a typical shelter facility an inappropriate placement. This reduction will reduce funding for motel placements by approximately 50 percent. The need for motel placement has been declining over the last several years as concerted efforts have been made to move clients more rapidly into permanent housing, thus increasing the availability of shelter beds and reducing the need for motel usage. It is anticipated that this reduction will have minimal impact on services based on the current trend and continued efforts to move clients out of the shelters and into permanent housing. This does however reduce the amount of resources available to respond to housing needs should the demand for family shelter increase. | 0    | 0.0 | \$200,000 |

## Office to Prevent and End Homelessness

### Changes to FY 2017 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2017 Revised Budget Plan since passage of the FY 2017 Adopted Budget Plan. Included are all adjustments made as part of the FY 2016 Carryover Review, FY 2017 Third Quarter Review, and all other approved changes through April 30, 2017.

- ◆ **Carryover Adjustments** **\$1,118,389**  
As part of the FY 2016 Carryover Review, the Board of Supervisors approved funding of \$1,118,389 in Operating Expenses for encumbered carryover, primarily for contracted services.

### Key Performance Measures

| Indicator  | Prior Year Actuals |                |                         | Current Estimate | Future Estimate |
|--|--------------------|----------------|-------------------------|------------------|-----------------|
|  | FY 2014 Actual     | FY 2015 Actual | FY 2016 Estimate/Actual | FY 2017          | FY 2018         |
| <b>Office to Prevent and End Homelessness</b>  |                    |                |                         |                  |                 |
| Number of persons exiting the County's single and family shelters to permanent housing | 926                | 1,161          | 1,161/1,031             | 1,031            | 1,031           |

A complete list of performance measures can be viewed at [www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/73.pdf](http://www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/73.pdf)

### Performance Measurement Results

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

| Fiscal Year | Number | Percentage Increase/(Decrease) |
|-------------|--------|--------------------------------|
| 2010        | 243    |                                |
| 2011        | 411    | 69%                            |
| 2012        | 599    | 46%                            |
| 2013        | 754    | 26%                            |
| 2014        | 926    | 23%                            |
| 2015        | 1,161  | 25%                            |
| 2016        | 1,031  | (11%)                          |

The homeless shelters are working to move individuals rapidly into permanent housing. Efforts will continue through the implementation of the Ten Year Plan to Prevent and End Homelessness to enhance proven Rapid Rehousing strategies to support clients' move to permanent housing. This work continues to be very challenging due to the inadequate supply of affordable housing. Additional efficiencies in approach will also be sought to improve outcomes for the homeless in the community. In FY 2016 the number of people who moved into permanent housing totaled 1,031.