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

## Volume II: Action Plan Workbook

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

# TABLE OF CONTENTS

**Introduction**

# Introduction

The Implementation Committee appointed by the Board of Supervisors to draft the Implementation Plan included 95 members from community organizations, county human services agencies, and other county departments such as the Department of Planning and Zoning, the Planning Commission, and the Police Department, all of which provide services for individuals and families that are homeless. This large committee was divided into three work groups to prepare action plans for the strategies and objectives outlined in the *Blueprint for Success: Strategic Directions for the Plan to Prevent and End Homelessness in the Fairfax-Falls Church Community.* The three work groups were divided into the issues of Housing Options, Support Services, and Prevention. A Management and Governance work group was later formed from members of the Executive Committee that was charged with integrating the products of the other three work groups.

The Housing Options committee developed an action plan for the objectives outlined in the Strategic Directions document to preserve and expand housing opportunities. The Support Services and Prevention action plans were aligned and coordinated into a single action plan by the Executive Committee to recognize and promote the coordination of services to both prevent and end homelessness in our community. The result of that alignment was to identify Housing Opportunities Support Teams, or HOSTs, as a key element to implementing a Housing First approach. Through HOSTs, service providers will work collaboratively in teams to both provide services to prevent people from becoming homeless and to provide services to support stability for those who are re-housed. Based on the work of the earlier groups, the Management and Governance work group developed a Community Partnership structure to provide the leadership and accountability needed to ensure that the goal of ending homelessness is achieved.

Volume II contains the action plans that the Management and Governance, Housing Options, and HOST work groups developed to implement the strategies and objectives in the Strategic Directions document. These action plans are high level estimates of the work to be done, developed to provide direction to the proposed Office to End Homelessness and the broader implementation process, but with the understanding that as actions are taken and accomplishments are made they will be assessed and measured and may be redefined to assure continued success.
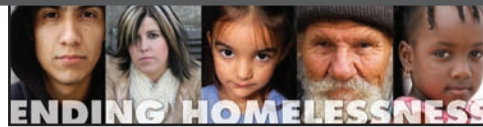
# 1.0 Management and Governance Action Plan

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 1: Create a Charter for a Public/Private partnership to serve as the Governing Board and the Office to End Homelessness.** | | | | |
| 1. Draft charter | Executive Committee | Establish an organization with the following characteristics:<br>• Public/Private cooperative leadership to end homelessness in 10 years<br>• Decision making among partner organizations<br>• Shared accountability<br>• Monitoring and reporting performance<br>• Integrated staff from partner organizations<br>• Real authority over pooled resources<br>• Ability to leverage resources from all partners | 11/07 | |
| 2. Get review and agreement from members of the partner community | Executive Committee Community Council on Homelessness | Agreed to and ratified charter | 11/26/07 Board sub-committee meeting | |
| 3. Board of Supervisors endorsement | Board | | 03/08 | |

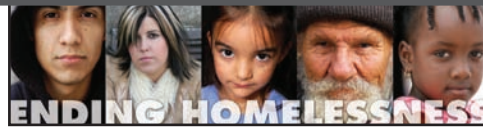| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 2: Identify and recruit a Chairperson for the Governing Board of the Public/Private partnership.** | | | | |
| 1. Identify characteristics of an ideal chairperson | Executive Committee | | 11/07 | |
| 2. Identify candidates for the chairperson position | Nomination Team of the Executive Committee in collaboration with the Board | | 04/08 | |
| 3. Rank candidates, have Board of Supervisors Chairperson extend invitation | Nomination Team and Board of Supervisors Chairperson | Obtain commitment from a Chair with the following characteristics:<br>• Community leader<br>• Influential in business community<br>• Willing to invest personal time and effort<br>• Experienced fundraiser | 05/08 | |

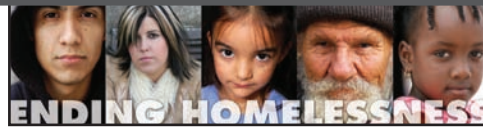| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| *Objective 3: Establish the Governing Board.* | | | | |
| 1. Identify requirements for the Governing Board, create a charter for the Governing Board including limits of authority and advocacy role | Executive Committee | • Set the bar high<br>• Identify a Governing Board composition that looks like the community of partners<br>• Target influential individuals who can access resources and get needed commitments from throughout community<br>• Members need to actually commit to doing the work of the Governing Board | 11/07 | Included in Charter |
| 2. Create a fair and transparent selection process, that involves full partner community | Executive Committee | Create a selection committee to ensure a balanced Governing Board, and have the committee identify prospective members | 4/08 | The Governing Board should not be appointed by the Board of Supervisors. Selection process is outlined in the charter. |
| 3. Identify candidates for the Governing Board | Governing Board search ctte. to include chairperson of Governing Board, Executive Committee members, senior County staff, and members of the Board of Supervisors | | 05/08 | |
| 4. Extend invitations | Chairperson of Governing Board | | 06/08 | |
| 5. Conduct Governing Board formation retreat | | | 08/08 | Consider an expert facilitator for this task |

ENDING HOMELESSNESS

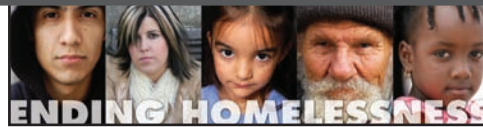| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 4: Establish The Office to End Homelessness** | | | | |
| 1. Identify Roles and Responsibilities of the Office to End Homelessness | Executive Committee | | 11/07 | In charter |
| 2. Identify characteristics of an ideal Executive Director, draft position description | Executive Committee | | 11/07 | In charter |
| 3. Develop process and recruit candidates for the Executive Director position | Chair and Governing Board Search Committee | | 06/08 | May result in hiring a search firm, use county hiring resources |
| 4. Interview, select, and hire Executive Director | Governing Board (County hiring process) | Hire Executive Director with the following characteristics:<br>• Collaborative<br>• Charismatic<br>• Influential<br>• Experienced fundraiser | 07/08 | Assuming that hiring process and transition can take time, Executive Director in place no later than 7/1/08 |
| 5. Identify and hire staff, launch office officially | OEH Executive Director | Integrated staff may include:<br>• Direct hires to the office<br>• Staff reassigned from County<br>• Staff on loan from nonprofits<br>• Staff on loan from business community<br>• Volunteers | 09/08 | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 5: Establish Consumer Advisory Council** | | | | |
| 1. Create clear mission and guidelines for the Council | County staff working with Community Council on Homelessness | Council should represent consumers and their families from the full range of service users | 11/07 | Staff and Community Council will recommend criteria and a selection process for the Advisory Council to the Governing Board |
| 2. Create a fair and transparent selection process that involves full partner community | County staff working with Community Council on Homelessness | | 11/07 | Staff and Community Council will recommend criteria and a selection process for the Advisory Council to the Governing Board |
| 3. Identify suggestions for candidates for the Council | County staff working with OEH Executive Director and the Governing Board to identify candidates | | 09/08 | |
| 4. Extend invitations | OEH Executive Director | | 10/08 | |
| 5. Conduct Council formation retreat | OEH Executive Director | | 11/08 | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 6: Establish Interagency Work Group** | | | | |
| 1. Create clear mission and guidelines for the group | County staff working with Community Council on Homelessness | All partner organizations to the partnership will work together to make decisions and implement programs | 11/07 | County staff working with the Executive Director and Governing Board to create appropriate transition of partners to new organization |
| 2. Identify all member organizations | OEH Executive Director based on recommendations from CCOH, county staff, and the Governing Board | Fully inclusive group | 09/08 | County staff working with the Executive Director and Governing Board to create appropriate transition of partners to new organization |
| 3. Convene group and determine approach and processes for decision-making and operations | County staff working with Community Council on Homelessness | Functional processes | 10/08 | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 7: Pool Public and Private funds to be managed by the partnership** | | | | |
| 1. Identify funds and resources that should be pooled for oversight by the partnership | County Executive, OMB, and Community Council on Homelessness | Target all federal, state, county, and other funding that can be pooled to address and end homelessness under the partnership structure | 06/08 | Identify fund to be effective by 07/01/08; pool funds to be identified and addressed in terms of reallocation by Board for 2009 Budget Add On |
| 2. Set up accounts and procedures for the administration of the pool | County Executive, OMB, and Community Council on Homelessness | | 07/08 | Effective by 07/01/08 |
| 3. Set up process for accepting non-public funds | Executive Director, Governing Board, and DMB | | 07/08 | Effective by 07/01/08 |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 8: Create new foundation to raise and manage community-generated funding** | | | | |
| 1. Create clear mission and guidelines for the new foundation | Governing Board | Foundation should fit within overall management structure to provide attractive place for community philanthropy toward homelessness | 11/08 | |
| 2. Establish Board of Directors | Governing Board | | 6/09 | |
| 3. Apply for appropriate charitable designation | Governing Board | | 09/09 | |
| 4. Begin operations | | | 10/09 | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 9: Community Education and Engagement on preventing and ending homelessness** | | | | |
| 1. Create public information to introduce new approach to homelessness | CCoH, County | Public understanding of goals, Housing First orientation, and new public/private partnership | 11/07 Ongoing | |
| 2. Keep public informed as office is formed | CCoH, County, Governing Board, OEH in collaboration with the Communications Committee | | 04/08 | |
| 3. Establish community education and engagement plan and have it implemented | Office to End Homelessness, Governing Board and CCoH in collaboration with county and other community partnerships | | 7/1/08 | |
| 4. Ongoing community education and engagement | Office to End Homelessness and the Governing Board | Incorporate a communication plan to ensure public understanding of efforts, engage broad public directly in efforts to end homelessness | Ongoing | |
| 5. Issue and widely distribute annual performance reports documenting what actions have been accomplished and whether performance targets have been met | OEH | | Annual | |

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 10: Establish a data monitoring and evaluation system for the plan to prevent and end homelessness** | | | | |
| 1. Define data to be collected from agencies to report on plan implementation | OEH | | 08/08 | |
| 2. Establish a HMIS system in all participating agencies in plan | OEH | | 07/08 – 08/08 | |
| 3. Produce annual reports each fiscal year as planned implementation utilizes outcome indicators | OEH | | Annually | |
| 4. Conduct periodic surveys in community on community knowledge and approval of plan to end homelessness | OEH | | Every three years | |
| 5. Conduct intermediate evaluation by independent consultant during year five on effectiveness and efficiency of plan to end homelessness | OEH, Consultant | | During year five | |

# 2.0 Job Descriptions for Key Partnership Positions

The Governing Board will provide leadership to the county-community partnership that is responsible for ending homelessness. The chair will enegize others to engage in and strengthen the partnership by expanding business community participation through resources, volunteer opportunities, executive loans, and communication abilities. The chair and the Board will be supported by the Office to End Homelessness.

## Governing Board Chair

**Chair Position:**
- Any sitting member of the Governing Board may serve as Chair.
- Chair shall not duplicate the organizational representation of the Chair on the Interagency Work Group.

**Chair Responsibilities:**
- Provides leadership in maintaining Governing Board focus on political and public advocacy and resource development.
- Supports implementation of the Plan for the Fairfax-Falls Church Partnership to Prevent and End Homelessness in Ten Years.
- Establishes committees and task forces of the Governing Board as needed.
- Coordinates the annual performance evaluation of the Office to End Homelessness.
- Serves as one of the key media contacts on Fairfax-Falls Church Partnership to Prevent and End Homelessness-related issues.
- Works with Office to End Homelessness Executive Director to create meeting agenda and identify presenters/presentation topics.
- Represents the Governing Board at community meetings and forums, when necessary.
- Helps elicit feedback and input from Governing Board members.

- Involves other Governing Board members to recruit replacements when positions become available.

- Communicates with Chair of the Interagency Work Group and Consumer Advisory Council in order to stay informed about emerging issues.

## Interagency Work Group Chair

**Term of Office:**
- Two years per term.

- The Chair may serve up to two consecutive terms.

**Interagency Work Group Chair Position:**
- Any sitting member of the IAG may serve as Chair.

- Chair of the IAG and Governing Board shall not represent the same entity/organization at any given time.

**Interagency Work Group Chair Responsibilities:**
- Facilitate IAG meetings.

- Serve as one of the key media contacts on Fairfax-Falls Church Partnership to Prevent and End Homelessness-related issues.

- Work with OEH Executive Director to create meeting agenda and identify presenters/presentation topics (when applicable).

- Make presentations at the Governing Board, IAG, and Consumer Advisory Council meetings, when necessary.

- Represent the IAG at community meetings and forums, when necessary.

- Help elicit feedback and input from IAG members.

- Work with OEH Executive Director to mediate disagreements between Interagency Work Group members.

- Appoint a nominating committee to select new IAG members when positions become available.

- Approve the scheduling of special meetings.

- Communicates with Chair of the Governing Board and Consumer Advisory Council in order to stay informed about emerging issues.

- Provide leadership in maintaining IAG focus on coordinating and developing resources and identifying system changes necessary to achieve the goals of the Ten-Year Plan.

**Commitment of Interagency Work Group Members:**

- Commit to meet at least monthly to identify procedures for shared management and responsibility for homelessness effort, and to resolve issues and challenges as they arise. This commitment cannot be delegated to others.

- Attend retreats, in-service workshops, special events, and other work group development activities that may be required.

- Be well informed on issues and agenda items in advance of meetings.

- Contribute skills, knowledge, and experience when appropriate.

- Have a willingness to listen to, value, and utilize the experience and contribution of homeless people as equal partners in ending homelessness.

- Participate in at least one subcommittee group, either personally or through a designated senior-level staff, and be adequately informed to speak on behalf of the subcommittee to the work group.

- Rotating positions serve a two- to three-year term with the option of serving two terms.

- Have the ability and willingness to commit resources over which the member has jurisdiction or influence in support of the Ten-Year Plan. (Note: resources are broadly identified and may mean staffing, funds, technical expertise, partnerships, and knowledge of community, or other contributions identified by the member.)

- Commit additional efforts as needed to further the goals of the Partnership.

ENDING HOMELESSNESS

## Executive Director OEH

- Will be hired by the Governing Board.

- Will be an employee of Fairfax County and report to the Governing Board.

- Experienced in coalition building, fundraising, managing complex organizations, building relationships throughout the county.

- Serve as Executive Secretary of the Interagency Work Group and Consumer Advisory Group.

- Manage a diverse staff to include paid, volunteer, and deployed staff from other agencies.

- Will be committed to preventing and ending homelessness.

- Will have knowledge and experience with consumers, service providers, housing developers, shelters, emergency services, human services, and other sectors of the Housing First initiative.
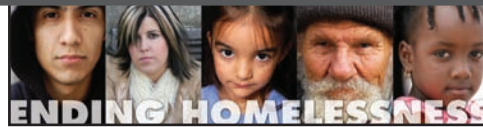
## OEH Staff

- The OEH staff includes Fairfax County employees, Fairfax County employees on loan from other agencies, service providers on loan from the business community or nonprofits, and volunteers.

- OEH staff will report directly to the Executive Director of the OEH.

- OEH staff will have knowledge and extensive working experience with consumers, service providers, housing developers, shelters, emergency services, human services, and other sectors of the Housing First initiative.

## 3.0  Housing Options Action Plan

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 1: Identify funding sources.** | | | | |
| 1. Preserve existing affordable rental housing using the penny fund and other AHPP funds | FxCo, FCRHA, affordable housing developers | Units in existing affordable developments to be used as housing for homeless populations. | 05/08 | Assist nonprofits in the acquisition of units for the Housing First model. Most of these properties are occupied at purchase, so homeless populations would be best served by the selective purchase of units. |
| 2. Establish and administer a community fund for homelessness supported by individuals, corporations, foundations, nonprofits, and local government | FxCo, FCRHA, Office to End Homelessness, Business community, faith community, foundations | Flexible funds to support Housing First fund. Uses could include utility subsidies or rental subsidies for extremely low-income households. | 06/08 | Potential to develop (with effective marketing) into a strong community-wide effort to end homelessness in Fairfax County with corporate and foundation sponsorship. |
| 3. Expand resources for the Housing Trust Fund through proffer contributions from non-residential development | FxCo, Board, FCRHA, Department of Planning & Zoning, Dept of Family Services | Additional dedicated funds from public sector to be used for acquisition, preservation, or rental subsidy. | 06/08 | Work group suggested 50 percent.<br><br>This new approach will require significant community education and support dialogue that should be built into the timeline and could affect the "By When." |

*Objective 1 continued*

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 4. Continue to advocate for dedicated funding sources such as a second penny to spur development of additional affordable housing units | Board, housing advocates | Provide affordable rental housing to homeless or potential homeless. | Ongoing | Both Community Council on Homeless and Affordable Housing Advisory Committee have recommended a second penny to the Board of Supervisors to spur development of new housing and/or fund rental subsidy program. Continue to work with political leaders to determine feasibility of this strategy. |
| 5. Review ADU policies for consideration of rental units for households <30 percent AMI | FCRHA, Board | Developing opportunities for scattered-site housing in the community. | 11/07 And ongoing | Units should be near transit routes, services and amenities. Would require change in zoning ordinance. If limited to FCHRA acquisition of ADUs, would require FCRHA to approve a change to its current policy. |
| 6. Assess the extent of cost savings resulting from the Housing First model and reprogram those savings to support Housing First activities | Office to End Homelessness, Dept of Family Services | Using funds more efficiently to direct existing resources to outcomes that are most effective. | 11/07 Ongoing | This concept was incorporated in Action Step 1.3 as a source of funding for the Housing Trust Fund, but can be listed as a stand-alone step. |

ENDING HOMELESSNESS

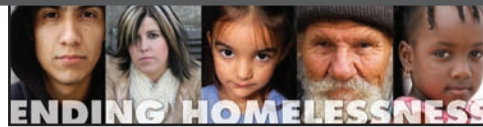| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| *Objective 2: Direct resources to provide 265 ADDITIONAL units each year for homeless families/individuals based on the needs analysis.* The projected need is for 1775 units within the next five years, and possibly 2650 over the next 10 years. The metrics below focuses on the next five years only. The need for an estimated 1775 units over the next five years represents a need for 300 units to address the needs of existing homeless families and an expected flow of an additional 125 each year. This number also represents a need for 600 units to address the needs of existing homeless individuals and an expected flow of an additional 50 each year. It should be noted that despite the efforts described below, at the end of five-years, a deficit of approximately 900 units needed during that five year time period for homeless persons will remain. | | | | |
| 1. Utilize Housing Choice Vouchers to assist the Homeless move to permanent housing | FCRHA, DHCD | Each year, at least 50 homeless households will secure permanent housing through the use of Housing Choice Vouchers. Over a five-year period, it is estimated that the total number of vouchers would increase annually by an additional five. | 11/07 | |
| 2. Utilize the Tenant Based Rental Assistance Program to assist the Homeless move to permanent housing | FCRHA, DHCD | Each year, at least 50 families will secure permanent housing through the use of Tenant-Based Rental Assistance Program. | 08/08 | TBRA may only be used for short-term assistance – two years. TBRA would be most effective assisting those facing eviction/ homelessness due to temporary economic setbacks. |
| 3. Identify and procure 75 new permanent housing units through a new community fund for homeless individuals over the next five years | FCRHA, DHCD, affordable housing developers | Increase the supply of permanent supportive housing. | When funding source is established | |
| 4. Develop or acquire 180 additional permanent housing units | FxCo, DHCD, affordable housing developers, HomeAid | | FY08 | |

ENDING HOMELESSNESS

*Objective 2 continued*

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 5. Provide at least 80 permanent housing units through innovative efforts of the community and county | FxCo, DHCD, faith communities, HomeAid | | Immediately | Innovative efforts could include the contribution of land or houses from faith communities, proffers, surplus, or underutilized public land. |
| 6. Conversion of existing transitional housing units to be permanent housing | Nonprofit owners of transitional housing | 75 family units and 38 individual units. | Over the next five years | |
| 7. Construction of new units adjacent to Hanley Shelter | FCRHA/DHCD | 6 units | Fiscal 2010 | |

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 3: Immediately begin exploration and development of alternative housing types, locations, and requirements such as residential studios.** | | | | |
| 1. Establish flexible Zoning Ordinances that encourage development of alternative housing units | FxCo, Dept of Planning & Zoning, DHCD, Planning Commission, Board | Allow flexibility through the Zoning Ordinance and Comprehensive Plan to encourage development of permanent supportive housing for homeless populations. | Beginning FY08 and continuing through FY09 | "By Right" in all suitable zoning districts. Consider reduced parking requirements for this population, density calculation by FAR rather than DUA. By "Special Exception" in all other potential districts, providing clear guidelines for evaluation. Provide for mixed-use where appropriate in industrial, commercial zones. This will require community education, dialogue, and support. |
| 2. Partner with nonprofit developers, faith communities; purchase land or existing buildings to create alternative housing types for permanent supportive housing | FxCo, faith communities, affordable housing developers | Additional housing units created | 08/08 | Solicit proposals for a pilot or demonstration project that incorporates mixed income housing including those at < 30 percent AMI.

Incorporate ideal site characteristics in RFP for pilot. |

ENDING HOMELESSNESS
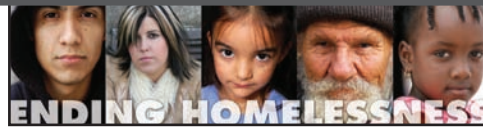
*Objective 3 continued*

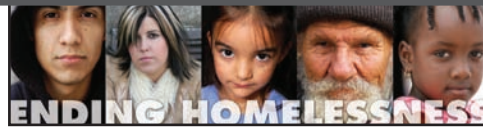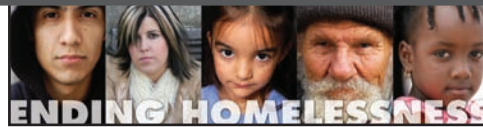| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 3. Identify existing affordable housing projects owned by Fairfax County that could be expanded and/or redeveloped to add alternative housing options | FxCo, FCRHA, DHCD | | Immediately begin discussion with the FCRHA | County-owned shelters and county properties with redevelopment potential (to include appropriate county facilities buildings) should be evaluated for their suitability to include housing units. This will require community education, dialogue, and support. |
| 4. Request FCRHA to review and consider revisions to its admission priorities for assisted and local housing programs to be consistent with county's Housing First commitment as well as federal and state law and local policy | FxCo, FCRHA, DHCD | | FY09 | This will require community education, dialogue, and support. |
| 5. Develop guidelines and identify specific "Ideal Sites" characteristics for homeless housing options | Dept of Planning & Zoning, Dept of Family Services, DPWES service providers, affordable housing developers | Greater community acceptance of Housing First model and appropriately placed housing for homeless populations other than shelters. | 08/08 | Encourage and solicit community input in developing guidelines for appropriately placed permanent supportive housing, close to transportation, integrated in community resources, near retail, etc. Applicable Site Criteria characteristics. |

ENDING HOMELESSNESS

*Objective 3 continued*

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 7. Establish "green-taping" review and approval system for fast processing of alternative housing options | DPWES, Dept Planning & Zoning, Dept. Public Works | | 08/08 | "Green-taping" provides incentives in permit and zoning process where developments providing affordable units (either preserved or created) receive expedited processing or first priority processing. |
| 8. Adopt and endorse the nine recommendations of the SRO Task Force | Board | Create additional supportive housing for extremely low-income or formerly homeless households. | 08/08 | Will need to undertake additional community education, dialogue, and support. |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 4: Eliminate barriers to objective 1-1 to facilitate set-aside units in existing projects for homeless persons.** | | | | |
| 1. Explore property tax abatement/exemption on units committed to the goal of 265 units per year | Board, Dept of Tax Administration | Provide financial incentive for property owners/landlords to participate in the program. | | May need state law changes. |
| 2. Provide a guarantee to landlords for repairs to the committed units for any abnormal wear and tear (explore possibility of a flexible fund that might subsidize a portion of insurance, maintenance, or operational costs for landlords committed to providing housing options) | DHCD | Landlords secure in knowing their financial risk is minimal for repairing units due to abnormal use. | 10/08 | Nonprofits such as HomeAid Northern Virginia, Rebuilding Together, and others would provide construction, renovation, and remodeling services to existing transitional units. This would remove or reduce the cost to carry the units and free up funds previously dedicated to that ongoing need. |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 5: Convert time-limited transitional housing units to permanent housing, as appropriate.** | | | | |
| 1. Inventory existing transitional housing stock, including ownership and housing type. Assess need, potential, and interest for converting existing transitional units to permanent housing units for singles and families | Dept of Family Services, Office to End Homelessness | Develop a process to evaluate and convert time-limited transitional housing units to permanent housing, as appropriate. This will apply to the needs of homeless singles and families. | 08/08 | Included in the process will be presentation of different models for transitional housing providers to consider in determining the level of interest and appropriateness of current programs for transition to providing housing that is focused on clients needs and not focused on artificial time limits. |
| 2. Develop conversion schedule, and provide technical and systems support to organizations interested in conversion | Dept of Family Services, Office to End Homelessness | Help to remove the impediments of conversion and get new permanent housing in place as soon as possible. | 08/08 | |

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 6: Develop permanent supportive housing units for chronically homeless persons with physical and emotional disabilities, including both individuals and families.** | | | | |
| 1. Determine the type and quantity of housing units needed | Dept of Family Service, service providers, DHCD | To better assess and plan for the needs of the chronically homeless. | 08/08 | |
| 2. Identify interested vendors/housing developers who are willing to make a commitment, as part of their mission, to develop and or provide housing for high-risk individuals and families with disabilities | Dept of Family Service, service providers, DHCD, affordable housing developers | Create additional housing units for homeless persons with high-risk disabilities with an emphasis on integrating housing into the community, near services and amenities. | 08/08 | This can be assessed through a RFI (Request for Interest). Note that this subset of the homeless population is the most difficult to serve and will require the greatest resources both in funding and services. Look to best practices in other communities. |

## 4.0   Housing Opportunities Support Teams (HOSTs) Action Plan

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 1: Create regional integrated community-based Housing Opportunities Support Teams (HOSTs) to bring services to where homeless persons and those at risk are located.** | | | | |
| 1. Establish, integrate and fund Housing Opportunities Support Teams (HOSTs) that provide community assessment and triage (CAT) services for both homeless prevention and rapid re-housing for clients. Locate them in neighborhoods and areas frequented by prospective clients. | Dept. of Systems Management for Human Services Governing Board OEH, CCoH, Interagency Work Group, Consumer Advisory Council | Create community-based teams in which all homeless or those at risk of homelessness can obtain housing resources and related services in a "one stop shop" setting. | 11/08 | HOSTs may be organized and housed in regionally-based neighborhood centers or hubs (connecting to CSP) but the focus should be on outreach to those in need, not just walk-in or center based. |
| a. Establish a Pilot Community-based Team including the existing resources. | CSB, nonprofit orgs, faith-based orgs, RHA/HCD | Test the pilot model and set up an operational model. | | |
| b. Identify public/private services and establish mechanisms to support the transition from housing ready to Housing First/rapid re-housing programs. | Governing Board OEH CCFAC Community Council | | 11/07 and ongoing | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 2. Provide a single access point through HOSTs to all pertinent housing and support services including: housing placement, prevention and at-risk reduction, job placement & support, and stabilizing services that include substance abuse and mental health services and treatment, crisis care, legal aid, prevention, health care, and other necessary services. | OEH Community Council | A trained "first point of contact" will reach out to and lead the homeless and those at risk of homelessness to the appropriate service provider. A full range of support services will be accessible through the CAT teams offering services that result in housing placements, prevention and stabilization, access to supportive services, and a reduction in the length of time Fairfax County residents have to remain homeless. | 11/08 | |
| a. Determine the number of at-risk families/individuals in the Fairfax Community by reviewing eviction/ Point In Time and other clients. | DSMHS DFS CSB HCD Community Council | | 11/07 and ongoing | "Day in life" scenarios to understand criteria used to determine who is homeless or at risk, and who can be helped (criteria for serving) and update to transition from housing "ready" to rapid re-housing with services. |

*Objective 1 continued*

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| b. Survey and map current public and private services and resources, using data on homeless/at-risk persons to determine locations of HOST sites/ neighborhoods | DSMHS DFS CSB HCD Community Council | | 11/07 | Review public/private funding streams, authority, policies, and procedures and identify the barriers and conflicts to provide streamlined, flexible services. Mapping will demonstrate gap service areas and where incentives (funding, partnerships) can help expand or bring services to key areas of need. |
| c. Build on existing services to develop outreach and organizing capacity within each HOST to ensure the successful identification of prevention and diversion opportunities within the community. | | | | |

ENDING HOMELESSNESS

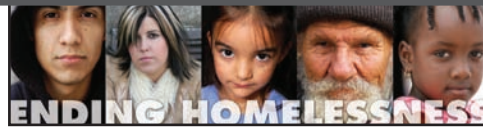| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 2: Coordinate and strengthen community resources to streamline prevention efforts.** | | | | |
| 1. Identify public, private, and nonprofit organizations throughout Fairfax community to be represented within or associated with each other. | Fairfax County Agencies (Office to End Homelessness, Department of Family Services, Coordinated Services Planning, Housing and Community Development), Chambers of Commerce, Faith-Community Based Organizations, Legal Aid, Courts, Landlords | Ensure all appropriate agency and community organizations are represented. | 04/08 Ongoing | 1) Consider consultant study to identify all Fairfax community organizations. 2) Using existing agency and CBO resources reach to "new" or donor supporters to ask how they want to be represented. |
| 2. Establish working relationships with stakeholders throughout Fairfax community where homelessness exists and where affordable housing might be located. | HOST/CAT Workers, FCIA, HOA/Resident Associations, Realtors, Civic Associations, Community Centers | Ensure strong, collaborative working relationships at each local HOST site.<br><br>Reduction or elimination of potential community concerns. | 04/08<br><br>Ongoing | 1) Assess progress through Retreat or number of sessions completed. 2) Initial emphasis on HOST/CAT needs to be on relationship building, public and community education. |
| 3. Provide mentoring, networking, and learning opportunities at HOST sites. | All organizations associated with HOST sites | Maintain high level of HOST functions through communication and support among all staff and volunteers. | 11/08 | Assess through internal surveys of HOST participants. |

ENDING HOMELESSNESS

*Objective 2 continued*

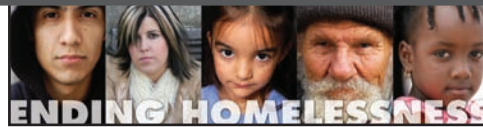| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 4. Utilize existing volunteer management functions at HOST sites. | All organizations associated with HOST sites | Enhanced collaboration of volunteers through recruitment, training, organization, management, and recognition of support. | 11/08 | |
| 5. Deliver services using an engagement model. | HOST staff, center shelter Directors | Client acts as full partner in his or her own future | 11/08 | |
| 6. Offer and accommodate client choice to the extent possible. | HOST staff, center shelter Directors | Client acts as full partner in his or her own future | 11/08 | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 3: Establish flexible, rapid, and priority supportive services and resources for homeless persons.** | | | | |
| 1. Implement a Triage Model to rapidly assess and re-house using a team with diversified expertise and connections to resources. | OEH, Center/Shelter Director, HOST staff | Homeless clients are immediately housed and the HOST staff begins working with the case. At-risk clients are worked with to quickly develop an appropriate plan and follow-up actions and tasks begin. | 11/07 for Pilot Program<br><br>11/08 for Official Program | The nonprofit case manager acts as the catalyst of a HOST and county members may include (as needed) MH/ADS/DD therapists, a CSB outreach worker, a housing specialist, a benefits worker, an employment specialist, a nurse, and a social worker. Nonprofit or community expertise in the form of real estate/housing specialists, employment and education specialists, mentors, and others, also may join a HOST. |
| 2. Use database maintained by HCD, CSB, HD & DFS to map out a course of action for particular clients. For "walk-in" clients, HOST staff will update the 222/ASSIST system. | OEH, HOST staff | A client history is assembled and reviewed, based on real services already provided, to enhance the appropriateness of the client's action plan. | 04/08<br><br>Ongoing | As HOST members, staff bring the resources and expertise of their respective parent organizations to the work of the team for the benefit of the client. Ready access to information maintained by each organization about client history of services received and eligibility for specific programs and services, promotes more seamless and expedient service delivery and allows for multiple proactive tasks to be undertaken simultaneously. |

*Objective 3 continued*

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 3. Use HMIS as a case management tool by all staff. | OEH, HOST Staff | Track all participants. | 11/07 for Pilot Program<br><br>11/08 for Official Program | |
| 4. Operate as a unified team with clear expectations with team responsibilities and client responsibilities. | OEH, HOST staff, Center/Shelter Director | Clients are successfully engaged in the process, feel like willing participants, and are more likely to take action to help themselves. | 11/07 for Pilot Program<br><br>08/08 for Official Program | The process of connecting with the client is key to potential success and engaging the client using a "motivational approach" is critical to implementing the HOST model. The HOST Center/Shelter sets this positive tone. |
| 5. Place homeless clients as a priority on any related waiting lists. | HOST county staff members. Any county agency directors who should be appropriately involved. | Clients receive services and resources they need to become stabilized in the most expedient manner as possible to either avoid homelessness or become re-stabilized quickly. | 11/07 for Pilot Program<br><br>11/08 for Official Program | This priority system will work only if the involved agencies agree to this practice in concrete terms; i.e., allow homeless and at-risk clients to be placed at the top of waiting lists, etc. |

*Objective 3 continued*

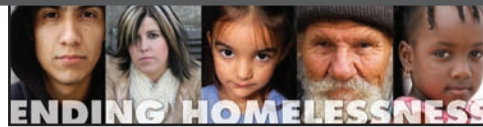| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 6. Identify and link clients who are members of special populations (e.g.victims of domestic violence, offenders, veterans, etc.) to specific resources. | HOST nonprofit case manager, neighborhood outreach/prevention staff | Members of special populations will have an opportunity to access resources intended to specifically assist them. | Once Teams/ Shelters are identified as HOST sites and the HOST staff become operational. | This step represents the importance of the community as a resource and illustrates how a HOST also includes an outreach/prevention component that may also be termed as "neighborhood assistance." |

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 4: Transition service delivery from a "housing ready" to a Housing First/rapid re-housing system** | | | | |
| 1. Training for all center staff and anyone who has contact with clients will teach principles of Housing First assistance, providing excellent customer service, working in a collaborative environment. | All center staff and organizations represented at the centers, hospital, law enforcement, etc. | All staff must be educated and informed on the best possible way to aid clients in a rapid and efficient manner. | 11/08 and ongoing | Potential training by local higher educational institutes (GMU, NOVA, etc.), National Alliance to End Homelessness |

ENDING HOMELESSNESS

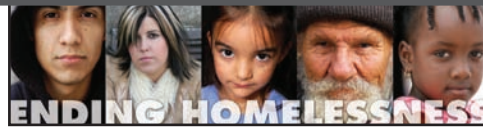| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 5: Implement comprehensive, coordinated and shared service information and data tracking and communications systems.** | | | | |
| 1. Build on the current Coordinated Services Planning model to provide homeless, and those at risk of becoming homeless, with a single access point (222-0880) to universal information and referral, by promoting and marketing the use of this number throughout the community. Encourage and train members of faith-based and other groups to use the 222-0880 system. | OEH, community-based providers and faith-based organizations | All parties in the entire system of homeless services and homeless prevention will be accessing and using the same information and achieve streamlined financial assistance to clients. | Can commence immediately | Explore best practices for assisting homeless clients and preventing homelessness. This can be achieved when all partners are using a common system of information sharing. |
| 2. Support the use and continuing operation of the Homeless Management Information System (HMIS) throughout the homeless services system to track client status and progress throughout their journey toward stabilized permanent housing. | OEH, HOST staff | All providers in the homeless services community will be utilizing a common shared data base system to track client progress and gain information, allowing them to make the best service delivery decisions. | Can commence immediately and is ongoing | Requires IT staff support from the county that must be established in the form of a full-time merit position. |
| 3. Ensure other data base systems, such as those used by HCD or DFS, can be accessed by a HOST staff member to bring relevant information to the work of the HOST for the benefit of serving the client. | OEH, HOST county staff | Relevant information can be brought to the team that has the expertise to make appropriate use of it, and therefore make better service delivery decisions for the client. | Once Teams/ Shelters are identified as HOST sites and the HOST staff become operational | Other data bases, like the one containing housing program assistance information, are valuable to the work of assisting a homeless or at-risk person; immediate access to this information from a HOST site can be critical. |

34

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 6: Integrate all resources and funding sources to provide necessary support** | | | | |
| 1. Prevention and Housing First (Rental Assistance) belong with the HOST working group as it is the primary means of Prevention, Diversion and Rapid Re-Housing. | OEH, Faith-Based Organizations, Community-Based Organizations, Department of Family Services | Prevention and emergency assistance funds are available to the HOST groups with authority to use the funds as needed to prevent homelessness. | Once Teams/ Shelters are identified as HOST sites and the HOST staff become operational | |
| 2. Reorient fund for more flexibility, leverage private and public resources. | OEH, Faith-Based Organizations, Community-Based Organizations, Department of Family Services | A flexible fund (private & public) easily available to assist persons in preventing homelessness. | Begins 06/08 and is ongoing | |
| 3. Change criteria and practices for prevention fund distribution for earlier intervention and crisis aversion. | OEH, Faith-Based Organizations, Community-Based Organizations, Department of Family Services | To respond to persons at risk of eviction as early in the process as possible (not having to wait for official notices, etc.) | Begins 06/08 and is ongoing | |
| 4. Housing First rental assistance to ensure placement of individuals without other resources. | OEH, Faith-Based Organizations, Community-Based Organizations, Department of Family Services | Increase the amount and flexibility of prevention and emergency assistance funds to eliminate the need to approach several sources to assist persons in need. | Begins 06/08 and is ongoing | |

ENDING HOMELESSNESS

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| **Objective 7: Develop a process to ensure persons in institutions (hospitals, psychiatric hospitals, jails, prisons, long-term care facilities, detox facilities) are discharged/released to appropriate housing services.** | | | | |
| 1. Establish a Discharge Planning Committee to develop a standardized comprehensive discharge plan (existing state/federal plans) for institutions and release points that identify barriers and a process to overcome them. | CSB, HD, Sheriff's Department, INOVA, NoVa Mental Health Institute, state hospitals, detox and treatment centers, state prisons | No person will be discharged/released into homelessness. | 06/08 | This is both a policy and an operations issue. |
| 2. Evaluate and refine discharge process in collaboration with all the release/discharge points. | Operational staffing of CSB, HD, Sheriff's Department, INOVA, NoVa Mental Health Institute, state hospitals, detox and treatment centers, state prisons | Continued process improvement. | Begins 01/08 and is ongoing | |

*Objective 7 Continued*

| Action Steps | Responsible or Key Partners | Desired Outcomes | By When | Notes/Comments |
|---|---|---|---|---|
| 3. Ensure information on release points is continuously updated and provided to institutions. | Operational staffing of CSB, HD, Sheriff's Department, INOVA, NoVa Mental Health Institute, state hospitals, detox and treatment centers, state prisons | Desired accurate and up-to-date information. | Begin immediately and is ongoing | |
| 4. Ensure staff at release points is trained to assess core discharge elements (such as assessment of employment status, housing status, health status, mental health status etc.) to refer to support services in a timely and coordinated manner. | Operational staffing of CSB, HD, Sheriff's Department, INOVA, NoVa Mental Health Institute, state hospitals, detox and treatment centers, state prisons | Clients who are released/discharged are appropriately assessed. | Begin immediately and is ongoing | |

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