

A. AFFORDABLE HOUSING GOAL

Preserve existing affordable housing and increase the availability of affordable, permanent and supportive housing, both rental and homeownership, which is accessible and in close proximity to employment opportunities and transportation, and which promotes fair housing throughout Fairfax County.

Objectives

1. Support the County's Comprehensive Plan goal to preserve the existing housing supply and to increase the supply of affordable housing, including supportive housing and homeownership opportunities, to meet the range of housing needs in the County.
2. Assist in the preservation of at least 1000 units of affordable housing before the end of Fiscal Year 2007 to meet the challenge of preserving the County's diminishing supply of affordable housing.
3. Increase the coordination between the housing needs and the supportive service needs of special populations such as the independent elderly, the disabled elderly, non-elderly persons with disabilities of all kinds, and at-risk children and youth.
4. Support housing development and preservation activities and policies that are consistent with the Consolidated Plan household priorities, particularly for publicly assisted units, and encourage housing developments that are accessible to employment centers and community and transportation services.
5. Encourage and support strategies that preserve the County's affordable rental housing stock, including Section 8 rental units having the potential to be lost from the affordable housing inventory due to owners' prepayment and opt-out of the Section 8 program.
6. Encourage, support and evaluate County strategies and community efforts annually to maximize affordable and fair housing choices for residents and to determine if the County is making progress or losing ground.
7. Support expansion of the successful Housing Choice Voucher Homeownership Program and ensure residents are able to effectively utilize vouchers to purchase units under the County's First Time Homebuyer's Program.
8. Emphasize the vital link between having a range of affordable housing and the employment base and economy of the County.
9. Promote the development of affordable and accessible housing in both mixed-use centers and existing residential areas, as appropriate, in an effort to diversify the housing stock and expand lower cost housing options.

10. Enhance opportunities for County residents to live in proximity to their workplace and/or in proximity to mass transit.
11. Encourage the creation of accessory dwelling units as a means of increasing the supply and distribution of safe and decent affordable housing.

B. HOMELESSNESS GOAL

In order to prevent and end homelessness: strengthen individual and family stability by providing a range of services and facilities, including emergency, transitional, and permanent, affordable, supportive, safe and accessible housing.

Objectives

1. Develop additional and/or alternative resources and strategies to maintain a coordinated system of appropriate accessible housing options, programs, supportive services, enhanced job training, and employment so that homeless persons can obtain permanent housing and maintain self-sufficiency.
2. Implement a communication strategy which educates and raises public awareness, facilitates interagency collaboration and advocates for the needs of homeless persons.
3. Maintain emergency and preventive assistance services to reduce the risk of homelessness.
4. Develop and enhance initiatives to prevent and end chronic homelessness in 10 years.
5. Increase housing opportunities available to chronically homeless persons including, but not limited to, single room occupancy units, safe havens, and alternative housing.
6. Develop solutions for homeless issues by expanding the level of expertise and coordination within the community.
7. Develop sufficient and sustainable resources to support homeless services and programs.
8. Monitor the incidence of homelessness annually and assess progress in ending homelessness.
9. Overcome barriers associated with delivery of supportive services to homeless persons (e.g., reliable contact information or coordination of client services among various providers).

C. COMMUNITY DEVELOPMENT GOALS

1. Community Services Goal

Maintain and strengthen a safe, healthy and vibrant community through a human service system that is responsive to all populations and their diverse needs including children, the elderly, persons with disabilities, or those with other special needs, with emphasis on benefiting low and moderate income persons and families.

Objectives

- 1.1 Promote healthy, positive child and youth development through a community support system that meets the diverse needs of all children and provides positive alternatives that help in the prevention of gang activity.
- 1.2 Identify gaps and develop strategies to meet critical current and emerging service needs in the community.
- 1.3 Encourage and support a coordinated public and private network of community services that fosters stability and maximizes independence of individuals and families.
- 1.4 Promote a human service system that ensures residents are able to meet basic and emergency human needs, that emphasizes prevention and early intervention to minimize crises and that preserves individual and family stability.
- 1.5 Encourage best practices, sensitivity to cultural differences and enhanced performances in service delivery to ensure residents receive high quality services as needed.

2. Employment and Economic Opportunities Goal

Reduce poverty and foster self-sufficiency by using public and private resources to provide essential training and support services, and by encouraging employment opportunities and development of business.

Objectives

- 2.1 Strengthen current job skill training and employment programs to prepare potential workers for better job opportunities and strengthen communication and partnerships with employers to remove barriers and to improve access to and increase the number of job placements in enhanced employment, especially for families with low income.
- 2.2 Promote training and educational opportunities for workers to gain skills necessary for jobs that provide wages for individuals and families to be self-sufficient and that support family stability.

- 2.3 Strengthen the provision and flexibility of supportive services for individuals to begin new jobs or continue in existing jobs by ensuring they have access to affordable child care, disabled adult and elderly care, transportation, English as a Second Language programs and/or other needed support.
- 2.4 Support community efforts in the development and assistance to micro-enterprises and small businesses to reduce small business failures and to retain and create more jobs.
- 2.5 Ensure that the commercial revitalization program serves as a resource to achieve a portion of these objectives.

3. Neighborhood Preservation, Residential and Commercial Revitalization Goal

In commercial and residential areas that are vulnerable to instability, facilitate reinvestment, encourage business development, promote public and private investment and reinvestment, preserve affordable housing and prevent or eliminate the negative effects of disinvestment.

Objectives

- 3.1 Develop strategies of prevention and early intervention in communities in danger of deterioration to reduce the need for greater community investment and improvements in the future.
- 3.2 Review existing plans for Conservation Areas, Redevelopment Areas, residential Revitalization Areas, Commercial Revitalization Districts, Commercial Revitalization Areas and Neighborhood Strategy Areas to promote a comprehensive and coordinated approach to meeting community development needs while maintaining the affordable housing stock and the unique character of each community.¹
- 3.3 Build on community strengths and involve the residents in decision making on needs, priorities, plans, improvements, and solutions to community concerns; in cooperation with the Strengthening Neighborhoods and Building Community (SNBC) Strategy Team.

¹ Conservation and Redevelopment areas are neighborhoods that have been identified by the Board of Supervisors as in need of preservation, rehabilitation, or reconstruction, and for which a Conservation or Redevelopment Plan has been formally adopted by the Board of Supervisors. This enables the FCRHA to undertake specific activities in that neighborhood. A “Redevelopment Area” is appropriate for those areas characterized by conditions of blight and deterioration, and other conditions preventing proper development which require major land acquisition, clearance and reconstruction. “Conservation Areas” are characterized by less severe conditions of blight and deterioration than Redevelopment Areas, and the emphasis is on preserving and improving most existing land uses and buildings. A “Rehabilitation District” is used for areas adjacent to approved Conservation Areas that are deteriorating, or may deteriorate, and the FCRHA may take action to prevent further deterioration and the spread of blight. There are nine designated Conservation Areas, three designated Redevelopment Areas, and three Rehabilitation Districts in the County.

D. INSTITUTIONAL STRUCTURES/COORDINATION, MONITORING AND EVALUATION GOAL

Ensure broad community input throughout the development and implementation of the Consolidated Plan, build public/private partnerships to implement the Plan, and monitor and evaluate the goals, strategies and program outcomes.

Objectives

1. Implement the Citizen Participation Plan and monitor and evaluate the effectiveness of community outreach and education on community needs, plans and priorities; funded programs and results; and the effectiveness of the citizen participation process under the Consolidated Plan.
2. Identify and pursue new resources and partnerships within the community and continue to strengthen capacity and coordination among County agencies and service programs to support the Consolidated Plan goals, objectives, strategies and annual action plans.
3. Emphasize expanding the capacity of private nonprofit agencies to meet community needs through the provision and identification of training, technical assistance, mentoring and leveraging of resources provided by the County.
4. Promote broad assessment, awareness and understanding of community needs. Emphasize outreach efforts to those who may be neediest in the population and least able to access community services. Monitor changes in the community and associated services needs and alter service delivery as warranted.
5. Monitor the performance of programs and projects funded through the Consolidated Community Funding Pool, as well as the overall community impact. Develop and implement strategies for enhanced performance and benefit to the community, such as projects may not be refunded in subsequent years if performance objectives are not achieved.