

Health and Human Services

PROGRAM DESCRIPTION

The Fairfax County Health and Human Services Organization (HHS) is a network of county agencies and community partners that support the well-being of all who live, work, and play in Fairfax County. HHS offers programs that range from immediate crisis intervention for emergency mental health needs to long-term programs designed to stabilize and strengthen Fairfax County residents. HHS aims to protect the vulnerable, help people and communities realize and strengthen their capacity for self-sufficiency, and ensure good outcomes through prevention and early intervention.

LINK TO THE COMPREHENSIVE PLAN

Fairfax County's Comprehensive Plan Policy Plan Human Services Section includes the following established objectives:

- ✓ Identify the most appropriate service delivery system options, and their impact on facilities for delivery of human services.
- ✓ Coordinate the planning and use of facilities with human service providers.
- ✓ Encourage the location of new facilities to increase their accessibility.
- ✓ Acquire sites which, given applicable location criteria, are appropriate for the facility's specific purpose.
- ✓ Develop sufficient adult day health care centers.
- ✓ Provide adequate emergency housing services for individuals and families and for victims of familial abuse.
- ✓ Develop adequate transitional housing for homeless families.
- ✓ Provide for the before- and after-school childcare needs of 15 percent of children attending elementary schools.
- ✓ Develop adequate child development centers to ensure that low-income county families can achieve and maintain self-sufficiency.
- ✓ Locate senior centers according to the hierarchy established by the Senior Center Study.
- ✓ Provide for the residential needs of persons with mental illness, mental retardation, and substance abuse problems through small and large supervised and supported residential services located countywide.

Source: Fairfax County Comprehensive Plan, 2017 Edition; Policy Plan – Human Services, Amended through 3-4-2014

PROGRAM INITIATIVES

HHS agencies focus on needs in a variety of areas such as health care, mental health, disability services, income assistance, housing, homelessness, as well as protection and prevention services for anyone at-risk. HHS is comprised of the following County Departments and Agencies: Fairfax-Falls Church Community Services Board (CSB), Department of Family Services (DFS), Neighborhood and Community Services (NCS), Health Department (HD), Housing and Community Development (HCD), Office of Strategy Management for Health and Human Services (OSM), Office of Prevent and End Homelessness (OPEH),

Juvenile and Domestic Relations District Court (JDRDC), McLean Community Center and Reston Community Center. The Mission, Vision and Guiding Principles of the HHS Organization, include:

**Fairfax County Health and Human Services
Mission, Vision and Guiding Principles**

Mission

We create opportunities for individuals and families to be safe, be healthy, and realize their potential.

Vision

We are the foundation of thriving people and communities.

Guiding Principles

- We will succeed by ***using resources judiciously***, considering return on investment and opportunity;
- ***addressing root causes*** and focusing on prevention;
- ***promoting equity and providing a voice*** for the vulnerable -- addressing disproportionate/disparate outcomes with a client-centered mindset.

Source: *Health and Human Services Website, About Us.* Accessed September 2019. <https://www.fairfaxcounty.gov/health-humanservices/aboutus>

HHS continues to focus on cross-cutting strategic initiatives, the broad community outcomes they support, and progress toward achieving them. Changes in demographics, practices, and technologies have catalyzed HHS' transformation into an integrated service delivery model. Guided by the One Fairfax policy, and in preparation for the implementation of the County's Strategic Plan, HHS incorporates 16 cross-agency strategies that represent the organization's collective body of work. These strategies integrate the community needs as identified in the HHS Needs Assessment. The strategies are:

Affordable Housing Implement recommendations of the Housing Blueprint, Communitywide Housing Strategic Plan Phase I and Phase II	Community Health Services Redesign Develop a health safety new provider model which offers access to whole person care
Early Childhood Learning Provide equitable high-quality early childhood development opportunities	Opioid Prevention, Treatment, and Enforcement Strengthen efforts on the prevention, treatment, and enforcement of opioids
Diversion Divert low-risk offenders from the criminal justice system with behavioral health needs	Trauma-Informed Care Expand capacity for trauma-informed practices
Long-Term Care Services Align long-term care services for older adults and individuals with disabilities	Behavioral Health Services Increase behavioral health services for youth, particularly those with mild to moderate outpatient needs
Gang Prevention Prevent gang involvement and activity	Place-Based Initiatives Implement Opportunity Neighborhoods in the Bailey's/Culmore area and Herndon
Human Centered Redevelopment Redevelop Original Mt. Vernon High School, East County, and North County	Transportation Options Increase affordable and accessible transportation options for older adults and individuals with disabilities
Emergency and Supportive Housing Create emergency and supportive housing services unit	HHS IT System and Business Integration Create a client-centered service model through aligning and integrating IT systems and business processes
Economic Success Strategies Implement actions as part of the Economic Success Strategic Plan, particularly those related to achieving economic success through education and social equity	Zoning Modernization Support the implementation of actions as part of zMOD, Fairfax County's zoning modernization effort

While these 16 strategies do not provide a comprehensive view of each effort within HHS, they are designed to prioritize efforts that span across more than one agency and guide the collective work of HHS' leadership. Through effective partnerships with County agencies, including the Department of Planning and Development and the Department of Public Works and Environmental Services, OSM facilitates achievement of these strategies through capital facility and urban planning. HHS work in this area is guided by several unifying themes:

Co-location

Over 100 County-owned and leased facilities support the delivery of HHS programs and services county-wide. Driven by the specific population served by a particular HHS program or service, HHS employs both a centralized and decentralized model for service delivery. Given that individuals and families served by HHS often have multiple needs addressed by multiple programs and services, many HHS Departments and Agencies are best positioned to meet client needs through co-location. Through continued effort to co-locate complimentary programs and services, HHS aims to maximize taxpayers' investments, reduce reliance on leased space by maximizing use of county-owned space, address gaps in service delivery, and improve efficiencies associated with service delivery. Centralized service delivery, where service utilization allows, and decentralized sites based on access considerations are balanced with the cost of delivery for both staffing and facility operations. Successful on-going co-location efforts include:

South County Human Services Center (Gerry Hyland Center)

Opened in 2002, the South County Human Services Center serves as a major service delivery point for many Health Department, Department of Family Services, Community Services Board, and Neighborhood and Community Services programs. It is also a host site for a Federally Qualified Health Clinic (FQHC).

Lewinsville Center

With phased completion beginning in 2018 and full opening in 2019, the Lewinsville Redevelopment includes affordable independent senior housing, and facilities for the Health Department's adult day care program, two child daycare centers, and the expansion of Neighborhood and Community Services senior center programs.

School Aged Child Care Centers

School Aged Child Care (SACC) Centers services are offered in 141 locations across the County, including at most FCPS elementary schools. SACC provides fun, safe and educational care for children in kindergarten-sixth grade before school, after school and during school vacations. Children with special needs are fully included in all SACC centers. In addition, SACC programs at Key and Kilmer Centers serve youth, ages 5-21, with multiple types of disabilities. SACC offers a sliding fee scale for income eligible families.

Kingstowne Complex

This project includes the development of a co-located Kingstowne Regional Library, Franconia Police Station, District Supervisor's Office, Childcare Center, and Active Adult Center.

Original Mount Vernon High School Site

This is currently in the Master Planning stage and efforts are underway to determine immediate occupancy and long-term reuse potential for the building. Immediate occupancy for the use of the gym by NCS began in fall 2016. In addition, to improve service delivery in the south county area, the Fire Marshall and FCPS have occupied space since July 2017. Staff continues to conduct surveys, studies, and explore designs for additional uses on the site. Uses include the relocation of the Teen/Senior Center program from the South County Human Services Center. The planning effort is being coordinated with the Mount Vernon and Lee District communities to serve a wide range of community needs and opportunities that will facilitate the economic success of Fairfax County.

Innovation in Building Design

HHS strives to provide a “One Story, One Time” experience for residents and clients. This experience will provide seamless, positive care access for clients and can improve the outcomes of health and human services programs and services. An extensive business integration initiative is underway to transform “front porch” technology systems in support of this vision. A similar transformation is envisioned for the design of HHS facilities in which “One Story, One Time” is reflected in increasingly integrated, flexible, and innovative buildings that are responsive to the dynamic nature of HHS programs and the populations they serve.

HHS programs and services must be flexible enough to respond to changing priorities; the impact of changes in programming; county demographics and climate; shifts in federal funding; and changes in federal, state and local policy directives, regulations, and laws. Design and outfitting of HHS facilities aims to anticipate and support these needs by focusing on spaces that can be efficiently adapted or reconfigured. Through the application of best practices in design and architectural programming, HHS envisions buildings that address the health and well-being for vulnerable populations (trauma, crisis, persons with disabilities), while also providing for ease of access to programs and services through prioritizing way-finding in design of new buildings and retrofitting existing buildings.

In centralized service delivery locations, such as the North County Human Services Center, HHS envisions a building that is a place to gather as a community as well as to obtain services. Partnership with the community in planning and design to ensure inclusive conversations is central to achieving this goal. Among HHS priorities for centralized locations are early childhood programs, as well as integrated primary care services, and dental services provided through community partnerships.

Equitable, Livable, and Healthy Communities

HHS programs and services provide public infrastructure for affordable housing, recreation, physical activity, health, and employment. This directly impacts the well-being of residents and the livability of County neighborhoods. HHS’ participation and engagement with County land development policy and process improvement efforts is critical for ensuring that growing demand for HHS programs and services continues to be met in the appropriate locations and that land development serves and benefits all residents of the County in ways that reduce or eliminate inequity.

The impacts of population growth and land development often disproportionately or negatively impact vulnerable populations and persons receiving assistance. Through involvement in the land development process and applying a health and equity lens to this body of work, HHS aims to ensure all community members have equitable access to the benefits of community improvements. This includes providing for affordable and accessible housing, as well as adequate infrastructure to support a range of transportation options, including transit access and safe walking routes. Older adults and individuals with disabilities who may need to rely on public transportation to remain independent are particularly burdened when public transportation is neither affordable nor accessible. Additionally, the high cost of housing, coupled with the lack of affordable housing options, means that residents are very vulnerable when any significant life events occur.

Equity in response to those who face barriers to opportunity includes investments in housing, workforce development, early childhood education, community and public safety, criminal justice, health services, and transportation. Equitable access and service outcomes are tied to economic success for Fairfax County and its residents. Moreover, residents with equitable outcomes are more resilient and self-sufficient. By determining the appropriate placement of service sites based on target populations, unmet service needs, underserved areas, and service delivery gaps brought upon by population growth or changing community conditions, HHS strives to address the continuum of needs for all.

CURRENT PROJECT DESCRIPTIONS

1. **Community Center Courts Renovations** (Countywide): This is a continuing project to resurface and provide improvements to basketball and tennis courts at Community Centers throughout the County. In order to ensure the safety and usability of the courts, a repair and replacement schedule has been created for the 22 existing courts. For exterior courts this includes resurfacing each court every four years and complete replacement of each court every 12 years. The average lifespan of an exterior court is 10-15 years depending on the level of use, weather conditions, and other external/environmental factors. For interior courts this includes buffing/screening each court annually and sanding/repainting/replacing each court every 15 years. Having the courts routinely repaired and replaced helps maintain the safe conditions of the courts, allows the courts to remain open for public use, and provides a longer lifespan. Funding of \$350,000 will be considered for funding as part of the *FY 2020 Carryover Review* to support court renovations during FY 2021.
2. **Crossroads Renovation – 2020** (Lee District): \$21,000,000 is estimated for the renovation of the Crossroads facility. The Crossroads facility provides substance abuse education, counseling, vocation rehabilitation, psychiatric services, medication monitoring, drug testing, case management, and transition support toward independent living. The location supports an average daily census of 74 individuals. Typical program participation is 4–6 months in the primary treatment phase and 3-4 months in the supervised living phase. Facility updates are required to address outdated equipment, HVAC, plumbing, electrical and mechanical systems. Changing care standards also demand the creation of flexible space for admissions, visitors, and therapeutic services. In FY 2018, 150 people were served in the residential treatment program and 57 people were served in the supervised living component. At any given time, there are 50-60 individuals on the wait list. As part of the renovation project, staff is reviewing the opportunity to use existing space more efficiently to reduce waiting lists in the future. This project is included as part of the proposed 2020 Human Service Bond Referendum.
3. **CSB Facility Retrofits** (Countywide): \$6,600,000 has been transferred from the Community Services Board to support the repurposing and reconfiguration of CSB facilities including the Boys Probation House (BPH) and space at the Merrifield Center. The BPH is a community-based, non-secure, 16-bed residential treatment program for male juvenile offenders. The number of offenders at the BPH has significantly declined in recent years and space has been identified for this Program at the Juvenile Detention Center Transitional Living Center. The movement of the BPH Program will allow for the relocation of the Crisis Care Program. This program is currently housed at the leased Woodburn facility, and provides a 16-bed alternative to psychiatric hospitalization for Northern Virginia residents. In addition, this project supports the reconfiguration of space at the Merrifield Center based on the continued implementation of the multi-agency Diversion First Initiative, and the unfunded state-mandated STEP-VA initiative.
4. **Early Childhood Education Initiatives** (Countywide): \$100,350,000 is proposed for early childhood initiatives, including \$350,000 previously was approved by the Board of Supervisors for the renovation of space at the Annandale Christian Community for Action (ACCA) Child Development Center. Renovations will include replacement carpeting, painting, and some exterior and interior requirements. The space will support the provision of services for 36 additional children, ages two–five years old. In addition, bond funding of \$25 million every other year beginning in fall 2022 is proposed for a total of \$100 million to provide facilities to address Early Childhood Education needs throughout the County.
5. **East County Health and Human Services Center** (Mason District): \$136,375,000 is estimated for a new East County Human Services Center in the Bailey's Crossroads area. This facility will provide enhanced service delivery to the residents of the eastern part of the County through consolidation of existing leased facility spaces to an integrated Health and Human Services site. Funding in the amount of \$5,375,000 has been approved from 2004 Human Services Bonds remaining from completed projects to support initial studies, and pre-design activities. Site location options for East County Human Services Center are being evaluated including, the Southeast Quadrant Redevelopment site, and repurposing of existing office building options in the service area. It is anticipated that EDA bonds will finance the remaining \$131 million to fully fund the project.

6. **Eleanor Kennedy Shelter - 2016** (Mt Vernon District): \$12,000,000 to fund the renovation or replacement of the Eleanor Kennedy Shelter. The Shelter is an emergency homeless shelter located on the Fort Belvoir Military Reservation that is leased indefinitely to Fairfax County. The facility accommodates beds for 38 men and 12 women. The facility can also accommodate an additional 15 people, in a trailer, for overflow capacity year-round and another 10 during cold weather (hypothermia). A renovation and expansion or replacement of the Eleanor Kennedy Shelter is essential to meet the needs of the emergency homeless population within Fairfax County including many homeless veterans. Options under consideration include renovation and/or expansion of the existing two-level, approximately 11,000 square foot facility or design and construction of a new facility at a site to be determined. A feasibility study has been completed and options for the current site have been evaluated. Potential new sites for the facility are also being investigated. This project was approved as part of the 2016 Human Services/Community Development Bond Referendum.
7. **Embry Rucker Shelter – 2016** (Hunter Mill District): \$12,000,000 to fund the replacement of the Embry Rucker Shelter. The Shelter provides temporary emergency shelter and is comprised of 42 beds (10 rooms) for families, 28 beds for unaccompanied adults (20 men and women) and 10 beds for cold weather overflow (hyperthermia). The one story 11,000 square feet facility was constructed in 1987 and has had no major renovations. The shelter is located within the overall property master plan area that reconfigures and provides integrated redevelopment of approximately 50 acres currently owned by Fairfax County and Inova at Reston Town Center North. The redevelopment of the site will include the replacement of the Embry Rucker Shelter. The Office to Prevent and End Homelessness will leverage the property and services to provide a more cost effective solution to reducing homelessness by adding new permanent housing units. This project was approved as part of the 2016 Human Services/Community Development Bond Referendum.
8. **Health and Human Services Facilities Studies** (Countywide): \$162,167 remains in this project to conduct feasibility studies at various Health and Human Services facilities. Funding is currently being used for the Joseph Willard Health Center to define the scope, conceptual designs, cost estimates, and financing options.
9. **Lorton Community Center - 2016** (Mt. Vernon District): \$18,500,000 for construction of a community center, to include space for the Lorton Community Action Center and the Lorton Senior Center. The Lorton Senior Center is currently housed in leased space. This project is being designed and collocated with the Lorton Library. Combined with the planned co-location of HHS services within the community center facility, this project aligns with the County's strategic efforts to develop and promote multi-service sites. In addition, targeted youth programming is in great demand in the Lorton area and the presence of a community center will help meet that need. The project is currently in design with construction scheduled to start in early 2020. This project was approved as part of the 2016 Human Service/Community Development Bond Referendum.
10. **Patrick Henry Shelter - 2016** (Mason District): \$12,000,000 to fund the replacement of the Patrick Henry Shelter. The existing Patrick Henry Shelter provides emergency 30-day accommodations to homeless families. It has the capacity to serve 9 families at a time. A new facility is required due to the age of the facility and normal wear and tear from everyday use of the building. In the new facility, OPEH will leverage the property and services to provide a more effective solution to reducing homelessness by providing 16 permanent supportive housing units for families in lieu of the current emergency shelter model. The units will vary in size from two to four bedrooms in an approximately 25,000 square foot building. The project is currently in design with construction scheduled to start in Spring of 2020. This project was approved as part of the 2016 Human Services/Community Development Bond Referendum.
11. **Reston Community Center** (Hunter Mill District): \$302,000 to support improvements at both the Hunters Woods and Lake Anne facilities. These improvements include replacement room dividers and the installation of A/V equipment and an assistive listening system at Hunters Woods, as well as a new customer service desk and floor replacement in the Wellness Studio at Lake Anne.

12. **Reston Town Center North (RTCN) Shelter and Human Services Center** (Hunter Mill District): A total of \$152 million is estimated to be required to fund an emergency shelter with transitional housing and a replacement facility for the existing North County Health and Human Services Center. This project is part of an overall master plan that reconfigures and provides integrated redevelopment of approximately 50 acres currently owned by Fairfax County and Inova. The proposed Human Services facility will support a consolidation of existing leased spaces into one site to provide enhanced and integrated multi-disciplinary services to residents in the western part of the County. The North County Human Services Center replacement will be part of a future phase PPEA solicitation to develop the balance of the property within the overall RTCN master plan. This future phase is anticipated to be in a 5 to 10-year timeframe. Funding of \$12,000,000 was approved as part of the fall 2016 Human Services/Community Development Bond Referendum for the Embry Rucker Shelter. It is anticipated that EDA bonds will finance the remaining requirement of \$140 million to implement the project.
13. **SACC Contribution** (Countywide): This is a continuing project for which an annual contribution is funded to offset school operating and overhead costs associated with School-Age Child Care (SACC) centers. In FY 2021, funding of \$1,000,000 is included for the County's annual contribution.
14. **Sully Community Center - 2016** (Sully District): \$21,900,000 has been approved for construction of a new Sully Community Center, including \$20,400,000 from Human Services Bonds and \$1,500,000 from Park Authority bonds. The project will support the replacement of the Sully Senior Center, and include an additional gym in partnership with the Park Authority. The current Sully Senior Center is located in the VDOT right-of-way that is part of a new interchange approved for construction by VDOT. The Senior Center was relocated to leased space until the new Center is completed. The Senior Center provides social, recreational, and health/wellness activities and programs for older adults. This location, combined with the planned co-location of services, including a Federally Qualified Health Clinic, aligns with the County's strategic efforts to develop and promote multi-service sites. In addition, targeted youth programming is in great demand in the Sully area and the presence of a Community Center will help meet that need. The project is currently in design with construction scheduled to start in early 2020. This project was approved as part of the 2016 Human Service/Community Development Bond Referendum.
15. **Willard Health Center – 2020** (Fairfax City): \$58,000,000 is estimated to support a development project for the replacement of the County-owned Joseph Willard Health Center. The Joseph Willard Health Center (JWHC) is a licensed medical, nursing, dental, pharmacy, speech and hearing, and X ray service facility. It houses the Fairfax County Health Department Vital Records division and the Fairfax County Infant Toddler Connection (ITC) program. In 2016, the facility served over 15,000 individuals. Located within the jurisdictional boundary of the City of Fairfax, this facility was included in the City's Master Plan study of the Willard-Sherwood sites. Space reconfiguration, modification, and expansion is needed to meet current and future service demands. Because the JWHC is centrally located, it is the single site for several HD services namely, Pharmacy, AIDS Drug Assistance Program, and Central Reproduction. The JWHC is adjacent to the HD's Laboratory and is the designated Continuity of Operations clinic site for the HD. The facility was built in 1954. Building upgrades are critical to allow the HD to provide essential services that must be maintained at all times in the event of emergencies or operational interruptions. These essential services are vital to maintaining the overall health of residents and for prevention of disease outbreaks that could impact residents of Fairfax County. This project is included as part of the proposed 2020 Human Service Bond Referendum.

PROJECT COST SUMMARIES
HEALTH AND HUMAN SERVICES
(*\$000's*)

Project Title Project Number	Source of Funds	Budgeted or Expended Through FY 2020						Total FY2021-FY2025	Total FY2026-FY2030	Total Project Estimate
			FY 2021	FY 2022	FY 2023	FY 2024	FY 2025			
1 Community Center Courts Renovations CC-000017	G	\$470		\$350	\$350	\$350	\$350	\$1,400		\$1,870
2 Crossroads Renovation - 2020 TBD	B	\$0			\$1,900	\$1,900	\$2,850	\$6,650	\$14,350	\$21,000
3 CSB Facility Retrofits HS-000038	X	\$4,720	\$1,880					\$1,880		\$6,600
4 Early Childhood Education Initiatives HS-000024	G, B	\$350				\$8,000	\$8,500	\$16,500	\$83,500	\$100,350
5 East County Health & Human Services Ctr. HS-000004	G, X	\$5,375	\$15,000	\$15,000	\$20,000	\$20,000	\$52,000	\$122,000	\$9,000	\$136,375
6 Eleanor Kennedy Shelter - 2016 HS-000019	B	\$500	\$600	\$4,100	\$6,200	\$600		\$11,500		\$12,000
7 Embry Rucker Shelter - 2016 HS-000018	B	\$400	\$600	\$1,000	\$5,000	\$3,000	\$2,000	\$11,600		\$12,000
8 Health and Human Services Facilities Studies 2G25-094-000	G	\$162						\$0		\$162
9 Lorton Community Center - 2016 HS-000020	B	\$2,500	\$8,000	\$7,300	\$700			\$16,000		\$18,500
10 Patrick Henry Shelter - 2016 HS-000021	B	\$750	\$750	\$6,000	\$4,200	\$300		\$11,250		\$12,000
11 Reston Community Center (CC-000008, CC-000002, CC-000001)	X	C	\$302					\$302		\$302
12 RTCN Shelter and Human Services Center TBD	X	\$0		\$15,000	\$20,000	\$15,000	\$80,000	\$130,000	\$10,000	\$140,000
13 SACC Contribution 2G25-012-000	G	C	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000	\$5,000	\$10,000
14 Sully Community Center - 2016 HS-000022	B	\$4,640	\$10,300	\$6,800	\$160			\$17,260		\$21,900
15 Willard Health Center - 2020 TBD	B	\$0		\$3,300	\$16,200	\$19,200		\$38,700	\$19,300	\$58,000
Total		\$19,867	\$38,432	\$56,550	\$62,810	\$66,350	\$165,900	\$390,042	\$141,150	\$551,059

Notes: Numbers in ***bold italics*** represent funded amounts. A "C" in the 'Budgeted or Expended' column denotes a continuing project.

Key: Source of Funds

B	Bonds
G	General Fund
S	State
F	Federal
X	Other
U	Undetermined