

# Housing and Community Development Program Overview

## Introduction

The Housing Overview describes the programs and projects operated by the Fairfax County Department of Housing and Community Development (HCD) and the Fairfax County Redevelopment and Housing Authority (FCRHA), and the multiple sources of funds that support these activities.

As a County agency, HCD undertakes many programs on behalf of the Board of Supervisors. HCD also serves as the administrative arm of the FCRHA, a separate legal entity that was established in 1966 pursuant to Chapter 1, Title 36 of the Code of Virginia. FCRHA's roles include planning, design, production, rehabilitation, and maintenance of housing for households with low- and moderate-incomes and assisting in the revitalization of neighborhoods. Eleven Commissioners are appointed to the FCRHA for four-year terms by the Board of Supervisors. A chairman and vice-chairman are then selected by a vote of the commissioners.

Operations are supported by County funds, FCRHA revenue bonds, federal grants, private capital, revenue from program operations (e.g., developer fees, tenant rents and loan repayments), and interest income. These complex funding streams require multiple funds and, as a result, HCD will administer 13 funds in FY 2021. HCD has reduced the number of funds it has managed over the past few years and will continue this effort to gain financial and operational efficiency. Some funds are appropriated by the Board of Supervisors, while others are allocated by the FCRHA, and all funds are presented in the budget documents to provide a complete financial overview. Of the 13 funds administered by HCD, six are appropriated by the Fairfax County Board of Supervisors and seven are non-appropriated funds allocated by the FCRHA. These 13 funds encompass all of HCD/FCRHA's operations with the exception of developments that are operated by outside management companies under contract with the FCRHA and/or are owned by the FCRHA in partnership with private investors. Separate financial records are maintained for these developments. It should be noted that the FY 2021 Adopted Budget Plan also includes three funds, Fund 30310, Housing Assistance Program; Fund 40360, Homeowner and Business Loan Programs; and Fund 81050, FCRHA Private Financing, which are closed and consolidated into other funds. See those individual fund narratives for more details.

As part of the FY 2021 budget process, an organizational review of functions provided by Agency 73, the Office to Prevent and End Homelessness (OPEH), was conducted and an analysis of intersecting functions determined that operational efficiencies could be generated by consolidating these functions and resources into Agency 38, Housing and Community Development. OPEH is responsible for the day-to-day oversight and management of the Ten-Year Plan to Prevent and End Homelessness in the Fairfax-Falls Church community, and the management, oversight, and operation of many of the homeless services provided by the County. In FY 2021, these functions will be administered by HCD.

FY 2021 anticipated expenditures supporting HCD and FCRHA activities total \$153,420,816, including \$26,716,353 in General Fund support, \$31,683,541 in other County appropriated funds, and \$95,020,922 in Non-County appropriated funds. The FY 2021 Adopted Budget Plan reflects an increase of \$14.6 million, or 10.5 percent, over the FY 2020 Adopted Budget Plan. This increase is primarily attributable to the consolidation of OPEH into HCD. Total revenue for FY 2021 is anticipated to be \$152,363,419, including federal/state sources of \$79,117,632, or 51.9 percent of the total. More detailed descriptions of FY 2021 funding levels may be found in the narratives for each fund. This Overview also provides summary information on the organization, staffing, and consolidated budget for the County's housing programs.

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**Mission** To create and preserve affordable housing and caring, livable communities; to serve the diverse needs of Fairfax County's residents through innovative programs, partnerships and effective stewardship; and to foster a respectful, supportive workplace.

**Focus** HCD connects with the residents of Fairfax County at their roots – their homes, neighborhoods, and communities. All HCD programs, activities, and services revolve around this important connection. There are four service areas:

- Affordable Housing Development, Preservation, and Sustainability;
- Affordable Rental Housing, Property Management, and Maintenance;
- Tenant Subsidies and Resident Services; and,
- Homeownership and Relocation Services.

It should be noted that functions and programs cross these four service areas, making resource allocation to each service area challenging. It is possible, however, to highlight the main functions included in each service area.

## Affordable Housing Development, Preservation and Sustainability

HCD, as the administrative staff of the FCRHA, uses FCRHA financing to design and build new housing units that are affordable to a range of low- and moderate-income households, helping to ensure a wider range of housing options for County residents. The FCRHA directly finances the development and preservation of affordable housing units and fosters the creation of additional affordable and workforce units by the private sector. Through rehabilitation of existing units, the FCRHA and HCD help people stay in their homes. There is a significant need for affordable and workforce housing in the County. Currently, there is an estimated gap of over 30,000 rental homes affordable to low- and moderate-income families earning up to 80 percent of the Area Median Income (AMI).

In 2018, the Fairfax County Board of Supervisors approved Phase I of the Communitywide Housing Strategic Plan, which established twenty-five strategies to start the process for expanding housing options for future and current County residents and workers. The Phase I Report identified a projected need over the next 15 years of more than 62,000 new housing units at all income levels, including almost 15,000 new units for families earning 60 percent of AMI and below. With the stagnation of federal funding for affordable housing development over the last several years, the burden to produce and preserve enough housing to meet the significant need will fall to Fairfax County. In addition, the Fairfax County Board of Supervisors directed staff to develop Phase II recommendations for the number of housing units that should be developed over the next 15 years, as well as the funding needed and other creative solutions to be used to deliver those units.

In 2019, the Affordable Housing Resources Panel (AHRP), a group of citizens tasked by the Board of Supervisors to develop recommendations for Phase II of the Communitywide Housing Strategic Plan, presented its report to the Board's Budget Committee. Included among the AHRP's recommendations were to: 1) produce a minimum of 5,000 new units affordable to households earning up to 60 percent of AMI over the next fifteen years; 2) allocate the equivalence of an additional penny on the Real Estate Tax rate to support this production starting in FY 2021; 3) achieve no net loss of total "market affordable" rental units in Fairfax County.

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Adopted by the Board of Supervisors in April 2019, FY 2021 Budget Guidance directed staff to implement the Affordable Housing Resource Panel's (AHRP) Phase II recommendations as part of the communitywide housing strategic plan. Phase II of the plan requires action in five strategic categories:

- Need, new production goals, and resources
- Preservation of affordable housing units
- Land use policies and regulations
- Institutional capacity
- Community awareness and legislative priorities

In FY 2020, including the \$5 million added to the Housing Blueprint as part of the *FY 2019 Third Quarter Review*, total resources for affordable housing totaled more than \$140 million including County, federal and all other revenue sources.

## Preservation

Over the past several years, a total of 3,016 affordable units have been preserved for both homeownership and rental purposes in a variety of large and small projects. Preservation successes include the following projects: Janna Lee Village (Lee District); Hollybrook II (Mason District); Coralain Gardens (Mason District); Sunset Park Apartments (Mason District); Mount Vernon House (Mount Vernon District); Madison Ridge (Sully District); Crescent Apartments (Hunter Mill District); Wedgewood Apartments (Mason District); Huntington Gardens (Lee District); and Wexford Manor (Providence District). As of the end of June 2019, the FCRHA owned or operated over 3,800 apartments, townhouses, senior retirement homes, assisted living facilities, and specialized housing units at numerous properties.

## Housing Blueprint

The Housing Blueprint (Blueprint) was created in the wake of the 2007 recession to focus affordable housing policies and resources on serving those with the greatest need, including homeless families and individuals, persons with special needs, and households with extremely low incomes. The Blueprint has four current goals: 1) to prevent and end homelessness in ten years; 2) to provide affordable housing opportunities to those with special needs; 3) to meet the affordable housing needs of low income working families; and 4) to produce workforce housing sufficient to accommodate projected job growth.

## Affordable/Workforce Housing

The Board of Supervisors created a Workforce Housing Program through amendments to the Fairfax County Comprehensive Plan and Zoning Ordinance, and the adoption of a new Board policy. The Workforce Housing Program, based on the recommendations of the Board-appointed High-Rise Affordability Panel, is a proffer-based incentive system to encourage developers to provide workforce housing in the County's mixed-use development centers. The Board's action sets forth the expectation that 12 percent of all new residential units will be affordable to a range of moderate incomes up to 120 percent of the AMI. Through FY 2019, a total of 9,326 Workforce Dwelling Units (WDUs) have been committed by private developers in rezoning actions approved by the Board of Supervisors, of which 1,477 rental WDUs and 22 homeownership WDUs have been constructed.

## Affordable Housing Development Activities

HCD, in conjunction with the FCRHA, facilitates the development of affordable housing by non-profit and for-profit developers through incentives and financing. HCD and the FCRHA also build and own housing for low- and moderate-income families and individuals, as well as households with special

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needs. In addition, the FCRHA partners with private investors through limited partnerships to develop and operate affordable housing under the Virginia Public-Private Educational Facilities Infrastructure Act (PPEA). The Residences at the Government Center (Braddock District) was recently completed under this procurement method and HCD and the FCRHA are actively engaged in additional PPEA projects including North Hill (Mount Vernon District), One University (Braddock District) and Oakwood (Lee District). The FCRHA will be progressing with Autumn Willow (Springfield District) and moving forward with a development at Route 50/West Ox Road (Sully District). In addition, Murraygate Village Apartments (Lee District) is currently being renovated and Little River Glen IV (Braddock District) has started design. HCD and FCRHA are also working with private developers to provide affordable housing through both the Arrowbrook (Dranesville District) and Arden (Mount Vernon District) projects. Many of the development projects are planned to be public private partnership developments in order to leverage financing and provide the greatest value to the residents of Fairfax County.

## **Home Repair for the Elderly**

The Home Repair for the Elderly Program assists elderly residents with basic home repairs, thereby enabling them to remain in their homes safely and helping to preserve older neighborhoods. In FY 2019, 117 households were served. In FY 2021, as a result of the closure of Fund 40360, Homeowner and Business Loan Programs, the Home Repair for the Elderly Program will operate out of Fund 40330, Elderly Housing Programs.

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

HCD manages and cares for the FCRHA's stock of affordable housing units and the people who live in them. Effective management and maintenance of the properties benefits both the residents who deserve safe and well-kept housing, and the surrounding community through the successful integration of the units within the County's neighborhoods. Funding challenges persist as rents paid by tenants are growing at a slower rate than expenses, and additional federal resources are unlikely. Maintaining affordable rents and providing necessary property maintenance remain a challenge.

## **FCRHA Rental Housing Programs**

The Rental Housing Program includes properties owned by the FCRHA, as well as properties owned by limited partnerships affiliated with the FCRHA. In addition, it encompasses units owned by the FCRHA and operated under Rental Assistance Demonstration (RAD). Rental properties for low income families are managed through Fund 40330, Elderly Housing Programs, Fund 81100, Fairfax County Rental Program (FCRP), Fund 81200, Housing Partnerships, Fund 81300, RAD – Project-Based Voucher (PBV), and Fund 81510, Housing Choice Voucher (HCV). In FY 2019, the average income of households served in FCRHA's major multifamily affordable rental housing and tenant subsidy programs was approximately \$26,400, or 27 percent of the AMI for a family of two (the average household size in these programs). This meets the United States Department of Housing and Urban Development (HUD) definition of extremely low income. A total of 18,445 individuals were housed through HCV, RAD-PBV and the FCRP programs in FY 2019. As a Moving to Work (MTW) Public Housing Authority, the FCRHA is granted flexibility to test innovative, locally designed strategies to improve cost-effectiveness and help families achieve self-sufficiency.

## **Rental Assistance Demonstration – Project-Based Voucher (RAD-PBV)**

In FY 2018, the FCRHA successfully converted its stock of public housing subsidized units to a project-based voucher subsidy model under the HUD Rental Assistance Demonstration program. Conversion to RAD has numerous advantages, including providing more mobility for residents than conventional public housing, as well as allowing the FCRHA to leverage private equity to secure resources needed to address critical capital improvements on aging public housing units. There are 1,065 units available as part of the RAD-PBV program.

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## **Affordable Adult Housing and Assisted Living**

HCD and the FCRHA provide 482 affordable active adult rental apartments in Fairfax, Herndon, Springfield, Lincolnia, and the Mount Vernon/Gum Springs areas of Fairfax County, including the 90-unit Olley Glen facility. In addition, 112 beds of assisted living in Braddock Glen in Fairfax (Braddock District) and the Lincolnia Senior Center and Residence in Alexandria (Mason District) are also provided.

## **Tenant Subsidies and Resident Services**

HCD facilitates the provision of decent, safe, and affordable housing in the private market for families with low incomes. By providing participants with the necessary tools through supportive services that will help them move along the housing continuum to self-sufficiency, HCD strives to encourage economic development and continued availability of affordable housing units for those in need. Tenant subsidies are significantly impacted by changes in federal policy and funding, as well as local rental market dynamics. Low- and extremely-low income families often face barriers to obtaining private market rate housing, such as poor credit, lack of affordable child care, 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.

## **Bridging Affordability Program**

The Bridging Affordability Program was designed for rental subsidies or capital for the acquisition of additional affordable units to address the homelessness and waiting list goals of the Housing Blueprint. Since FY 2011, a consortium of non-profit organizations has administered this program to collaboratively provide rental subsidies and an array of supportive services to program participants. Through FY 2019, a total of 611 households have leased up through the Bridging Affordability Program and 85 percent of those who have exited the program have "bridged" to sustainable housing. Many have bridged to FCRHA housing programs (RAD – PBV units or Housing Choice Vouchers). The average income of all households served by the Bridging Affordability program in FY 2019 was \$21,537, or approximately 18 percent of AMI for a family of four. The Bridging Affordability Program is funded, subject to annual allocation, with program income from the County-owned Wedgewood Apartments property in Fund 30300, Affordable Housing Development and Investment. As part of the Communitywide Housing Strategic Plan, HCD and other County Partners will work collaboratively to ensure the Bridging Affordability Program is serving those with the greatest need.

## **PROGRESS Center**

In September 2010, HCD established the Partnership for Resident Opportunities, Growth, Resources and Economic Self Sufficiency (PROGRESS) Center. Staff at the Center address client issues that can range from job loss to health issues to residents in crisis. The PROGRESS Center focuses on crisis intervention; employment and training opportunities; and services related to affordable health insurance, emergency medical intervention, adult protection, mental health, and physical and sensory disabilities for program participants. In addition to service coordination, the PROGRESS Center also 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.

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## Homeownership and Relocation Services

HCD helps families with low- and moderate-incomes invest in Fairfax County by becoming homeowners. Many renters in FCRHA-owned properties or programs are able to move along the housing continuum to affordable homeownership. From there, many eventually move onto market rate homeownership. This frees up affordable rental housing for others in the housing continuum. HCD ensures compliance with County and federal programs and requirements.

## **First-Time Homebuyers Program (FTHB)**

This program offers new and resale homes to moderate-income first-time homebuyers at prices below the cost of market-rate units within developments. Fairfax County and the FCRHA have been providing affordable homeownership opportunities since 1988. Article 2, Part 8 of the Fairfax County Zoning Ordinance, the Affordable Dwelling Unit (ADU) Program, became effective July 31, 1990 and was last amended on March 27, 2007. The Fairfax County Board of Supervisors adopted its Workforce Dwelling Unit Administrative Policy Guidelines (Countywide WDU Policy) and its Tysons WDU Administrative Policy Guidelines (Tysons WDU Policy; collectively, the WDU Policy) in 2007. The first for-sale WDUs became available in 2019. These homes are built by private developers in exchange for a density bonus and are located throughout the County.

In FY 2019, FTHB units were subject to continued compliance with covenants, particularly with respect to refinancing, resales, and occupancy requirements. Also, in FY 2019, two new Down Payment Assistance Programs were initiated for low- and moderate-income homebuyers. In FY 2020, a new pilot FTHB Down Payment Assistance Program started and includes approximately \$1,000,000 in Fund 81000, FCRHA General Operating, and provides up to \$20,000 in down payment assistance for 50 FTHBs.

## **Homeownership Resource Center**

The Homeownership Resource Center serves hundreds of people each month, providing information on homeownership, homeownership education, one-on-one and group counseling sessions, opportunities to meet with lenders, applicant briefings and coordination of resources for current and prospective first-time homebuyers. All potential Fairfax County first-time homebuyer participants are provided with a six-hour homeownership education course taught by Virginia Housing Development Authority (VHDA) trained lenders and housing professionals. Completion of the class qualifies graduates to participate in the FTHB Program.

In FY 2019, a total of 10,551 households were served through marketing and outreach efforts, primarily through the Homeownership Resource Center.

## **Pandemic Response and Impact**

HCD and OPEH have responded in unprecedented terms to help residents who are facing housing insecurities as a result of the COVID-19 pandemic. HCD and OPEH have been responsible for accurately administering emergency federal funding provided through the CARES Act including the Community Development Block Grant and Emergency Solutions Grants program. These funds are being used to provide emergency rent and utility assistance; additional support to non-profit organizations; rental income replacement for affordable housing providers; and additional emergency shelter capacity. The rapid administration of these funds will allow many Fairfax County residents to remain in their homes despite economic hardships, help prevent homelessness, and assist with rapid rehousing.

HCD and OPEH have also undergone significant operational changes to ensure the safety of residents and employees. Despite the temporary closure of public offices, HCD front line staff have quickly adapted to ensure households are able to receive assistance, have maintenance issues

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quickly addressed, and have waived many administrative requirements in an effort to help residents find housing and remain housed during the pandemic. The agency has also worked to assist seniors and other residents at-risk, including securing technology to residents in an assisted living facility who are in quarantine. OPEH immediately began efforts to prevent and mitigate the spread of infections among the population of people experiencing homelessness by putting into practice guidance from the Centers for Disease Control and Prevention (CDC) for serving people who were sheltered and unsheltered. Activities included screening program participants for symptoms; promoting social distancing; using personal protective equipment; and facilitating daytime access to bathrooms. CDC recommendations were also implemented as OPEH staff continued maintaining a variety of private- and publicly-owned properties that are used for housing and residential services for vulnerable populations. Privately-owned hotel rooms were also leased for the purposes of isolating homeless and non-homeless people who were infected but could not isolate at home; quarantining those who were exposed or awaiting test results; protecting those at high risk of serious illness; and decompressing the congregate shelter settings to reduce crowding. The use of hotel rooms as additional shelter space required OPEH to replace most of the usual hotel services with new contractors, including on-site management and frontline staff, security, meal delivery, room cleaning and laundry services. CARES funding is anticipated to offset most of the costs associated with this initiative.

During this incredibly difficult situation, HCD and OPEH have acted quickly, and in coordination with each other, to protect those who are experiencing homelessness as well as households that are housed but may be in a precarious situation. Utilizing the best information available and taking advantage of administrative relief offered by housing funders, HCD and OPEH will continue to work together as the COVID-19 situation evolves.

## Performance Measurement Results

Housing and Community Development programs work to implement the Board of Supervisors' Affordable Housing Goal that "opportunities should be available to all who live or work in Fairfax County to purchase or rent safe, decent, affordable housing within their means" and the FCRHA goal to "preserve, expand and facilitate affordable housing opportunities in Fairfax County." These goals will be achieved by providing affordable housing preservation and development; offering technical assistance; arranging financing services in conjunction with the FCRHA, for-profit, and non-profit community partners; managing and maintaining quality affordable rental housing; administering rental housing subsidies in accordance with federal regulations and local policies; and providing homeownership opportunities to eligible households.

### Affordable Housing Preservation

To preserve 3,673 units of affordable housing by the end of fiscal year 2021 and to leverage every \$1 in local funds invested in preservation with \$3 in non-County resources.

In FY 2019, a total of 457 affordable units were preserved, exceeding the estimate of 100 units, and bringing the cumulative number of affordable units preserved to 3,473, which also exceeds the goal of 3,116 units. Regarding the measure for amount of general County funds expended per affordable housing unit preserved, the FY 2019 actual of \$13,625 was far less than the estimate of \$40,000. The amount of funds leveraged per \$1 of County funds for under preserved was \$17, greatly exceeding the estimate of \$3. A total of \$103.2 million in non-County funds were also utilized in the preservation of affordable housing units.

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| Indicator   | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimate/Actual | FY 2020 Estimate | FY 2021 Estimate |
|---|----------------|----------------|-------------------------|------------------|------------------|
| <b>Output:</b>  |                |                |                         |                  |                  |
| Number of affordable housing units preserved                          | 214            | 16             | 100/457                 | 100              | 100              |
| <b>Efficiency:</b>  |                |                |                         |                  |                  |
| Amount of General County funds per affordable housing unit preserved  | \$42,890       | \$0            | \$40,000/\$13,625       | \$40,000         | \$40,000         |
| <b>Service Quality:</b>   |                |                |                         |                  |                  |
| Amount of funds leveraged per \$1 of County funds for units preserved | \$4            | NA             | \$3/\$17                | \$3              | \$3              |
| <b>Outcome:</b>   |                |                |                         |                  |                  |
| Cumulative number of affordable units preserved since April 2004      | 3,000          | 3,016          | 3,116/3,473             | 3,573            | 3,673            |

## Fairfax County Rental Program (FCRP)

To maintain an overall occupancy rate of 95 percent or higher for FCRP multi-family properties.

In FY 2019, there were 2,107 housing units in FCRP, and 5,636 individuals were housed. The occupancy rate was 98 percent, exceeding the target of 95 percent. The average household income served was \$44,584 or 41 percent of the Area Median Income (AMI) for a family of three, thereby meeting the HUD definition of very low-income. This is also close to meeting the goal of serving households with incomes at or below 40 percent of the AMI. Ninety-two percent of re-certifications, excluding active senior properties, were conducted on-time, slightly below the target.

| Indicator   | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimate/Actual | FY 2020 Estimate | FY 2021 Estimate |
|---|----------------|----------------|-------------------------|------------------|------------------|
| <b>Output:</b>  |                |                |                         |                  |                  |
| Individuals housed  | 5,307          | 5,716          | 5,725/5,636             | 5,725            | 5,725            |
| Number of units in program <sup>1</sup>                     | 2,097          | 2,109          | 2,111/2,107             | 2,115            | 2,115            |
| <b>Efficiency: Efficiency:</b>                              |                |                |                         |                  |                  |
| Average income served as a percentage of Area Median Income | 34%            | 36%            | 40%/41%                 | 40%              | 40%              |
| <b>Service Quality:</b>                                     |                |                |                         |                  |                  |
| Percent on-time re-certifications <sup>2</sup>              | 95%            | 92%            | 95%/92%                 | 95%              | 95%              |
| <b>Outcome:</b>   |                |                |                         |                  |                  |
| Occupancy rate  | 94%            | 98%            | 95%/98%                 | 95%              | 95%              |

<sup>1</sup> Includes all FCRP multifamily units, the Woodley Hills mobile home park and the Coan Pond working singles residences; does not include senior housing properties and certain special needs programs

<sup>2</sup> Measure includes all FCRHA-managed FCRP multifamily rental properties, excluding active senior properties.

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## Housing Choice Voucher and RAD-PBV

To obtain a funding utilization rate of 98 percent or higher for the federal Housing Choice Voucher (HCV) and Rental Assistance Demonstration-Project-Based Voucher (RAD-PBV) programs.

The HCV and RAD-PBV programs exceeded the target for FY 2019, housing 12,809 individuals with an average household income of \$18,577. This income level is approximately 19 percent of the Area Median Income (AMI) for a family of two, thereby meeting the HUD definition of extremely low-income. Efficiency and Service Quality program targets were met and surpassed in FY 2019. The voucher funding utilization rate fell below its target for FY 2019 due to the time it takes to lease up in response to anticipated program cuts that did not materialize.

| Indicator  | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimate/Actual | FY 2020 Estimate | FY 2021 Estimate |
|--|----------------|----------------|-------------------------|------------------|------------------|
| <b>Output:</b>   |                |                |                         |                  |                  |
| Individuals housed <sup>1</sup>  | N/A            | 12,380         | 12,480/12,809           | 12,480           | 12,480           |
| HCV  | 9,541          | N/A            | N/A                     | N/A              | N/A              |
| RAD-PBV <sup>2</sup>   | 2,651          | N/A            | N/A                     | N/A              | N/A              |
| <b>Efficiency:</b>   |                |                |                         |                  |                  |
| Average income served as a percentage of Area Median Income <sup>1</sup> | N/A            | 19%            | 20%/19%                 | 25%              | 25%              |
| HCV  | 17%            | N/A            | N/A                     | N/A              | N/A              |
| RAD-PBV  | 20%            | N/A            | N/A                     | N/A              | N/A              |
| <b>Service Quality:</b>  |                |                |                         |                  |                  |
| Percent on-time inspections <sup>1</sup>                                 | N/A            | 100%           | 95%/99%                 | 95%              | 95%              |
| HCV  | 100%           | N/A            | N/A                     | N/A              | N/A              |
| RAD-PBV  | 100%           | N/A            | N/A                     | N/A              | N/A              |
| Percent on-time re-certifications <sup>1</sup>                           | N/A            | 98%            | 95%/100%                | 95%              | 95%              |
| HCV  | 100%           | N/A            | N/A                     | N/A              | N/A              |
| RAD-PBV  | 100%           | N/A            | N/A                     | N/A              | N/A              |
| <b>Outcome:</b>  |                |                |                         |                  |                  |
| Voucher funding utilization rate <sup>2,3</sup>                          | N/A            | 93%            | 98%/87%                 | 98%              | 98%              |
| HCV  | 99.7%          | N/A            | N/A                     | N/A              | N/A              |

<sup>1</sup> Beginning in FY 2018, the data for the HCV and RAD-PBV programs are shown as combined. In previous years these measures were separated, as RAD-PBV was formerly Public Housing before the conversion in FY 2018. With the conversion from Public Housing to RAD, the funding for project-based vouchers is received from the Housing Choice Voucher Grant and therefore supports both programs.

<sup>2</sup> For FY 2017, these units were reported as RAD-FCRP. Beginning in FY 2018, these units were reported as RAD-PBV.

<sup>3</sup> Due to the anticipated federal budget cuts in FY 2018, the FCRHA took measures to decrease the HCV program size to ensure that families that were currently on the program would not be terminated due to insufficient funding. These measures included the cessation of all voucher leasing activities. The anticipated cuts did not materialize, resulting in more funding than anticipated, to which the decrease in funding utilization can be attributed. The FCRHA resumed leasing in the HCV program in FY 2019.

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## Elderly Housing Programs

To maintain an Assisted Living occupancy rate of 98 percent or higher and accurately track the cost of two subsidized Assisted Living facilities that contain a total of 112 beds.

To maintain an Independent Living occupancy rate of 98 percent or higher and maintain a customer satisfaction rating of 98 percent or better.

A total of 108 individuals, below the target of 112, were housed at two assisted living developments with 112 beds (Braddock Glen and the Lincolnia Senior Center and Residence), achieving a 97 percent occupancy rate with 93 percent satisfaction. The FY 2019 Assisted Living cost per client of \$37,240 and customer satisfaction rating were both slightly below the target.

Independent Living programs met or exceeded most targets for FY 2019. A total of 474 individuals were housed, and the cost per client was \$11,240. The properties, including those managed by the FCRHA and those managed by third-party firms under contract with the FCRHA, achieved a 98 percent occupancy rate in FY 2019. The overall independent living customer service satisfaction rating was 98 percent.

| Indicator   | FY 2017 Actual | FY 2018 Actual | FY 2019 Estimate/Actual | FY 2020 Estimate | FY 2021 Estimate |
|---|----------------|----------------|-------------------------|------------------|------------------|
| <b>Output:</b>  |                |                |                         |                  |                  |
| Assisted Living clients housed <sup>1</sup>             | 111            | 112            | 112/108                 | 112              | 112              |
| Independent Living individuals housed <sup>2</sup>      | 482            | 482            | 482/474                 | 475              | 475              |
| <b>Efficiency:</b>                                      |                |                |                         |                  |                  |
| Assisted Living cost per client <sup>3</sup>            | \$32,432       | \$33,482       | \$34,000/\$37,240       | \$38,000         | \$38,500         |
| Independent Living cost per client                      | \$10,560       | \$11,776       | \$12,500/\$11,240       | \$11,800         | \$12,000         |
| <b>Service Quality:</b>                                 |                |                |                         |                  |                  |
| Assisted Living occupancy rate                          | 99%            | 100%           | 99%/97%                 | 98%              | 98%              |
| Independent Living occupancy rate                       | 100%           | 100%           | 98%/98%                 | 98%              | 98%              |
| <b>Outcome:</b>   |                |                |                         |                  |                  |
| Assisted Living overall customer satisfaction rating    | 96%            | 95%            | 96%/93%                 | 95%              | 96%              |
| Independent Living overall customer satisfaction rating | 98%            | 98%            | 98%/98%                 | 98%              | 98%              |

<sup>1</sup> Refers to the number of beds in use in a month.

<sup>2</sup> Refers to highest monthly number of households served in all senior independent living units, including those managed by the FCRHA and properties managed by third-party firms under contract with the FCRHA.

<sup>3</sup> Includes all operating costs except major capital expenditures.

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## Homeownership

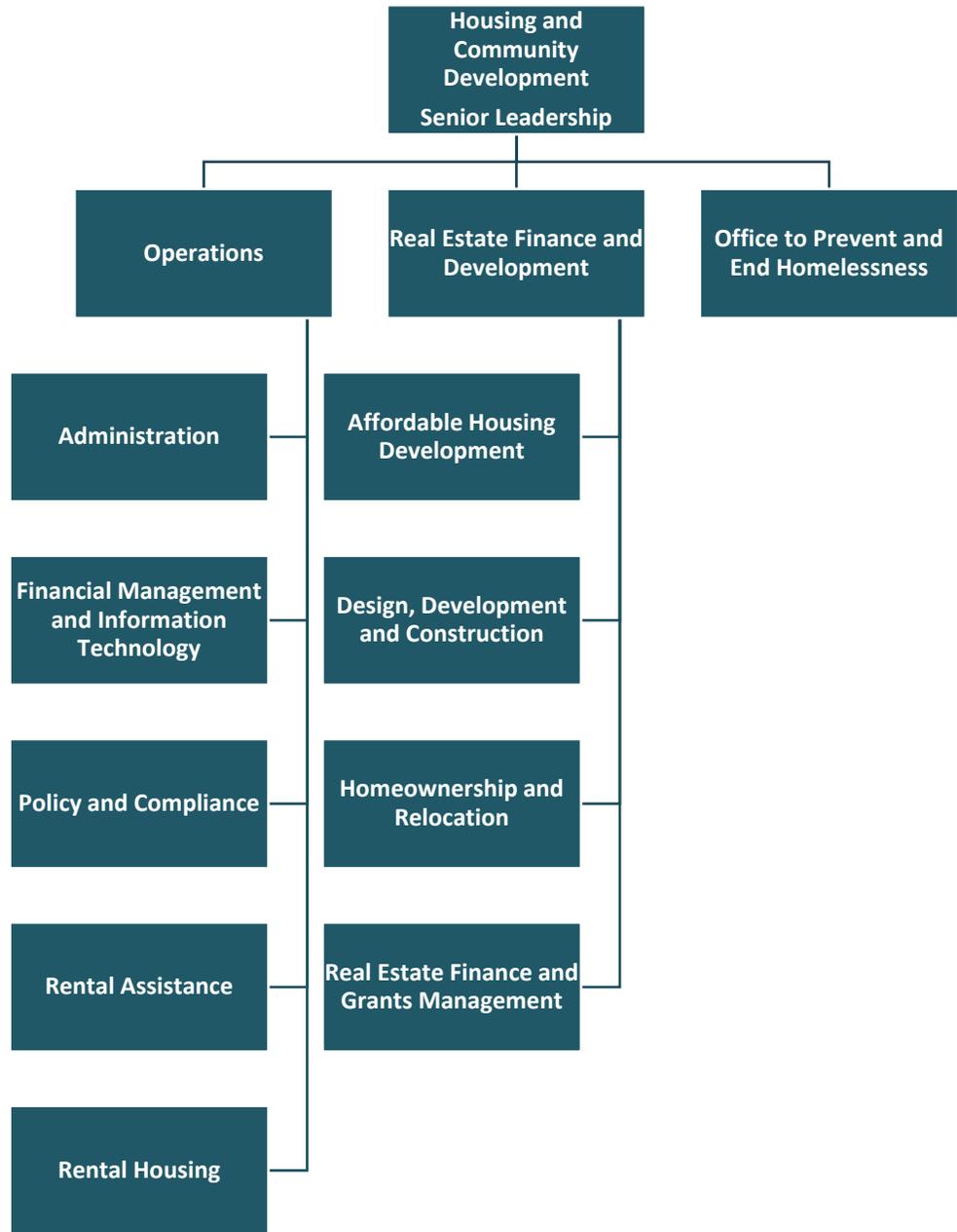
To obtain a Program Assessment rating of 95 percent or better on indicators addressing sales rate, foreclosures and rate of participation.

The number of new and resale units varies from year to year, due to a variety of external factors such as real estate market conditions and the economy. The pace of real estate development in the County determines the timing of the production of affordable dwelling units (ADUs) within new residential developments. In FY 2019, the total number of First-Time Homebuyer (FTHB) units and the number of families served through marketing and counseling efforts greatly exceeded estimates. Thirty-one first-time homebuyers achieved homeownership with assistance from HCD programs, tripling the total in FY 2017. The cost per FTHB participant was \$250, which met the goal of \$300 or less, but the average income of new first-time homebuyers was \$56,212, which did not meet the goal of serving homebuyers with average incomes at or below \$55,000. Participant satisfaction was 100 percent, exceeding the target, and the program assessment rating was 94 percent, falling just short of the target.

| Indicator  | FY 2017<br>Actual | FY 2018<br>Actual | FY 2019<br>Estimate/Actual | FY 2020<br>Estimate | FY 2021<br>Estimate |
|--|-------------------|-------------------|----------------------------|---------------------|---------------------|
| <b>Output:</b>   |                   |                   |                            |                     |                     |
| Total First-Time Homebuyer (FTHB) units                            | 1,448             | 1,439             | 1,295/1,433                | 1,300               | 1,300               |
| First-time homebuyers  | 10                | 27                | 30/31                      | 30                  | 30                  |
| FTHB households participating in the program                       | 871               | 608               | 800/714                    | 700                 | 650                 |
| Number of families served through marketing and counseling efforts | 7,474             | 8,857             | 6,000/10,551               | 6,000               | 6,000               |
| <b>Efficiency:</b>   |                   |                   |                            |                     |                     |
| Cost per FTHB participant  | \$182             | \$258             | \$300/\$250                | \$250               | \$250               |
| Average income of new first-time homebuyers                        | \$49,706          | \$49,667          | \$55,000/\$56,212          | \$55,000            | \$55,000            |
| <b>Service Quality:</b>  |                   |                   |                            |                     |                     |
| Participant satisfaction survey scores                             | 100%              | 100%              | 95%/100%                   | 95%                 | 95%                 |
| <b>Outcome:</b>  |                   |                   |                            |                     |                     |
| Assessment rating  | 94%               | 95%               | 95%/94%                    | 95%                 | 95%                 |

# Housing and Community Development Program Overview

## Organizational Chart



# Housing and Community Development Program Overview

## Budget and Staff Resources

### Program Area Summary by Fund

| Category  | FY 2019 Actual      | FY 2020 Adopted Budget Plan | FY 2020 Revised Budget Plan | FY 2021 Advertised Budget Plan | FY 2021 Adopted Budget Plan |
|---|---------------------|-----------------------------|-----------------------------|--------------------------------|-----------------------------|
| <b>FUNDING</b>                                      |                     |                             |                             |                                |                             |
| <b>County Appropriated Funds</b>                    |                     |                             |                             |                                |                             |
| <b>Operating:</b>                                   |                     |                             |                             |                                |                             |
| Department of Housing and Community Development     | \$6,805,129         | \$7,500,907                 | \$7,728,947                 | \$25,950,646                   | \$24,830,358                |
| 40330 Elderly Housing Programs                      | 2,890,712           | 3,170,617                   | 3,766,163                   | 3,138,121                      | 3,110,720                   |
| 40360 Homeowner and Business Loan Programs          | 1,922,411           | 2,555,131                   | 3,915,863                   | 0                              | 0                           |
| <b>Total Operating Expenditures</b>                 | <b>\$11,618,252</b> | <b>\$13,226,655</b>         | <b>\$15,410,973</b>         | <b>\$29,088,767</b>            | <b>\$27,941,078</b>         |
| <b>Capital:</b>                                     |                     |                             |                             |                                |                             |
| 30300 Affordable Housing Development and Investment | \$17,063,460        | \$18,400,000                | \$55,860,689                | \$45,741,000                   | \$19,247,000                |
| 30310 Housing Assistance Program                    | 545,943             | 0                           | 5,084,935                   | 0                              | 0                           |
| 40300 Housing Trust Fund                            | 2,662,436           | 798,265                     | 13,527,293                  | 3,661,782                      | 3,661,782                   |
| <b>Total Capital Expenditures</b>                   | <b>\$20,271,839</b> | <b>\$19,198,265</b>         | <b>\$74,472,917</b>         | <b>\$49,402,782</b>            | <b>\$22,908,782</b>         |
| <b>Total County Appropriated Fund Expenditures</b>  | <b>\$31,890,091</b> | <b>\$32,424,920</b>         | <b>\$89,883,890</b>         | <b>\$78,491,549</b>            | <b>\$50,849,860</b>         |
| <b>Federal/State Support:</b>                       |                     |                             |                             |                                |                             |
| 50800 Community Development Block Grant             | \$6,859,567         | \$5,574,509                 | \$34,379,873                | \$5,609,339                    | \$5,609,339                 |
| 50810 HOME Investment Partnerships Program          | 2,309,920           | 2,103,044                   | 5,147,846                   | 1,940,695                      | 1,940,695                   |
| 81300 RAD - Project-Based Voucher                   | 10,132,684          | 11,919,428                  | 10,008,206                  | 8,960,601                      | 8,838,284                   |
| 81500 Housing Grants                                | 1,132,496           | 1,595,771                   | 2,333,316                   | 1,892,352                      | 1,892,352                   |
| 81510 Housing Choice Voucher Program                | 65,285,345          | 71,312,949                  | 70,263,026                  | 71,649,153                     | 71,507,618                  |
| <b>Total Federal/State Support</b>                  | <b>\$85,720,012</b> | <b>\$92,505,701</b>         | <b>\$122,132,267</b>        | <b>\$90,052,140</b>            | <b>\$89,788,288</b>         |
| <b>FCRHA Generated Funds:</b>                       |                     |                             |                             |                                |                             |
| 81000 FCRHA General Operating                       | \$2,523,761         | \$3,396,796                 | \$5,952,757                 | \$3,343,600                    | \$3,250,189                 |
| 81050 FCRHA Private Financing                       | 1,391,519           | 0                           | 5,219,458                   | 0                              | 0                           |
| 81060 FCRHA Internal Service                        | 3,939,591           | 4,093,129                   | 4,266,472                   | 4,054,083                      | 4,054,083                   |
| 81100 Fairfax County Rental Program                 | 4,259,927           | 3,978,977                   | 4,673,938                   | 3,912,239                      | 3,843,103                   |
| 81200 Housing Partnerships                          | 4,739,496           | 2,400,794                   | 27,841,847                  | 1,655,270                      | 1,635,293                   |
| <b>Subtotal, All FCRHA Funds</b>                    | <b>\$16,854,294</b> | <b>\$13,869,696</b>         | <b>\$47,954,472</b>         | <b>\$12,965,192</b>            | <b>\$12,782,668</b>         |
| Less:   |                     |                             |                             |                                |                             |
| 81060 FCRHA Internal Service                        | (\$3,939,591)       | (\$4,093,129)               | (\$4,266,472)               | (\$4,054,083)                  | (\$4,054,083)               |
| <b>Total, FCRHA Funds</b>                           | <b>\$12,914,703</b> | <b>\$9,776,567</b>          | <b>\$43,688,000</b>         | <b>\$8,911,109</b>             | <b>\$8,728,585</b>          |

# Housing and Community Development Program Overview

| Category  | FY 2019 Actual       | FY 2020 Adopted Budget Plan | FY 2020 Revised Budget Plan | FY 2021 Advertised Budget Plan | FY 2021 Adopted Budget Plan |
|---|----------------------|-----------------------------|-----------------------------|--------------------------------|-----------------------------|
| <b>TOTAL, ALL SOURCES (Includes 81060 FCRHA Internal Service)</b> | \$134,464,397        | \$138,800,317               | \$259,970,629               | \$181,508,881                  | \$153,420,816               |
| Less:   |                      |                             |                             |                                |                             |
| 81060 FCRHA Internal Service                                      | (\$3,939,591)        | (\$4,093,129)               | (\$4,266,472)               | (\$4,054,083)                  | (\$4,054,083)               |
| <b>NET TOTAL, ALL SOURCES</b>                                     | <b>\$130,524,806</b> | <b>\$134,707,188</b>        | <b>\$255,704,157</b>        | <b>\$177,454,798</b>           | <b>\$149,366,733</b>        |
| <b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>            |                      |                             |                             |                                |                             |
| Regular   | 163 / 163            | 164 / 164                   | 158 / 158                   | 187 / 187                      | 182 / 182                   |
| Grant   | 62 / 62              | 62 / 62                     | 71 / 71                     | 68 / 68                        | 71 / 71                     |
| <b>Total Positions</b>  | <b>225 / 225</b>     | <b>226 / 226</b>            | <b>229 / 229</b>            | <b>255 / 255</b>               | <b>253 / 253</b>            |

Note: Funds 30310, 40360 and 81050 are closed and consolidated into existing FCRHA Funds. Fund 30310, Housing Assistance Program, is being consolidated into Fund 30300, Affordable Housing Development and Investment, and Fund 40300, Housing Trust; Fund 40360, Homeowner and Business Loan Programs, is being consolidated into Fund 40300, Housing Trust; and Fund 81050, FCRHA Private Financing, is being consolidated into Fund 81000, FCRHA General Operating. Funds 30310, 40360 and 81050 will be closed and all assets, liabilities, and equity, including fund balances, will be transferred.

## Position Detail

The FY 2021 Adopted Budget Plan includes the following positions:

| ORGANIZATIONAL MANAGEMENT & DEVELOPMENT - 45 Positions   |                                 |  |   |                                 |  |
|--|---------------------------------|--|---|---------------------------------|--|
| <b>General Fund</b>                                      |                                 |  |   |                                 |  |
| 1  | Director                        |  | 1 | Information Officer III         |  |
| 1  | Deputy Director                 |  | 1 | Contract Analyst III            |  |
| 1  | Finance Manager                 |  | 2 | Network/Telecom. Analysts II    |  |
| 3  | HCD Division Directors          |  | 1 | Human Resources Generalist II   |  |
| 1  | Info. Tech. Program Manager I   |  | 2 | Accountants II                  |  |
| 1  | Housing/Community Developer V   |  | 1 | Housing Services Specialist III |  |
| 1  | Management Analyst IV           |  | 1 | Accountant I                    |  |
| 3  | Financial Specialists IV        |  | 1 | Information Technology Tech II  |  |
| 1  | Network/Telecom. Analyst III    |  | 1 | Administrative Assistant V      |  |
| 1  | Housing Services Specialist V   |  | 5 | Administrative Assistants IV    |  |
| 1  | Management Analyst III          |  | 2 | Administrative Assistants III   |  |
| <b>FCRHA (Fund 81000)</b>                                |                                 |  |   |                                 |  |
| 2  | Financial Specialists IV        |  | 1 | Information Officer II          |  |
| 1  | Housing/Community Developer IV  |  | 1 | Housing/Community Developer II  |  |
| 1  | Accountant III                  |  | 1 | Planning Tech II                |  |
| 1  | Management Analyst III          |  | 1 | Administrative Assistant IV     |  |
| 2  | Accountants II                  |  | 1 | Administrative Assistant II     |  |
| <b>RENTAL HOUSING PROPERTY MANAGEMENT - 94 Positions</b> |                                 |  |   |                                 |  |
| <b>General Fund</b>                                      |                                 |  |   |                                 |  |
| 2  | HCD Division Directors          |  | 1 | Administrative Assistant IV     |  |
| 1  | Housing/Community Developer V   |  | 1 | Administrative Assistant III    |  |
| 1  | Financial Specialist I          |  | 1 | Human Services Assistant        |  |
| 1  | Material Management Supervisor  |  |   |                                 |  |
| <b>Elderly Housing Programs (Fund 40330)</b>             |                                 |  |   |                                 |  |
| 1  | Housing Community Developer V   |  | 1 | Housing Services Specialist I   |  |
| 1  | Trades Supervisor               |  | 1 | Electrician II                  |  |
| 1  | Housing Services Specialist III |  | 2 | Facility Attendants II          |  |
| 1  | Housing Services Specialist II  |  | 1 | Maintenance Trade Helper II     |  |

# Housing and Community Development Program Overview

|   |   |   |
|---|---|---|
| <b>FCRHA (Fund 81000)</b>                                 |   |   |
| 1   | HCD Division Director                   | 1 Administrative Assistant III            |
| 2   | Housing/Community Developers III        | 1 Administrative Assistant II             |
| 1   | Housing Services Specialist IV          |   |
| <b>FCRP (Fund 81100)</b>                                  |   |   |
| 2   | Housing/Community Developers IV         | 1 Electrician II                          |
| 1   | Housing/Community Developer II          | 1 Plumber II                              |
| 1   | Housing Services Specialist IV          | 1 Engineering Technician II               |
| 1   | Housing Services Specialist III         | 1 Material Management Specialist III      |
| 4   | Housing Services Specialists II         | 3 General Building Maintenance Workers II |
| 1   | Housing Services Specialist I           | 2 General Building Maintenance Workers I  |
| 1   | Human Services Assistant                | 2 Administrative Assistants IV            |
| 1   | Assistant Supervisor Facilities Support | 2 Administrative Assistants II            |
| 1   | Chief Building Maintenance Section      |   |
| <b>Housing Partnerships (Fund 81200)</b>                  |   |   |
| 1   | HCD Division Director                   | 1 HVAC II                                 |
| 1   | Housing Services Specialist IV          | 1 General Building Maintenance Worker II  |
| 3   | Housing Services Specialists II         | 1 Plumber I                               |
| 1   | Housing Services Specialist I           |   |
| <b>RAD – Project-Based Voucher (Fund 81300)</b>           |   |   |
| 2   | Housing Services Specialists V          | 1 Plumber II                              |
| 1   | Housing Community Developer III         | 4 HVACs I                                 |
| 1   | Housing Services Specialist IV          | 1 Locksmith II                            |
| 1   | Housing Services Specialists III        | 7 General Building Maintenance Workers II |
| 5   | Housing Services Specialists II         | 4 General Building Maintenance Workers I  |
| 1   | Financial Specialist III                | 1 Human Services Coordinator II           |
| 1   | Management Analyst I                    | 2 Administrative Assistants IV            |
| 1   | Chief Building Maintenance Section      | 2 Administrative Assistants III           |
| 1   | Preventative Maintenance Specialist     |   |
| <b>HOMEOWNERSHIP PROGRAM - 7 Positions</b>                |   |   |
| <b>CDBG (Fund 50800)</b>                                  |   |   |
| 1   | Housing Services Specialist IV          | 1 Administrative Assistant IV             |
| 3   | Housing/Community Developers II         |   |
| <b>FCRHA (Fund 81000)</b>                                 |   |   |
| 2   | Housing/Community Developers III        |   |
| <b>COMMUNITY/NEIGHBORHOOD IMPROVEMENT - 24 Positions</b>  |   |   |
| <b>General Fund</b>                                       |   |   |
| 1   | Deputy Director                         | 1 Housing/Community Developer V           |
| 1   | Real Estate/Grant Manager               | 4 Housing/Community Developers IV         |
| 3   | HCD Division Directors                  | 1 Administrative Assistant IV             |
| <b>CDBG (Fund 50800)</b>                                  |   |   |
| 1   | Housing/Community Developer V           | 1 Senior Maintenance Supervisor           |
| 3   | Housing/Community Developers IV         | 2 General Building Maintenance Workers I  |
| 1   | Accountant III                          | 1 Administrative Assistant IV             |
| <b>FCRHA (Fund 81000)</b>                                 |   |   |
| 1   | HCD Division Director                   | 2 Housing/Community Developers IV         |
| 1   | Housing/Community Developer V           |   |
| <b>AFFORDABLE RENTAL HOUSING SUBSIDIES - 53 Positions</b> |   |   |
| <b>Housing Choice Voucher (Fund 81510)</b>                |   |   |
| 1   | Housing Community Developer V           | 2 Financial Specialists III               |
| 1   | Housing Community Developer IV          | 1 Accountant I                            |
| 4   | Housing Services Specialists V          | 1 Fraud Investigator                      |
| 1   | Housing Services Specialist IV          | 3 Administrative Assistants IV            |
| 6   | Housing Services Specialists III        | 3 Administrative Assistants III           |
| 27  | Housing Services Specialists II         | 1 Administrative Assistant II             |
| 2   | Housing Services Specialists I          |   |

# Housing and Community Development Program Overview

| GRANTS MANAGEMENT - 5 Positions                       |                                 |   |  |
|---|---------------------------------|---|--|
| HOME Fund (50810)                                     |                                 |   |  |
| 1   | Housing/Community Developer IV  | 1 | Housing Services Specialist II             |
| FCRHA (Fund 81000)                                    |                                 |   |  |
| 1   | Housing/Community Developer III |   |  |
| Housing Grants and Projects (Fund 81500)              |                                 |   |  |
| 1   | Housing Services Specialist III | 1 | Housing Services Specialist II             |
| AFFORDABLE HOUSING FINANCE - 1 Position               |                                 |   |  |
| FCRHA (Fund 81000)                                    |                                 |   |  |
| 1   | Housing/Community Developer IV  |   |  |
| OFFICE TO PREVENT AND END HOMELESSNESS - 24 Positions |                                 |   |  |
| General Fund  |                                 |   |  |
| 1   | Executive Director [T]*         | 2 | Business Analysts I [T]                    |
| 1   | Deputy Director [T]             | 1 | Human Resources Gen. II [T]                |
| 1   | Program Manager [T]             | 1 | Administrative Assistant V [T]             |
| 2   | Management Analysts IV [T]      | 1 | Administrative Assistant IV [T]            |
| 6   | Management Analysts III [T]     | 2 | Senior Maintenance Workers [T]             |
| 1   | Management Analyst II [T]       | 1 | General Building Maintenance Worker II [T] |
| 1   | Management Analyst I [T]        | 2 | General Building Maintenance Workers I [T] |
| 1   | Business Analyst III [T]        |   |  |
| T   | Denotes Transferred Position(s) |   |  |

\*As the consolidation of OPEH into HCD is finalized, the organizational structure of the agency will be modified, and additional position adjustments will be required.

## Housing Fund Structure

### County General Fund

- Fund 10001, General Operating - This fund supports positions in Agency 38, HCD, and provides limited support for expenses such as administrative and maintenance staff costs, as well as a portion of condominium fees for certain FCRHA-owned units, limited partnership real estate taxes, and building maintenance. As part of the FY 2021 Adopted Budget Process, Agency 73, Office to Prevent and End Homelessness (OPEH) has been consolidated into Agency 38. OPEH is responsible for the day-to-day oversight and management of the Ten-Year Plan to Prevent and End Homelessness in the Fairfax-Falls Church community, and the management, oversight, and operation of many of the homeless services provided by the County. In FY 2021, these functions will be administered by HCD.

### FCRHA General Operating

- Fund 81000, FCRHA General Operating - This fund includes all FCRHA revenues generated by rental income, financing fees earned from issuance of bonds, monitoring and service fees charged to developers, investment income, project reimbursements, consultant fees, ground rents on land leased to developers and office space leased to County agencies. Revenues support operating expenses for the administration of the private activity bonds, Home Improvement Loan Program (HILP) loan processing staff and other administrative costs, which crosscut all programs and activities managed by the FCRHA. In FY 2021, Fund 81050, FCRHA Private Financing is being closed and consolidated into Fund 81000 in an effort to consolidate Housing and Community Development funds, as well as combine project financing functions and more effectively leverage resources for financing housing and redevelopment projects.

# Housing and Community Development Program Overview

## Capital Projects

These funds provide County support for both affordable housing and limited community revitalization capital projects.

- Fund 30300, Affordable Housing Development and Investment - Designed to provide funds to quickly and significantly impact the availability of affordable housing in the County within established criteria. Fund 30300 also supports the Bridging Affordability program. In FY 2021, Fund 30310, Housing Assistance Program, is being closed and consolidated to more efficiently manage capital resources for financing housing and redevelopment projects. Two of the active projects in Fund 30310 supporting Little River Glen IV and Mt. Vernon Garden Apartments will be closed and the balances will be shifted to Fund 30300.
- Fund 30310, Housing Assistance Program - Supports residential improvement and repair projects, including staff resources, marketing, consultant services and capitalized projects. In FY 2021, Fund 30310 will be closed, and the remaining active projects will be consolidated into Fund 30300, Affordable Housing Development and Investment, and Fund 40300, Housing Trust.

## Special Revenue Funds

These funds include housing programs which have a variety of sources of revenue, including rental income, federal or state support, bank funds, or proffered contributions.

- Fund 40300, Housing Trust - Utilizes proffered contributions from private developers, County contributions, and investment earnings to encourage the preservation, development, and redevelopment of affordable housing by the FCRHA, non-profit sponsors, and the private sector. In FY 2021, Fund 40360, Homeowner and Business Loan Programs, is being closed and two of the existing programs are being consolidated into Fund 40300. These programs include the Moderate Income Direct Sales (MIDS) Resale Program and the Fairfax County Rehabilitation Loan Program. Also, in FY 2021, Fund 30310, Housing Assistance Program, is being closed and four of the existing projects are being consolidated into Fund 40300. This consolidation is an effort to more efficiently manage capital resources for financing housing and redevelopment projects. These projects include the Emergency Housing Project, the Predevelopment Studies Project, the North Hill (Commerce) Project and the North Hill (Woodley) Project.
- Fund 40330, Elderly Housing Programs - Supports the operation of FCRHA-owned affordable housing for the low- and moderate-income elderly of the County. In FY 2021, the Home Repair for the Elderly Program will operate out of Fund 40330.
- Fund 40360, Homeowner and Business Loan Programs - Supports homeowner assistance such as the Moderate Income Direct Sales Program and aids homeowners in the purchase of homes. In FY 2021, Fund 40360, Homeowner and Business Loan Programs, is being closed and consolidated into Fund 40300, Housing Trust, in an effort to consolidate Housing and Community Development funds.
- Fund 50800, Community Development Block Grant (CDBG) - Federal grant that is used to conserve and upgrade neighborhoods through the provision of public facilities, support for community services and stimulation of development of low- and moderate-income housing.

# Housing and Community Development Program Overview

- Fund 50810, HOME Investment Partnerships Program (HOME) - Federal grant program that supports provision of affordable housing through acquisition, rehabilitation, new construction, and tenant-based rental assistance.

## FCRHA Development Support

- Fund 81050, FCRHA Private Financing - Used to budget and report costs for two types of funds: those borrowed by the FCRHA from private lenders and other sources, and funds for FCRHA projects which are generated through the sale of FCRHA bonds. In FY 2021, Fund 81050 is being closed and consolidated into Fund 81000, FCRHA General Operating, in an effort to consolidate Housing and Community Development funds, as well as combine project financing functions and more effectively leverage resources for financing housing and redevelopment projects.

## FCRHA Internal Service Fund

- Fund 81060, FCRHA Internal Service Fund - Established in FY 1998 to charge for goods and services that are shared among several housing funds. These costs include items such as office supplies, telephones, postage, copying, insurance, and audits which have been budgeted and paid from one of the FCRHA's funds and then allocated to the other funds proportionate to their share of the costs. The fund allows one contract to be established for goods and services, as opposed to multiple contracts in various funds.

## Local Rental Housing Program

- Fund 81100, Fairfax County Rental Program (FCRP) - Covers the operation of housing developments that are owned or managed by the FCRHA, other than federally assisted public housing and certain County-supported rental housing. This includes operating costs for the FCRP units, the Woodley Hills Estates manufactured housing development, and projects regulated by the Virginia Housing Development Authority (VHDA), including group homes for people with physical or developmental disabilities. These latter units are owned and maintained by FCRHA while programs for the residents are administered by the Fairfax-Falls Church Community Services Board (CSB).
- Fund 81200, FCRHA Housing Partnerships - Established in FY 2002 to budget and account for revenue and expenditures related to the housing developments owned by partnerships between the FCRHA and private investors. Financial records for these partnerships are maintained separately from the County's financial systems to meet accounting and reporting requirements but are included in the consolidated audit. Positions and associated administrative costs supporting the program are reflected in Fund 81200 and other FCRHA funds where activities crosscut housing programs.
- Fund 81300, Rental Assistance Demonstration (RAD) – Project-Based Voucher (PBV) - Established in FY 2017 and is a local rental housing program that evolved from HUD's RAD initiative, which allows the conversion of traditional Public Housing units to a Housing Choice Voucher (HCV) Project-Based Voucher subsidy platform.

## FCRHA Grants and Projects Fund

- Fund 81500, Housing Grants and Projects - Established in FY 2000 to administer grants awarded to the FCRHA.

# Housing and Community Development Program Overview

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## Federal Section 8 Rental Assistance

- Fund 81510, Housing Choice Voucher (HCV) Program - Provides federal housing rental assistance to families with low incomes to assist them in leasing housing in the private marketplace. A portion of rent payments is provided by HUD, through HCD, and is calculated under various formulas, incorporating family income and the fair market rent for various types of housing in the Washington Metropolitan Area. The FCRHA administers the program, providing rental vouchers to eligible participants and rental subsidies to certain housing developments.

# Housing and Community Development Program Overview

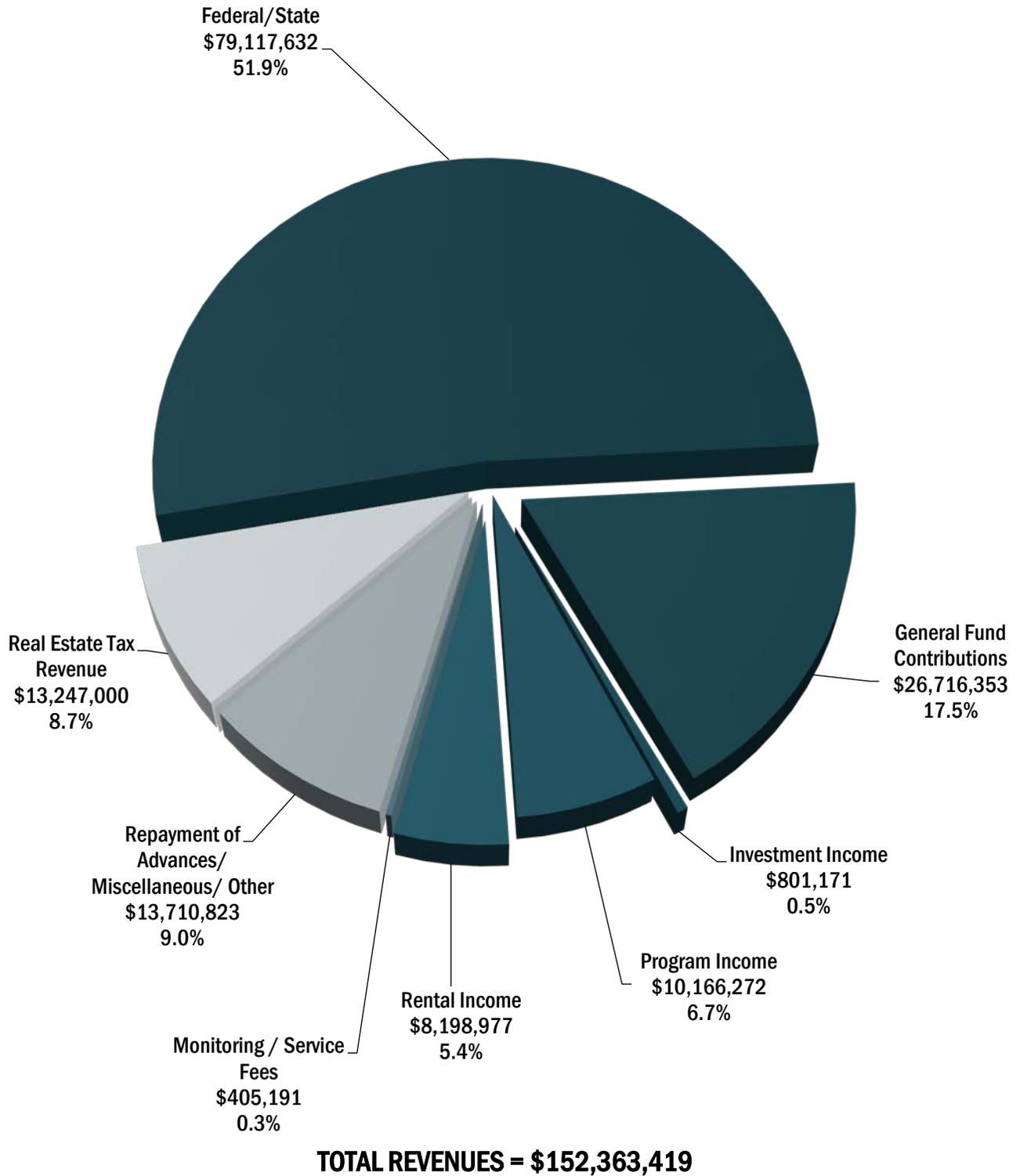
## CONSOLIDATED FUND STATEMENT

| Category                         | FY 2019<br>Actual    | FY 2020<br>Adopted<br>Budget Plan | FY 2020<br>Revised<br>Budget Plan | FY 2021<br>Advertised<br>Budget Plan | FY 2021<br>Adopted<br>Budget Plan |
|----------------------------------|----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| <b>Beginning Balance</b>         | <b>\$101,461,968</b> | <b>\$49,431,514</b>               | <b>\$130,753,661</b>              | <b>\$60,864,582</b>                  | <b>\$59,335,125</b>               |
| <b>Revenue:</b>                  |                      |                                   |                                   |                                      |                                   |
| Federal/State                    | \$70,372,646         | \$77,218,965                      | \$107,758,885                     | \$79,117,632                         | \$79,117,632                      |
| General Fund Contributions       | 13,667,851           | 9,386,902                         | 9,614,942                         | 27,864,042                           | 26,716,353                        |
| Program Income                   | 20,953,432           | 13,065,701                        | 8,443,626                         | 10,166,272                           | 10,166,272                        |
| Rental Income                    | 13,665,684           | 8,450,227                         | 9,340,758                         | 8,198,977                            | 8,198,977                         |
| Investment Income                | 1,532,238            | 378,846                           | 378,846                           | 801,171                              | 801,171                           |
| Monitoring/Service Fees          | 1,744,527            | 402,183                           | 402,183                           | 405,191                              | 405,191                           |
| Proffered Contributions          | 2,836,045            | 0                                 | 0                                 | 0                                    | 0                                 |
| Real Estate Tax Revenue          | 12,300,000           | 12,400,000                        | 12,763,000                        | 39,741,000                           | 13,247,000                        |
| Miscellaneous/Other              | 26,683,667           | 14,268,662                        | 39,849,853                        | 13,730,800                           | 13,710,823                        |
| <b>Total Revenue</b>             | <b>\$163,756,090</b> | <b>\$135,571,486</b>              | <b>\$188,552,093</b>              | <b>\$180,025,085</b>                 | <b>\$152,363,419</b>              |
| <b>Total Available</b>           | <b>\$265,218,058</b> | <b>\$185,003,000</b>              | <b>\$319,305,754</b>              | <b>\$240,889,667</b>                 | <b>\$211,698,544</b>              |
| <b>Expenditures:<sup>1</sup></b> |                      |                                   |                                   |                                      |                                   |
| Personnel Services               | \$18,073,959         | \$20,155,659                      | \$20,317,897                      | \$22,523,480                         | \$21,421,119                      |
| Operating Expenses               | 84,094,031           | 89,576,667                        | 97,416,149                        | 100,583,482                          | 100,091,778                       |
| Capital Equipment                | 24,045               | 0                                 | 483,739                           | 210,349                              | 210,349                           |
| Grant Projects                   | 10,301,983           | 9,273,324                         | 41,861,035                        | 9,442,386                            | 9,442,386                         |
| Capital Projects                 | 23,108,623           | 20,448,265                        | 103,295,602                       | 50,811,233                           | 24,317,233                        |
| Recovered Costs                  | (1,138,244)          | (653,598)                         | (3,403,793)                       | (2,062,049)                          | (2,062,049)                       |
| <b>Total Expenditures</b>        | <b>\$134,464,397</b> | <b>\$138,800,317</b>              | <b>\$259,970,629</b>              | <b>\$181,508,881</b>                 | <b>\$153,420,816</b>              |
| <b>Total Disbursements</b>       | <b>\$134,464,397</b> | <b>\$138,800,317</b>              | <b>\$259,970,629</b>              | <b>\$181,508,881</b>                 | <b>\$153,420,816</b>              |
| <b>Ending Balance</b>            | <b>\$130,753,661</b> | <b>\$46,202,683</b>               | <b>\$59,335,125</b>               | <b>\$59,380,786</b>                  | <b>\$58,277,728</b>               |

<sup>1</sup> Designations are based on fund category, for example, Fund 30300, Affordable Housing Development and Investment, is included in Capital Projects although some funding is used to support Operating Expenses. Fund 81060, FCRHA Internal Service Fund, was included as a separate housing fund beginning in FY 1998. Revenues and expenditures for this fund are included in the Consolidated Fund Statement, but do not increase total funding available to the agency. As such, this funding is netted out of the Program Area Summary by Fund.

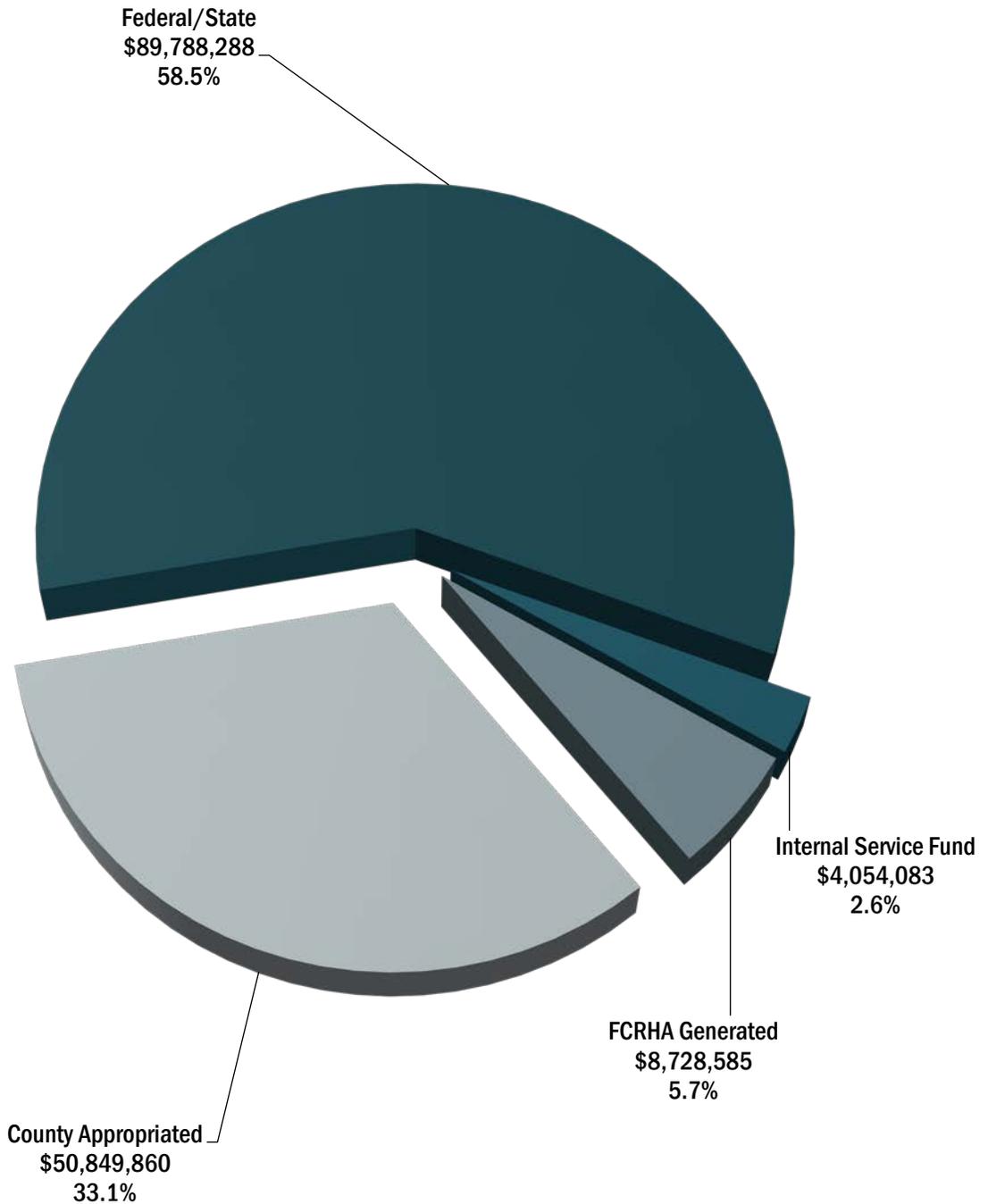
# Housing and Community Development Program Overview

## HOUSING PROGRAMS FY 2021 SOURCE OF FUNDS



# Housing and Community Development Program Overview

## HOUSING PROGRAMS FY 2021 EXPENDITURES



**TOTAL EXPENDITURES = \$153,420,816**