

Office to Prevent and End Homelessness

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Mission

The Fairfax-Falls Church community is committed towards the goal that every person who is homeless or at-risk of being homeless will be able to access appropriate, affordable housing and the services needed to keep them in their homes. The Office to Prevent and End Homelessness was created to manage, coordinate, and monitor the day-to-day implementation of the community's strategic plan towards achieving this goal.

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. OPEH works in close partnership with the Department of Housing and Community Development (HCD) to provide housing options to homeless individuals and other vulnerable populations. In FY 2019 the County continued to explore opportunities for closer collaboration between OPEH, HCD, and the Community Services Board (CSB) to improve services, increase efficiencies, and redesign processes to improve communication and joint decision making on programmatic issues.

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 to 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 has been a successful roadmap for OPEH, the Governing Board, Nonprofit, faith community, and other key stakeholders and has supported the significant success and reductions in the homeless numbers in the Fairfax-Falls Church community. This plan ended on December 31, 2018, and plans are underway with the Governing Board, nonprofits and community to establish a new set of goals to help guide the collective work moving forward. The community partnership structure currently has four organizational elements; they include:

- The Governing Board – An executive level collaborative leadership group to provide the high-level policy direction, community visibility, overall accountability, and resource development capability necessary for the successful implementation of the 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, 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.

Office to Prevent and End Homelessness

- 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.

Provision of Homeless Services

Partnership and collaboration among entities in the community, as well as other County agencies, is an integral part of 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 (DFS), 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.

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 CSB 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 Community Shelter	Adult	Bailey's Crossroads (new location)	52 beds for adult individuals 30 beds for cold weather overflow 18 supportive housing units
Eleanor U. Kennedy Homeless Shelter	Adult	Route 1	50 beds for adult individuals 11 beds for year-round overflow 10 beds for cold weather overflow
Embry Rucker Community Shelter	Adult and Families	Reston	28 beds for adult individuals 12 beds for cold weather overflow Up to 42 beds (in 10 rooms) for families
Next Steps	Families	Route 1	52 beds in 18 apartment units
Patrick Henry Family Shelter	Families	Falls Church	42 beds (in 7 apartments) for families
Katherine K. Hanley Family Shelter	Families	Fairfax-Centreville	Up to 72 beds (in flexible room arrangements) for 20 families

Funding was approved as part of a 2016 Human Services and Community Development bond to renovate, expand or replace four of the County's shelters, which can no longer adequately meet emergency needs of homeless families and individuals in the community. The specific shelters include the Patrick Henry Shelter, the Embry Rucker Shelter, the Eleanor Kennedy Shelter, and the Bailey's Crossroads Shelter.

The Bailey's Crossroads Shelter is the first shelter to be constructed and expanded with the bond funding. This shelter will be moving to a new location and is anticipated to open late in December 2019. The facility is designed to provide flexibility where multiple needs can be met at one location. It will provide both emergency shelter to meet crisis situations for single individuals who are homeless, a new medical respite program, and permanent supportive housing units where the County can provide intensive services for individuals with significant barriers that have prevented them from being independent in the community. Having emergency shelter and supportive housing co-located in the same facility will enable some efficiencies in terms of resources and staffing. Hypothermia prevention shelter capacity will also be available from November through March, with a "no turn-away" policy during freezing temperatures.

In FY 2018 the Emergency Shelter program served 2,669 homeless people, 1,656 as single adults and 1,015 as members of families. While not absolute, these numbers represent a largely unduplicated count. The "family" population included 418 adults and 597 children in 279 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

Office to Prevent and End Homelessness

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.

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.

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 OPEH, DFS, CSB 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 2017-2018, hypothermia prevention shelter and meals were provided to 1,085 homeless adults.

Residential Operations and Partnership Development

OPEH provides services and support to human services residential sites by overseeing operations and providing maintenance and upkeep at seven emergency shelters and 160 residential program sites serving consumers throughout the County. The Residential Operations and Partnership Development division of OPEH promotes excellence across the human services delivery system by providing quality professional, consultative, management and operational services for the benefit of the community. This work is achieved through a collaborative approach among OPEH, other County human services agencies, and other departments by focusing on maximizing and effectively managing physical resources to sustain and support programs where service demands require it.

Office to Prevent and End Homelessness

Thinking Strategically

It is increasingly challenging to identify rental residential units available for lease to address human services clients' housing needs that meet both U.S. Department of Housing and Urban Development (HUD) requirements and Fair Market Housing guidelines. In order to meet the strict program requirements, the County has had to seek an increasing number of rental units in privately owned properties. Consequently, rental units are geographically dispersed, instead of being concentrated within a single large apartment complex with one rental office. This has resulted in the department having to deal with an increasing number of landlord/tenant issues and concerns. Additionally, privately-owned units typically require more oversight and site inspection visits to ensure conditions meet HUD occupancy requirements. Thus, time spent managing leases continues to increase as well. This geographically dispersed housing approach combined with constrained resources has made it necessary for OPEH to think strategically about management of resources, and find ways to increase efficiencies in the implementation of homelessness prevention strategies. As the department continues to identify ways to assist the homeless population in the County and works with the Governing Board and community partners to develop the next phase of The Plan, OPEH will continue to explore innovative and effective approaches that draw on the experiences and lessons of the past ten years while anticipating how needs and available resources may evolve in the future.

Budget and Staff Resources

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$815,782	\$1,968,668	\$1,996,582	\$2,038,854
Operating Expenses	12,014,269	12,385,861	13,022,646	12,838,650
Capital Equipment	190,221	0	43,211	0
Total Expenditures	\$13,020,272	\$14,354,529	\$15,062,439	\$14,877,504
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	8 / 8	21 / 21	21 / 21	21 / 21
1 Executive Director	1 Management Analyst II	2 Senior Maintenance Workers		
1 Deputy Director	1 Management Analyst I	1 Gen. Bldg. Maint. Worker II		
1 Program Manager	1 Business Analyst III	2 Gen. Bldg. Maint. Workers I		
1 Program and Procedures Coordinator	1 Substance Abuse Counselor III			
2 Management Analysts IV	1 Administrative Assistant V			
4 Management Analysts III	1 Administrative Assistant IV			
TOTAL POSITIONS				
21 Positions / 21.0 FTE				

FY 2020 Funding Adjustments

The following funding adjustments from the FY 2019 Adopted Budget Plan are necessary to support the FY 2020 program.

- ◆ **Employee Compensation** \$42,272
An increase of \$42,272 in Personnel Services includes \$19,965 for a 1.0 percent market rate adjustment (MRA) for all employees and \$22,307 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.

Office to Prevent and End Homelessness

- ◆ **New Bailey’s Crossroads Shelter**

An increase of \$230,329 in Operating Expenses is included for the new Bailey’s Crossroads Homeless Shelter, which is scheduled to open during FY 2020. The new expanded facility includes increased emergency shelter capacity, a new four-bed medical respite unit, and 18 new permanent supportive housing unit apartments. This funding will support increased contract and operating costs associated with the increased facility size, service capacity and program requirements.

\$230,329
- ◆ **Contract Rate Increases**

An increase of \$222,460 in Operating Expenses is associated with providing contract rate increases primarily for the providers of contracted homeless services.

\$222,460
- ◆ **Health and Human Services Position Realignment**

As previously approved by the Board of Supervisors as part of the *FY 2018 Carryover Review*, an increase of \$27,914 in Personnel Services is included to support the transfer of a benefits eligible position from the Office of Strategy Management for Health and Human Services (OSM) to OPEH to better align resources within the Health and Human Services System.

\$27,914

Changes to FY 2019 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2019 Revised Budget Plan since passage of the FY 2019 Adopted Budget Plan. Included are all adjustments made as part of the FY 2018 Carryover Review, and all other approved changes through December 31, 2018.

- ◆ **Carryover Adjustments**

As part of the *FY 2018 Carryover Review*, the Board of Supervisors approved funding of \$679,996 for encumbered carryover, including \$644,285 in Operating Expenses and \$35,711 in Capital Equipment.

\$679,996
- ◆ **Health and Human Services Position Realignment**

As part of the *FY 2018 Carryover Review*, the Board of Supervisors approved the transfer of \$27,914 in Personnel Services funding and benefits eligible support from the Office of Strategy Management for Health and Human Services (OSM) to OPEH to better align resources within the Health and Human Services System.

\$27,914

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate/Actual	FY 2019	FY 2020
Office to Prevent and End Homelessness					
Number of persons exiting the County's single and family shelters to permanent housing	1,031	1,068	1,068 / 978	978	978

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2020-advertised-performance-measures-pm>

Office to Prevent and End Homelessness

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%)
2017	1,068	4%
2018	978	(8%)

The homeless shelters are working to move individuals rapidly into permanent housing. Efforts will continue 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 2018, a total of 978 people moved into permanent housing from County shelters.