Implementation Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community

Volume I: Housing First Approach

Approved by the Fairfax County Board of Supervisors
March 31, 2008

Prepared by:
Implementation Committee to Prevent and End Homelessness in the Fairfax-Falls Church Community

ACKNOWLEDGEMENTS

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Our Vision

By 2018, every person in our community will access and maintain decent, safe, affordable housing.

Statement of Values

These values inform and guide us as we move toward achieving our vision.

- We value everyone in our community, recognizing the right of all people to have a safe affordable place in which to live.
- We value diversity, believing that communities are strengthened when people connect across differences.
- We value excellence and are committed to finding creative, bold solutions for both housing needs and support services.
- We value an inclusive process that respects all points of view and a balanced approach to the issues.
- We value education and advocacy and their power to impact public policy in ways that achieve a vision of community without homelessness.

From the Blueprint for Success: Strategic Directions for the Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community

Executive Summary

A Goal to End Homelessness

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

Strong Guiding Principles

Ending homelessness will require a high level of commitment and cooperation and active participation from throughout the Fairfax-Falls Church community. The implementation committee identified the following principles as critical to success:

- Community acceptance and support of the Housing First approach,
- Strong political will to provide leadership, commitment, resources, support, and government flexibility,
- Strong participation from the business community,
- Cooperative leadership and management from throughout the community,
- Collaboration across all agencies to make the necessary organizational, policy, practices, and process changes needed to implement the plan,
- Meaningful opportunities for input from persons who are or have been homeless,
- Diverse funding and resources from throughout the community,
- Accountability of all participating organizations.

The Housing First Approach

To meet the goal of ending homelessness, a Housing First approach has been adopted to focus on both preventing homelessness and rapidly moving people from homelessness to permanent housing. Four key strategic actions are required to move to a Housing First approach:

- Place a strong focus on preventing homelessness,
- Provide integrated access to housing and services in the community,
- Increase the availability and choices of permanent housing,
- Create a community-wide partnership to implement the plan.

Integrate Prevention and Support Services

The Fairfax-Falls Church approach to Housing First is centered on regional integrated community-based Housing Opportunities Support Teams (HOSTs) to provide and/or coordinate all pertinent housing and support services for persons who are homeless and those at risk of becoming homeless. Persons at risk are prevented from entering homelessness through aggressive outreach and support of the HOST teams. Persons who have become homeless are able to access all needed services through the HOST teams in the community.

Expand Available Housing

One of the key elements to success for the Housing First approach is the availability of housing, whether it is housing that currently exists or housing that will have to be newly created. Key elements of this effort include:

- Preserve existing and identify new sources of funding,
- Direct resources based on the needs of the homeless population,
- Explore alternative and non-traditional housing sites,
- Provide additional permanent housing to meet a range of housing needs,
- Identify key policy actions and decisions required.

Create the Community Partnership

Realizing the goal will require a true partnership of the government, business, faith, and nonprofit communities to provide the essential coordinated and collaborative political, community, and managerial leadership, policy direction, resource development, and stewardship. The proposed structure has five organizational elements led by an independent governing board of leaders from throughout the community, and a central Office to End Homelessness that is supported by Fairfax County government. An Interagency Work Group ensures coordination across all service providers, while a Consumer Advisory Council provides high-level input from people who are or have been homeless. Ultimately a new nonprofit foundation will be created to expand fundraising.

Transition Under Way, Full Implementation by End of 2008

The transition to a Housing First approach has already begun with many organizations exploring the activities and policy changes needed. The implementation plan calls for the Governing Board and the Office to End Homelessness to be in place by August 2008, and transition to full operation of the Housing First system complete by the end of 2008.

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1.0 Background

In 2004, a Community Planning Collaborative on Homelessness was established in the Fairfax-Falls Church community to address long-range issues pertaining to homelessness. The Collaborative was comprised of two groups, the Community Council on Homelessness and the Community Forum on Homelessness. In 2005, the Community Council on Homelessness created a Planning Committee to End Homelessness whose charge was to develop a strategic direction to prevent and eradicate homelessness in our community.

In February 2007, the *Blueprint for Success: Strategic Directions for the Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community* was presented to and endorsed by the Fairfax County Board of Supervisors. (The full report can be found at www.fairfaxcounty.gov/homeless). This document called for the use of a Housing First approach to prevent and end homelessness in the Fairfax-Falls Church community. At the core of this blueprint are four key principles:

1. There must be a change in community focus, direction, and service priorities about homelessness that centers on preventing and ending homelessness rather than managing it.

2. Preventing and ending homelessness is possible only if there is an increasing supply of affordable housing of all types.

3. Resources and energies must be directed toward prevention, rapid re-housing and Housing First with critical supportive services being provided once housing situations are stabilized and not as a precondition to the provision of stable housing.

And perhaps most importantly,

4. Preventing and ending homelessness is a community-wide challenge requiring broad-based, sustained participation, support, and political will from all sectors of the community.

Why "Housing First"?

The Housing First concept, as endorsed by the Fairfax County Board of Supervisors, is an innovation in human services programs and social policy on homelessness.

Housing First moves homeless persons as soon as possible from the streets or homeless shelters into their own long-term residence. This is a very effective alternative to the current system of emergency shelters and transitional housing, which tends to prolong the length of time that individuals and families remain homeless. The methodology is premised on the knowledge that

vulnerable and at-risk homeless individuals and families are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. With permanent housing, these individuals and families can begin to regain the self-confidence and control over their lives they lost when they became homeless. The cost of permanent housing is also less than temporary or transitional housing. Known costs for providing housing and services in Fairfax County through different methods are itemized in Appendix A.

The Housing First approach for the Fairfax-Falls Church community will stress the return of families and individuals to independent living as soon as possible. The program is designed to help homeless individuals and families move directly into affordable housing units as quickly as possible. It also provides individualized home-based services to support the transition to stability and to prevent at-risk individuals and families from falling into homelessness.

The table below demonstrates how the approach to homelessness in the Fairfax-Falls Church Community will change under the Housing First plan.

	Today...	Tomorrow...
1	Goal is readiness	**Goal is housing first**
2	Specialized services provided at shelters, transitional housing, drop-in centers	**Services accessible at point of entry and follow person into housing**
3	Case management, crisis intervention, and coordination for eviction prevention	**Housing placement, rental assistance, case management/life skills**
4	Priority on housing preservation	**Priority on new housing options, early intervention, prevention, and preservation of existing housing**

2.0 Purpose

The purpose of this report is to present a plan for implementing the *Blueprint for Success: Strategic Directions for the Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community.*

As part of its February 26, 2007, endorsement of the Blueprint, the Fairfax County Board of Supervisors called for the creation of an implementation committee. The resulting year-long effort involved more than100 stakeholders in three work groups to develop key action plans and a 28-member executive committee to develop the overall approach presented in the implementation plan.

The activities involved in developing the Blueprint, this implementation plan, and the proposed future activities for implementation are outlined in Appendix B. A complete list of participants who worked on the implementation plan process is provided in Appendix C.

This implementation plan identifies the basic actions and commitments necessary to transform the current system and approach to homelessness into a flexible, relationship-based, and community-centered system based on the principles of Housing First. This approach creates more housing choices, prevents homelessness, and integrates all needed services into a coordinated and flexible support system.

Volume I of the implementation plan describes the overall approach to creating a partnership and program to implement Housing First in the Fairfax-Falls Church Community. The governance structure and principles described in this volume present clear expectations for a new approach to ending homelessness. Volume II presents detailed action plans for creating the specific programs and resources necessary to eradicate homelessness. These detailed action plans provide direction to the proposed Office to End Homelessness as it implements Housing First. Actual implementation of the details in the Action Plans may be adjusted depending on available resources and conditions encountered and assessed as elements of the Plan are implemented.

3.0 The Goal

The goal to end homelessness in 10 years states:

> ***No later than December 31, 2018, every person who is homeless or at risk of being homeless in the Fairfax-Falls Church community is able to access appropriate affordable housing and the services needed to keep them in their homes.***

4.0 Conditions for Success

This plan outlines the significant scope of housing and services needed to end homelessness in 10 years. The achievement of this goal is a community responsibility and will require strong leadership and engagement from all sectors of the community. The following conditions in the Fairfax-Falls Church community are viewed as critical to the success of this effort:

Strong Community Will – effective ongoing communications and the engagement of local citizens, community groups, businesses, and the faith and nonprofit communities are required to gain the needed understanding, acceptance, and support of the housing and facilities required to prevent and end homelessness.

Strong Political Will – elected officials of the Fairfax-Falls Church community must give their full and long-term commitment to the goal of preventing and ending homelessness through their leadership, by providing needed resources and by empowering agencies to be flexible and creative in these efforts.

Strong Participation from the Business Community – business leaders from all sectors of the community need to engage directly in all aspects of this effort.

Strong Cooperative Leadership and Management – an effective community partnership is needed to lead and manage the complex set of actions associated with Housing First.

Collaboration Across All Agencies – all participants (government, nonprofit, business, and faith-based organizations) must work effectively together and make the necessary organizational, policy, practices, and processing changes needed to implement the plan.

Meaningful Consumer Input – programs, services, and housing must respect and respond to the needs articulated by individuals and families who are experiencing and have experienced homelessness.

Diverse Funding – flexible and diverse approaches to generate dollars and other resources are needed; government resources alone will not meet the needs of this program.

Accountability – systems must be designed and put in place to define success, monitor progress, evaluate outcomes, and ensure that commitments are met.

The implementation committee believes that the approach presented in this plan provides the Fairfax-Falls Church community with the best opportunity to establish a program that will assure the creation and maintenance of these conditions.

5.0 Key Strategic Actions for Implementation

The implementation of the housing first approach in the Fairfax-Falls Church community is built around four key strategic actions:

Make Prevention a Priority. Collaborate to provide outreach and coordinated resources to prevent individuals and families from becoming homeless.

Increase the Availability and Choice of Permanent Housing. Build, purchase, or acquire by other means the housing units throughout the community that meet needs of the diverse persons who are homeless.

Provide a Single Point of Service. Proposed regional integrated community-based Housing Opportunities Support Teams (HOSTs) will provide and/or coordinate all pertinent housing and support services where persons who are homeless and those at risk are located. HOSTs will provide a single access point throughout the community.

Create a Community Partnership. An integrated community effort with the government, business, nonprofit, and faith communities all working together will align existing resources, manage the plan, and accept responsibility for its implementation. All organizations will make the necessary policy and structural changes to work in the proposed Housing First approach.

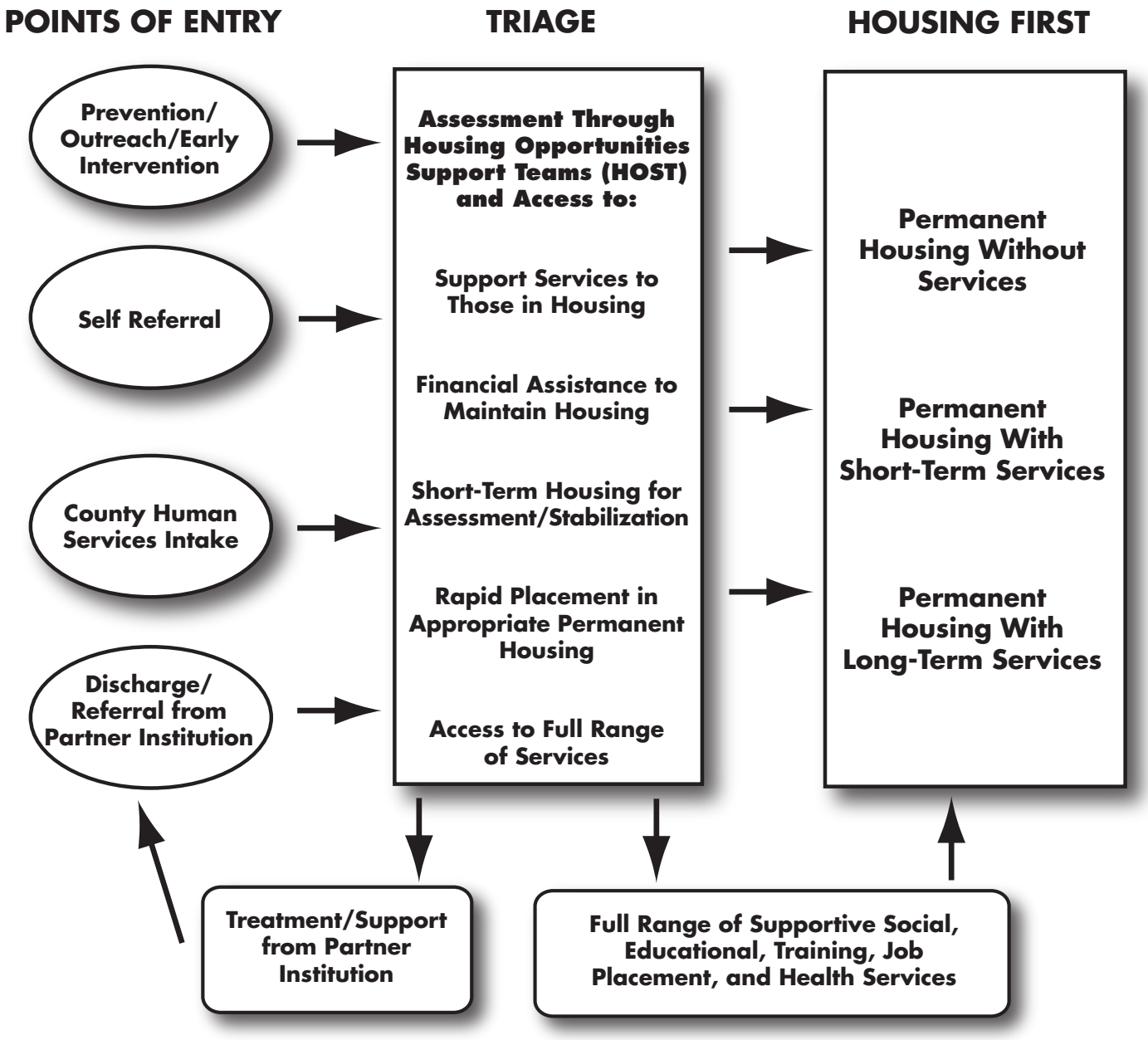
6.0 The Housing First Approach in the Fairfax-Falls Church Community

The key components of the Housing First approach to be implemented in the Fairfax-Falls Church Community are presented graphically in Figure 1.

Persons who are homeless can access the system from a number of routes, or be prevented from entering homelessness through aggressive outreach and support of the Housing Opportunities and Support Teams (HOSTs).

Once in the system, persons who are homeless are able to access all needed services through the HOSTs located throughout the community. The goal is to eliminate the time that people spend in interim or temporary housing, and to use the triage services to quickly coordinate services and to locate suitable permanent housing. Once in housing, HOSTs will coordinate services according to need.

Figure 1. Housing First in the Fairfax-Falls Church Community



7.0 The Fairfax-Falls Church Community Partnership

This plan proposes a true community partnership as the most effective way to create and sustain the community leadership that will be required to end homelessness within 10 years.

There is a deep history of collaboration among public and private nonprofit organizations and faith communities to address homelessness in the Fairfax-Falls Church community. This includes significant cooperation in the provision of outreach, prevention services and assistance, the operation of the area's shelter system, hypothermia prevention during winter months, and in the provision of transitional and permanent housing programs. Most recently, the community has come together in the development of strategies to prevent and end homelessness and the development of this implementation plan.

The longstanding success of this cooperation has led the implementation committee to believe that success in ending homelessness also lies in working together. However, as we transition from the existing system that has been designed to manage homelessness to one whose goal is to eliminate homelessness, an even stronger partnership will be required with even more participation from all sectors of our community.

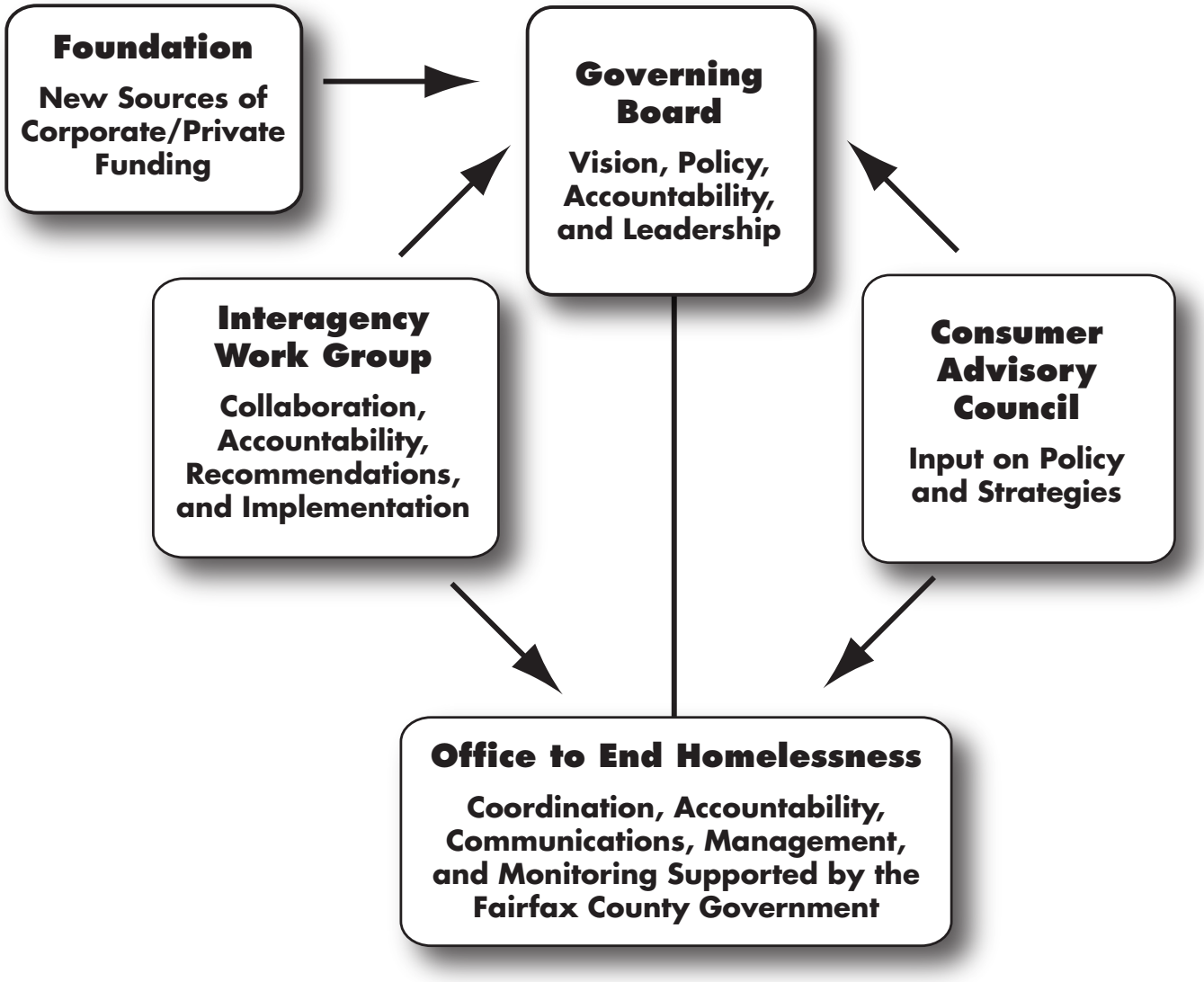
A "true" partnership of the government, business, faith, and nonprofit communities is required to provide the leadership to transform the current system into a bona fide Housing First approach.

Why a Partnership?

Housing First is not simply an extension of the current efforts to manage homelessness. It is a complete reinvention of how homeless individuals and families are viewed within the community, how they are housed, and how they receive services. It requires a complete redistribution of resources throughout the entire community of government and nonprofit service providers. Housing First activities and services must not be merely coordinated but be truly integrated, providing seamless, efficient, and immediate access for homeless persons and those at risk of losing their homes. The resources needed to provide these services and create the necessary housing will not come from any single source or organization. Indeed, the capacity to generate new resources must be explored and developed.

All of these things have been considered in the design of the new Community Partnership. The proposed governance structure of the Fairfax-Falls Church Partnership to Prevent and End Homelessness must provide the essential coordinated and collaborative political, community, and managerial leadership, policy direction, resource development, and stewardship. This proposed structure is presented in Figure 2.

Figure 2. The Fairfax-Falls Church Community Partnership



The management and governance structure for the Community Partnership to Prevent and End Homelessness will have five organizational elements. These elements reflect the collaborative leadership, management, and implementation resources necessary to successfully end homelessness. The implementation committee has made specific recommendations for how these elements should be designed, but recognizes that specific implementation will need to be flexible to the resources available and the needs and capacities of participating organizations.

The five organizational elements of the Community Partnership to Prevent and End Homelessness include:

1. **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 plan to end homelessness.

2. **The Office to End Homelessness** – Administratively established within the Fairfax County Government to manage, coordinate, and monitor day-to-day implementation of the plan to end homelessness, assure coordinated execution of the work of the Interagency Work Group, be the staff to the Governing Board, track success, communicate with the larger community, and coordinate with the Consumer Advisory Council.

3. **The Interagency Work Group** – An operational management group whose membership will be drawn from community-based agencies, governmental organizations, faith-based organizations, nonprofit agencies, other critical community institutions, and for-profit developers. Will coordinate to make the operational policy, process, and budgetary decisions necessary to appropriately align their organization's efforts with the implementation plan to end homelessness.

4. **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 will incorporate the expertise and voice of homeless persons in all levels of implementation, evaluation, and revision of the plan.

5. **The Foundation for the Fairfax-Falls Church Community Partnership to Prevent and End Homelessness** – A nonprofit foundation to raise new monies and to serve as an independent charitable conduit of new funding necessary to support the implementation of the plan to end homelessness.

Detailed descriptions of the partnership organizations are included in Appendix D. The Management and Governance Action Plan is presented in Volume II: Action Plan 1.

8.0 Creating Housing Options

One of the key elements for success of the partnership will be the availability of housing, whether it is housing that currently exists or is newly created. Sufficient affordable housing is essential to ensuring success of the Housing First approach. Establishing sufficient housing will include the following key steps:

- **Identify Funding Sources** – To house persons who are homeless and persons who are at risk of being homeless, funding must be identified to preserve and expand existing housing.
- **Direct Resources** – To provide additional housing, some existing resources must be re-directed based on the population of homeless persons and their identified needs.
- **Explore Alternative Housing Sites** – Housing must be found and used in areas that may not have always been thought of as residential areas.
- **Provide Additional Permanent Housing** – Safe, affordable, and appropriate housing opportunities are needed to provide a range of housing needs.
- **Identify Key Policy Actions and Decisions Required** – Land use policies, zoning provisions, expedited processing, housing admission policies, and tax incentives are examples of areas where policy adjustments could enable increased production of appropriate units to address housing needs for homeless persons.

These steps require bold actions by the Fairfax-Falls Church Community Partnership to Prevent and End Homelessness in Ten Years as it reaches into the private and public community to obtain housing using the Housing First approach.

Safe, affordable, and appropriate housing opportunities are needed to meet a wide range of community needs. Some key examples of the types of units needed are:

- Single Room Occupancy (SRO) efficiency apartments;
- Faith community subsidized housing;
- Mental health safe havens, group homes, and/or treatment facilities;
- Section 8 vouchers or other publicly subsidized rental unit/programs.

The projected need is for 1,775 additional units within the next five years. This total is based on a current need of 300 units for existing homeless families and an expected flow of an additional 125 family units each year, and 600 units to address the needs of existing homeless individuals and an expected flow of an additional 50 units for individuals each year. The metrics in the action plan focus on the next five years only, while the total need is possibly as high as 2,650 additional units over the next 10 years. At the end of five years, unless additional resources are identified other than those described in the action plan, there will be a deficit of approximately

900 units for persons who are homeless. A description of the estimated housing unit needs used to create these numbers is presented in Appendix E.

The Fairfax County Redevelopment and Housing Authority (FCRHA) will take the lead, working with the Interagency Work Group, to develop a strategy with nonprofits, housing developers, and the faith communities, to create new opportunities to produce the housing needed to address the housing unit gaps, consistent with the objectives and actions listed in the Housing Options Action Plan in Volume II: Action Plan 2.

9.0 Housing Opportunities Support Teams (HOSTs)

HOSTs will be self-contained, independent teams to coordinate and manage all prevention, housing placement, and supportive services needed in a particular community. They will work to rapidly and permanently re-house homeless/unsheltered individuals and families and to prevent precariously housed individuals and families from becoming homeless.

The first job of a HOST is to identify and coordinate Housing Opportunities for all homeless members of the community that are relevant and appropriate to their situation, including the services needed to keep people in their existing homes. Once housed, needed services are once again coordinated and delivered by these Support Teams rather than individuals working within the confines of separate organizations. This provides homeless and at-risk members of the community a single source for all the services they need to obtain and maintain housing.

Complete Range of Expertise

HOSTs will include existing, proven prevention and services, as well as added resources to close identified gaps based on community needs. Existing partnerships among outreach providers in the Homeless Healthcare Program and in the Hypothermia Program provide a foundation for the HOST concept to be readily implemented. Existing teams will be well expanded to include additional services required such as benefit workers, employment services specialists, housing specialists, educational/vocational counselors, mental health specialists, and mentors. Therapists, counselors, and professional medical personnel will continue to engage, assess, triage, and refer persons who are homeless to housing and appropriate supportive services.

Fully Integrated Teams

HOST members will be drawn from private and public service providers throughout the community to ensure essential services are provided in a cost-effective and efficient manner. Each will serve as a liaison to his or her organization/system and will work closely with other HOST members to create a cohesive system of service delivery. Faith-based, volunteer, and community-based organizations will continue to provide leadership to prevent homelessness and will work with the Office to End Homelessness to streamline the process of allocating homelessness prevention and housing placements funds.

Focus on Prevention

HOSTs will include flexible and adaptive outreach services that help prevent those who are precariously housed from losing their housing and to ensure that individuals and families are not discharged from public or private institutions into homelessness. Much of the expertise that supports those whose housing is threatened overlaps with that which aids those who are homeless. An expansion of prevention outreach will require the development of both innovative practice and regimen. There are differences when engaging those who are housed versus those who are currently homeless, just as there are between families and individuals, and those from varying cultures within the community.

Ongoing Services

Aftercare support for those placed into permanent housing has long been recognized as an important component in preventing a subsequent episode of homelessness. Such services have been established and maintained through a partnership between private nonprofit and county agencies. Similarly, established households that find their stability threatened by financial and situational challenges continue to seek prevention services from the local faith-based community as well as private nonprofit and county agencies.

Located in the Community

HOSTs are designed to be located close to the need. Surveys, and or data analysis, will reveal which neighborhoods are most in need of prevention services and in which locations those persons who are homeless most tend to congregate. The process of determining the location of sites that would best serve the needs of the community should be given high priority. Considerations include locations where potential consumers of HOST services reside or frequent in greatest number, locations where services are already established, and locations that are most easily accessible and agreeable to those we will serve. Locations where multiple services are already co-located and need only to be adapted to enhance accessibility will allow HOSTs to be immediately implemented and carefully assessed for subsequent adaption.

Responding to Community Needs

HOSTs are designed to be flexible and respond to the needs of the community. Conversations with homeless individuals and families conducted as part of this planning process have identified a number of key needs of homeless persons which include the full range of employment services, access to transportation, assistance with identification papers, and medical care. HOSTs will work to consistently adjust their services to react to the needs of the community. A complete summary of these consumer conversations can be found in Appendix F.

The Housing Opportunities Support Teams (HOSTs) Action Plan is presented in Volume II: Action Plan 3.

10.0 Communications and Sustaining Community Will

Homelessness largely remains a hidden problem in the Fairfax-Falls Church community, unlike in many jurisdictions in the region. Because of this, effective and increased communications activities are critical to the success of the 10 year plan. A communications plan for the implementation plan for the Fairfax-Falls Church Community Partnership to Prevent and End Homelessness in Ten Years has been developed. It outlines specific communications strategies and tactics for reaching the communication goals listed below.

- An informed public that has a basic understanding of homelessness.
- Enhanced community support and opportunities for the community to participate in the implementation of the 10-year plan.
- Seamless collaboration among all groups participating in the effort to facilitate distribution of consistent information to help achieve the goal of ending homelessness within the Fairfax-Falls Church community by December 31, 2018.

The Fairfax County Office of Public Affairs (OPA) will provide coordinated communications support for the Office to End Homelessness to ensure all government, faith community, nonprofit and business communities reflect key messages and move us forward in the 10-year plan.

The communications plan is presented in Appendix G.

11.0 Performance Indicators

Several performance indicators have been identified that will allow us to measure overall progress in preventing and ending homelessness. As currently framed, these indicators do not present specific measures of progress. This is due to the need for more precise data regarding the current population of homeless individuals and families and those who are at risk of becoming homeless in the Fairfax-Falls Church community. The performance indicators to be used include:

- The total number of persons who are homeless, both chronically and transitionally, will be reduced each year over 10 years until the goal of ending homelessness is achieved.
- The time it takes for a homeless person or family to access appropriate permanent housing will be significantly reduced from current levels.
- The number of units made available for permanent housing for persons who are homeless and the number of persons who are homeless placed in permanent housing will increase each year at a rate sufficient to meet the 10-year goal.
- Prevention and early intervention services will achieve a high degree of success in preventing people from becoming homeless.
- A level of services will be provided to help people maintain housing and not reenter the homeless population.
- The knowledge and participation of the Fairfax-Falls Church community at large in the effort to end homelessness will steadily increase over time.

A full description of these indicators is provided in Appendix H.

12.0 Key Dates for Implementation

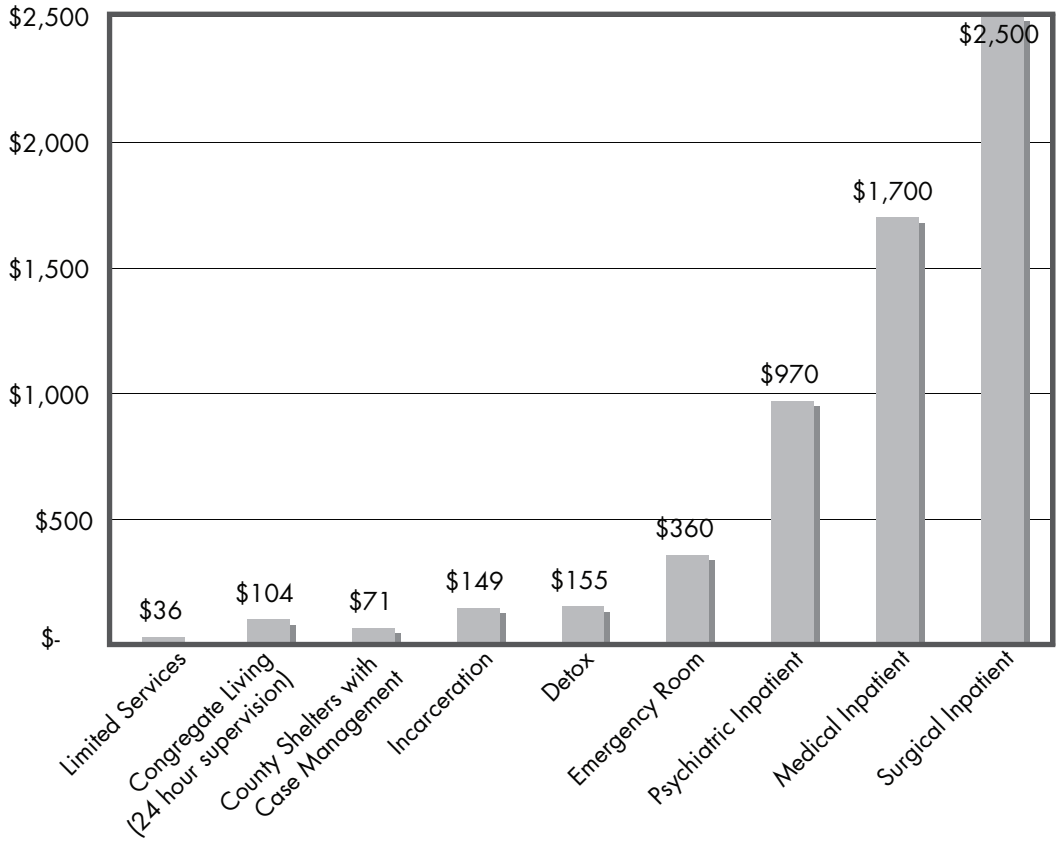
November 2007	Present plan to Board of Supervisors Continue transition toward Housing First operations
December 2007	Begin presentations to the community
March 2008	Board of Supervisors endorsement
April 2008	Identify funds to be managed by the partnership Board action to create Office to End Homelessness and appropriate funds to be managed by the Office
May 2008	Identify Chairperson for the Governing Board Identify candidates for the Governing Board
June - August 2008	Begin Governing Board operations
July - August 2008	Hire Executive Director Staff the Office to End Homelessness
August - October 2008	Convene Interagency Work Group Establish HOSTs approach Expand data system to all participating agencies
Nov. – Dec. 2008	Consumer Advisory Council convenes Key components of Housing First system are in place
September 2009	Form new foundation First annual performance report
September 2010	Revise indicators and goals based on new information and continue to refine on an annual fiscal year basis Second annual performance report
July 2013	Half-way evaluation by independent consultant
December 2018	Homelessness ends

Appendix A. Average Daily Per Person Cost to Serve Homeless Individuals in Fairfax County

To estimate the average daily per person cost of Housing First as compared to the current system of managing homelessness, the committee looked at a composite of funding services from both County and nonprofit organizations. In-kind contributions and leveraged resources were not included.

Limited Services and Congregate Living represent the range of services currently available from very limited to 24 hours supervision and reflect the range of Housing First costs in our community. Within this range, all types of housing options and services are needed. We estimate that only 10 percent of single homeless individuals need intensive services.

As Fairfax County has a large multi-facility private hospital system, medical costs were derived from multiple providers in and around Northern Virginia.



Appendix B. Timeline of Ending Homelessness Planning Activities

STRATEGIC PLANNING

July 2005
Council on Homelessness appoints a Planning Committee to write a plan to End Homelessness

October 2005
Board endorses creation of strategic plan to end homelessness and calls for a Community Summit on Homelessness

April 7 2006
Community Summit to End Homelessness Hosted by Freddie Mac & Freddie Mac Foundation

May-June 2006
Community Regional Dialogues

August 2006
Draft Strategic Plan

Oct.-Nov. 2006
Community Discussions

PLANNING

Feb. 26 2007
Board endorses the Plan to Prevent and End Homelessness and calls for Establishment of an Implementation Committee

April 9 2007
Board appoints members to the Implementation Committee

May 1 2007
Initial Implementation Committee meeting

November 2007
Implementation Plan Complete

December 2007
Begin Presentations and Dialogues with Community *(ongoing)*

FOR IMPLEMENTATION

March 2008
Board Endorsement of Implementation Plan

April-May 2008
Recruit Governing Board Chair and members

June-July 2008
Begin Governing Board Operations; Hire Executive Director

Aug.-Oct. 2008
Staff the Office to End Homelessness; Recruit Advisory Council; Convene Interagency Work Group

November 2008
Begin provision of Services and evaluation of System

IMPLEMENTATION

Ongoing public private partnership work to provide service and housing types to meet the needs of homeless individuals and families

Appendix C. Executive Committee and Working Groups Members

EXECUTIVE COMMITTEE

Gloria Addo-Ayenso
Health Director
Health Department

Mary Ann Beall
Chair
Fairfax-Falls Church
Community Services Board

Ron Brousseau
Member, Community Council on Homelessness
City of Falls Church

Barbara Byron
Director, Fairfax County Revitalization
Department of Planning & Zoning

Elita Christiansen
Director, Multicultural Affairs
Inova

Michael F. Curtin, Jr.
Chief Operating Officer
D.C. Central Kitchen

Ken Disselkoen
Director
Deptartment of Systems Management for Human Services

Conrad Egan
Chairman
Fairfax County Redevelopment & Housing Authority

Churchill J. Gibson, Jr.
Executive Director & COO
National Alliance to End Homelessness

Verdia Haywood
Deputy County Executive
Fairfax County

David Hunn
Executive Director
Fairfax County Strategic Workforce Investment Board

Dean Klein
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Appendix D. Detailed Descriptions of Partnership Organizations

The following sections specify in greater detail the organization, membership, roles, responsibilities and relationships between the various elements of the governance structure of the Fairfax-Falls Church Partnership to Prevent and End Homelessness.

Governing Board

Mission

The Governing Board of the Fairfax-Falls Church Partnership to Prevent and End Homelessness in Ten Years will be the focal point of community accountability for the achievement of the goal of ending homelessness by December 31, 2018. To that end, it is the mission of the Governing Board to provide the necessary vision, community leadership, and policy guidance to assure the successful end to homelessness in the Fairfax-Falls Church area. The Governing Board will be responsible for providing the community "voice" for ending homelessness, mobilizing political and community will, providing the necessary influence to change policy and funding priorities, and to catalyze such other actions as may be necessary to affect the community and systems change necessary to end homelessness.

Roles, Responsibilities, and Functions of the Governing Board

- Provide vision, leadership, and policy guidance to reach the goal of preventing and ending homelessness by December 31, 2018.
- Articulate, throughout the community, the vision of an end to homelessness in the Fairfax-Falls Church area.
- Promote shared responsibility and decision-making among all partners involved in providing homelessness services.
- Exercise executive stewardship over the pooled funding and resources available for addressing homelessness in the Fairfax-Falls Church community.
- Work cooperatively to greatly increase the overall resources available to end homelessness in the Fairfax-Falls Church community.
- Involve and engage all segments of the community to assure their participation in the work of preventing and ending homelessness.
- Monitor progress towards achievement of the goal of preventing and ending homelessness.
- Articulate progress toward the goal throughout the community.

Membership

The Governing Board will be comprised of community leaders from diverse walks of life in the Fairfax-Falls Church community, all with a commitment to see the end of homelessness in our community.

Governing Board Composition

The following table details the membership of the Governing Board. Permanent members (indicated with a "P") are designated by virtue of their institutional role and shall serve on the board for as long as they hold that position. Rotating members will be selected as identified below and shall serve a two-year term.

Fairfax County Board of Supervisors – 2 members	To be appointed by the Fairfax County Board of Supervisors (P)
A Fairfax City Council Member	To be appointed by the Mayor (P)
A Falls Church City Council Member	To be appointed by the Mayor (P)
A representative of Fairfax Corrections	To be appointed by the Sheriff of Fairfax (P)
The Chair of Fairfax County Redevelopment and Housing Authority	(P)
Founders/Foundations – 2 members	Rotating – Selection Process TBD
Business Community Representatives – 2 members	Rotating - To be appointed by the Fairfax Chamber of Commerce
Representatives from the Development Industry -2 members	Rotating – Selection Process TBD
The Chair of the Consumer Advisory Council	(P)
Faith Community Leaders – 3 – 4	Rotating -TBD
INOVA Health Systems	Rotating - To be appointed by the President of INOVA Health Systems
Civic/Community Leaders – 2	Rotating - To be appointed by the Fairfax County Board of Supervisors
School Board Member	To be appointed by the Fairfax County School Board (P)
Fairfax County Planning Commissioner	Rotating – To be appointed by the Planning Commission

The Governing Board may be chaired by any member as selected by the total membership of the board in accordance with a process to be set forth in bylaws of the Governing Board.

The Governing Board will meet as necessary but no less frequently than quarterly.

Staff support for the Governing Board will be provided by the Office to End Homelessness.

Interagency Work Group (IAG)

Mission

The mission of the IAG is to collectively manage the operational aspects of the Implementation Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community to achieve the goal of ending homelessness by December 31, 2018. The Interagency Work Group will coordinate collaboration between partners and systems involved in providing housing and homeless services, develop new models for service delivery, and define and recommend policy direction to the Governing Board. The IAG will be the operational oversight body of the Fairfax-Falls Church Partnership to Prevent and End Homelessness.

Roles, Responsibilities, and Functions

- Coordinate the execution of strategies and activities in the Implementation Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community.
- Coordinate shared responsibility and decision-making among all partners involved in providing homelessness services and coordinate with all service providers to ensure efficient and effective responses to consumer need.
- Develop and recommend policy to the Governing Board that will further the goals and objectives of the Implementation Plan.
- Upon direction from the Governing Board, incorporate identified policies and strategies within respective IAG agencies, programs, and service areas to assure the successful execution of the Implementation Plan. Assure operational alignment of programs, services, and agency policies with the Implementation Plan to Prevent and End Homelessness.
- Educate and influence policy makers and advocate for system reform and necessary funding at the federal, state, local, and community levels in support of the Implementation Plan.
- Identify opportunities to coordinate countywide strategies and funding to end homelessness, especially linkages between housing and services, and collaborate on grant opportunities as appropriate.
- Encourage and sustain partnerships through incentives and targeted funding opportunities, and review grant applications and funding recommendations for consistency with the Implementation Plan to Prevent and End Homelessness.

- Establish such subcommittees as necessary to assist with the IAG's responsibilities and review and approve work program for each subcommittee.

Accountability

The IAG will be accountable to the Governing Board for the operational execution of the Implementation Plan to Prevent and End Homelessness.

Membership

The Interagency Work Group will be comprised of agency directors or other senior staff members from organizations providing housing, social services, health services, mental health and substance abuse services, emergency services, and other supportive and prevention-related services to persons who become homeless or are at risk of becoming homeless. In addition, agencies and organizations with a significant stake in the outcomes of the Implementation Plan or whose policies, practices, and resources may be critical to the success of the Implementation Plan will serve on the IAG. These agencies and institutions are vital to creating changes in current programs and moving local institutions forward in support of the Implementation Plan. For the most part, members of the IAG will be those who have authority within their organizations to make policy, process, and budgetary decisions, as they relate to impacting and ending homelessness, on behalf of their organization.

Interagency Work Group Composition

The following table details the membership of the IAG. Permanent members (indicated with a "P") are designated by virtue of their institutional role and shall serve on the IAG for as long as they hold that position. Rotating members will be selected as identified below and shall serve a two-year term.

Organizational Entity	Selection Process
1 – Office of the County Executive	County Executive or Deputy County Exec. (P)
1 – Department of Family Services	Director (P)
1 – Department of Housing & Community Development	Director (P)
1 – Department of Systems Management for Human Services	Director (P)
1 – Department of Health	Director (P)
1 – Department of Planning & Zoning	Director (P)
1 – Fairfax County Police Department	Chief of Police (P)
1 – City of Fairfax Human Services Coordinator	Designated by Mayor or City Manager (P)

Organizational Entity	Selection Process
1 – Office for Women (Domestic Violence)	Director (P)
1 – Fairfax County Sheriff's Office	Designated by the Sheriff (P)
1 – Fire & Rescue Department - Emergency Medical Services	Designated by the Fire Chief (P)
1 – Commonwealth of Virginia Department of Rehabilitation Services	Designated by the Director, Virginia Dept. of Rehabilitative Services (P)
1 – Virginia Housing Development Authority	VHDA Northern Virginia representative, designated by Executive Director (P)
1 – Fairfax-Falls Church Community Services Board	Executive Director (P)
3 – Housing Developers	Rotating – Selection Process TBD
2 – Prevention Service Providers	Rotating – Selection Process TBD
2 – Shelter Providers	Rotating – Selected by all shelter providers
2 – Housing Providers	Rotating – Selection Process TBD
2 – Emergency Service Providers	Rotating – Selection Process TBD
1 – Workforce Investment Board	Executive Director (P)
1 – Office of the Commonwealth Attorney	Rotating – Designated by the Commonwealth Attorney
1 – Office of the County Attorney	Rotating - Designated by the County Attorney
1 – Deputy Superintendent of Public Schools	Designated by the Superintendent of Fairfax County Public Schools (P)
1 – Juvenile & Domestic Relations District Court Services	Director (P)
4 – Faith Community	Rotating – Selection Process TBD
1 – Inova Health System	Rotating – Designated by the CEO of Inova
1 – U.S. Department of Veterans Affairs	Rotating – TBD
1 – Consumer/Homeless Advocate	Rotating – Member of, and designated by, the Consumer Advisory Council

The Interagency Work Group may be chaired by any member as selected by the total membership of the IAG in accordance with a process to be set forth in bylaws of the IAG.

The IAG will meet as necessary, but no less frequently than monthly.

Staff support for the IAG will be provided by the Office to End Homelessness.

Consumer Advisory Council

Mission

The mission of the Consumer Advisory Council (CAC) is to provide a formal mechanism for individuals or persons in families who have experienced homelessness to convey input and policy recommendations on local efforts to prevent and end homelessness. The CAC will ensure that all levels of plan implementation, evaluation, and revision incorporate the expertise of people who experience homelessness. The CAC is charged with providing feedback to the Governing Board and Interagency Work Group on policy and strategies in the execution of the Implementation Plan to Prevent and End Homelessness.

Roles, Responsibilities, and Functions

- Identify problems in the current systems of housing and services that are particularly important to correct.
- Provide advice and recommendations for improvements to homelessness programs and services.
- Educate policy makers and legislators on how laws and regulations affect homeless people and what changes could help people move out of homelessness.
- Give input to the various bodies in the Fairfax-Falls Church Partnership to Prevent and End Homelessness in Ten Years on what strategies will be most effective, from a homeless person's perspective, on ending homelessness.
- Educate the community as whole about the experience of homelessness.
- Suggest ways that community members can participate in activities to learn more about homelessness.
- Advocate for system reform and necessary funding at the federal, state, local, and community levels in support of the Implementation Plan to Prevent and End Homelessness.

Accountability

The Consumer Advisory Council will be accountable to the Governing Board.

Membership

The Consumer Advisory Council will consist of approximately 20 members, to include individuals and families with children who are currently or formerly homeless in the Fairfax-Falls Church community, and people who are at risk of becoming homeless due to extreme low income or disability. CAC membership is structured so that it is represents the broad array of people who experience homelessness in Fairfax County – by region, age, ethnicity, gender, and family composition. Members will be recruited through local housing and human services providers. They do not serve as representatives of these providers but rather provide insight and recommendations based on their own knowledge and opinions.

The Consumer Advisory Council (CAC) may be chaired by any member as selected by the total membership of the CAC in accordance with a process to be set forth in bylaws of the CAC.

The CAC will meet as necessary, but no less frequently than quarterly.

Staff support for the CAC will be provided by the Office to End Homelessness.

Foundation for the Fairfax-Falls Church Partnership to Prevent and End Homelessness in Ten Years

An independent nonprofit foundation will be established to financially support the efforts of the Fairfax-Falls Church Partnership to Prevent and End Homelessness.

- The purpose of the foundation is to raise new monies from private sources to support the efforts of the Fairfax-Falls Church Partnership to Prevent and End Homelessness.
- The intention of the nonprofit foundation is not to compete with local providers for funding but to be a conduit for new funds to end homelessness in the community
- The foundation will be established by the Governing Board and report to the Governing Board.

Office to End Homelessness

The Office to End Homelessness will be led by an Executive Director and a small paid staff, who will be employees of Fairfax County. The staff will be supplemented by volunteers and deployed staff from other agencies, nonprofits, and community businesses.

Mission

The mission of the Office to End Homelessness is to provide staff support for the implementation of the plan to prevent and end homelessness under the leadership of the Governing Board and with the support of the Interagency Work Group and the Consumer Advisory Council. The Office to End Homelessness will coordinate actions to implement the prevention, homeless services, and housing objectives identified in the Implementation Plan.

Roles, Responsibilities and Functions

- Manage an integrated staff of public and private employees and volunteers.
- Oversee coordination and development of annual work plans developed under the framework of the Implementation Plan to Prevent and End Homelessness for review and approval of the Governing Board and implementation by the Interagency Work Group.

- Establish and manage a system of measures and indicators to track progress and promote shared accountability for achieving desired results.
- Coordinate data collection, analysis, and reporting.
- Prepare strategy and policy documents for the review and approval of the Governing Board.
- Manage, under the guidelines of state and local procurement law, all required contractual procurements necessary for the implementation of the plan to end homelessness.
- Assist the Governing Board in facilitating broad community engagement and participation to prevent and end homelessness.

Accountability

The Office to End Homelessness is administratively accountable to the Fairfax County Office of the County Executive and programmatically accountable to the Governing Board of the Fairfax-Falls Church Partnership to Prevent and End Homelessness. The office will operate in accordance with Fairfax County Government policies in regard to human resources, contracting, and budget accountability.

Appendix E. Estimated Units Needed to House Homeless Persons and Families in the Fairfax-Falls Church Community

Problem Statement

There are two major challenges in estimating the number of housing units that will be needed to prevent and end homelessness during the next 10 years:

1. Determining the appropriate mix of housing and level of support services needed, which will vary between the adult single population and the population of families with children.
2. Projecting the future number of persons who will become homeless and need to be housed. The most reliable data on homelessness is the point-in-time count; however, since it represents only one day, additional methods are necessary to estimate the numbers over a longer period of time.

Estimate for Single Individuals

The annual point-in-time count includes an element for "Housing Needed Today" for those persons who are counted. Data from the 2006 and 2007 point-in-time counts was reviewed to develop estimated proportions for intensive, moderate, and little or no service-supported housing needed for the single homeless adult population. Three categories of permanent housing were included in the analysis:

- Safe haven, a form of congregate living with few access criteria but 24-hour supervision, designed to serve vulnerable homeless persons from the street who have serious mental illness;
- Permanent supportive housing, typically in an SRO efficiency apartment (if it were available), one-bedroom, or two-bedroom shared apartment, with a range of service intensity from weekly drop in to daily contact (can be 24-hour service);
- Other permanent housing, which could be an SRO efficiency apartment, or other apartment, but with no supportive services.

Using these categories, initial estimates of service levels were made, and further analysis was done in conjunction with county and nonprofit providers of shelter and permanent supportive housing services for single individuals. Based on this analysis, the following definitions for four levels of service intensity for this population were developed, with the percentage listed to estimate the proportion of persons in the single adult population who would need to be served at each service level.

- Intensive Services: 24-hour care – 10 percent of single adults
- Moderate Services: 4 to 7 contacts weekly, but less than 24-hour – 20 percent of singles
- Low Service Level: 1 to 3 contacts weekly – 50 percent of singles
- Little/no service: less than weekly contact – 20 percent of single adults

The baseline number for homeless single adults in the 2007 point-in-time count was 730 literally homeless single individuals. Of these, 184 persons were counted in transitional programs and 546 persons were counted in shelters, overflow, and hypothermia sites, or through drop-in programs and outreach. As a cross-check, CSB staff with access to information on persons counted in these programs was asked to compare actual client caseload information and assess the number of unduplicated persons who are "known to the system," in other words, those individuals who frequent the shelters and drop-in sites or are otherwise known by outreach staff to be consistently in the Fairfax-Falls Church community. This number is 600 individuals. Allowing for the fluidity of homelessness, especially for single persons, there may well be another 200 or more individuals who are part of the homeless population that is consistently in the community over the course of a year.

The county-owned shelters provide reports on the number of persons sheltered during each fiscal quarter, and the third quarter reported number (coinciding with the point-in-time) of 558 is consistent with a baseline of 600 as a reasonable starting point for the number of units needed. Using this baseline figure and the service intensity proportions listed above produces the numbers of baseline units needed in the table below. As noted above, there may be another 200 persons who could be considered part of the "traditional" homeless population. There are also new challenges emerging with immigration, as well as anticipated growing numbers of persons released from incarceration and possible increases in the number of homeless veterans resulting from the Iraq conflict. CSB Outreach staff and nonprofits working with homeless individuals in the community estimate another 300 – 400 single adults could be homeless who are not regularly accessing existing programs and services.

Consideration of these variables resulted in adding an increment of 50 single individuals each year for the 10 years of the plan. The table below reflects the four levels of service intensity, with a baseline of 600 individuals and the "flow factor" of 50 persons per year added to the calculation. It should be noted, however, that changes in policy on release from institutions and the ability to establish successful discharge planning policies and procedures could have a significant effect on the numbers of single individuals becoming homeless in the next few years. Estimates for housing units needed for the Plan should be revisited at least every two years using better data that should become available as the Plan tracking mechanisms are put in place.

Units for Single Adults	Units with Intensive Service	Units with Moderate Service	Units with a Low Level of Service	Units with Little or No Service	TOTAL UNITS
Percentage factor	10%	20%	50%	20%	100%
Number of Units - baseline	**60**	**120**	**300**	**120**	**600**
Total Additional Units - 50 per year x 10 years	**50**	**100**	**250**	**100**	**500**

Estimate for Families

As with the homeless single adult population, the "Housing Needed Today" data from the 2006 and 2007 point-in-time counts was reviewed to develop estimated proportions for intensive, moderate, and little or no service supported housing needed for homeless families. However, the safe haven housing type is not used for families, and the majority of homeless families are receiving services through transitional housing programs, so the basis for formulating the estimate is different. For families, intensive services would typically be in a transitional housing program, and the need for intensive services would be time-limited. The housing need for these families is for permanent stable housing. Permanent supportive housing for a family with a disabled head of household would be long-term, but a more moderate level of service would typically be needed. Most families eventually need permanent housing with little or no supportive services, since the majority does not have a member with a long-term disabling condition. Based on the "housing needed today" data in the point-in-time counts, the planning factors identified for families are as follows:

- Long-term permanent supportive housing:10 percent
- Permanent housing, with or without services: 90 percent

The baseline number for families from the 2007 point-in-time count was 307 families, which is rounded to 300 for purposes of estimating housing units. In addition, there are families at risk of becoming homeless who are not accounted for in the current homeless counts. This includes families who are doubled up or living in precarious housing situations. The Fairfax County Public Schools have identified more than 800 children enrolled in the school system who are counted as homeless by Department of Education guidelines, which are different than the more narrow HUD definition used for the annual count. Legislation is pending in the Congress that may modify this definition, which could increase the number of families who would be counted as homeless. It is also recognized that effective prevention strategies may reduce the number of families who become homeless each year, but it is likely to be some time before the full effect can be documented.

Consideration of these variables and uncertainties about the number of families who may become homeless in the future resulted in adding an increment of 125 families per year as a "flow factor" for the calculation of estimated units needed. Since most families do not need long-term supportive services, increasing the supply of units that are affordable to extremely low-income households can provide a housing resource that is needed to house families who have become homeless or to prevent other families from becoming homeless.

Based on this analysis, the estimate for families is simplified into two categories: Permanent Supportive Housing (with long-term services), needed for 10 percent of families, and Permanent Housing (with or without transitional services), needed for 90 percent of families. Families who need transitional services are included in the Permanent Housing category for purposes of estimating the number of housing units needed, since those going through transitional housing still need permanent housing at the completion of the program. These estimates are included in the following chart.

Units for Families	Permanent Supportive Housing (long-term services)	Permanent Housing (with or without transitional services)	TOTAL ADDITIONAL UNITS
Percentage factor	10%	90%	100%
Number of Units - baseline	**30**	**270**	**300**
Total Additional Units – 125 per year x 10 years	**125**	**1125**	**1250**

Additional unit "production" may mean new or rehabilitated units or existing housing made available though subsidies. The baseline represents the number of families currently in the homeless services system in the 2007 point-in-time count. Estimates for future years will need to be revised as experience is gained with the Housing First approach and as the success of the prevention initiatives becomes known.

Background on Approach

Several communities, including Seattle-King County, Washington, Denver, Colorado, Santa Clara, California, and others, have developed estimates for the proportions of intensive, moderate, or no service needs in their 10-year plans. While these vary, they provide a baseline against which to compare local data. The point-in-time count includes an assessment of "housing needed today" which is made by the provider collecting the data for each homeless person or family. The information is gathered in the context of the current Continuum of Care system, so many persons and families are identified as needing shelter or transitional housing, which are not long-term solutions. However, about 20 percent of families and 35 percent of single adults

are identified in the point-in-time count as needing some form of permanent housing, which provides a basis for estimating the proportions needing intensive, moderate, or little/no services. The number of homeless persons counted in the point-in-time count provides a starting point to estimate the number of units needed to end homelessness. In the *Blueprint for Success*, the estimates in several 10-year plans were compared and ratios derived for the number of units projected in those plans compared to their point-in-time data. Two additional sources of data have been used for the revised estimates in this analysis. The county funded shelters provide quarterly reports to the state which track an unduplicated count of persons and families served by quarter in each shelter. Transitional housing programs funded by HUD grants do an Annual Progress Report (APR) which provides data on program participation, including the numbers entering and exiting the program over the course of a program year. The shelter reports and the APRs for HUD-funded transitional programs were used to develop estimates of turnover ratios and average length of stay. These factors, along with consideration of variables and unknowns discussed above, allowed for an estimation of the number of new homeless persons each year. Once the HMIS system is fully operational, it will provide a more comprehensive basis on which to determine unduplicated numbers over time.

Appendix F. Summary of Consumer Dialogues

Members of the Implementation Committee and county staff organized a number of dialogues with homeless persons to identify their input to creating an effective Housing First program in the Fairfax-Falls Church community. Results are summarized below.

Common Themes

Individuals who are homeless

Prevention: Factors contributing to people becoming homeless

- *Employment:* lack of employment or being under-employed creates the loss of, or inability to, obtain or maintain housing. Many participants said that when work was lost they began drinking more and spiraling downward toward losing their homes. In the Reston area, some stated that the loss of the Herndon day labor site has made finding work very difficult.
- *Income:* many have said that their wages are too low; their income may have been adequate at one time but has not increased enough to cover the rise in cost of living. Many asked for an increase in the minimum wage.
- *Personal problems* including family issues (divorce, loss of a parent), substance abuse, and poor money management.
- *Lack of ongoing case management and life skill assistance:*
    - Need assistance with budgeting and financial education
    - Need assistance in how to use credit cards
- *Health care issues*, without access to medical care, health issues spiral out of control and affect the ability to work, then income is lost, and eventually housing is lost.
- *A variety of legal issues*. Many individuals needed assistance with:
    - Divorce
    - Immigration
    - Child support payments
    - Injuries sustained at work and disabilities preventing keeping a job
    - Tax debt
    - Re-entry after committing a felony: in every group this was discussed. Many requested help in identifying employers who are willing to hire felons – or at least help them learn what to do, as felons, to be hired. Web-based employment applications now used by numerous large employers quickly screen out those with any kind of criminal history.

Services: What services would be helpful?

Employment: In all groups there was a strong desire for people to work and not just accept handouts.

All services related to employment:

- Skill and interests assessments
- Job training, including on-the-job training
- Computer training
- Additional education
- English as a Second Language
- Assistance with transition of people into the world of work – life skills
- Hispanic participants need assistance during the winter months when work is not available

Transportation:

- Transportation is a huge issue for everyone, including improved access to Metro Access.
- Public transportation often means multiple connecting bus rides taking hours to get from one area to another.

Identification Papers:

- Hispanic participants stated they need an IRS pin in order to be able to rent an apartment
- Re-attaining identification documents for individuals who have lost or had their identification information stolen.

Medical Care:

- Health care to include medical care, dental care, and health insurance. Also help with prescriptions and over-the-counter medication – some participants said that they are directed to acquire certain services out of the county, such as for dentures (Winchester) or for an MRI (Charlottesville).
- People participating in medical treatment should have an opportunity to move into subsidized housing, similar to people with disabilities.

Basic Needs:

- Ongoing Case Management provided where they live
    - Varies according to client need from twice a week to once a month.
- Assistance with eligibility for benefits, such as SSDI, Food Stamps, etc.
- Help with appearance – work clothing, showers, washing machines
- Help with overcoming the barrier of having poor credit
- Day programs that provide a variety of services. It seems like a number of individuals need the socialization of the day programs, as well as the access to services provided through day programs.
- Initial payment/security deposits: the up-front costs of moving into housing.

Housing: What type of housing do you need?

*Housing on **viable** Transportation Routes:*

- Available on weekends as well as business days, and throughout the day, not just during rush hour.
- Accessible to support systems and in familiar surroundings, closer to denser populated areas with a variety of services
- Housing that is integrated into the community – not isolated and containing only formerly homeless individuals, but scattered throughout apartment complexes. If the housing is part of a program or clustered site, smaller is better, no more than 10-15 units in one place.

Subsidized Housing, including for people receiving SSI, participants often indicated that there should be a sliding scale for what people can afford. They are willing to spend a third of their income on housing costs, but want utilities included to avoid fluctuating expenses.

- The range of what participants thought they could afford was from $200/month to $350/month.
- Increased regular Section 8 housing.
- Assisted living for those with special needs.
- Increased Mental Health housing and other types of special needs housing to meet the needs of all individuals.
- An efficiency apartment is fine; many prefer to live alone and are comfortable with limited space. They often don't even specify needing a kitchen as long as there is a microwave and small refrigerator.

- SROs: it was asked if the county could have more Coan Ponds? (an SRO)
- Most preferred their own place rather than sharing—even if space is tiny
- Privacy was valued, in part for quiet time away from others

Group Home: For some, a group home or shared living is OK; but the preference is that the manager and the residents would all receive training regarding one another's responsibilities

- If sharing a home, most prefer their own bedroom
- Would like their own bathroom

Prefer mixed income complex (not all homeless in one building)

- Housing should include common areas for socialization and other recreational facilities: basic workout areas
- Handicapped accessible – some individuals are in wheel chairs
- One roommate in an efficiency is preferable to 4 people in a room in the shelter

Opportunity to move up in the housing market: could people be helped to buy and maintain their own homes; want an opportunity to move up and/or into a larger place. If moving to an SRO, could they be purchased after renting for awhile? There was concern about caring for themselves in their aging years.

Families who are homeless – Common Themes

Prevention: what could have helped prevent you from becoming homeless?

- *Ability to Access Services/Assistance:* Many families did not know about available services until they became homeless, after it was too late.
- *Loss of Economic Stability:* For most families, economics was the presenting problem. They struggle to pay rent, child care and, for many, to also pay for school – they tend to have money management issues and need budgeting assistance. One crisis such as car repair or medical bills can start the spiral toward homelessness.

Housing: what type of housing would meet your needs?

- *Transportation:* Many families want an apartment near public transportation and their children's school.
- *Access to work:* Some would like housing near work and child care and where they could walk to shopping centers for groceries and basic needs.
- *Subsidized:* Most families would like a subsidized apartment with enough bedrooms for their children; however, some stated they would settle for a one bedroom just to have their own place.

- *Safety:* Most want safe neighborhoods and would be willing to spend 30 percent of their income on housing. Many families indicated that it is difficult to keep moving. They would like to move into housing and be able to stay there for a while.
- With a steady job, most thought they could spend $300 - $600 on rent.

Services: what services would be helpful for you and your family?

- *Case Manager:* Many said they would like someone to check in with, like a case manager, on a weekly basis; or some kind of community support.
- *Child care* is a challenge for sick children and when mothers work full time and want to go to school – it can't be done on 50 hrs. One participant suggested a sick room in daycare. Many would like assistance with school expenses.
- *Available health care and mental health care* is important to families. Some would like health care insurance. Healthy Families services have been helpful. However, requirements for referrals for services are cumbersome, and they would prefer having someone teach them about what services are available and how they can access them.
- *Employment:* Most families are concerned about finding adequate employment to support their families and would be interested in skill and career assessments, education, and/or job training.
- *Money Management:* Many families would like basic money management training and budgeting services as well as credit counseling.

Many families had five year plans or goals for what they would like to accomplish. Almost all identified a specific field or job they would like to have - in health care, the computer field, child care, or translating, and to have their own home.

Appendix G. - Communications Plan for Ending Homelessness in the Fairfax-Falls Church Community

Overview

The Fairfax County Board of Supervisors endorsed a strategic plan in 2007 to prevent and end homelessness within 10 years in the Fairfax-Falls Church community. In collaboration with a broad range of community partners, development of an implementation plan is under way.

Consistent with national efforts to end homelessness, the implementation plan will be the community's first comprehensive strategy to prevent and end homelessness. It will emphasize prevention and intervention as the solution, as well as ways to provide housing and social services.

In addition to the endorsement of the strategic plan, the Board has pursued the preservation of affordable housing stock, including setting aside a penny of the county's annual real estate tax for this purpose.

Homelessness largely remains a hidden problem in the Fairfax-Falls Church community. Because of this fact, communications activities are particularly important and are expected to increase as the 10-year plan is implemented. The Communications Subcommittee of the Implementation Committee to Prevent and End Homelessness in the Fairfax-Falls Church Community was formed to ensure that all partners engaged in communicating this effort reflect key messages and move us forward in the 10-year plan. This communication plan presents strategies proposed for implementation during the next decade.

Goal

- Increase awareness of the homelessness issue among the Fairfax-Falls Church community by building on the accomplishments already achieved and by educating the community that a problem exists, that it needs to be addressed, and that there are multiple ways to assist already in place.
- Promote greater behavior change within the community by promoting greater awareness and public understanding of the causes of homelessness.
- Facilitate collaboration between multiple organizations, agencies, and individuals at many levels that are currently engaged in communicating about homelessness.

Desired Outcomes

- Informed public that has a basic understanding of homelessness.
- Enhanced community support and opportunities for the community to participate in the implementation of the 10-year plan.
- Seamless collaboration among all groups participating in the effort to facilitate distribution of consistent information and achievement of goals and activities during the next 10 years.

Audiences

- The public
    - People that are currently homeless
    - Fairfax-Falls Church community members
    - Faith communities
    - Nonprofit organizations
    - Civic associations
    - Member-based civic organizations
    - Homeowners associations
    - Businesses
    - Public at large
- Elected officials
    - Fairfax County Board of Supervisors
    - All elected officials in the cities of Fairfax and Falls Church, and towns of Herndon, Vienna, and Clifton
- County, city, and town agencies; Boards, authorities and commissions
- County, city, and town employees, and school staff
    - Senior management
    - Staff directly involved with the effort
    - Staff in general
- News Media

Strategies

1. Communicate regularly with key audiences through a variety of channels, including but not limited to, the Web page, advertising, print materials, and the news media.
2. Develop practical, tangible ways for the community to become engaged in the issue.

Key Messages

One of the best ways to succeed in implementing these strategies is by using common messages with many voices:

1. Homelessness exists in the community.

- Homelessness comes in many faces (families, children, single adults, diverse populations, and those with disabilities) and in many places (shelters, transitional housing, motels, outdoors).
- Some people, including perhaps people you know, are just one paycheck away from being homeless. Sixty-two percent of adults in homeless[1] families are employed, but can't afford permanent housing.

2. The Fairfax-Falls Church community wants to move from managing homelessness toward preventing and ending it.

- Ending homelessness[2] is possible.
- There must be a change in community focus, direction and service priorities about homelessness that centers on preventing and ending homelessness rather than managing it.
- There are long-standing public-private partnerships in the community in the provision of outreach, prevention services and assistance, the operation of the area's shelter system, hypothermia prevention during winter months, and in the provision of transitional and permanent housing programs.
- Preventing and ending homelessness is possible only if there is an increasing supply of affordable housing of all types and realignment of accompanying services to help prevent homelessness and help maintain stable housing.
- Resources and energies will be directed toward prevention, rapid re-housing and Housing First[3] with critical supportive services being provided once housing situations are stabilized and not as a precondition to the provision of stable housing.

[1] Literally homeless are those who do not have a permanent, stable place to live. This includes persons who are unsheltered or staying in shelters, motels, or transitional housing, or on the waiting list for shelter who are living in temporary, precarious housing arrangements.

[2] Ending homelessness means that every person who is homeless or at risk of being homeless in the Fairfax-Falls Church community is able to access appropriate affordable housing and the services needed to keep them in their homes.

[3] The goal of the Housing First approach is to eliminate the time people spend in interim or temporary housing and use the triage services to quickly coordinate services and locate suitable permanent housing.

3. Ending homelessness is the right thing to do.

- Eliminating homelessness is a moral, human issue for our community; everyone in our community must have a safe, decent, affordable place to live.
- Ending homelessness is the right thing to do in one of the wealthiest areas of the United States.
- In addition to restoring dignity and normalcy to the lives of homeless men, women, and children, the Fairfax-Falls Church community may save significant resources for every person who is no longer homeless.
- Ending homelessness also is about paying living wages, providing education, accessing health care, overcoming language barriers, stopping domestic violence, and ensuring a place for all people with disabilities.

4. Ending homelessness requires communitywide commitment and collaboration.

- The Fairfax-Falls Church community has the talent and resources to end homelessness.
- Preventing and ending homelessness is a communitywide challenge requiring broad-based, active and sustained participation, support and political will from all sectors of the community.
- Achieving the Housing First approach will require collaborative leadership and management to engage the whole community in creating more housing choices, preventing homelessness, and integrating all needed services into a coordinated and flexible support system.

Tactics

The following tactics will be used to reach the key communications goals:

1. Internal Communications

- Work to ensure that all groups participating in this effort convey the common message, speak with the common language, and work toward the common goals.
- Keep the lines of communication open so that all partners receive accurate and timely information.
- Develop a common presentation for dissemination to appropriate audiences.

2. Media Relations

- Identify official media spokespersons and provide media training. The Fairfax County Office of Public Affairs is not attempting to preclude nonprofits and non-county personnel from talking with the media. This training is designed to provide best practices for effective interaction with the media, and to promote collaboration and effectiveness through the "common message, many voices" approach.
- Establish procedures for coordinated notification of media requests.
- Develop talking points for use in media interviews.
- Develop a list of frequently asked questions (FAQ).
- Set up interviews as appropriate to keep the media informed.
- Conduct media monitoring (traditional and social media); copy all appropriate persons on coverage.
- Provide rapid response to coverage as appropriate.
- Issue new releases as appropriate, publicizing activities, opportunities for public input, and progress toward the goal.
- Identify the needs of the different audiences and tailor the information disseminated to match their unique needs.
- Brand the effort, develop common language.
- Be transparent in all communications activities and be aware of the public records requirements.

3. Community Relations and Public Engagement

- Provide the public with balanced and objective information to assist them in understanding the issue of homelessness, to manage expectations about ending homelessness, to improve the process of working together, and to develop a two-way dialogue with the community.
- Develop a system to obtain public feedback on analysis, alternatives, and decisions.
- Provide information on how the public input influenced the decisions.
- Develop a means to keep the community informed about the progress of this effort.
- Address misunderstandings about the issue of homelessness.
- Create opportunities to build coalitions and collaborative efforts.

4. Information Dissemination

- Ensure the accuracy and timeliness of information disseminated. Since information comes from many community partners, ensure that the efforts are linked and coordinated.
- Regularly communicate the status of this initiative to elected officials and all other audiences.
- Use tools such as news releases, publications, brochures, government access channels, public service announcements, and advertising to spread the common message to various audiences.
- Leverage online methods of communication, such as the Web page www.fairfaxcounty.gov/homeless, listservs, and e-mail newsletters. These communication tools allow for quick and direct communication with key audiences, as well as a way to provide important background information to the general public, stakeholders, and the media.
- If a need arises, plan and hold events to recruit community leaders and to help people learn about the issue of homelessness and the efforts put forth to end it in the Fairfax-Falls Church community.
- Provide information at public events, integrate various resources, and work with the community to plan special events.
- Identify individuals who can speak about and serve as ambassadors for ending homelessness in a variety of settings and forward possible speaking requests to them. At the same time, acknowledging that many community members are already speaking on this issue to various groups, determine if there are gaps (geographic, content, or other) in information dissemination and determine a way to close the gaps.

5. Issues Management

- Ensure all partners reflect key messages and move us forward in the 10-year plan.
- Link this initiative to other county, city, and town efforts, so as not to work at cross purposes and to allow this effort to strengthen and inform the others.
- Keep staff informed across agencies and jurisdictions, even those not directly involved in this effort, to ensure that the issue is understood and to take advantage of any expertise or other initiatives that may not have been recognized before but that may be of assistance.
- Develop suggested responses for elected officials and others to use when queried about these efforts, as a way of maintaining a common message.

6. Measurement

- Define success for the communications efforts.
- Regularly measure progress.

Appendix H. High Level Indicators

Objectives	Indicators	Responsible Entity and Data	Assumptions (Risks)	Comments
PURPOSE/GOAL **Homelessness in Fairfax-Falls Church is ended: Every person who is homeless or at risk of becoming homeless in the Fairfax-Falls Church Community is able to access appropriate affordable housing and the services needed to keep them in their homes.**	1. The total number of homeless persons not in permanent housing decreases every year over the next 10 years, from 1,800 persons in 2007 to achieving the goal of ending homelessness in 2018.	Office to End Homelessness HMIS Point in Time Survey		From 900 households in 2007
	2. The number of chronically homeless persons not in permanent housing decreases every year over the next 10 years, from 372 persons in 2007 to the goal of ending homelessness in 2018.	HMIS Point in Time Survey		The present number of 372 includes 335 single persons and 37 persons in families.
	3. The time that it takes a homeless person to access appropriate permanent housing is 90 days or less for at least 90 percent of the homeless persons by year 4 of Plan implementation.	HMIS		

Objectives	Indicators	Responsible Entity and Data	Assumptions (Risks)	Comments
COMPONENTS/ STRATEGIES **1. The number of housing appropriate units in the Fairfax-Falls Church Community made available to homeless persons increased annually (all types of housing units)**	1.1 Make available an additional 265 housing units every year to provide permanent housing for homeless persons. 1.2 Community provides adequate financial resources to secure subsidy system to maintain homeless persons in permanent housing.	Office to End Homelessness. Directory of Homeless person appropriate housing for Fairfax-Falls Church HMIS	Baseline definition for housing homeless persons is housing that is affordable below 30 percent of the median income. What are present numbers?	Recognize that the target may exceed the number of units that can be made available each year through the use of existing resources. Housing units cannot be made available unless there is subsidy, even for households with earnings at 30 percent of median income. Need to identify the amount needed, based on the number of housing units made available in Plan and stock in place through FY 2007.

Objectives	Indicators	Responsible Entity and Data	Assumptions (Risks)	Comments
2. The HOST system is established to provide homeless persons and those at risk of homelessness with rapid assessment and support services to maintain existing housing or rapid permanent re-housing for homeless persons in appropriate housing units.	2.1 At least 90 percent of the at-risk households helped by prevention services do not enter the homeless population	HMIS		Design of HOST system must take into account: (1) one-stop service centers; (2) Neighborhood Teams concept (3) focus on trust, relationship building, not stringent requirements as basis for service; (4) coordination with human services intake and CSP; (5) relationships with entities to assure no discharge into homelessness; (6) level of communication to provide mentoring networking, etc. Need to develop an operational definition of household at-risk. Not all households helped by rental or other subsidy can be defined as at risk. Prevention team must make a determination if a household is at risk of becoming homeless – then indicator would apply to such a household.
	2.2 Place 265 homeless households annually in appropriate housing units with needed support services	HMIS County of Fairfax/ Nonprofits/Faith Community, developers		
	2.3 At least 90 percent of homeless households placed in appropriate housing maintain such housing for at least one year	HMIS		
	2.4 At least 90 percent of the homeless households placed in appropriate housing do not reenter the homeless person population	HMIS		

Objectives	Indicators	Responsible Entity and Data	Assumptions (Risks)	Comments
3. Effective public/private governance and organizational structure established, operating, and charged with managing the Fairfax-Falls Church effort to end homelessness.	3.1 By October 2008, the governance structure for the Partnership to Prevent and End Homelessness has been established and is operating through a broad-based governing structure with recognized community, business, and faith-community leaders, a centralized unit to manage and monitor Plan execution, coordination among all agencies involved, and input from homeless persons and families.	The Office to End Homelessness will produce minutes of the meetings of the organizational entities that govern, manage, and coordinate plan execution, and that provide for input from homeless persons and families.		Office must have capacity to develop and propose policy, manage resources, and monitor and evaluate overall plan and effort. Should be the entity charged with preparing periodic reports on the overall plan execution.
	3.2 Annual review of the Plan's high level indicators demonstrates that the Plan is achieving its incremental goals.	Annual Report of the Office to End Homelessness.		
	3.3 There is increased participation of the Fairfax-Falls Church Community in Plan implementation as reflected by greater participation in HOST teams, increasing housing units made available, and increased financial and volunteer resources.	Review of HOST composition, source of housing units made available, and source of financial and volunteer resources.		If the Plan meets its goals as designed, then the leadership is capable and what is needed.
	3.4 Fairfax-Falls Church Community at large is knowledgeable of homelessness issues and supportive of the solutions adopted to end homelessness.	Key respondent survey carried out every two years demonstrates: Community has Knowledge of Plan existence; Basic contents of Plan; Success or not of the Plan; and Community approval or not of the Plan and its implementation.		

To request this information in an alternate format, contact the Fairfax County Office of Public Affairs at 703-324-3187, TTY 711.