

***Fairfax County Redevelopment and Housing Authority (FCRHA)
and
Department of Housing and Community Development (HCD)***

Strategic Plan for FY 2022



Adopted March 18, 2021



<http://www.fairfaxcounty.gov/housing/data/strategic-plan>

A publication of Fairfax County



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Who's Who

Fairfax County Redevelopment and Housing Authority Commissioners (As of March 2021)

C. Melissa McKenna (Dranesville District), Chair
Lenore Kelly (Sully District), Vice Chair
Staci Alexander (Mason District)
Matthew Bell (Mount Vernon District)
Broderick C. Dunn (Braddock District)
Kenneth G. Feng (Springfield District)
Richard Kennedy (Hunter Mill District)
Roderick Maribojoc (At-Large)
Nicholas A. McCoy (Lee District)
Kristen Robinson (At-Large)
Rod Solomon (Providence District)

Department of Housing and Community Development

Thomas Fleetwood, Director
Amy Ginger, Deputy Director, Operations
Teresa Lepe, Deputy Director, Real Estate, Finance and Development
Thomas Barnett, Deputy Director, Office to Prevent and End Homelessness
* * * * *

Seema Ajrawat, Director, Financial Management and
Information Systems and Services

Mark Buenavista, Director, Design, Development and Construction

Judith Cabelli, Director, Affordable Housing Development

Marta Cruz, Director of Administration

Carol Erhard, Director, Homeownership/Relocation Services

Peggy Gregory, Director, Rental Assistance

Margaret Johnson, Director, Rental Housing

Vincent Rogers, Director, Policy and Compliance

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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.

FCRHA Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority 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 Fairfax County Redevelopment and Housing Authority, 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 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: FY 2022

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- To facilitate the self-sufficiency of 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, and neighborhood stability.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.
- To assure the continued 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 commit to 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.

HOUSING BLUEPRINT GOALS

GOALS

GOAL: To address the challenge of **homelessness**

GOAL: To provide affordable housing options to **special needs** populations

GOAL: To meet the affordable housing needs of **low-income working families**

GOAL: To increase **workforce** housing through creative partnerships and public policy

HOUSING CONTINUUM

TIER ONE: Through the Gateway to Affordable Housing

BLUEPRINT GOALS ADDRESSED:
Homelessness; Special Needs

TIER TWO: Addressing Sustainable Housing

BLUEPRINT GOALS ADDRESSED:
Special Needs; Low-Income Working Families

TIER THREE: Toward Self-Sufficiency

BLUEPRINT GOALS ADDRESSED:
Low-Income Working Families; Workforce

STRATEGY:

- **Affordable Housing Development, Preservation, and Sustainability**

GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

HIGHLIGHTS

- In Fiscal Year (FY) 2019, a new initiative was set to produce 5,000 affordable housing units in 15 years and to attain no net loss of market affordable housing. In FY 2020, 202 units/beds were created, which, along with FY 2019 units, brought the total number of affordable housing units created at 540 towards the goal of 5,000. In addition, in FY 2020 one unit was preserved, bringing the total preserved to 422 units since the initiative began.

- HCD staff have been and will be involved with several affordable housing development projects that will create or preserve many units of affordable housing. These projects include:

Project	Description	Project	Description
Lake Anne Fellowship House	Preservation of 240 affordable rental units for seniors	One University Apartments	Construction of 120 units of affordable multifamily rental housing and 120 affordable rental units for seniors
Little River Glen	Rehabilitation of 120-unit affordable rental property for seniors	Ovation at Arrowbrook	Construction of 274 units of affordable multifamily rental housing
Little River Glen IV	Construction of 60 affordable rental units for seniors	The Residences at North Hill	Construction of 279 units including 120 senior affordable units
Lodge at Autumn Willow	Construction of 150 affordable rental units for seniors	Stonegate Village Apartments	Renovation of 240-unit affordable rental community
Oakwood Apartments	Construction of 150 affordable rental units for seniors	West Ox Road	Redevelopment of FCRHA-owned property to produce affordable rental units

- In December 2020, the FCRHA authorized making loans to four nonprofit organizations using federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds for the acquisition, renovation, and rehabilitation of affordable housing, as follows:

Sunrise Community of Virginia, Inc.: \$445,485

Marian Homes, Inc.: \$457,000



Good Shepherd Housing and Family Services, Inc.: \$468,000

Pathway Homes, Inc.: Up to \$1,528,712.


Affordable Housing Development, Preservation, and Sustainability:

Includes project financing and/or direct purchase; predevelopment, condominium conversion unit purchases, Affordable Dwelling Unit (ADU) acquisitions, acquisition/retrofit for elderly/disabled, funding of projects through the Affordable Housing Partnership Program and Preservation Loan Fund, Safe Housing (small-scale housing for victims of domestic violence), magnet housing, land acquisition. Also includes affordable housing policy initiatives.

STRATEGY:

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
1.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		<p>Affordable Housing Production: Facilitate new housing production and preservation by non-profits and others, consistent with the recommendations of the Affordable Housing Resources Panel (AHRP). Minimum goal to produce 5,000 new units affordable to families earning 60 percent of AMI and below.</p> <p>The Affordable Housing Partnership Program (AHPP) is the gateway to FCRHA funds for developers of affordable housing. Identify and pursue opportunities to maximize leveraging of county funds for affordable housing, with a focus on achieving Housing Blueprint goals. Consistent with the Housing Blueprint goals, provide financing to private partner(s) to develop additional units using a variety of financing including Low-income Housing Tax Credits (LIHTCs), local funding and private financing.</p> <p>See also Lines 1.2, 1.3, 1.4, 1.5, and 3.4.</p>	<p>To the extent funding is available, the AHPP will continue to provide development funding for the preservation and development of affordable housing in FY 2022 through the Housing Blueprint. The Department of Housing and Community Development (HCD) will continue to leverage County funds, including potentially the issuance of bonds or other financing techniques. See also Line 1.2. HCD will provide a \$3.25 million Blueprint loan, as well as tax-exempt bonds, for the construction of Oakwood Apartments in Alexandria, VA. It is a 150-unit affordable senior housing project and is being developed by the Arlington Partnership for Affordable Housing with 4 percent tax credits and FCRHA bonds. Closing for the project will take place in summer 2021. HCD is also providing a \$6.5 million Blueprint loan for the construction of One University Apartments in Fairfax, VA, which is a 240-unit project with 120 affordable multifamily units and 120 affordable senior units. It is being developed by the Stratford Capital Group and is using a hybrid 9 percent/4 percent financing model with FCRHA bonds. Closing for One University will also take place in summer 2021.</p> <p>In accordance with HCD's One Fairfax Equity Implementation Plan, action will be taken to imbed a social and racial equity focus in facilitating new housing production and preservation.</p>
1.2	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		<p>Preservation of affordable units: Preservation of affordable housing both in rental complexes and in scattered sites consistent with the goals of the Housing Blueprint. Assist private partners in financing acquisition of units to serve a range of incomes, from extremely low-income (30 percent of Area Median Income (AMI) and below) through workforce income levels (above 80 percent of AMI). (Countywide)</p> <p>See also Line 1.8.</p>	<p>Continued preservation of additional units as opportunities arise consistent with the Housing Blueprint. Activities include the redevelopment of Lake Anne Fellowship House in Hunter Mill District for the preservation of 240 affordable rental housing units for seniors. See also Lines 1.2, 1.3, and 1.4.</p> <p>Pursuant to the Fairfax County Zoning Ordinance, the FCRHA has the option to purchase up to one-third of for-sale Affordable Dwelling Units (ADU) offered in new residential developments. The FCRHA will continue to consider its right of purchase. If the FCRHA decides to purchase the ADUs, it would maintain the units as permanent affordable rental housing.</p>

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
1.3	WORKFORCE		Workforce Dwelling Units: Facilitate the development of Workforce Dwelling Units (WDUs) that is affordable to families with a range of low and moderate incomes. The FCRHA will take an active advocacy and educational role in promoting WDUs and will work jointly with the Planning Commission.	In FY 2022, the FCRHA will focus on supporting private-sector production of new housing to meet the needs of Fairfax County's growing workforce, in conjunction with the implementation of the Board of Supervisors' Workforce Dwelling Unit Policy (WDU Policy). The WDU Policy that will produce WDUs also may play an important role in providing an affordable option for households exiting the FCRHA's Housing Continuum. It is anticipated that as many as approximately 350 WDUs will be delivered by developers in FY 2022. See Lines 1.1 and 1.2.
1.4	HOMELESSNESS		Challenge of Homelessness: Consistent with the Housing Blueprint, continue to identify opportunities to link affordable housing preservation activities with countywide homelessness efforts.	In FY 2022 it is anticipated that the FCRHA will use federal resources to develop additional units specifically to serve formerly homeless households. In accordance with HCD's One Fairfax Equity Implementation Plan, action will be taken to imbed a social and racial equity focus in activities that address the challenge of homelessness. See also Line 3.9.
1.5	SPECIAL NEEDS WORKING FAMILIES WORKFORCE		FCRHA Tax Credit Properties – Long-Term Affordability: Identify strategies to ensure long-term affordability of FCRHA tax credit properties. See also Line 1.1.	The renovation of Murraygate Village (200 units, Lee District) was completed December 2020. For Stonegate Village (240 units, Hunter Mill District) (see Line 1.17), underwriting of the project should take place during FY 2022 along with the establishment of a development team. Design is in progress. Planning was also started for the rehabilitation of Little River Glen, 120 units and the development of Little River Glen IV (60 new) senior units.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
1.6	SPECIAL NEEDS		Home Repair for the Elderly Program: Provides minor non-emergency home repairs for eligible low- and moderate-income elderly homeowners, as well as homeowners who are handicapped and disabled. Fairfax County will provide the labor and up to \$500 in materials to complete necessary repairs and maintenance.	Complete 185 cases serving 140 households. The average household income estimated to be served in FY 2022 is \$26,500 or approximately 30 percent of the Area Median Income (AMI) for a one-person household; 30 percent of AMI meets the U.S. Department of Housing and Urban Development (HUD) definition of “very low income”.
1.7	WORKING FAMILIES WORKFORCE		Rental Housing Compliance: Monitoring of owner compliance with regulations governing rental units provided through the ADU and WDU rental programs, as well as tax-exempt bond financing and other special affordable housing financing.	Ongoing. It is anticipated that developers will deliver approximately 25 rental ADUs and 300 rental WDUs in FY 2022.
1.8	HOMELESSNESS WORKING FAMILIES		Community Housing Development Organization (CHDO) Set-Aside: A portion of Fairfax County's HOME funds are set aside to assist CHDOs in developing/acquiring/preserving affordable housing. See also Line 1.2.	In FY 2021, the FCRHA will continue to provide funding to support the CHDOs and other non-profits via this set-aside program.
1.9	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		County-owned Land and Facilities for Affordable Housing: Encourage public/private partnerships to develop workforce/affordable housing on surplus or underutilized county-owned land and facilities, particularly for special needs populations.	Ongoing. HCD will work to develop opportunities for the creation of additional affordable housing on County-owned land such as what was accomplished with the development of the Residences at the Government Center. Projects in the pipeline include: <ul style="list-style-type: none"> - The Residences at North Hill Park, 279 units (including 63 senior affordable), Mount Vernon District (see Line 1.19) - One University, 240 units (including 120 senior affordable), Braddock District (see Line 1.16) - Oakwood, approximately 150 units (all senior affordable), Lee District (see Line 1.21) - Autumn Willow, approximately 150 units (all senior affordable), Springfield District (see Line 1.22)


STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
1.10	HOMELESSNESS WORKING FAMILIES		Proffers from Private Developers: HCD will assist the Department of Planning and Development in facilitating affordable/workforce housing-related contributions from private developers via the rezoning process.	Ongoing.
1.11	HOMELESSNESS WORKFORCE		Residential Studio Units/Affordable Efficiencies: Identify opportunities to encourage increased development of affordable efficiency apartments, particularly as part of revitalization efforts.	Ongoing.
1.12	HOMELESSNESS SPECIAL NEEDS		Partnerships with Private Developers and Construction Companies: Seek private sector partnerships with organizations such as HomeAid to achieve cost savings in projects serving homeless populations. Identify opportunities for housing development by the faith community and build additional affordable units through AHPP (see Line 1.1) and the Virginia Public-Private Educational Facilities Infrastructure Act (PPEA) process.	Ongoing. See also Line 1.9.



STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
1.13			Construction Management: Continue utilization of the Department of Public Works and Environmental Services (DPWES) construction management resources, particularly for County-funded projects. Overall project management will continue to be the responsibility of HCD.	HCD anticipates that it will continue its use of DPWES construction services in FY 2022 for County-funded projects. The FCRHA has the option to use DPWES for its capital construction projects.
1.14	WORKFORCE		Workforce Housing: Work with the Department of Planning and Development to facilitate delivery of affordable and workforce housing units in Tysons, Reston, Merrifield and other areas of the county as development proposals are submitted, per Comprehensive Plan and negotiated proffers.	Ongoing. In FY 2022, HCD and the Department of Planning and Development will implement the revised WDU Policy adopted by the Board of Supervisors in February 2021 to serve households earning between 60 and 80 percent of the AMI.
1.15	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		Creative re-use of empty office space for housing: Recognizing the challenges that exist in Fairfax County's office market, the FCRHA will explore ways to support demonstration projects, potentially using bond funding, which convert empty office buildings into a range of affordable/workforce housing.	Ongoing. The Fairfax County Building Repositioning Workgroup issued a report regarding repositioning and repurposing office space in Fairfax County was released in December 2016, and the Board of Supervisors, through the Fairfax County Communitywide Housing Strategic Plan, adopted a strategy to develop policy direction and a pilot for creating new housing options through adaptive reuse of commercial buildings, or through the use of land currently zoned for commercial uses.


STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
1.16	WORKING FAMILIES		One University/Robinson Square: Redevelopment of FCRHA-owned properties to produce additional affordable rental units and income to the FCRHA through a long-term ground lease. This site is located at the intersection of Route 123 and University Drive in the Braddock District. The project scope consists of replacing the existing 46 affordable housing units (Robinson Square) and the existing FCRHA facilities. The development will include 240 units (120 family/120 senior) of affordable housing and 333 units of student housing. The selected developer, One University Development Partners, LLC, has obtained its land use approvals and was awarded tax credits and is pursuing site plan approval.	Closing and start of construction are planned for the Summer 2021.
1.17	WORKING FAMILIES		Stonegate Village: Substantial renovation of existing 240-unit affordable rental community using LIHTCs. (Hunter Mill District)	In planning. Underwriting of the project should take place during FY 2022 along with the establishment of a development team. An architect and engineer team was hired to develop plans and drawings for the project. Planning and due diligence are underway for the rehabilitation of Stonegate Village Apartments.
1.18	WORKING FAMILIES		Crescent Apartments: Ensure continued effective maintenance and management of the property while exploring potential opportunities for redevelopment of the site. (Hunter Mill District)	Ongoing.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
1.19	SPECIAL NEEDS		The Residences at North Hill Park: Redevelopment of FCRHA-owned properties to produce additional affordable rental units and income to the FCRHA through a long-term ground lease. The site is located at the intersection of Route 1 and Dart Drive in the Mount Vernon District. The property was rezoned to allow 175 for-sale market rate townhomes, 216 multifamily affordable and workforce units, and 63 affordable independent senior housing units, and a 12-acre public park. The sale proceeds from the townhouse land bay will be used to fund the infrastructure needed for the affordable multifamily and the independent senior development, and part of the development of the park. Virginia Housing awarded the project 9 percent competitive LIHTCs in 2017. A Comprehensive Agreement was entered into with the developer. Closing was conducted in June 2020 and construction started late June 2020.	Construction is to be completed in the first quarter of FY 2023.
1.20	HOMELESSNESS		West Ox Road: Redevelopment of FCRHA-owned properties to produce additional affordable rental units and income to the FCRHA through a long-term ground lease. The site is located at the interchange of Route 50 and West Ox in the Sully District. The project is in the planning phase. One potential concept is to provide up to 30 units of permanent supportive housing for formerly homeless individuals, including homeless veterans. Pending funding availability.	An unsolicited PPEA was received and the process is underway for requesting competing proposals, which will lead to a final selection.
1.21	SPECIAL NEEDS		Oakwood Senior Housing: Redevelopment of FCRHA-owned properties to produce additional affordable rental units and income to the FCRHA through a long-term ground lease. The site is located at the intersection of South Van Dorn and Oakwood in the Lee District. The project scope consists of the construction of 150 affordable senior housing units affordable to households earning 30 percent to 60 percent of AMI. The land use approval is completed, and the site and building plan approval process is underway. The project was awarded tax credits.	Closing on financing and beginning of construction is anticipated in Summer 2021.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
1.22	SPECIAL NEEDS		<p>Autumn Willow Senior Housing: Redevelopment of FCRHA-owned properties to produce additional affordable rental units and income to the FCRHA through a long-term ground lease. The site is located at the intersection of Stringfellow and Autumn Willow in the Springfield District. The project scope consists of the construction of 150 affordable senior housing units affordable to households earning 30 percent to 60 percent of AMI. The land use approval is completed. The developer will apply for LIHTCs in March 2021.</p>	<p>Depending on the award of LIHTCs, closing on financing and beginning of construction can take place in Spring 2022.</p>

STRATEGY:

- **Affordable Rental Housing, Property Management and Maintenance**

GOALS:

- To manage and maintain quality affordable rental housing.
- To administer rental housing programs in accordance with federal regulations and local policies.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

HIGHLIGHTS

- HCD is moving to full third-party management for all Fairfax County Rental Program (FCRP), except Coan Pond Residences, as part of its business strategy. HCD staff will continue and strengthen its focus on asset management of its FCRP residential properties.

- As of February 2021, the number of multifamily housing units managed under the FCRP stood at 2,001 units, while the number of senior independent housing remained at 482 units. Some of the FCRHA's FCRP properties are layered with Low-Income Housing Tax Credits (LIHTC); the LIHTC program allows participants to reach and exceed 100% (up to 140%) of the AMI, but only after one year from their original move in and only if at the time of their original move in they qualified under the lower AMI income limits. Tavenner, Murraygate and Westglade Apartments are FCRP communities with LIHTC funding. In FY 2020:
 - Ongoing Occupancy Rate - HCD Managed: 95%
 - Ongoing Occupancy Rate - 3rd Party managed: 98%
 - Average Income served as percentage of AMI: 38% for a household of three, or \$42,850 per year
 - Persons Housed: A total of 6,191 persons were housed in FY 2020
- The utilization rate for Rental Assistance Demonstration (RAD) units went from 94.1% at the beginning of FY 2020 to 98% as of June 30, 2020. The overall leasing rate for FY 2020 was 97.2%. The FCRHA approved a redevelopment project (One University) that will include 46 RAD units currently in the Robinson Square property. The redevelopment of the site is scheduled to start during the fourth quarter of FY 2021.
- The FCRHA is proactive in assuring that reserves for its properties are set aside for various needs. Reserves have been created in FY 2020 requiring 1% of Fairfax County Rental Program Revenues for capital needs for all owned properties. In addition, there is a separate capital reserve for the Rental Assistance Demonstration Program properties to meet the needs of the required Capital Needs Assessment Plan for those properties. There is also a set aside reserve to handle major capital or renovation needs at the Pender property, a debt reserve for upcoming balloon payments and an emergency reserve for maintenance. The FCRHA has strengthened its reserves requirements to demonstrate sound fiscal management.

STRATEGY: Affordable Rental Housing, Property Management and Maintenance: *Manage and maintain more than 3,500 FCRHA owned or operated residential units including federal Public Housing units and Fairfax County Rental Program units. Ensure that the residents of FCRHA owned or operated properties have a safe and well-managed place to call home.*

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
2.1	WORKING FAMILIES		<p>Fairfax County Rental Program (FCRP) - Multifamily: The FCRP includes rental property owned by the FCRHA and developed with funds other than Public Housing or Housing Choice Voucher funds. FCRP generally serves working households with incomes that are slightly higher than those households living in RAD-Project Based Voucher units and/or participating in the Housing Choice Voucher program. Housing managed under the FCRP includes 2,001 units of multifamily housing, as well as 135 units of specialized housing and 482 units of senior independent housing. The FCRP serves a range of households with incomes from the low teens up to 80% of AMI, depending on the program component and the property.</p>	<p>In the beginning of FY 2022, the remaining FCRP properties managed by HCD, with the exception of Coan Pond Residences, will transition to private third-party management companies.</p> <p>The following are the anticipated FY 2022 performance metrics for the FCRP-Multifamily properties: <u>Occupancy rate:</u> 95% <u>Average income served as percentage of AMI:</u> 40% and below.</p> <p>The third-party management companies will continue to serve approximately 109 low-income households (earning 50% AMI and below) on the FCRHA's waiting lists and will be responsible for leasing the FCRP multifamily properties, other than Coan Pond Residences.</p>
2.2	HOMELESSNESS WORKING FAMILIES		<p>Appropriate Housing Initiative: Pro-actively ensure that Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) residents are living in the most appropriate sized unit, with the goal of maximizing unit utilization and moving larger families off the waiting list. Consider acquisition of additional units varying in bedroom size, with possible emphasis on one-bedroom units, accessible units, and units in elevator buildings.</p>	<p>In FY 2022, staff will continue to evaluate the appropriateness of units for existing residents of RAD-PBV units on an ongoing basis and will follow RAD-PBV guidelines in placing residents in appropriate sized units. A special emphasis will continue to be placed on residents with medical needs. Staff paused right-sizing efforts during the COVID-19 pandemic and will evaluate when it can start right sizing again as the pandemic continues on.</p>

STRATEGY:

Affordable Rental Housing, Property Management and Maintenance

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
2.3	SPECIAL NEEDS WORKING FAMILIES		Rehabilitation of FCRHA Properties. Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality.	Through fiscally responsible processes, perform rehabilitation of FCRHA-owned properties to ensure safe, decent and high quality affordable housing, as identified. Additionally, perform site inspections and oversight of group homes owned by the FCRHA but leased to the Fairfax-Falls Church Community Services Board (CSB) and non-profits who are responsible for the maintenance of the facilities. During the COVID-19 pandemic, there was a 3-month suspension of HCD's in-person response for routine maintenance calls. After that suspension ended, staff were able to complete the entire backlog of maintenance orders in just over two months – even while handling the ongoing routine and emergency calls coming in.
2.4	SPECIAL NEEDS		Section 504/Accessibility modifications for FCRHA properties: Continued emphasis by Fairfax County on serving its population with physical disabilities, with a goal of improving accessibility in properties constructed before the current accessibility standards. Continuing implementation of Section 504 Plan for accessibility in RAD-PBV properties.	Staff will continue to fulfill reasonable accommodation requests and make accessibility modifications to FCRHA properties consistent with Title II of the 2010 Americans with Disabilities Act (ADA).
2.5	SPECIAL NEEDS		Accessibility/Universal Design: Incorporation of universal design in new construction and rehabilitation projects. Increase the number of affordable accessible units.	HCD will continue work to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible and provide accessible units as well as units for the visual and hearing impaired.
2.6	SPECIAL NEEDS		Senior Properties under FCRHA management: Ongoing management of senior properties not under third-party management: Little River Glen, Olley Glen, and Saintsbury Plaza.	Ongoing. These properties are also going to third-party management at the beginning of FY 2022.

STRATEGY:

- **Tenant Subsidies and Resident Services**

GOALS:

- To assist low-and moderate-income families and individuals in renting quality affordable rental housing.
- To facilitate services and compliance to ensure participants attain success in all of the FCRHA's programs.

County-wide Vision Elements that Apply



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement





Corporate Stewardship


HIGHLIGHTS

- In September 2020, the FCRHA approved submission of the FCRHA Moving to Work (MTW) Plan for FY 2021 to the U.S. Department of Housing and Urban Development (HUD). The FCRHA requested approval from HUD for three new activities in the FY 2021 MTW Plan: assistance with organization and clean-up services to help address hoarding; utilization of MTW single fund flexibility to support the acquisition and development costs of affordable housing units; and modification of the admission requirements to the Rental Assistance Demonstration-Project Based Voucher program so that new applicants, who meet eligibility requirements except they did not generate a Housing Assistance Payment, would be allowed to lease up in the program. The FY 2021 MTW Plan would also permanently adopt the following changes that were made to MTW Activities due to the COVID-19 pandemic: 1) allow non work-able households to have a 5-year recertification schedule; and 2) exclude asset income from income calculations for families with assets under \$50,000 and accept self-certifications from households with these assets.
- The FY 2020 Moving to Work Plan furthered the on-going work of the Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative and did not include any new activities. Several activities were amended in FY 2020 due to a Technical Amendment provided to the FCRHA by HUD in response to the COVID-19 pandemic. Many of these amendments will be revisited after the pandemic to determine their effectiveness and whether they should be proposed as permanent changes in future MTW plans. In addition, the FCRHA adopted several waivers in the wake of the pandemic which provided increased administrative flexibility to the HCV and RAD programs.
- For the HCV and RAD-PBV programs in FY 2020:
 - The overall voucher utilization rate for Calendar Year (CY) 2020 was 101.6% of the MTW baseline. Under its MTW Agreement with HUD, the FCRHA is allowed to go slightly above the MTW baseline during the Calendar Year.
 - Average income served as percentage of AMI: 15% for a household of three or \$16,682 per year
 - Persons Housed: 12,683


STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
3.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Housing Choice Voucher (HCV) Program and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) Program: Participants receive financial assistance to rent privately-owned and FCRHA-owned housing units. HCD administers the federally-funded HCV rental subsidy program for Fairfax County, and for the Cities of Falls Church and Fairfax, and the Towns of Herndon, Vienna and Clifton. HCD also administers the federally-funded Project Based Voucher program for the FCRHA-owned RAD-PBV units. Federal funds pay the difference between the fair market rent and the amount the tenant can pay based upon the tenant's income. There are 1,060 FCRHA units in the RAD-PBV program, although 46 will not be available due to the Robinson Square/One University redevelopment project. There are also an additional 4,139 vouchers authorized by HUD for a total of 5,199 federally-subsidized units. See also Lines 3.2 and 3.10.	The following are the anticipated FY 2022 performance metrics for the Housing Choice Voucher and RAD-PBV programs: <u>RAD-PBV Occupancy Rate:</u> 95% of available units. A total of 46 units are part of the One University project, development of which is anticipated to start in Summer 2021. <u>Average income served as percentage of AMI:</u> 25% and below In FY 2022, the FCRHA will continue to use the waiting list preference for families referred from HCD's Office to Prevent and End Homelessness (OPEH). In accordance with HCD's One Fairfax Equity Implementation Plan, action will be taken to imbed a social and racial equity focus in the activities of the HCV and RAD-PBV programs.
3.2	HOMELESSNESS		Veterans Affairs Supportive Housing (VASH) Program: The U.S. Department of Veterans Affairs awarded the FCRHA VASH housing vouchers for homeless veterans. The FCRHA will conduct income certifications; case management is provided by Veterans Affairs.	Ongoing. HCD will continue to work with Veterans Affairs in processing VA referrals to ensure that the FCRHA is at full utilization. In FY 2020, the FCRHA was awarded an additional 25 VASH vouchers, bringing the total to 130 tenant based VASH vouchers allocated to Fairfax County and three (3) project based.



STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
3.3	<p>HOMELESSNESS</p> <p>SPECIAL NEEDS</p> <p>WORKING FAMILIES</p>		<p>HCD PROGRESS Center: The PROGRESS Center plays a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. The PROGRESS Center facilitates self-sufficiency partnerships with a variety of organizations such as Britepaths and Virginia Careerworks-Northern. Particular emphasis is placed on employment and training opportunities for FCRHA residents to support achievement of Section 3 requirements.</p> <p>The PROGRESS Center will focus on intervention to address crises, collaboration with sister human service agencies to coordinate services and provide residents facing eviction with “second chance” opportunities to resolve their issues. The PROGRESS Center will also have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. It is anticipated that the PROGRESS Center will expand its focus to assist with implementing mitigation strategies to help Housing Choice Voucher participants address changes in their rent.</p>	<p>The PROGRESS Center plays an important role in the Housing Continuum through its work in facilitating self-sufficiency services for residents.</p> <p>In FY 2022, the HCD PROGRESS Center will continue to address the needs of FCRHA program participants through its three self-sufficiency programs: Service Coordination, FSS and Workforce Development. It is anticipated that the PROGRESS Center will achieve the following performance metrics:</p> <ul style="list-style-type: none"> • Workforce Development: Approximately 20 individuals will complete the HCD/Britepaths trades pre-apprenticeship program; Approximately 75 individuals will be referred and screened for workforce training eligibility. • Family Self-Sufficiency Program (FSS): FSS has the capacity to serve 125 participants from RAD-PBV and Housing Choice Voucher Programs and will promote linkage to homeownership. A total of 12 FSS information sessions will be offered in the community. • Crisis Intervention/Service Coordination: Approximately 42 cases will receive ongoing services.




STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
				<p>The PROGRESS Center will continue to play a critical role in the ongoing implementation of the FCRHA THRIVE Initiative and Moving to Work program. In FY 2022, the PROGRESS Center will:</p> <ul style="list-style-type: none"> • Launch a Hoarding Intervention Pilot that will assist approximately 25 households with intervention and mitigation of unsafe living conditions related to hoarding. In addition to financial assistance for clean-up, the pilot will also fund clinical intervention that addresses the underlying mental health conditions that lead to hoarding behaviors. • Adapt the MTW Case Management program – rebranded as Step Ahead – to better meet the needs of residents in the virtual, post-COVID environment. <p>See also Line 3.4.</p>
3.4	<p>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE</p>		<p>Moving to Work/Continuing Implementation of THRIVE: The FCRHA has received designation as a Moving to Work agency, which will facilitate the full implementation of the Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative. The MTW designation will allow the FCRHA to:</p> <ul style="list-style-type: none"> • Create a housing continuum that seamlessly joins together the County’s housing programs – including RAD-PBV and Housing Choice Vouchers - and establishes goals to help residents move toward self-sufficiency. • Expand its already strong community partnerships with non-profit organizations to provide self-sufficiency services ranging from “ready-to-rent” training, to job readiness, through homebuyer education and beyond. • Reduce the burden both on staff and residents related to such things as re-certifications and inspections, which will allow staff to focus more on people – not paperwork. 	<p>In FY 2022, the FCRHA will begin a multi-year planning process related to its MTW long-term goals, which are a requirement of its MTW Plan. Among the steps to be taken are to further the efforts of the FCRHA to preserve and develop affordable housing and provide greater opportunities for individuals and families through housing mobility options and self-sufficiency tools. The FCRHA will continue to monitor several important policies designed to decrease the cost of assistance to families in the Housing Choice Voucher Program and will also continue to monitor the impacts of the COVID-19 pandemic on residents. See also Lines 1.2, 1.3, 2.1, 3.1, 3.3, and 3.5.</p>


STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
3.5	HOMELESSNESS SPECIAL NEEDS		Rental Subsidy and Services Program: HCD will continue to administer the Rental Subsidy and Services Program (RSSP) (formerly called Bridging Affordability). 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.	Ongoing. It is anticipated that RSSP will continue to serve homeless individuals and families and the county's special needs populations, including victims of domestic violence and individuals with physical and/or sensory disabilities. A total of approximately 105 new households are expected to be served in FY 2022. See Lines 1.2, 1.4, and 3.1.
3.6	HOMELESSNESS SPECIAL NEEDS		Tenant Based Rental Assistance Program: Use federal HOME-funded vouchers to serve homeless populations and persons with special needs.	<i>Non-Elderly Disabled:</i> It is anticipated that approximately 3 non-elderly disabled households will be served with TBRA voucher turnover.
3.7	HOMELESSNESS SPECIAL NEEDS		Emergency Solutions Grants: Partial support of prevention and rapid re-housing activities for homeless individuals and families.	Emergency Solutions Grants (ESG) will continue to support homelessness prevention and rapid re-housing activities in FY 2022 and the general management, oversight and coordination of ESG-funded programs. Emergency Solutions Grant Coronavirus Relief Funding (ESG-CV) will also be used to support temporary emergency shelter operations as well as rapid re-housing. ESG and ESG-CV is administered by HCD's Office to Prevent and End Homelessness.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
3.8	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Serving Households with Disabilities: A portion of annual admissions to the Housing Choice Voucher program and RAD-PBV come from a special preference admissions pool that are referred through the Fairfax-Falls Church Community Services Board (CSB) or non-profit organizations.	Ongoing. Staff will continue to work with CSB and other partners to coordinate delivery of services to persons with disabilities. This coordination is a critical link to the homelessness goal in the Housing Blueprint. In addition to the preferences in the FCRHA's federal programs, it is anticipated that approximately 28 new households with disabilities will be served in the R SSP. In addition, as part of Moving to Work, R SSP serves as a gateway into the FCRHA Housing Continuum and will continue to operate in FY 2022. The FCRHA will continue to explore opportunities to convert additional RAD-PBV and FCRP units to accessibility. See also Lines 1.4 and 3.1.
3.9	HOMELESSNESS		Challenge of Homelessness: Identify opportunities to provide specialized rental housing consistent with homelessness efforts.	Magnified by the COVID-19 pandemic, HCD provided and will continue to provide life-saving shelter assistance for individuals experiencing homelessness. In addition, In FY 2022 it is anticipated that the FCRHA will use existing resources to achieve the following: Tenant Based Rental Assistance turnover (federal): 3 ; Housing Choice Voucher turnover – Homeless Preference (federal): 20 ; Rental Subsidy and Services Program: 70 new households ; Continuum of Care – turnover (federal): 40 households The Rental Subsidy and Services Program will continue to focus on homelessness and people with disabilities in FY 2022. See also Lines 1.2, 3.1, and 3.5.
3.10	HOMELESSNESS		Family Unification Efforts: Use special federal Family Unification Program (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. See also Line 3.1.	Ongoing. Continue to keep the lines of communication open with the FCRHA's partners at the Fairfax County Department of Family Services (DFS) to ensure that families are issued FUP vouchers to allow these families to find adequate housing in order to keep families from being separated or to bring families together. There are currently 175 FUP vouchers allocated to Fairfax County.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
3.11	SPECIAL NEEDS		Mainstream Housing Choice Vouchers: Apply 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.	In FY 2022, the FCRHA will continue to utilize the 225 Mainstream Housing Choice Vouchers awarded by HUD. HCD's Office to Prevent and End Homelessness will continue to work in partnership with the ENDependence Center, CSB, and DFS, for non-elderly disabled individuals.
3.12	HOMELESSNESS SPECIAL NEEDS		Admissions Policies and Housing Options: Explore increased flexibility in FCRHA admissions policies concerning serving persons with special needs.	In FY 2022, FCRHA staff will continue to explore options for greater flexibility in admissions policies. Staff will continue to work with partners on housing options with wrap-around services for special needs populations. Staff will continue to utilize a waiting list preference that was afforded to homeless families referred from OPEH. This preference provides for placement of these families on the Housing Choice Voucher and RAD-PBV waiting lists with a priority as part of the Moving to Work Housing Continuum. In addition, it is anticipated that the FCRHA will be in its fifth year of administering the State Rental Assistance Program (SRAP). (See Line 3.13.) HCD will also be administering an allotment of 225 Mainstream vouchers awarded by HUD. HCD will establish a special Mainstream preference that specifically targets non-elderly families with a household member with disabilities who are transitioning out of an institutional or other segregated setting, at risk of institutionalization, homeless, or at risk of homelessness. See also Line 3.11.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
3.13	SPECIAL NEEDS		<p>State Rental Assistance Program (SRAP): Participants with intellectual and other developmental disabilities receive financial assistance to rent privately-owned housing units. The Virginia Department of Behavioral Health and Developmental Services (DBHDS) in partnership with the FCRHA and HCD administer this state-funded rental subsidy program for Fairfax County, and for the City of Fairfax, and the Towns of Herndon, Vienna and Clifton. SRAP is administered in coordination with disability support services provided through Virginia’s Medicaid Waiver programs, and Fairfax-Falls Church Community Services Board.</p>	<p>A total of 123 SRAP households will be served in FY 2022. In addition, the FCRHA has begun awarding “project-based” SRAP certificates in new construction being supported by the FCRHA through financing and public/private partnerships on its land.</p>

STRATEGY:

- **Homeownership and Relocation Services**

GOALS:

- To increase affordable homeownership opportunities for residents with low- and moderate-incomes.
- To provide relocation assistance and monitoring to ensure compliance with federally-mandated Uniform Relocation Act and Fairfax County Voluntary Relocation Assistance Guidelines.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



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HIGHLIGHTS

- Under the First-Time Homebuyers (FTHB) Program, There were 43 new homeowners in FY 2020, including three new Housing Choice Voucher homeowners. Additionally, 39 households were able to purchase market-rate homes in Fairfax County with the assistance of \$14,029,400 in Virginia Housing funds administered through FCRHA sponsorship of the funds. This funding reduced the interest rate by one percent, making homes more affordable.

- Seven out of the 43 new homeowners purchased Workforce Dwelling Units (WDUs) in FY 2020.
- HCD monitors Affordable Dwelling Unit purchasers to ensure continued compliance with covenants, particularly with respect to refinancing. A total of 680 Annual Owner Occupancy certifications were conducted in FY 2020.
- During FY 2020, staff conducted 14 project reviews for compliance with the federal Uniform Relocation Act (URA), including the Robinson Square Relocation Plan, and the Fairfax County Voluntary Relocation Assistance Guidelines. Additionally, 84 families were relocated to renovated units within Murraygate in FY 2020 due to the major renovations needed in each unit.
- In FY 2020, the average income of new first-time homebuyers in the FTHB Program was \$55,065. The average FTHB unit sales price was \$181,000, while the average WDU sold for \$306,000.

STRATEGY:

Homeownership and Relocation Services: *Provide services and affordable units for purchase through the First-Time Homebuyers (FTHB) Program. Provide technical assistance to developers and tenants to mitigate the effects of displacement.*

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
4.1	WORKING FAMILIES WORKFORCE		<p>Homeownership Division and First-Time Homebuyers Program: Provides access to financing and homeownership training for Fairfax County first-time homebuyers purchasing for-sale FTHB units and Workforce Dwelling Units.</p> <p><i>Focus on Compliance:</i> Monitors refinancing of FTHB units by owners. Compliance monitoring is undertaken to ensure the FCRHA receives the required equity share contribution to the Housing Trust Fund (HTF).</p>	<p>In FY 2022 it is anticipated that the Fairfax County First-Time Homebuyers Program will facilitate home purchases by 40 first-time homebuyers.</p>
4.2	WORKING FAMILIES WORKFORCE		<p>Housing Choice Voucher Homeownership Program: Provides up to 25 Housing Choice Vouchers (HCV) to move HCV participants to homeownership. The First-Time Homebuyers Program will affirmatively market to households coming out of the Housing Continuum. See Line 3.4.</p>	<p>In FY 2022, it is estimated there will be 20 HCV homeowners on the program. Staff is working with residents requesting RAD vouchers to move in instances where they are eligible to purchase a home with their voucher, and continue to market to and serve HCV participants and move them toward homeownership and greater self-sufficiency, focusing on families currently in the Family Self-Sufficiency Program.</p> <p>As the FCRHA prioritizes families leaving homelessness on its HCV Program, it is taking longer for families to prepare for homeownership.</p>
4.3	WORKFORCE		<p>Workforce Housing: Implementation of the County's workforce housing policy in coordination with the Department of Planning and Development. The first WDU for-sale units were available in FY 2019.</p>	<p>In FY 2022, it is estimated that 50 new for-sale WDUs will be available for purchase by families with income ranging from 60 percent up to 120 percent of AML.</p>
4.4	WORKING FAMILIES WORKFORCE		<p>Moderate Income Direct Sales (MIDS) Program: Administration of purchases and re-sales of MIDS units to first-time homebuyers and qualified non-profits. Ongoing program compliance.</p>	<p>See Line 1.3. Approximately 80 MIDS units remain with deed restrictions on the property.</p>
4.5	WORKING FAMILIES WORKFORCE		<p>Language access for homeownership clients</p>	<p>In FY 2022, program brochures will continue to be provided to homeownership clients in a variety of languages. Interpreters are provided upon request at any homeownership class. In addition, HUD-certified Housing Counselors provide homeownership education classes in a variety of languages.</p>

STRATEGY: Homeownership and Relocation Services

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
4.6	SPECIAL NEEDS WORKING FAMILIES WORKFORCE		Relocation Program: Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2022, staff will continue to provide technical assistance for programs using federal funds under the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended (URA) and Section 104(d) of the Housing and Community Development Act of 1974; Fairfax County Voluntary Relocation Guidelines; and the Code of Fairfax County and the Code of Virginia as they pertain to Condominium conversion projects. Relocation guidance continues to be provided to private developers and that activity has increased over previous years. See also Line 1.1, 1.5, and 2.1.
4.7	WORKING FAMILIES WORKFORCE		Compliance Monitoring and Counseling: Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to refinancing.	See Line 4.1. HCD estimates the number of refinance requests it will monitor for compliance with FTHB Program covenant restrictions as 50 for FY 2022.

STRATEGY:

- **FCRHA/HCD Program Planning, Development and Management**

GOALS:

- To ensure fulfillment of the FCRHA/HCD mission through administrative functions.
- To set priorities and a strategic vision for the FCRHA/HCD and with the community.
- To manage the day-to-day operations of the FCRHA/HCD.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



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HIGHLIGHTS

- In FY 2020 HCD continued the implementation of organizational structure changes recommended in the 2018 assessment conducted by Quadel Consulting. In particular, the previously separate divisions of Property Management, Property Improvement and Maintenance (PIMD), and Asset Management, were combined into the Rental Housing Division to achieve further integration, efficiencies and innovation. The Home Repair for the Elderly Program was realigned under PIMD. In Real Estate Development, new positions were added to strategically align professional resources and countywide collaboration on affordable housing priorities, land use planning, policy and development. Lastly, The Office to Prevent and End Homelessness (OPEH) merged with HCD on July 1, 2020. HCD and OPEH staff spent the preceding months to ensure a smooth transition and plan for change management initiatives. This integration effort continued into FY 2021.
- In September 2020, the FCRHA approved the adoption of an Intergovernmental Collaboration Agreement with the Metropolitan Council of Governments (COG) and other local jurisdictions in the DC-VA-MD Region to collaborate on a Regional Analysis of Impediments (RAI) to Fair Housing. The agreement required COG to procure a consultant to perform the RAI and to administer the consultant contract with input from the constituent jurisdictions and Public Housing Authorities involved in the agreement. The RAI was to include both local analysis of each constituent jurisdiction (including local goals and strategies to further fair housing) as well as shared regional strategies to strengthen local actions.
- HCD continues to undertake projects that have been carefully assessed, that meet community needs, and that are aligned with the agency's strategic plan and the County's strategic vision. HCD consistently works to identify and secure resources to leverage County investments.

STRATEGY: FCRHA/HCD Program Planning, Development and Management

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2022
5.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		Communitywide Housing Strategic Plan: HCD and the FCRHA will lead the development and implementation of a communitywide strategic plan for housing, similar to the effort which resulted in the recently-adopted <i>Strategic Plan for the Economic Success of Fairfax County</i> .	In June 2018 (FY 2018), the Board of Supervisors adopted Phase 1, which includes 25 strategies that Fairfax County could take within one to two years and with no new additional public resources to begin to produce and preserve more affordable and workforce housing. Phase 1 is substantially completed, yet due to the COVID-19 pandemic, some strategies are still in progress. Staff continues to provide updates to the Board of Supervisors on the Phase 1 strategies. Phase 2 of the strategic plan, which focuses on identifying housing resources to meet housing needs over the next 15 years, was completed in coordination with the Board's Affordable Housing Resources Panel. Several of those recommendations were accepted by the Board, including a goal to develop at least 5,000 new units, affordable to households earning 60% AMI and below, by 2034. It is anticipated that additional units will be developed in FY 2022 to move toward that overall goal.

STRATEGY: FCRHA/HCD Program Planning, Development and Management

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
5.2	<p>HOMELESSNESS</p> <p>SPECIAL NEEDS</p> <p>WORKING FAMILIES</p> <p>WORKFORCE</p>		<p>Affordable Housing Advisory Committee (AHAC): In 2005, the AHAC was established for the Affordable Housing Development and Investment Fund (formerly known as the Penny Fund). AHAC has been instrumental in establishing important County housing initiatives such as the Housing Blueprint and the Communitywide Housing Strategic Plan. The proposed Fiscal Year 2022 rechartering of AHAC would expand the purpose and rename AHAC to the Affordable Housing Advisory <u>Council</u>.</p>	<p>As part of its report to the Board of Supervisors, the Affordable Housing Resources Panel recommended that AHAC be reconstituted and charged with monitoring progress and providing advice on Phase 1 and Phase 2 of the Communitywide Housing Strategic Plan. AHAC intends to propose this rechartering to the Board of Supervisors to include the Continuum of Care (CoC) as a committee of the rechartered AHAC for Fiscal Year 2022. The proposed Fiscal Year 2022 rechartering of AHAC would expand the purpose and rename AHAC to the Affordable Housing Advisory <u>Council</u>, and incorporate the CoC Committee as a committee of the newly rechartered AHAC.</p> <p>The proposed new purpose of AHAC: Recognizing that housing is foundational for all, the purpose of the Council is to provide recommendations to the Board of Supervisors, consistent with the One Fairfax initiative, regarding the implementation and achievement of the Communitywide Housing Strategic Plan, the Preservation Task Force, County resource requirements identified in the annual Budget Guidance as well as recommendations on overarching policies and programs that synthesize County efforts related to both housing affordability and homelessness.</p> <p>The proposed new purpose of the CoC Committee: As a Committee of the Council, the purpose of the Continuum of Care Committee is to provide community leadership and policy guidance, consistent with the One Fairfax policy, to ensure the successful end to homelessness in the Fairfax-Falls Church community. The Committee serves as the U.S. Department of Housing and Urban Development (HUD) recognized decision making body for the Continuum of Care Rule 24 CFR 578, Subpart B, entitled “Establishing and Operating a Continuum of Care.”</p>

STRATEGY: FCRHA/HCD Program Planning, Development and Management

SP Line	BLUEPRINT GOALS	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2022
5.3			Grants Compliance; CDBG and HOME Strategies: Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments in programs and activities. Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.`	Ongoing. Staff will continue providing technical assistance and monitoring of CDBG and HOME activities to ensure program compliance and successful outcomes.
5.4	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		Consolidated Community Funding Pool: Management of CCFP and staffing the Consolidated Community Funding Advisory Committee.	Ongoing.

STRATEGY:

FCRHA/HCD Program Planning, Development and Management

County-wide Vision Elements that Apply



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SP Line	Description of Current Projects	
5.5	Multi-lingual access: Ongoing. The Public Affairs unit will continue to ensure the effective and efficient use of language translation and interpretation services to serve the needs of the diverse community at in-person events, virtual events, on the internet and via telephone.	
5.6	Public Participation: Ongoing. FCRHA will ensure a coherent public participation process that is reflective of the One Fairfax Policy and promotes public ownership of its policies and practices.	
5.7	Social Media strategy: The FCRHA has enhanced its followership on its Facebook account by 25% in FY 2020 and has continued to enhance both the variety and frequency of information available on this platform. The FCRHA will continue to advance its cooperation with other County accounts to incorporate housing messages to targeted audiences across the county – such as older adults, individuals with disabilities, etc. The FCRHA will continue to focus on advancing the use of video and visual graphics to create more engaging collateral and enhance followership.	
5.8	Strategic Communications: The FCRHA and HCD has made great strides to advance the efficiency and usability of web content and increasing the use of video in telling the story of affordable housing. Both the FCRHA and HCD websites have initiated a phased redesign, and video and graphical portrayals of information will be a continuing point of focus in the coming year as will be the incorporation of enhanced language accessibility tools on the Fairfax County website. In accordance with HCD's One Fairfax Equity Implementation Plan, action will be taken to imbed a social and racial equity focus in strategic communications.	
5.9	Non-profit information sharing and partnerships: HCD will continue to inform its non-profit partners regarding important HCD initiatives as well as updates regarding changes to housing programs that may impact their clients. Continue to promote partnerships with non-profit and community-based organizations; provide education/outreach on the work of the FCRHA and affordable housing in general.	

STRATEGY:

FCRHA/HCD Program Planning, Development and Management

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



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SP Line	Description of Current Projects	
5.10	<p>Reserve for housing emergencies and opportunities: HCD continues to keep a small reserve for emergency maintenance work in the Housing Trust Fund. Staff will continue to identify opportunities to increase this reserve, as needed.</p> <p>A HUD-required reserve for RAD-PBV capital needs is also being maintained. In addition, a capital reserve was created in FY 2020 for the Fairfax County Rental Program Fund properties for 1% of revenues earned.</p>	
5.11	<p>Project Selection and Leveraging: Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk. Undertake projects that will maximize leverage and encourage public-private partnerships. In accordance with HCD's One Fairfax Equity Implementation Plan, action will be taken to imbed a social and racial equity focus in the selection and leveraging of projects.</p>	
5.12	<p>Maximizing Organizational Effectiveness: Due to the COVID-19 pandemic, HCD staff partnered with the Health Department in a rapid response effort to ensure the public health at all FCRHA properties – including implementing new operational procedures and engagement strategies to ensure that the FCRHA's residents' needs are met. Such practices will continue while the pandemic exists.</p> <p>HCD's Financial Management staff made adjustments in the way they conducted financial reporting, auditing, processing, and procurement to keep a smooth workflow for HCD throughout the pandemic.</p> <p>HCD will transition to a third-party management model in FY 2022. Organizational structure, procedures, staffing and funding alignment will be adjusted to the new model. HCD will also look to further streamline its business process in follow-up to the merger with OPEH in FY 2021.</p>	
5.13	<p>Human Capital Development: HCD strives to further career development and professionalism among its employees.</p> <p>As part of HCD's Succession Planning effort, HCD will continue to promote participation in the County's mentorship program, leadership training curriculum, executive coaching and other development opportunities. To encourage professional growth and expertise within the housing industry, HCD will encourage attendance at professional conferences, including MTW, Yardi, Affordable Housing Management Association (AHMA) and the Virginia Governor's Housing Conference, within budgetary constraints.</p> <p>As part of the HCD One Fairfax Impact Plan, HCD will educate staff on topics of equity, diversity and inclusion, to further the achievement of One Fairfax goals.</p>	

STRATEGY:

FCRHA/HCD Program Planning, Development and Management

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places

SP Line	Description of Current Projects	
5.14	<p>Administrative Systems and GIS: Explore options to improve the interface between Yardi and FOCUS. Continue to upgrade or replace current systems to increase administrative efficiency. Utilize GIS in programs and data analysis. Ensure staff attend County software trainings in order to maximize their use of corporate software systems.</p> <p>As a result of the COVID-19 pandemic, HCD has revolutionized the way it uses technology to accomplish its mission with initiatives such as its Remote Video Inspections program, holding virtual meetings, and adapting to a new office dynamic with telework, flexed schedules and more.</p> <p>HCD Human Resources will pilot a new onboarding portal for new hires – NeoGov Onboard - in late FY 2021, with full implementation to take place in FY 2022.</p> <p>HCD will implement file digitalization software to streamline records management of resident files.</p>	
5.15	<p>Staff Communications: HCD will complete the transition from the Housing Network News (HNN) platform entirely to SharePoint and begin to create and launch resource pages in support of agency business unit functions. HCD will continue to utilize and promote regular followership and interaction on HCDaily – the agency's employee information blog. In accordance with HCD's One Fairfax Equity Implementation Plan, action will be taken to imbed a social and racial equity focus in staff communications.</p>	

FY 2022 HCD/FCRHA Advertised Budget

Fund #	Fund	Advertised Revenues	Advertised Expenditures
001	General Fund	\$ 7,965,626	\$ 7,965,626
001	General Fund - OPEH	\$ 17,209,426	\$ 17,209,426
30300	Affordable Housing Development and Investment	\$ 19,670,000	\$ 19,670,000
30310	Housing Assistance Program - closed 6-30-20	\$ -	\$ -
40300	Housing Trust Fund	\$ 3,667,191	\$ 3,667,191
40330	Elderly Housing Program	\$ 2,394,815	\$ 2,433,259
40360	Homeowner/Business Loan Program - closed 6-30-20	\$ -	\$ -
50800	CDBG	\$ 5,960,799	\$ 5,960,799
50810	HOME	\$ 2,141,854	\$ 2,141,854
81000	FCRHA General Operating	\$ 3,626,199	\$ 6,173,706
81050	FCRHA Private Financing - closed 6-30-20	\$ -	\$ -
81060	FCRHA Internal Service Fund	\$ 2,303,444	\$ 2,303,444
81100	FCRP	\$ 988,326	\$ 794,852
81200	Housing Partnerships	\$ -	\$ -
81300	RAD-PBV	\$ 200,770	\$ 200,770
81500	Housing Grants	\$ 2,774,706	\$ 2,742,012
81510	Section 8/HCV	\$ 77,144,133	\$ 76,990,792
	Subtotal	\$ 146,047,289	\$ 148,253,731
	Less Internal Service Fund (ISF)	\$ 2,303,444	\$ 2,303,444
	Total Advertised Budget Less ISF (All Housing Funds)	\$ 143,743,845	\$ 145,950,287