SPECIFIC GOALS AND OBJECTIVES IN THE FIVE-YEAR PLAN FOR FY 2011-2015

The CCFAC has identified specific goals and objectives for each of the major program sections of the Five-Year Consolidated Plan.

On January 26, 2010, the Fairfax County Board of Supervisors adopted a "Housing Blueprint"[1], which establishes the county's affordable housing policy direction for FY 2011 and beyond. The Housing Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time homebuyers. In between these two poles, the continuum includes the diverse housing needs of hard-working, but low paid families; senior citizens; persons with disabilities; and the workforce across Fairfax County. The goals and priorities set forth in the Housing Blueprint and this Consolidated Plan were the product of collaboration of County officials and staff, representatives from the non-profit community and for-profit development sector, and the citizens of Fairfax County and supplemented by data compiled from local sources, HUD, and the U.S. Census. The goals established for the next 10 years in the Housing Blueprint will drive the Consolidated Plan for FY 2011-2015.

Goals for the Next 10 Years

- To End Homelessness in 10 years
- To provide affordable housing options to those with special needs
- To reduce the waiting lists for affordable housing by half in 10 years
- To produce workforce housing sufficient to accommodate projected job growth

To accomplish these goals, Fairfax County will draw upon the community and private sector to leverage resources through partnerships. The County will complete projects already in the pipeline as well as embark on new initiatives.

Consistent with the Housing Blueprint, the philosophy driving the priority needs is that affordable housing is a continuum ranging from the needs of the homeless to first-time buyers. Included in this range are the diverse housing needs of hard-working, but low paid families; senior citizens; persons with physical or mental disabilities; and the workforce across Fairfax County. The consensus among the parties establishing the housing priorities for the next 10 years is that affordable housing priorities have changed and that the emphasis should shift to those with the greatest need.

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[1] www.e-ffordable.org/documents/BlueprintSnapshot2.pdf

Those identified as having the greatest need include:

- **Individuals and families who are homeless**
- **Households with low to extremely-low incomes**
- **Special needs populations including persons with physical or mental disabilities and seniors**
- **The workforce essential to Fairfax County's economic health and growth**

Specific Housing Objectives

The table below shows the specific objectives to meet the four goals outlined above.

Consolidated Plan Housing Objectives

Objective Number	Objective Description
1	Provide housing units affordable to homeless individuals and families
2	Provide housing units affordable to persons with physical or mental disabilities, including persons with HIV/AIDS
3	Provide housing units affordable to households with low to extremely-low incomes (<50 percent MFI) and other special needs populations
4	Provide sufficient workforce housing through land use policy
5	Provide sufficient workforce housing through private sector partnerships
6	Preserve existing Public Housing
7	Promote resident self-sufficiency
8	Foster coordination and partnerships

Proposed Outcomes/Activities

Through the following proposed activities/outcomes the County will increase the number of housing units available to those most in need including homeless individuals and families, extremely-low income households, and special needs populations such as large families and seniors and persons with physical or mental disabilities; will increase the number of housing units available in order to reduce current waiting lists; and will increase the number of workforce housing units available.

To End Homelessness in 10 Years

The County will address the 10-year need for 2,650 additional units/permanent housing opportunities for homeless individuals and families through several means.

Improved Affordability/Accessibility (Objectives 1, 14 through 18): Examples of activities beginning in FY 2011 include but are not limited to:

- *Bolster the existing resources,* including providing housing opportunities funded with re-targeted and additional federal resources (such as Continuum of Care units, Project-Based Vouchers, Family Unification Program (FUP) vouchers), the conversion of non-profit owned transitional housing and additional non-profit acquisitions, as well as the use of FCRHA-owned housing.
- *Initiate other efforts to house and serve homeless persons,* including renovating an existing shelter facility, new construction, federal vouchers, and private sector partnerships.
- *Using local resources, if appropriated,* to fund non-profit rental subsidy programs, short-emergency assistance, and non-profit housing acquisition.

<u>To Provide Affordable Options to Special Needs Populations</u>

The County will provide affordable housing options to special needs populations including low to extremely-low income households, seniors, large-families, and persons with physical or mental disabilities through several means.

Improved Affordability/Accessibility (Objectives 2 and 3, 14 though 18): Examples of activities beginning in FY 2011 include but are not limited to:

- *Bolstering the existing resources,* by converting group homes to affordable housing for larger families, a home-sharing referral program for seniors and persons with disabilities, delivery by FCRHA of new 90-unit senior independent living development, and renovation of existing FCRHA housing stock, and the purchase/development of accessible units.
- *Initiate other efforts to house and serve seniors and persons with physical or mental disabilities,* including identifying county surplus land for future affordable housing development, incorporation of Universal Design in FCRHA new construction/rehabilitation, and require projects financed by the FCRHA to provide accessible where economically feasible. Partnerships with non-profits, completing projects in the pipeline.
- *Provide additional resources to address the needs of extremely-low income households, seniors, large-families, and persons with physical or mental disabilities.* Planned activities include those described above and the renovation of an existing assisted living facility.

<u>To Reduce the Waiting Lists by Half in 10 Years</u>

The County will address the FCRHA waiting list of 12,500 households (includes federal and local programs), the 1,200 on the CSB waiting list, and the 100 on the shelter waiting list and address the FY 2011 rental assistance need for 690 households by several means.

Improved Affordability/Accessibility (Objectives 2 and 3, 6 and 7; 14 through 18): Examples of activities beginning in FY 2011 include but are not limited to:

- *Bolster the existing resources,* by ensuring maximum lease-up in FCRHA programs and properties, establishment of a collaborative referral process with non-profit owners, and non-profit acquisitions using federal resources

such as the HOME Community Housing Development Organization (CHDO) set-aside, and Neighborhood Stabilization Program (NSP) funds granted to Fairfax County.

- *Initiate other efforts to reduce waiting lists,* such as exploring tax exemption for developers of housing for persons earning extremely low-incomes, completion of FCRHA pipeline projects, and the use of voluntary cash contributions received from developers via the land use rezoning process to develop additional affordable units.
- *Provide additional funding to reduce waiting lists,* including potentially using local resources to complete the FCRHA development pipeline and fund non-profit operate rental subsidy programs and affordable housing development.

To Increase Workforce Housing through Creative Partnerships and Public Policy

The County will address the need for 63,660 net new housing units affordable to households earning up to 120 percent MFI based on projected job growth through 2025 (source: George Mason University, Center for Regional Analysis) through bolstering existing resources and initiating other efforts.

Economic Opportunity and Improved Affordability/Accessibility (Objectives 4 and 5; 14 through 18): Examples of activities beginning in FY 2011 include but are not limited to:

- *Bolstering the existing resources* through units delivered by private developers under the county's Workforce Housing Policy and the county's Affordable Dwelling Unit (ADU) program, as well as the county's homeownership programs and the development of affordable housing on county-owned land.
- *Initiate other efforts to increase workforce housing* via county land use policy and other means, including partnering with non-profits and completing projects in the pipeline.

Non-Housing Objectives:

Fairfax County has identified three broad categories within non-housing community development:

- Community Services
- Employment and Economic Opportunities
- Neighborhood Preservation, Residential and Commercial Revitalization

Consistent with the County's Housing Blueprint, the County's non-housing community development priorities reflect the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time homebuyers. This continuum requires that non-housing community development priorities complement the County's housing priorities.

The County's priorities for non-housing Community Development reflect the goals to:

1. To End Homelessness in 10 Years
2. To Provide Affordable Housing Options to Those with Special Needs

3. To Reduce the Waiting Lists for Affordable Housing by half in 10 Years
4. To Produce Workforce Housing Sufficient to Accommodate Projected Job Growth

Specific Non-Housing Community Development Goals and Objectives

Goal 1: ***Community Services:*** *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.

Goal 2: ***Employment and Economic Opportunities:*** *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.*

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.

Goal 3: ***<u>Neighborhood Preservation, Residential and Commercial Revitalization:</u>*** *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 and foreclosures.*

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. Continued implementation of Board Foreclosure Strategy.

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.

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 in cooperation with the county's Code Enforcement Strike Team.

<u>Institutional Objective:</u>

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. Examples of the activities planned to achieve this goal starting in FY 2011 include:

- 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.
- 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.

- Emphasize expanding the capacity of private non-profit agencies to meet community needs through the provision and identification of training, technical assistance, mentoring and leveraging of resources provided by the County.
- 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.
- 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.

The County has addressed and continues to address the needs of persons with disabilities and is further strengthening its efforts by adopting specific policies targeted towards universal design and accessibility.