

*Fairfax County Redevelopment and Housing Authority
and
Department of Housing and Community
Development*

Strategic Plan for FY 2024

Adopted February 23, 2023



<http://www.fairfaxcounty.gov/housing/data/strategic-plan>
A publication of the Fairfax County Redevelopment and Housing Authority



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Fairfax County Vision: Core Purpose and Elements

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



Maintaining Safe and Caring Communities: The needs of a diverse and growing community are met through innovative public safety, health care, housing, educational, recreational, and volunteer opportunities. As a result, residents feel safe and secure, capable of accessing the range of services and opportunities they need and are willing and able to give back to their community.



Practicing Environmental Stewardship: Local government, businesses, community organizations, and residents seek ways to use all resources wisely and to protect and enhance the County's natural environment and open space. As a result, residents feel good about their quality of life and embrace environmental stewardship as a personal and shared responsibility.



Building Livable Spaces: Distinctive and accessible town centers, neighborhoods, streets, walkways, and open spaces create a sense of place -- reflecting the character, history, and natural environment of the community. As a result, people throughout the community feel they have unique and desirable places to live, work, shop, play, and connect with others.



Maintaining Healthy Economies: Investments in the work force, jobs, institutions, and community infrastructure support a diverse and thriving economy. As a result, individuals are able to meet their needs and have the opportunity to grow and develop their talent and income according to their potential.



Connecting People and Places: Transportation, technology, information, and partnerships effectively and efficiently connect people and ideas. As a result, people feel a part of their community and have the ability to access places and resources in a timely, safe, and convenient manner.



Creating a Culture of Engagement: Individuals enhance community life by participating in and supporting civic groups, discussion groups, public-private partnerships, and other activities that seek to understand and address community needs and opportunities. As a result, residents feel they can make a difference and work in partnership with others to understand and address pressing public issues.



Corporate Stewardship: Fairfax County Government is accessible, responsible and accountable. As a result, actions are responsive, providing superior customer service and reflecting sound management of County resources and assets.

Fairfax County Redevelopment and Housing Authority (FCRHA) Mission Statement

The mission of the FCRHA is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

FCRHA Values

Adopted December 10, 2009 (amended January 20, 2011 and March 7, 2019)

We, the Commissioners of the FCRHA, value:

- Community involvement in decision-making.
- Partnering with the community, individuals, and public and private entities, particularly including the FCRHA's non-profit partners.
- Promoting, developing, encouraging and being responsive to community initiatives.
- Our responsibility as Commissioners is to establish FCRHA policies and to ensure that the Department of Housing and Community Development (HCD) staff will implement those policies in an open and professional manner.
- Maintaining and enhancing the professionalism of Housing and Community Development staff supporting the FCRHA mission. Providing the best management, maintenance and operational support for all projects and programs.
- Integrity as the foundation of our work to ensure that all transactions are rooted in ethical principles.
- Communication that is open, honest, and respectful of other points of view.
- Empowering the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of persons with disabilities, the elderly, and others with special needs.
- Fiscal responsibility in our role as stewards of resources that belong to the community.
- Innovation as we envision and carry out our mission.
- Strategic thinking as we anticipate community needs and challenges.
- Social and racial equity as represented in the Fairfax County One Fairfax resolution.

FCRHA Goals Statements:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To support facilitate revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- To promote the self-sufficiency of the FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.
- To generate and increase opportunities for homeownership as one means to self-sufficiency, asset growth, neighborhood stability.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.
- To maintain the excellent reputation of the FCRHA through fiscally responsible policies, sound business practices, and well-maintained properties that meet the high community standards of Fairfax County.
- To support the quality work and professionalism of the HCD staff to assure highly effective programs.
- To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.
- To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and community development challenges and opportunities.
- To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses, and the broader community.
- To identify strategic and innovative solutions for meeting changing community needs and challenges.

FCRHA Strategic Planning Principles

Adopted December 10, 2009

- Preserving, renovating, and maintaining FCRHA-owned properties is a high priority and resources should be allocated regularly for this purpose.
- The FCRHA should invest its financial resources, and use the housing units it owns and operates, to serve low and moderate-income households earning 80 percent of the Area Median Income (AMI) and below.
- To serve the current and future housing needs of Fairfax County's low- and moderate-income workforce, the FCRHA should foster the private development of sufficient workforce housing and encourage tools to facilitate its development (density, financing, etc.) through policy and advocacy efforts such as the Fairfax County Workforce Housing Policy.

Communitywide Housing Strategic Plan Goals

Goals

- **Need, new production goals, and resources**
 - To produce a minimum of 10,000 new homes affordable to households earning up to 60 percent AMI over the next 15 years
 - To leverage the Affordable Housing Development and Investment Fund, creating additional resources to fund the production of new affordable housing
- **Preservation of affordable housing units**
 - To identify opportunities to preserve market affordable housing in furtherance of the County's goal of no net loss of affordable units
- **Land use policies and regulations**
 - To develop a package of innovative land use policies to further facilitate the development of affordable housing
- **Institutional capacity**
 - To evaluate the personnel capacity of the County's regulatory agencies needed to support the creation of additional affordable housing
 - To provide funding for additional HCD positions
- **Community awareness and legislative priorities**
 - To continue to increase community awareness and support for affordable housing
 - To ensure that affordable housing has a prominent place in the County's annual legislative program

Strategies for FY 2024

Affordable Housing Development, Preservation and Sustainability

Affordable Housing Production

In 2022, Fairfax County Board of Supervisors doubled its Fiscal Year (FY) 2019 goal of producing a minimum of 5,000 units by 2034 to creating at least 10,000 new affordable units for households averaging up to 60 percent of the area median income (AMI). This is intended to be supplemented with additional financing mechanisms and tools to produce affordable homes above this level. The FCRHA is working to achieve the Board's goals by:

- Creating development opportunities on FCRHA and County-owned land and encouraging public-private partnerships;
- Expanding the available regulatory tools that promote affordable housing development and preservation;
- Leveraging financial tools, including loan programs, tax-exempt bond financing, and third-party Low Income Housing Tax Credits (LIHTC) equity; and
- Operating, maintaining, and expanding its existing rental affordable housing portfolio of over 3,000 units.

Estimated Outcomes for FY 2024:

Planned Number of New Units Produced that are Affordable to Households at 60% AMI or Below in FY 2024:

Construction has or will commence prior to FY 2024 for the following projects:

- One University (Braddock District) – 120 multifamily units; 120 senior units; 333 student units - \$6.5 million HBL; \$19.7 million FCRHA bonds
- The Lodge at Autumn Willow (Springfield District) – 150 senior units; \$4.5 million HBL; \$17.0 million FCRHA bonds
- The Arden (Mt. Vernon District) – 126 units; \$7.4 million in HBL
- Little River Glen (Braddock District) - rehabilitation of 120 existing senior units and the new construction of 60 senior units on existing vacant adjacent land. This project will involve the use of multiple financing sources and the issuance of Virginia Housing bonds.

Planned New Development Activities in FY 2024:

- Stonegate Village (Hunter Mill District) – this project proposes the rehabilitation of 240 units.

Planned Predevelopment Activities in FY 2024:

- Dominion Square West (Hunter Mill District) – the FCRHA will purchase the underlying land and ground lease is to APAH for the development of 516 multifamily units and an approximately 30,000 square-foot County-operated community center.
- Route 50/West Ox Road site (Sully District) – Cornerstones has partnered with the FCRHA to construct 34 units of permanent supportive housing on an FCRHA property for individuals with low incomes.
- The Residences at the Government Center – G and H parking lots at the Fairfax County Government Center (Braddock District) – this public-private partnership redevelopment is anticipated to provide approximately 275 units of rental housing for low-and-moderate-income households and a community facility with a child-care component.
- Franconia Governmental Center located at 6121 Franconia Road, Alexandria (Franconia District) – this redevelopment project is anticipated to provide approximately 120 units of rental housing for low-and-moderate-income households and will also include rental housing under the County's Magnet Housing Program for first-responders, teachers, and healthcare workers. The project will be developed through a public-private partnership between the FCRHA and a developer.
- Somos (Providence District) – this project will produce approximately 453 affordable multifamily units for low-and-moderate-income households in the highly cost-burdened McLean neighborhood. FCRHA has

purchased the underlying land and will enter into a long-term unsubordinated Ground Lease with Stratford Capital Group (SCG) to develop and manage the facility.

- Penn Daw (Mount Vernon District) – this project is anticipated to provide 60 units of new affordable rental housing collocated on Board-owned property with a new fire station and a new emergency shelter and permanent supportive housing facility.
- HCD staff is conducting due diligence to understand redevelopment opportunities on additional FCRHA and County properties, including an East County site, Chantilly Library, Centerville, and others.

Planned Financing Activities in FY 2024:

- HCD staff will draft and release a Notice of Funding Availability (NOFA) for FY 2024 to open the competitive application process for subordinate financing.
 - HCD staff will review and underwrite bond financing applications as they are submitted to the FCRHA.
 - The following projects are planned to be underwritten in FY24 to prepare for closing, assuming award of LIHTC in 2023:
 - Somos – 1750 Old Meadow Road (Providence District)
 - Dominion Square (Hunter Mill District)
 - Residences at the Government Center II (Braddock District)
-

Preservation of Affordable Units

Fairfax County adopted a goal of no net loss of affordable housing, with the preservation of affordable housing in both market affordable and committed affordable rental communities and scattered sites. To meet this goal, the FCRHA assists private partners in financing the acquisition of units to preserve the existing affordability and continue to serve a range of incomes, from extremely low-income (30 percent AMI and below) through moderate income levels (80-100 percent AMI). Staff monitors listings for multifamily properties to identify market opportunities to preserve affordable units. In FY 2023, staff released an RFQ for the dissemination of preservation opportunities to qualified housing providers and the pre-qualification for gap financing. The list of qualified housing providers, which is expected to be finalized in FY 2023 will allow the RHA to quickly respond to opportunities as they arise and, as appropriate, structure deals that require RHA financing.

Estimated Outcomes for FY 2024:

- Planned New Preservation Activities in FY 2024:
The FCRHA will work to respond quickly to preservation opportunities that may arise in FY 2024 in order to support the goal of no net loss of existing affordable units. Staff anticipates that the pre-qualified housing provider list will be utilized to take advantage of preservation opportunities.
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Addressing Homelessness in the Community

The Office to Prevent and End Homelessness (OPEH) continues to manage and coordinate services to help households who are at risk of or experiencing sheltered or unsheltered homelessness. The goal of homeless services is to prevent the experience of homelessness, and to rapidly rehouse households who are experiencing homelessness. The office serves as the lead for the Continuum of Care and collaborates with other county agencies and organizations to end homelessness. OPEH continues to identify opportunities to link affordable housing preservation activities with the Countywide homelessness plan.

Estimated Outcomes for FY 2024:

- Estimated Number of Formerly Homeless Households Who Will Receive Permanent Housing in FY 2024:
Approximately 1,185 people will move to permanent housing in FY 2024 from emergency shelters.

- Planned Activities in FY 2024: In the Summer of 2023, the emergency family shelter in Human Services Region 2 will undergo renovations to become a permanent supporting housing program with 16 apartments. The program will serve families with the highest housing barriers who require a deep subsidy and support services to maintain housing stability.
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Affordable Dwelling Units and Workforce Dwelling Units

The FCRHA facilitates the development of Affordable Dwelling Units (ADUs) and Workforce Dwelling Units (WDUs) that are affordable to families with a range of low and moderate incomes. The ADU Program, per the Zoning Ordinance, requires developers of new residential properties to set aside either 5 or 6.25 percent of multifamily construction and 12.5 percent single-family construction as ADUs in return for bonus density. Fairfax County's WDU Policy within the Comprehensive Plan is a proffer-based incentive system designed to encourage the voluntary development of new residential construction serving a range of moderate-income households in mixed-use and high-density areas, including the Tysons Urban Center, Suburban Centers, Community Business Centers, and Transit Station Areas. The WDU Policy expects a minimum of 8 percent of all new rental units as WDUs serving income tiers from 60 to 80 percent of AMI and a minimum of 12 percent of all new for sale units serving income tiers from 80 to 120 percent of AMI. The FCRHA takes an active advocacy and educational role in promoting ADUs and WDUs and works jointly in these efforts with the Planning Commission. The FCRHA also works with the Department of Planning and Development to facilitate the delivery of affordable and workforce housing units in all areas of the County as development proposals are submitted, per the Comprehensive Plan and negotiated proffers.

As of the end of FY 2022, a total of 3,017 units (1,447 rental and 1,570 for-sale) have been produced under the ADU Program; the FCRHA acquired 188 of the for-sale units, which are maintained as permanent affordable rental housing. As of the end of FY 2022, a total of 1,925 units (1,878 rental and 47 for-sale) have been produced under the WDU Program.

Estimated Outcomes for FY 2024:

- Estimated Number of Affordable Dwelling Units (rental and for-sale) Constructed in FY 2024: 30 For-Sale; 25 Rental
 - Estimated Number of Workforce Dwelling Units (rental and for-sale) Constructed in FY 2024: 15 For-Sale; 150 Rental
-

Affordable Rental Housing, Property Management and Maintenance

Fairfax County Rental Program

The Fairfax County Rental Program (FCRP) includes rental property owned by the FCRHA and developed with funds other than Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) or Housing Choice Voucher (HCV) funds. FCRP generally serves working households with incomes that are slightly higher than those served in the RAD-PBV or HCV programs. Housing managed under the FCRP includes 2,018 units of multifamily housing, 317 units of specialized housing, and 482 units of senior independent housing. The FCRP serves a range of households with incomes up to 80% of AMI, depending on the program component and the property.

Estimated Outcomes for FY 2024:

- Estimated Occupancy Rate of FCRP Properties in FY 2024: 98%
- Estimated Average Income Served as a Percentage of AMI in FY 2024: 43% AMI for a household of three or \$40,844

Rental Assistance Demonstration Program

The Rental Assistance Demonstration (RAD) program allowed the FCRHA to convert all 1,060 Public Housing units to federal Section 8 project-based subsidies, providing significant benefits for both residents and the housing authority. All Public Housing units were converted to RAD in FY 2017 and FY 2018 and now operate under the Project Based Voucher (PBV) platform. Staff pro-actively ensure that RAD-PBV residents are living in the most appropriately sized unit, with the goal of maximizing unit utilization and moving larger families off the waiting list.

Estimated Outcomes for FY 2024:

- Estimated Occupancy Rate of RAD-PBV Properties in FY 2024: 98%
- Estimated Average Income Served as a Percentage of AMI in FY 2024: Approximately 13% AMI for a household of four or approximately \$16,519

Asset Management

Staff and the FCRHA continue to focus on financial performance, overall condition, capital improvements and accountability of all properties managed by third-party management companies, using a private-sector model. HCD's Asset Management Division continues to oversee all FCRHA properties.

Estimated Outcomes for FY 2024:

The anticipated net operating income will be 5% greater than FY 2023 through expense efficiencies and incremental rent increases.

Rehabilitation and Modernization of FCRHA Properties

Through fiscally responsible processes, identified residential properties and group homes are rehabilitated to maintain their safety and quality. The rehabilitation of FCRHA properties is performed using set aside capital reserves to ensure the high quality of FCRHA properties. Importantly, staff continue to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible to increase the number of affordable accessible units.

Estimated Outcomes for FY 2024:

Planned Rehabilitation and Modernization Projects in FY 2024:

Two communities are in the process for rehabilitation as follows:

- Little River Glen (Braddock District), a FCRP independent senior living community of 120 units, will be undergoing a full renovation in FY 2024. This property has one bedroom and studio units. This renovation will add a newly constructed building, Little River Glen IV, with 60 one-bedroom Low Income Housing Tax Credit (LIHTC) units, along with the current 120 units moving to LIHTC. All units will feature upgraded flooring, upgraded kitchens with energy rated appliances and upgraded bathrooms.
- Stonegate Village Apartments (Hunter Mill District), is a LIHTC property with 240 units. This property has a mix of one-, two-, three- and four-bedroom apartments consisting of 194 LIHTC units, 46 HUD subsidized units and 6 PBV units. All units will be fully renovated with new flooring, upgraded kitchens with energy rated appliances, upgraded bathrooms, and newly added energy rated washers and dryers in each unit.

Tenant Subsidies and Resident Services

Tenant and Project Based Subsidies

The HCV Program and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) Program are two of the FCRHA's major tenant subsidy programs. Participants receive financial assistance to rent privately-owned and FCRHA-owned housing units. There are 1,060 FCRHA units in the RAD-PBV program, although 46 are offline due to the One University redevelopment project. There are also an additional 4,347 vouchers authorized by the U.S. Department of Housing and Urban Development (HUD) for a total of 5,439 federally subsidized units, including 169 Emergency Housing Vouchers. This is an increase from FY 2023 due to the awarding of additional Mainstream, Veterans Affairs Supportive Housing (VASH), and Fair Share vouchers.

Estimated Outcomes for FY 2024:

- Estimated Number of federally subsidized units occupied in FY 2024: 5,165 (95%)
- Estimated average income of households served as a percentage of AMI in FY 2024 (both HCV and RAD-PBV households): Approximately \$18,000 for average household size of 3 persons (less than 30% of AMI).

Subsidies for Populations with Special Needs

The Department of Housing and Community Development (HCD) administers tenant subsidies directed toward specific populations through the following programs:

- VASH Program: The U.S. Department of Veterans Affairs awarded the FCRHA VASH housing vouchers for homeless veterans. The FCRHA conducts income certifications; case management is provided by Veterans Affairs.
- Rental Subsidy and Services Program (RSSP): RSSP funds are provided to non-profits via a competitive process to provide rental subsidies and acquire units to serve homeless individuals and families, victims of domestic violence, and individuals with physical and/or sensory disabilities.
- Tenant Based Rental Assistance Program (TBRA): HCD uses federal HOME-funded vouchers to serve homeless populations and persons with special needs.
- Family Unification Program (FUP): HCD uses special federal FUP vouchers for families that, due to inadequate housing, would 1) have the family's children placed in out-of-home care; or 2) have the discharge of children from out-of-home care delayed.
- Mainstream Housing Choice Vouchers: When the opportunity arises, HCD applies for vouchers for non-elderly disabled persons, including persons at-risk of institutionalization due to their housing situation or those in institutions wishing to live in their community.
- State Rental Assistance Program (SRAP): Participants with intellectual and other developmental disabilities receive financial assistance to rent privately-owned housing units. For FY 2023, HCD was awarded twenty project-based SRAP vouchers. For FY 2024, HCD was awarded twenty additional tenant-based and ten project-based SRAP vouchers.

Estimated Outcomes for FY 2024:

- Estimated Number of households served in FY 2024 under the VASH, RSSP, TBRA, FUP, Mainstream and SRAP programs: 983 vouchers

Resident Services

HCD strives to encourage economic development and continued availability of affordable housing units for those in need by providing participants with the necessary tools through supportive services that will help them move along the housing continuum to self-sufficiency. Low- and extremely low-income families often face barriers to obtaining private market rate housing, such as poor credit, lack of affordable childcare, and lack of transportation options. HCD staff works cooperatively with other County and non-profit service providers to help families overcome these

barriers through service coordination and information sharing. HCD administers the Family Self-Sufficiency Program (FSS), each year receiving grant funding for two FSS case managers from HUD. This program provides self-sufficiency case management to residents and assists them with building an escrow account to be used once they graduate. Once participants complete their goals, graduates can choose how they use their escrow accounts such as to help purchase a home or pay off student debt.

Moving to Work - The FCRHA is designated as a Moving to Work (MTW) agency which allows the creation of a housing continuum that seamlessly joins together the County's housing programs and establishes goals to help residents move toward self-sufficiency. MTW authority also helps to reduce the burden both on staff and residents related to administrative issues and provides flexibilities in the use of federal funds.

Step Ahead 2.0 - In FY 2024, the FCRHA will be piloting a program to provide ongoing support services to specific households once they have secured housing. The purpose of this pilot is to help households, who have a federal voucher, maintain housing stability by providing intensive support services. The pilot will assist households served through an Emergency Housing Voucher, as well as other households served through the Housing Choice Voucher program as needed. Funding will be provided through Moving to Work flexibilities.

Emergency Solutions Grants - In addition to identifying opportunities to provide specialized rental housing for those who are homeless, HCD utilizes the County's Emergency Solutions Grants awards to provide partial support of prevention and rapid re-housing activities for homeless individuals and families.

Estimated Outcomes for FY 2024:

- Estimated Number of participants served under Family Self-Sufficiency Program in FY 2024: 125 participants
- Estimated Number of persons moved from homelessness to permanent housing in FY 2024 using Emergency Solutions Grants: 330 persons
- Estimated dollar amount of Emergency Solutions Grant funds used for homelessness prevention assistance in FY 2024: Based on previous fiscal years, approximately \$515,000 is anticipated for FY 2024.

Homeownership and Relocation Services

First-Time Homebuyers Program

The First-Time Homebuyers Program (FTHB) includes Affordable Dwelling Units through inclusionary zoning that provide new first-time homebuyer opportunities through private, for-sale developments. The program serves buyers with incomes up to 70% AMI with HCD ensuring potential purchasers receive homeownership education and meet program underwriting criteria and other eligibility requirements. HCD also monitors refinancing of FTHB units by owners and works to prevent foreclosure. Compliance monitoring is undertaken with respect to monitoring annual occupancy affidavits, purchase financing and refinancing and ensuring the FCRHA receives the required equity share contribution to the Housing Trust Fund.

Estimated Outcomes for FY 2024:

- Estimated Number of new first-time homebuyers in FY 2024: 40
- Estimated Number of requests to refinance FTHB units in FY 2024: 10
- Estimated Number of FTHB units sold in the Extended Control Period in FY 2024: 10

Housing Choice Voucher Homeownership Program

This program allows households participating in the Housing Choice Voucher (HCV) Program to use their voucher to purchase a home and receive monthly assistance in meeting homeownership expenses. Twenty-five HCVs are allocated to the HCV Homeownership Program.

Estimated Outcome for FY 2024:

- Estimated Number of families participating in the HCV Homeownership Program in FY 2024: 21

Workforce Dwelling Unit (WDU) Program

The WDU Policy is a proffer-based incentive to encourage housing in mixed-use centers that is affordable to a variety of household income levels. HCD staff work in coordination with the Department of Planning and Zoning to implement and monitor the WDU policy.

Estimated Outcomes for FY 2024:

- Estimated Number of new Workforce Dwelling Units sold in FY 2024: 20

Moderate Income Direct Sales (MIDS) Program

Under the MIDS program, units were sold to families with moderate income levels by providing second trust loans to reduce the cost of homeownership for households. Resale prices of units are limited to the annual Consumer Price Index and the FCRHA has the first right of refusal when the home is sold prior to the expiration of deed restrictions. HCD staff monitor the expiration of the control period and/or recapture of any remaining loan balance.

Estimated Outcomes for FY 2024:

- Planned Number of MIDS Units in Program for Monitoring in FY 2024: 43

Relocation Activities

Staff at HCD provide technical assistance for the development community on tenant relocation issues as well as conduct relocation for FCRHA-owned properties under redevelopment or major renovation.

Estimated Outcomes for FY 2024:

- Estimated Number of FCRHA-owned Units to be Relocated in FY 2024: up to 354, through the Little River Glen (Braddock District) and Stonegate Village Apartments (Hunter Mill District) rehabilitation projects.

FCRHA/HCD Program Planning, Development and Management

The FCRHA and HCD pursue a wide range of planning, management, and compliance activities to ensure efficient and effective operations. These activities also support the mission, values, and goal statements of the FCRHA. Below are descriptions of several strategic priorities underway for the FCRHA for FY 2024.

- **Communitywide Housing Strategic Plan**

In 2018, the Fairfax County Communitywide Housing Strategic Plan was adopted to help address the community's growing housing needs. The Plan was created in two phases: 1) Phase 1 identified 25 short-term strategies to encourage the production of affordable housing in the County, and 2) Phase 2 provided longer-term strategies that would boost the production and preservation of affordable housing and would require resources to implement. The FCRHA and HCD continue to lead the implementation of priorities identified under the Communitywide Housing Strategic Plan, to include the goal to develop 10,000 new units of affordable housing by the year 2034 and to strive towards no net loss of market affordable housing.

- **Advancement of One Fairfax**

HCD and the FCRHA continue to advance the equity principles of the One Fairfax Policy through training, education, inclusive community engagement strategies, and data analysis. HCD has adopted five equity goal areas including voucher programs; affordable housing development; training, human resources, and communications; equitable impact assessments of FCRHA policy and procedures; and homelessness. Further, HCD staff participate on several interagency workgroups to advance additional One Fairfax implementation recommendations from the Chairman's Task Force on Equity and Opportunity, such as developing strategies to provide public safety personnel the ability to live in the community they serve, and developing, piloting, and instituting Fairfax County equity-based decision-making tools for planning, projects, decision making, and resource allocation. Work on these areas will continue in FY 2024 as the agency makes specific advances in the implementation of the agency Equity Impact Plan.

- **Affordable Housing Advisory Council**

In June 2021, the Fairfax County Board of Supervisors approved the re-chartering of the Affordable Housing Advisory Council (AHAC) (formerly the Affordable Housing Advisory Committee) to include a new Continuum of Care (CoC) Committee of the Council and redefine the purpose, structure, and duties of both AHAC and CoC members. Among the updated duties of AHAC are to monitor and provide advice regarding the Communitywide Housing Strategic Plan, recommend preservation and creation priorities, and monitor affordable housing funds. CoC duties including developing, monitoring, and updating the CoC plan, tracking progress of ending homelessness, and exercising stewardship of pooled funding.

- **Workforce Dwelling Unit Program**

Per the direction of the Board of Supervisors, HCD, in partnership with the Department of Planning and Development, has been directed to convene a task force and develop recommendations for the reform of the homeownership component of the Workforce Dwelling Unit (WDU) program. It is anticipated that the task force will conclude its work in FY 2024. The FCRHA has administrative responsibility for certain aspects of the WDU program.

- **Grants Compliance**

HCD continues to evaluate the use of federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds to maximize the effectiveness of investments in programs and activities. Staff provide technical assistance and monitoring of CDBG and HOME activities to ensure program compliance and successful outcomes. In addition, staff monitor activities and outcomes of HCD and FCRHA awardees, including funds granted via the Consolidated Community Funding Pool process.

- **Maximizing Organizational Effectiveness**

HCD staff will continue to strengthen organizational effectiveness and adapt to changes as they arise.. HCD will also look to further streamline business processes as a follow-up to the third-party management realignment, merger with the Office to Prevent and End Homelessness, and other business needs.

- **Strategic Communications**

The FCRHA and HCD work to continuously advance the efficiency and usability of web content and increase the use of videos in telling the story of affordable housing. Both the FCRHA and HCD websites will continue with video and graphical portrayals of information and the incorporation of enhanced language accessibility tools on the Fairfax County website. A social and racial equity focus will be embedded in all communications.

- **Human Capital Development**

HCD continues to promote participation in mentorship programs, leadership training curriculum, and other development opportunities. Staff are also encouraged to participate in professional conferences, within budgetary constraints. HCD will continue to emphasis training and educational opportunities for staff on topics of equity, diversity, and inclusion to further the advancement of One Fairfax.

FY 2024 Department of Housing and Community Development/Fairfax County Redevelopment and Housing Authority Advertised Budget

FY 2024 DHCD/FCRHA TOTAL BUDGET ADVERTISED				
Fund #	Fund Name	Advertised Revenues FY 2024	Advertised Expenditures FY 2024	Positions FY 2024
10001	General Fund - HCD	\$11,768,523	\$11,768,523	63
10001	General Fund - OPEH	\$21,998,509	\$21,998,509	23
30300	Affordable Housing Development and Investment	\$37,062,736	\$37,062,736	0
40300	Housing Trust Fund	\$3,593,342	\$3,593,342	0
50800	CDBG	\$5,918,926	\$5,918,926	16
50810	HOME	\$2,471,231	\$2,471,231	2
81000	FCRHA General Operating	\$4,193,981	\$3,661,669	21
81060	FCRHA Internal Service Fund	\$0	\$0	0
81400	FCHRA Asset Management Fund	\$307,454	\$539,798	0
81500	Housing Grants	\$3,397,516	\$3,393,060	2
81510	Section 8/HCV	\$84,555,304	\$83,887,861	53
	Subtotal	\$ 175,267,522	\$ 174,295,655	180
81060	Less Internal Service Fund (ISF) - CLOSED	\$ -	\$ -	0
	Total Advertised Budget Less ISF (All Housing Funds)	\$ 175,267,522	\$ 174,295,655	180