



# County of Fairfax, Virginia

## MEMORANDUM

**DATE:** April 6, 2017

**TO:** Board of Supervisors

**FROM:** Edward L. Long Jr.  
County Executive

**SUBJECT:** Adjustments to FY 2018 Advertised Budget Plan (Add-On Package) and Impacts on the FY 2019 Budget

This package has been prepared to present the revenue and expenditure adjustments that have been identified since the preparation of the FY 2018 Advertised Budget Plan and the FY 2019 Budget Proposal. Based on the adjustments detailed in the FY 2018 Add-On package, the available FY 2018 General Fund balance is \$3.68 million and there is a projected budgetary shortfall of \$95.71 million in FY 2019.

Staff has reviewed General Fund revenue estimates based on the most up-to-date information. In addition to the revenue adjustments associated with FY 2018 administrative adjustments, a net increase of \$930,000 to FY 2018 and FY 2019 revenues is recommended as part of the Add-on Process. Revenue adjustments of \$580,000 are based on State budget amendments approved during the 2017 Session of the General Assembly. The General Assembly approved an increase to the state-supported employee compensation of Constitutional Officers and their employees. A revenue increase of \$350,000 is associated with the implementation of a fee for land records filed by paper. In its 2017 session, the Virginia General Assembly approved a bill to allow the Clerk of the Court to charge a \$5.00 fee for any land record instrument filed by paper, to be used for the Clerk's operational expenses. Staff will continue to monitor revenue collections monthly and will report to the Board with any necessary changes based on economic conditions. More details regarding the FY 2018 and FY 2019 recommended revenue adjustments can be found in Attachment I, Summary of General Fund Receipts.

Given the current revenue status, only a limited number of administrative expenditure and revenue adjustments are included in the package:

- An increase of \$93,110 in salary, operating and fringe benefits is necessary to fund the full-year costs of an additional 1/1.0 FTE administrative position to support a fifteenth Circuit Court Judge to the bench of the 19th Judicial Circuit, which is effective January 1, 2018.
- A decrease of \$50,000 can be achieved as a result of the Office of the Sheriff's Community Labor Force assumption of a portion of the landscaping services currently handled through Facilities Management Department contracts. This savings initiative is the result of the Lines of Business (LOBs) Phase 2 work and was discussed at the January 31, 2017 Budget Committee meeting.
- An expenditure decrease of \$141,323 is associated with the elimination of the funding included in the FY 2018 Advertised Budget Plan for the anticipated Infill Tree Sign Program. On February 14, 2017, the Board of Supervisors held a public hearing on proposed amendments of the County Code

to implement the program. However, the motion was not approved by the Board and will not be implemented.

- Finally, excess Mosaic Fund revenue is available in the amount of \$648,887. This excess tax increment revenue is not required for debt service payments in the Mosaic Fund and thus is available to the General Fund.

Details regarding the FY 2018 recommended administrative expenditure and revenue adjustments and their impact on FY 2019 can be found in Attachment II, Administrative Adjustments.

As a result of the recommended revenue and expenditure adjustments for FY 2018, including associated reserve adjustments, a balance of \$3.68 million is available in FY 2018 and a budgetary shortfall of \$95.71 million is projected for FY 2019. It should be noted that the projected FY 2019 shortfall does not include the potential impact of significant increases in required Metro funding or Federal budget reductions.

### **Summary of Add-On Adjustments**

	<b>FY 2018</b>
<b>Balance from Advertised Budget</b>	<b>\$1,990,557</b>
Additional State Revenue	\$580,000
Excess Mosaic Revenue to General Fund	\$648,887
New \$5 Circuit Court Fee per Paper-filed Document	\$350,000
Circuit Court Clerk for New Judge	(\$93,110)
Savings from Utilizing the Community Labor Force	\$50,000
Eliminate funding for the Infill Tree Sign Program	\$141,323
<u>Revenue Stabilization and Managed Reserve</u>	<u>\$10,398</u>
Subtotal:	\$1,687,498
<b>Balance as of Add-On</b>	<b>\$3,678,055</b>

A summary of Consideration Items as of April 6, 2017, which total \$1,505,250 and 18/18.0 positions in FY 2018, is included in Attachment III. The FY 2019 impact of these consideration items is \$1,305,250.

Additional information regarding Add-On adjustments is included in the following attachments:

Attachment I – Summary of General Fund Receipts

Attachment II – Administrative Adjustments

Attachment III – Consideration Items

**ATTACHMENT I**  
**SUMMARY OF GENERAL FUND RECEIPTS**

In addition to the revenue adjustments associated with FY 2018 administrative adjustments, an increase of \$930,000 to FY 2018 and FY 2019 revenues is recommended as part of the Add-on Process. These revenue adjustments reflect information received subsequent to the development of the FY 2018 Advertised Budget Plan.

Revenue categories that are sensitive to economic change may require adjustments during FY 2018. Staff will continue to monitor revenue collections monthly and will report to the Board with any necessary changes based on economic conditions.

**CHARGES FOR SERVICES**

<b>FY 2018 Advertised</b>	<b>FY 2018 Revised</b>	<b>FY 2018 Increase/ (Decrease)</b>	<b>Percent Change</b>	<b>FY 2019 Additional Revenue</b>
\$81,020,947	\$81,370,947	\$350,000	0.43%	\$350,000

An increase of \$350,000 in Charges for Services revenue is associated with the implementation of a fee for land records filed by paper. In its 2017 session, the Virginia General Assembly amended and reenacted §17.1-258.3:1 to allow the Clerk of Court to charge a \$5.00 fee for any land record instrument filed by paper, to be used for the Clerk’s operational expenses as defined in §17.1-295 of the Code. Beginning July 1, 2017 “Any clerk of a circuit court with an electronic filing system established in accordance with this section may charge a fee not to exceed \$5 per instrument for every land record filed by paper. The fee shall be paid to the clerk’s office and deposited by the clerk into the clerk’s non-reverting local fund, to be used exclusively to cover the operational expenses as defined in §17.1-295.”

The Clerk for Fairfax Circuit Court records approximately 70,000 paper documents annually. Based on the new Code provision, it is estimated that an additional \$350,000 in annual revenue could be realized at the current volume of paper recordings; however, as more consumers elect to e-record, these revenues may diminish slightly. The Circuit Court identified the possibility of this revenue enhancement in the fall; however, it was not included in the FY 2018 Advertised Budget Plan pending Virginia General Assembly approval. It is now recommended that this revenue be included as part of the FY 2018 Add-On process after approval by the 2017 General Assembly.

**REVENUE FROM THE COMMONWEALTH<sup>1</sup>**

<b>FY 2018 Advertised</b>	<b>FY 2018 Revised</b>	<b>FY 2018 Increase/ (Decrease)</b>	<b>Percent Change</b>	<b>FY 2019 Additional Revenue</b>
\$98,616,374	\$99,196,374	\$580,000	0.59%	\$580,000

<sup>1</sup> Excludes Personal Property Taxes that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998.

The FY 2018 revised estimate for Revenue from the Commonwealth is \$99,196,374, an increase of \$580,000, or 0.6 percent, over the FY 2018 Advertised Budget Plan estimate. The revenue adjustments are based on State budget amendments approved during the 2017 Session of the General Assembly. The General Assembly approved an increase to the state-supported employee compensation of Constitutional Officers and their employees. These adjustments result in an additional \$580,000 to the County in FY 2018 and FY 2019.

## ATTACHMENT II ADMINISTRATIVE ADJUSTMENTS

### General Fund Impact

<b>Increase Use of Community Labor Force</b>	<b>RECURRING</b>	
Agency 08, Facilities Management Department	FY 2018 Revenue	\$0
	FY 2018 Expenditure	<u>(\$50,000)</u>
	<b>Net Cost</b>	<b>(\$50,000)</b>
	FY 2019 Revenue	\$0
	FY 2019 Expenditure	<u>(\$50,000)</u>
	<b>Net Cost</b>	<b>(\$50,000)</b>

As a result of the Lines of Business (LOBS) Phase 2 work, a decrease of \$50,000 in Operating Expenses is associated with the Office of the Sheriff's Community Labor Force (CLF) assumption of a portion of the landscaping services currently handled through Facilities Management Department contracts. The CLF provides offender work teams to support community improvement projects, such as landscaping, construction, painting, snow removal, and graffiti abatement. Landscape services include mowing, edging, weeding, tree and brush trimming, trash and litter cleanup, and some leaf removal. Landscaping support will be provided by the CLF at additional facilities throughout the County.

<b>Infill Tree Sign Program</b>	<b>RECURRING</b>	
Agency 31, Land Development Services	FY 2018 Revenues	\$0
Agency 89, Fringe Benefits	FY 2018 Expenditures	(\$110,826)
	FY 2018 Expenditures	<u>(\$30,497)</u>
	<b>Net Cost</b>	<b>(\$141,323)</b>
	FY 2019 Revenues	\$0
	FY 2019 Expenditures	(\$110,826)
	FY 2019 Expenditures	<u>(\$30,497)</u>
	<b>Net Cost</b>	<b>(\$141,323)</b>

An increase of \$141,323 and 1/1.0 FTE position, including \$65,826 for Personnel Services and \$45,000 for Operating Expenses in Land Development Services, and \$30,497 in Agency 89, Employee Benefits, was included as part of the FY 2018 Advertised Budget Plan to support the anticipated new sign program for infill development.

The new Virginia Code §15.2-961.2 is enabling legislation adopted during the 2016 session of the Virginia General Assembly which grants localities the authority to post signs on private property notifying the community when infill grading plans are filed. At the July 26, 2016 meeting of the Board of Supervisors, the Board directed County staff to study the enabling legislation, identify the requisite amendments to the County Code and present a proposal for implementation to the Board's Development Process Committee. Staff presented their research and recommendations at the September 13, 2016 and October 11, 2016 Development Process Committees.

The Board advertised a public hearing on proposed amendments to Chapter 122 (Tree Conservation Ordinance) of the Code of Fairfax County on December 6, 2016. The Planning Commission held a public hearing on the proposed amendment on January 11, 2017 and recommended that the Board not approve

the proposed code amendments and instead recommended that the Board direct County staff to consider alternative means to notify the public that an infill lot grading plan has been submitted for review.

On February 14, 2017, the Board of Supervisors held a public hearing on the proposed amendments and did not approve moving forward with this program. Therefore, the funding is no longer required.

**Support for New Circuit Court Judge**

		<b>RECURRING</b>
	FY 2018 Revenues	\$0
Agency 80, Circuit Court and Records	FY 2018 Expenditures	\$65,213
Agency 89, Fringe Benefits	FY 2018 Expenditures	<u>\$27,897</u>
	<b>Net Cost</b>	<b>\$93,110</b>
	FY 2019 Revenues	\$0
	FY 2019 Expenditures	\$65,213
	FY 2019 Expenditures	<u>\$27,897</u>
	<b>Net Cost</b>	<b>\$93,110</b>

An increase of \$93,110 in salary, operating and fringe benefits is necessary to fund the full-year costs of an additional 1/1.0 FTE position to support a fifteenth Circuit Court Judge to the bench of the 19th Judicial Circuit, effective January 1, 2018. While a full complement of Judges has always been 15, in recent years the General Assembly chose to only appoint (and fund) 14 judges. As a result the Office of the Clerk, which provides judicial support, has been staffed to support 14 judges; therefore, 1/1.0 FTE Administrative Assistant V position is required to support the fifteenth Circuit Court Judge.

It is important to note that a Courtroom Clerk serves several critical functions for their assigned Circuit Judge. In addition to assisting their Judge with his/her civil case docket and complex litigation pleadings-management and Orders-issuance, the Courtroom Clerk sits on the bench with their Judge as he/she conducts all of Fairfax's most serious criminal trials. On the bench, the Courtroom Clerk preserves chain of custody of evidence, identifies and marks trial exhibits, issues jail-cards for defendants sentenced to local jails or to state penitentiaries, and memorializes evidentiary rulings to counsels' objections. In so doing, this on-bench clerk helps create and preserve the trial record, for appeal to the Court of Appeals and Virginia's Supreme Court. The Courtroom Clerk is critical in the functional operation of any courtroom, and the position requires a tactical command of Fairfax's sophisticated courtroom technology systems.

In addition, as the public liaison for the Judge, the Courtroom Clerk also has to have a command of the functional processes of the Clerk's Office, so that they can guide litigants to the next phase of the case's lifecycle. Given the complexity of the job duties and the training required for this on-the-bench position, and given the confidentiality of sealed court records, this new position must be established as a merit position and will require substantial lead-time for training on the previously mentioned courtroom duties and systems.

**Mosaic (Fund 70040) Revenues to the General Fund**

	<b>RECURRING</b>
FY 2018 Revenues	\$648,887
FY 2018 Expenditures	<u>\$0</u>
<b>Net Cost</b>	<b>(\$648,887)</b>
FY 2019 Revenues	\$648,887
FY 2019 Expenditures	<u>\$0</u>
<b>Net Cost</b>	<b>(\$648,887)</b>

The Mosaic District Community Development Authority (CDA) issued bonds in 2011 to finance certain public infrastructure improvements to support mixed use development within the district. The debt service on the bonds is payable from annual tax increment revenues and if necessary special assessments on property owners. The district has witnessed significant growth in assessed value in the last several years due to on site development. For FY 2018, the tax increment revenues generated at the current tax rate of \$1.13 per \$100 of assessed value are in excess of programmed debt service payments. Per the bond documents, the County is to transfer to the CDA only those tax increment revenues required for debt service payments. Based on the final calculation, excess tax increment revenues in the amount of \$648,887 that are not required for debt service payments do not need to be transferred to the Mosaic Fund.

**ATTACHMENT III**  
**SUMMARY OF FY 2018 CONSIDERATION ITEMS**  
as of April 6, 2017

#	Consideration Item	Requested By	Positions	Net Cost/(Savings)	
				Recurring	Non-Recurring
1.	Consider providing Tax Relief to surviving spouses of first responders killed in the line of duty.	Herrity/Smith	0 / 0.0	\$60,250	\$50,000
2.	Implement a Pre-Notification 911 System in Fairfax County.	Cook	0 / 0.0	\$300,000	\$0
3.	Provide funding to support the second year of the County's Diversion First Initiative.	Cook	18 / 18.0	\$1,995,000	\$0
4.	Pay the debt service on the Huntington levee project with funds from the Stormwater Services Fund, and not from the General Fund.	Herrity	0 / 0.0	(\$1,400,000)	\$0
5.	Restore funding for the Insight Memory Care Center contract for one year.	Smyth	0 / 0.0	\$0	\$150,000
6.	Provide funding for a Length of Service Award Program (LOSAP) for volunteer fire fighters in Fairfax County.	Cook	0 / 0.0	\$100,000	\$0
7.	Provide funding at Carryover to develop a Strategic Resource Plan for funding needs in connection with the Human Services Needs Assessment.	Human Services Council	0 / 0.0	\$250,000	\$0
8.	Provide Budget Guidance for Health and Human Services staff in conjunction with other partners to develop a strategy for addressing the growing opioid epidemic in Fairfax County.	Human Services Council	0 / 0.0	\$0	\$0
9.	Reallocate \$500,000 in Contributory Funding for the Inova Translational Medicine Institute to help pay a portion of a contract rate increase for the County's non-profit partners that provide health and human services throughout the County.	Human Services Council	0 / 0.0	\$0	\$0
10.	Establish a reserve to reduce the immediate impact of potential cuts or elimination of various federal programs on which the Health and Human Services System relies on.	Human Services Council	0 / 0.0	\$0	\$0
<b>Subtotal FY 2018 Consideration Items as of April 6, 2017:</b>			<b>18 / 18.0</b>	<b>\$1,305,250</b>	<b>\$200,000</b>

**Total FY 2018 Consideration Items: 18/18.0 FTE Positions and Total Funding (not including reserves) of \$1,505,250**

**The FY 2019 Impact of the Consideration Item list as of April 6, 2017 is \$1,305,250**

## ATTACHMENT III CONSIDERATION ITEMS

<b>1. Tax Relief for Surviving Spouses of First Responders</b>	<b>RECURRING/NON-RECURRING</b>
	Revenue (\$60,250)
<b>Agency 57, Department of Tax Administration</b>	Expenditure <u>\$50,000</u>
	<b>Net Cost \$110,250</b>

As requested by the Board of Supervisors on February 14, 2017, funding of \$110,250 is requested to exempt from real estate taxes surviving spouses of first responders killed in the line of duty. On November 8, 2016, voters approved a constitutional amendment which allows localities in Virginia the option to grant real estate tax relief for surviving spouses of first responders killed in the line of duty. If the Board of Supervisors (BOS) wishes to grant such relief, no County ordinance change would be required. To implement the exemption, the Board would need to pass a resolution with the terms of the exemption.

The Department of Tax Administration (DTA) implementation cost of the required systems changes is estimated at approximately \$50,000. While DTA does not have data on the number of potential applicants and the value of the homes that would be tax exempt, the average FY 2018 assessed value for improved residential properties in the County is \$533,168, with a base tax liability of approximately \$6,025 at a tax rate of \$1.13 per \$100 of assessed value. Therefore, if 10 applicants are approved, the estimated revenue loss would be \$60,250.

The Department of Tax Administration (DTA) would need to coordinate all the required systems changes with an external vendor and first responder groups would be canvassed to identify impacted residents. Changes could be completed by late fall 2017, with a preferred effective date of January 1, 2018 (FY 2019).

<b>2. Pre-Notification 911</b>	<b>RECURRING</b>
	Revenue \$0
<b>Agency 93, Office of Emergency Management</b>	Expenditure \$100,000
<b>Fund 40090, E-911</b>	Expenditure <u>\$200,000</u>
	<b>Net Cost \$300,000</b>

As requested by the Board of Supervisors on December 13, 2016, funding of \$300,000 is requested to implement a pre-notification 911 system in Fairfax County. Specifically, the procurement and implementation of this additional data repository would allow residents to voluntarily log personal details into the 9-1-1 system prior to an emergency incident. These details would then be immediately available to first responders if and when a call is received from a registered phone number. Data such as any mental or physical limitations, required medications, and/or identifying characteristics of family members are among the numerous types of information that could be registered through a system of this nature. Call takers having access to this information can be critical for the County's elderly population as well as those with special needs.

At the December 13, 2016 Public Safety Committee meeting, original cost estimates in the \$175,000 - \$200,000 range were discussed; however, it was noted that those were preliminary figures and were not inclusive of any emergency management module. After additional research, staff now believes that recurring funding of \$300,000, of which \$200,000 would be in Fund 40090, E-911, and the remaining \$100,000 in the Office of Emergency Management would be required to implement and maintain this technology, including regular updates and reviews of the data, outreach, and contractual requirements.



### 3. Diversion First – Second Year Support

	<b>RECURRING</b>
	Revenue \$0
Agency 85, General District Court	Expenditure \$322,812
Agency 89, Fringe Benefits	Expenditure \$389,464
Agency 90, Police Department	Expenditure \$282,116
Agency 91, Office of the Sheriff	Expenditure \$275,608
Fund 40040, Fairfax-Falls Church Community Services Board	Expenditure <u>\$725,000</u>
	<b>Net Cost \$1,995,000</b>

As requested by the Board of Supervisors on March 21, 2017, funding of \$1,995,000 is requested to support second year funding of the County’s successful Diversion First initiative. As part of the FY 2017 Adopted Budget Plan, funding of \$5.1 million and 19/19.0 FTE positions were included to fund the first phase of implementation with the overall goal being to reduce the number of people with mental illness in the County jail by diverting low-risk offenders experiencing a mental health crisis to treatment rather than bringing them to jail.

The original implementation plan was designed to occur over a three-year period with year two including an additional \$5.3 million in funding and 30/30.0 FTE positions; however, due to funding constraints, the second-year total was not able to be included in the FY 2018 Advertised Budget Plan. Subsequent to that, the Board directed staff to reassess the most critical needs for FY 2018 and return to the Board with a revised request. The revised request totals \$1,995,000 and 18/18.0 FTE positions and was discussed in detail at the March 21, 2017, Board Public Safety Committee after being discussed and approved by the Diversion First Leadership Group.

Of this total, \$470,000 (\$322,812 in salary/operating and \$147,188 in fringe benefits) and 5/5.0 FTE positions are requested to provide additional Probation Officer positions in the General District Court. On average, a General District Court Services probation officer is currently handling 85 cases, consisting of 35 intensive supervision cases and 50 standard probation cases, which is well above the state standard of either 40 intensive supervision cases or 60 standard cases (but not both) per probation officer. In order to provide effective and timely support for Diversion First clients, who are often high-risk individuals with unique monitoring and supervision requirements, additional positions are required.

In addition, \$725,000 and 7/7.0 FTE positions are requested for the Fairfax-Falls Church Community Services Board to provide necessary services to align with the Courts, including timely assessments, treatment recommendations, case management and service linkages in order to make diversion work.

Furthermore, in order to provide coverage 24 hours per day, 7 days per week at the Merrifield Crisis Response Center (MCRC), 3/3.0 FTE additional Sheriff Deputies and 3/3.0 FTE Police Officers at a combined total of \$800,000 (inclusive of salary/operating and fringe benefits) is required. Having diversion services available 24/7 is a foundational aspect of Diversion First and is recognized as a best practice in crisis intervention.

### 4. Huntington Levee Debt Service

	<b>RECURRING</b>
Fund 20000, Consolidated County and Schools Debt Service	Transfer In (\$1,400,000)
Fund 40100, Stormwater Services	Expenditure <u>\$0</u>
	<b>Net Cost (\$1,400,000)</b>

As requested by the Board of Supervisors on April 4, 2017, Fund 40100, Stormwater Services is proposed to assume the debt service obligation associated with the 2012 Flood Control Bonds. On November 6, 2012, the voters approved an amount of \$30 million to address the health and public safety concerns associated with recurring flooding in the Huntington area. These bond funds support land acquisition, design and construction costs associated with a 2,800-foot-long levee and pumping station. The current, updated total project estimate is approximately \$40,000,000. To accommodate the \$10 million funding

level beyond the currently approved bonds, a strategy was developed to use a portion of annual revenue from the Stormwater Service District over a four year period. Use of the Stormwater Service District for this project is consistent with the goals of the program which address structural flooding and other critical community stormwater needs. As is the case with all other bond funded projects, the intent was to pay for the debt service associated with the Flood Control bonds within the General Fund Supported Fund 20000, Consolidated County and Schools Debt Service Fund.

Although the support for debt service from Fund 40100, Stormwater Services for this flood control project aligns with the strategy of establishing the Stormwater Management Program as an enterprise fund, this will result in fewer projects being implemented. The redirection of FY 2018 expenditures of \$1.4 million to support the debt service, will result in the delay of some projects, which were started in FY 2017. The ability of the program to absorb this additional expense at this time and still meet current and future regulatory requirements is predicated upon the quarter cent rate increase per year that is included in the five-year Capital Improvement Program. The impact of the debt service on Fund 40100 will ultimately reach approximately \$2.5 million annually once the entire \$30 million in approved bonds have been sold. The sale of the bonds is expected to take place over several years.

**5. Insight Memory Care**

**Agency 71, Health Department**

	<b>NON-RECURRING</b>
Revenue	\$0
Expenditure	<u>\$150,000</u>
<b>Net Cost</b>	<b>\$150,000</b>

As requested by the Board of Supervisors on April 4, 2017, funding of \$150,000 is requested to restore funding for the Insight Memory Care Center (IMCC) contract for one year to allow IMCC to modify and adapt their business model to improve fundraising capacities. This delay would mean the reduction will be implemented in FY 2019 and it is anticipated that IMCC will be able to offset the reduction with increased fundraising activities. The proposed reduction included in the FY 2018 Advertised Budget Plan reduced the Health Department's contract with IMCC by 50 percent. Currently, all County residents suffering from mid-late state dementia are eligible for dementia-specific day care services at a reduced fee. The proposed reduction caps those eligible to receive the reduced fee at 400 percent of the federal poverty level. Therefore, the reduction should not impact low-income individuals receiving services. The IMCC contract also provides community outreach, education, support and training for at least 350 family caregivers.

**6. Length of Service Award Program (LOSAP)**

**Agency 92, Fire and Rescue Department**

	<b>RECURRING</b>
Revenue	\$0
Expenditure	<u>\$100,000</u>
<b>Net Cost</b>	<b>\$100,000</b>

As requested by the Board of Supervisors on April 6, 2017, an amount of \$100,000 is requested to fund a Length of Service Awards Program (LOSAP) for volunteer fire fighters in Fairfax County. LOSAPs are pension programs increasingly used across the United States to assist communities in recruiting, retaining and rewarding volunteer firefighters and Emergency Medical Services (EMS) personnel.

The amount of the LOSAP benefit is directly related to the number of years of service credit earned by the volunteer. To earn a year of credit, a volunteer must perform 240 hours of operational service, accomplish a minimum amount of training, and be certified to some advanced level ranging from ambulance driver to certified chief officer. A member becomes vested in the program after earning five years of credit, and can earn a maximum of 30 years of credit. Once vested, a member receives a monthly benefit of \$10 for every year of credit earned when they turn 65 up to a maximum of \$300 per month (for 30 years of service). The benefit is paid until death; however, once payments begin, it is guaranteed for a

minimum of 10 years to a beneficiary. It should be noted that this program does include a benefit provision if an individual is disabled on the job or if death occurs prior to age 65.

One of the main benefits of LOSAPs is that they often serve as an incentive to volunteers to increase their years of service to five or more years. Several surrounding jurisdictions utilize a LOSAP program to retain their volunteers, including Loudoun County, Prince William County, Stafford County, Spotsylvania County, and Montgomery County as well as several other surrounding counties in Maryland. Secondly, the longer a volunteer is in the system, the more capacity there is to serve the residents and visitors of Fairfax County. Keeping members longer, along with proper recruiting, will lead to more volunteers in the system to provide emergency response services.

In 2014, initial seed money of approximately \$260,000 was funded for two years through the Fairfax County Volunteer Fire and Rescue Association (FCVFRA) and the United States Department of Homeland Security's Staffing for Adequate Fire and Emergency Response (SAFER) grant program. It should be noted that the County had no role in the application process for these funds. Due to actual utilization, the LOSAP Board was able to stretch this funding beyond its initial period; however, without a long-term funding source, the program is in danger of collapsing. Currently, there are no other grant options available to assist with this program.

A detailed Budget Q&A response on this issue is being developed and will be forwarded to the Board upon completion.



# County of Fairfax, Virginia

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

## Fairfax County Human Services Council

Educating ♦ Supporting ♦ Engaging  
the Fairfax Community

Human Services  
Council

March 24, 2017

At-Large

Kevin H. Bell, *Chair*  
Martin Machowsky

Braddock District

Jeff Dannick  
Dr. Patrice Winter

Dranesville District

Steven Bloom  
Dr. Fatima Mirza

Hunter Mill District

Dr. Jerry Poje  
Rev. Alexis Vaughan  
Kassim

Lee District

Robert L. Faherty  
Michele Menapace,  
*Vice Chair*

Mason District

Barbara Burgess  
Alis Wang

Mt. Vernon District

Col. Marion Barnwell

Providence District

Thomas Goodwin  
Adrienne M. Walters

Springfield District

William Kogler  
Kimberly Adams

Sully District

Rev. Dr. Jerrold L.  
Foltz  
Audrey Morton

TO: Chairman and Members, Board of Supervisors

FROM: Kevin H. Bell, Chairman  
Fairfax County Human Services Council

SUBJECT: Recommendations on the FY 2018 Advertised Budget Plan

The Human Services Council (the “Council”) appreciates the opportunity to comment on the FY 2018 Advertised Budget Plan. This memorandum to the Board expresses the Council’s views and concerns about the FY 2018 Advertised Budget Plan and highlights several critical areas for the Board’s consideration.

### Summary

The Council recognizes that, like the FY2017 Advertised Budget Plan, the County Executive’s FY 2018 Advertised Budget Plan does not contain significant cuts to the Health and Human Services System. The Council welcomes the continuation of this approach by the County Executive to the Health and Human Services System. After sustaining more than \$60 million in budget reductions since the Great Recession, the Council strongly believes that the Health and Human Services System cannot sustain any further cuts without a loss of core services and damaging consequences for county residents.

The Council strongly supports investments in the Advertised Budget that will provide needed infrastructure for innovation and system transformation to help move toward a truly integrative Health and Human Services System. The Council is recommending additional funding for certain priority areas, including for a second year of Diversion First, and for the development of a strategic resource plan for the Health and Human Services System. The Council also proposes that the Board of Supervisors adopt budget guidance instructing staff to develop a strategy to address the opioid epidemic and to establish a transition fund using carryover funds to protect the Health and Human Services System from potential cuts in certain federal programs. Finally, the Council urges the Board to reallocate the \$500,000 designated in the Advertised Budget in contributory funding for the INOVA Translational Medicine Institute to support the funding priorities recommended by the Council.

### Background

Our Health and Human Services System moves families, schools and neighborhoods toward good health, self-sufficiency and productivity that contribute to a robust

economy and quality of life for everyone. The System benefits everyone in Fairfax County, creating and maintaining a thriving and vibrant place to live, work, and play. Health and human services programs save money in public safety, the courts, and the schools.

The Human Services Needs Assessment clearly describes the trends, needs, and challenges in our county now and in the future. The County continues to see a growing number of people and families in or near poverty, thus increasing demands on the Health and Human Services System. Moreover, significant shifts in the County's demographics are manifesting themselves as increased needs.

The Council recognizes that the Health and Human Services System does not face significant cuts in this year's Advertised Budget. However, the system is still confronting a "new normal" of balancing constrained resources against increased needs.

The Council applauds the Board of Supervisors for passing the *One Fairfax* Resolution that directs the development of a racial and social equity policy to ensure all individuals in Fairfax have an opportunity to reach their highest level of personal achievement. However, to ensure a vital and thriving community over the long-term, the County must continue to invest in tools and strategies to meet the broadening needs of its residents. Doing so requires significant changes in the way the Health and Human Services System 'does business,' by moving away from agency silos and towards an integrative model defined by seamless coordination and integration of services. This requires the modernization of the County's IT infrastructure and innovation across our system.

To that end, the Council will sponsor an unprecedented multi-disciplinary conference to encourage the exchange of state-of-the-art information about innovative business models and to stimulate creative thinking about financing and nontraditional partnerships in support of service delivery. The May 18th conference, called the *Innovation Challenge*, is a tangible first step towards the creation, over time, of a transformed and modernized Health and Human Services System that will more cost-effectively serve clients and deliver better outcomes.

The Council is also very concerned about the imminent and real threat of federal funding cuts which would have a disproportionate impact on the Health and Human Services System. At present, approximately \$125 million out of the entire \$319.46 million Health and Human Services budget comes from federal sources. The proposed federal budget would eliminate or significantly cut an array of federal human services programs that provide funding to the County including the Community Development Block Grant (CDBG), the HOME Investment Partnerships Program (HOME), the Community Services Block Grant (CSBG), and the Housing Choice Voucher. Elimination of the CDBG and CSBG alone would result in the loss of \$2 million to the county that currently is part of the Consolidated Community Funding Pool. Furthermore, elimination of both the CDBG and HOME programs would significantly impact affordable housing development, affordable homeownership, and rental subsidies that are supported through federal funding. In addition, it is quite possible that the Health and Human Services System will be affected in uncertain ways by the increased immigration enforcement being implemented by U.S. Immigration and Customs Enforcement.

### **Specific Guidance on FY 2018 Budget**

The Council urges the Board to consider funds and immediate resources to meet the following critical demands:

1) **Diversion First**

The Council recommends full funding of Diversion First, which is a prime example of the paradigm shift needed for integrative service delivery. This program is a model for how to effectively collaborate across systems to gain efficiencies and improved outcomes. Diversion First experienced key successes in year one, and we encourage additional funding to keep up the momentum of this essential, innovative systems transformation initiative.

2) **Health and Human Services Resource Plan (\$250,000)**

The Council urges the Board to allocate \$250,000 from carryover to be used to develop a strategic resource plan to provide a blueprint for funding needs in connection with the Human Services Needs Assessment. Historically, resource planning and allocation within the Health and Human Services System has been conducted by funding individual areas or challenges as they arise rather than evaluating issues as a whole. This is an unsustainable practice if we aim to truly address challenges in our community and move away from the status quo.

The Health and Human Services System must develop a five-year strategic plan to proactively match critical needs in our community with available resources. It will allow the System to build on the Needs Assessment and assess programs, personnel, capital, facilities and maintenance, information technology, and operational costs. In the short term, it will facilitate identification of areas of needed system transformation. In time, the plan will allow for improved comprehensive forecasting of needs in the changing social landscape and better prepare the system to meet those needs.

3) **Opioid Epidemic**

The prevention, intervention, and treatment of opioid addiction is an ongoing challenge in our community. It is not only a health and human services issue. It is a countywide issue which affects the schools, public safety, and our judicial system. The Council urges the Board to provide budget guidance for health and human services staff in conjunction with other critical partners to develop a strategy for addressing the growing opioid epidemic in Fairfax County. A strategic response to this epidemic will benefit law enforcement, schools, other County systems, and all County residents.

4) **Contract Rate Increases**

The Council strongly urges the County to reallocate the \$500,000 in Contributory Funding included in the Advertised Budget for the INOVA Translational Medicine Institute (ITMI) to help pay for a portion of a contract rate increase for our non-profit partners that provide health and human services throughout the County. INOVA is a valued county partner. While the ITMI is a worthwhile program, the County confronts a challenging budget environment where difficult choices have to be made. INOVA has extensive resources on which to draw, while the County does not. The Health and Human Services System is responsible to the entire community to deliver a broad range of critical services, some of which have been ended outright while others cannot keep up with demand.

In a year in which the Board must confront very difficult budgetary decisions, the Council strongly believes that the \$500,000 included in the Advertised Budget for the ITMI would be better used to support other public/private partnerships which deliver excellent and cost-effective health and human services programs.

5) **Transition fund**

In light of the real threat of potential cuts or elimination of various federal programs on which our Health and Human Services System relies on, the Council recommends that the Board establish a transition fund to reduce the immediate impact from those potential cuts. A transition fund would enable individuals or families currently receiving federal subsidies for food, housing or child care some additional time to assess their options and connect with other services or community resources. Additionally, it provides staff time to meet new funding limitations through attrition of service instead of immediate displacement of families. The Board adopted this approach during the first sequestration reductions. Therefore, the Council recommends the Board adopt budget guidance to set aside funding from FY 2017 carryover funds.

**Conclusion**

The Council takes very seriously its three primary obligations: to analyze the needs and effectiveness of the Health and Human Services System, advise the Board of goals and priorities, and work collaboratively with other interested parties.

In order for the system to be effective, the County must continue to invest in programs and services that meet the needs of its residents; for its part, the system must adapt its strategies and methods to become more innovative, outcomes-driven and cost-effective. Goals and priorities must bear in mind the greater good of the entire Fairfax community so that maximum benefit is realized. Through it all, our collective efforts must be driven by a spirit of collegiality and cooperation, wherever practical, tearing down old, ineffective and counterproductive silos and adapting new technologies, strategies and methods.

The Council urges the Board of Supervisors to adopt our recommendations in the spirit of our mutual objective of achieving *One Fairfax*, and we pledge our continued diligence in identifying important human service needs and promising solutions.