

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

Strategic Plan for FY 2025



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

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Introduction

The following is the Fiscal Year (FY) 2025 Strategic Plan (the Plan) for the Fairfax County Redevelopment and Housing Authority (FCRHA), for the period of July 1, 2024, through June 30, 2025. As required by the Commonwealth of Virginia, the Plan is adopted annually by the FCRHA and is done so in coordination with the Fairfax County fiscal year budget planning process. The Plan serves as an annual guide for the work of the FCRHA throughout the fiscal year.

The Plan details the major FCRHA activities and projects, as well as anticipated outcomes for FY 2025 in five strategic areas: (1) affordable housing development, preservation, and sustainability; (2) homeownership services; (3) affordable rental housing, property management, and maintenance; (4) tenant subsidies and resident services; and (5) program planning, development, and management. These strategic areas were identified as those that support the mission and values of the FCRHA and that of the Fairfax County Department of Housing and Community Development, which serves as staff to the FCRHA.

Strategies for FY 2025

Affordable Housing Development, Preservation and Sustainability

Affordable Housing Production

In 2019, the Fairfax County Board of Supervisors (the Board) adopted a countywide goal to produce a minimum of 5,000 new units affordable to households earning up to 60 percent of Area Median Income (AMI) (“Affordable Units”) by the year 2034. This goal was subsequently updated in FY 2022, through the Board’s adoption of a new goal of producing 10,000 net new affordable homes by 2034. The expanded goal was intended to be supplemented with additional financing mechanisms and tools to produce this quantity of new affordable homes.

The FCRHA is working to achieve the Board’s goals by:

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

Estimated Outcomes for FY 2025:

New Affordable Units Completing Construction in FY 2025:

- One University (Braddock District) – 120 multifamily units; 120 senior units; 333 student units - \$6.5 million Housing Blueprint Loans (HBL); \$19.7 million FCRHA bonds
- The Lodge at Autumn Willow (Springfield District) – 150 senior units; \$4.5 million HBL; \$17.0 million FCRHA bonds

New Affordable Units Under Construction in FY 2025:

- The Exchange at Spring Hill Station (formerly Dominion Square West) (Hunter Mill District) – the FCRHA has purchased the underlying land and will ground lease it to APAH for the development of 516 multifamily units and an approximately 33,000 square-foot county-operated community center.
- Somos (Providence District) – this project will produce approximately 453 affordable multifamily units for low-and-moderate-income households in the highly cost-burdened McLean neighborhood. The FCRHA has purchased the underlying land and will enter a long-term unsubordinated ground lease with Stratford Capital Group (SCG) to develop and manage the facility.
- Little River Glen (Braddock District) - rehabilitation of 120 existing senior units and the new construction of 60 senior units on existing vacant adjacent land. This project will involve the use of multiple financing sources and the issuance of Virginia Housing bonds.

New Affordable Units Closing in FY 2025:

- The Residences at the Government Center II – G and H parking lots at the Fairfax County Government Center (Braddock District) – this public-private partnership redevelopment is anticipated to provide approximately 275 units of rental housing for low-and-moderate-income households and a community facility with a child-care component.

- Telestar (Providence District) - Adaptive reuse development to convert a vacant four-story office building into 80 units of affordable housing for residents from 30 percent to 80 percent of the AMI. The development is anticipated to use a variety of sources, including \$8 million in American Rescue Plan Act (ARPA) Funds for acquisition.
- Beacon Landing (formerly the Lamb Center) (City of Fairfax) - Development of a five-story apartment building that will provide 54 units of permanent supportive housing for residents that are experiencing homelessness or at risk of becoming homeless and who are at or below 50 percent of the AMI.

Planned Predevelopment Activities in FY 2025:

- Stonegate Village (Hunter Mill District) – this project proposes the rehabilitation of 240 FCRHA-owned units.
- Franconia Governmental Center (Franconia District) – this redevelopment project is anticipated to provide up to 120 units of rental housing for low-and-moderate-income households, potentially inclusive of a component serving public employees. Should it move forward, the project will be developed through a public-private partnership between the FCRHA and a developer.
- Route 50/West Ox Road site (Sully District) – Cornerstones has partnered with the FCRHA to construct 34 units of permanent supportive housing on an FCRHA property for individuals with low incomes.
- Penn Daw (Mount Vernon District) – this project is anticipated to provide 60 units of new affordable rental housing collocated on Fairfax County Board of Supervisors-owned property with a new fire station and a new emergency shelter and permanent supportive housing facility.
- HCD staff is conducting due diligence to understand redevelopment opportunities on additional FCRHA and county properties, including a Dulles Greene/Innovation Station site, the site adjacent to the James Lee Community Center, Chantilly Library, Centreville Park and Ride Lot, and others.

Planned Financing Activities in FY 2025:

- HCD staff will draft and release a Notice of Funding Availability (NOFA) for FY 2025 to open the competitive application process for subordinate financing.
- HCD staff will review and underwrite bond financing applications as they are submitted to the FCRHA.
- All pipeline projects will have either been awarded financing through the FCRHA's NOFA or anticipate applying for FCRHA bonds and/or for financing under the NOFA.

Preservation of Affordable Units

Fairfax County adopted a goal of no net loss of affordable housing, with the preservation of affordable housing in both market affordable and committed affordable rental communities and scattered sites. To meet this goal, the FCRHA assists private partners in financing the acquisition of units to preserve the existing affordability and continue to serve a range of incomes, from extremely low-income (30 percent AMI and below) through moderate income levels (80-100 percent AMI). Staff monitors listings for multifamily properties to identify market opportunities to preserve affordable units. In FY 2023, staff released an RFQ to pre-qualify housing providers for preservation opportunities. This resulted in a list of 21 qualified housing providers, which allows the FCRHA to quickly respond to opportunities as they arise.

The Affordable Housing Preservation Policy was adopted into the Comprehensive Plan in FY 2023, which seeks one-for-one replacement of existing affordable rental units that are being redeveloped. The Policy applies to both market and committed affordable units and offers potential additional density to assist in offsetting the impacts of

preservation. Following the adoption of the Policy, a set of Administrative Policy Guidelines was adopted in FY 2024 that help guide implementation of the Policy.

Estimated Outcomes for FY 2025:

Planned New Preservation Activities in FY 2025:

- The FCRHA will work to respond quickly to preservation opportunities that may arise to support the goal of no net loss of existing affordable units.
- FCRHA will release its annual request for qualifications and update the list of pre-qualified Housing Providers.
- HCD will conduct its bi-annual survey of market affordable properties.
- HCD will update the county’s Relocation Guidelines, which provides guidance on tenant assistance in rental or manufactured housing that is proposed for rehabilitation or redevelopment.
- HCD will implement recommendations from the Manufactured Housing Preservation Task Force, such as developing the pilot home improvement grant program and preservation policies for these communities.

Affordable Dwelling Units and Workforce Dwelling Units

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

As of the end of FY 2023, a total of 3,087 units (1,455 rental and 1,632 for-sale) have been produced under the ADU Program; the FCRHA acquired 195 of the for-sale units, which are maintained as permanent affordable rental housing. As of the end of FY 2023, a total of 2,121 units (2,042 rental and 79 for-sale) have been produced under the WDU Program.

Estimated Outcomes for FY 2025:

- HCD in coordination with the Department of Planning and Development, will prepare a comprehensive plan amendment and revisions to the WDU Administrative Policy Guidelines for Board of Supervisor action and undertake additional administrative changes to improve the for-sale WDU program.
- Estimated Number of Affordable Dwelling Units (rental and for-sale) Constructed in FY 2025: 40 For-Sale; 10 Rental
- Estimated Number of Workforce Dwelling Units (rental and for-sale) Constructed in FY 2025: 45 For-Sale; 200 Rental

Addressing Homelessness in the Community

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

Estimated Outcomes for FY 2025:

- Estimated Number of Formerly Homeless Households Who Will Receive Permanent Housing in FY 2025:
Approximately 30% of individuals served in homeless services will move to permanent housing in FY 2025 from emergency shelters or unsheltered homelessness.
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Homeownership Services

Homeownership Programs

The Homeownership Program provides households with opportunities to purchase homes through private, for-sale developments at below-market prices. Units in the program are created through the Affordable Dwelling Unit requirements in the Zoning Ordinance; the Workforce Dwelling Unit Policy set forth in the Comprehensive Plan; and legacy programs, such as the Moderate-Income Direct Sales (MIDS). The program supports low- and moderate-income households with homeownership education and determines if households meet program underwriting criteria and other eligibility requirements. HCD approves resales and refinancing of Homeownership Program units; monitors compliance with occupancy requirements and ensures that the FCRHA receives the required equity share contribution to the Housing Trust Fund, as appropriate.

Estimated Outcomes for FY 2025:

- Estimated Number of Homebuyers Served Under the Homeownership Program in FY 2025: 90
- Estimated Number of Households Provided with Downpayment Assistance through Community Development Grant Block Funds in FY 2025: 75
- Estimated Number of Requests to Refinance Homeownership Program Units in FY 2025: 40
- Estimated Number of Homeownership Program Units Sold in the Extended Control Period in FY 2025: 10

Housing Choice Voucher Homeownership Program

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

Estimated Outcome for FY 2025:

- Estimated Number of Families Participating in the HCV Homeownership Program in FY 2025: 23
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Affordable Rental Housing, Property Management and Maintenance

Fairfax County Rental Program

The Fairfax County Rental Program (FCRP) includes rental property owned by the FCRHA and developed with funds other than Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) or Housing Choice Voucher (HCV) funds. FCRP generally serves working households with incomes that are slightly higher than those served in the RAD-PBV or HCV programs. Housing managed under the FCRP includes 2,009 units of multifamily housing, 112 beds of licensed assisted living, 505 units of senior independent housing, and 205 units of specialized housing, including a manufactured housing community with 115 homes. The FCRP serves a range of households with incomes up to 80% of AMI, depending on the program component and the property.

Estimated Outcomes for FY 2025:

- Estimated Occupancy Rate of FCRP Properties in FY 2025: 98%
- Estimated Average Income Served as a Percentage of AMI in FY 2025: 43% AMI for a household of three or \$41,660

Rental Assistance Demonstration Program

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

Estimated Outcomes for FY 2025:

- Estimated Occupancy Rate of RAD-PBV Properties in FY 2025: 95 %
- Estimated Average Income Served as a Percentage of AMI in FY 2025: Approximately 14% AMI for a household of four or approximately \$21,518

Asset Management

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

Estimated Outcomes for FY 2025:

- The anticipated net operating income will be 4% greater than FY 2024 through expense efficiencies and incremental rent increases.

Rehabilitation and Modernization of FCRHA Properties

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

Estimated Outcomes for FY 2025:

- Little River Glen (Braddock District), a FCRP independent senior living community of 120 units, will be undergoing a full renovation starting in FY 2024. This property has one bedroom and studio units. This renovation will add a newly constructed building, Little River Glen IV, with 60 one-bedroom Low Income Housing Tax Credit (LIHTC) units, along with the current 120 units moving to LIHTC. All units will feature upgraded flooring, upgraded kitchens with energy-rated appliances and upgraded bathrooms.

Tenant Subsidies and Resident Services

Tenant and Project Based Subsidies

The HCV Program and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) Program are two of the FCRHA's major tenant subsidy programs. Participants receive financial assistance to rent privately-owned and FCRHA-owned housing units. There are 1,060 FCRHA units in the RAD-PBV program. The FCRHA administered 5,489 rental housing subsidy vouchers awarded through the Housing Choice Voucher program. This includes 20 additional vouchers serving veterans that were awarded to the FCRHA in FY 2024.

Estimated Outcomes for FY 2025:

- Estimated Number of Federally Subsidized Units Occupied in FY 2025: 5,214 (95%)
- Estimated Average Income of Households Served as a Percentage of AMI in FY 2025 (both HCV and RAD-PBV households): Approximately \$18,868 for average household size of 3 persons (less than 30% of AMI).

Subsidies for Populations with Special Needs

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

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

Estimated Outcomes for FY 2025:

- Estimated Number of Households Served in FY 2025 under the VASH, RSSP, TBRA, FUP, Mainstream and SRAP programs: 815 households (rental assistance) plus 150 RSSP = 965 total

Resident Services

HCD staff works cooperatively with other county and non-profit service providers to help families address barriers to self-sufficiency and housing instability through service coordination and information sharing. HCD administers the Family Self-Sufficiency Program (FSS), which provides self-sufficiency case management to residents and assists them with building an escrow account to be used once they graduate. Once participants complete their goals, graduates can choose how they use their escrow accounts such as to help purchase a home or pay off student debt.

Moving to Work - The FCRHA is designated as a Moving to Work (MTW) agency which allows the creation of policies and programs that help residents move toward self-sufficiency. MTW authority also helps to reduce the burden both on staff and residents related to administrative issues and provides flexibility in the use of federal funds. MTW

funding is also used to provide service referrals and case management services to households. In addition, funds are used to provide organization and clean-out services to qualified RAD-PBV households to help address hoarding disorders.

Step Ahead 2.0 - In FY 2024, the FCRHA launched a pilot program to help households maintain housing stability by accessing intensive support services as needed. The pilot assists households served through an Emergency Housing Voucher, as well as other households served through the Housing Choice Voucher program. Funding is provided through Moving to Work flexibility and the pilot is being formally evaluated. Households will continue to be served under the pilot throughout FY 2025. In addition to the Step Ahead 2.0 pilot, the FCRHA will continue supporting the Step Ahead 1.0 program which provides referrals and less intensive services to MTW households.

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

Estimated Outcomes for FY 2025:

- Estimated Number of Participants Served under Family Self-Sufficiency Program in FY 2025: 110 participants
 - Estimated Number of Households Participating in the Step Ahead 2.0 pilot in FY 2025: 30 households
 - Estimated Number of Persons Moved from Homelessness to Permanent Housing in FY 2025 using Emergency Solutions Grants: 435 persons
 - Estimated Dollar Amount of Emergency Solutions Grant Funds Used for Homelessness Prevention Assistance in FY 2025: Based on previous fiscal years, approximately \$197,240 is anticipated for FY 2025.
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FCRHA/HCD Program Planning, Development and Management

The FCRHA and HCD pursue a wide range of planning, management, and compliance activities to ensure efficient and effective operations. These activities also support the mission, values, and goal statements of the FCRHA. Below are descriptions of several strategic priorities underway for the FCRHA for FY 2025.

- **Mission, Vision and Values**

In FY 2024, HCD began a comprehensive process of updating the mission, vision and value statements for the agency. The new statements were developed over the course of a year with efforts guided by a consultant and involving input from all agency staff. HCD will continue to roll out and adopt the new mission, vision and value statements to staff, partners, and other county agencies in FY 2025.

- **Communitywide Housing Strategic Plan**

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

- **Advancement of One Fairfax**

One Fairfax is a joint racial and social equity policy that asks departments to intentionally consider equity in decision-making and in the development and delivery of future policies, programs, and services. It helps county and school leaders to look intentionally, comprehensively, and systematically at barriers that may be creating gaps in opportunity. It establishes shared definitions, focus areas, processes, and organizational structure. The policy identifies 17 focus areas to promote equity, including community and economic development, housing, education, environment, and transportation. Integrating the principles of One Fairfax into the programs and services of the Department of Housing and Community Development is paramount to achieving the goals of the One Fairfax Policy. The Equity Impact Plan identifies the following implementation areas with corresponding actions that guide staff to advance the One Fairfax Policy:

- Use of rental subsidy vouchers to increase and disperse affordable housing choices for people of color in communities where opportunity exists.
- Coordination of affordable housing investments with other county investments to increase opportunities in newly created neighborhoods and prevent displacement from neighborhoods of affordability.
- Strengthening HCD's organizational commitment to racial and social equity.
- Ensuring that HCD/FCRHA policy, planning and/or program documents consider racial and social equity.
- Eliminating the disproportionality of people at risk of or experiencing homelessness from communities of color and other marginalized populations by providing equitable paths to safe, stable, affordable housing.

In FY 2024, the FCRHA along with Fairfax County and seven neighboring jurisdictions adopted the Metropolitan Washington Fair Housing Plan (the Plan). The intent of the Plan is to identify meaningful actions that local governments and public housing authorities can take to reverse historic patterns of discrimination and promote fair housing. In FY 2025, the FCRHA will continue to implement strategies to address barriers to fair housing as identified in the Plan and will report progress through the One Fairfax Equity Impact Plan.

- **Affordable Housing Advisory Council**

In June 2021, the Affordable Housing Advisory Council (AHAC) was reconstituted to advise the Fairfax County Board of Supervisors on the county's progress on the preservation and production of affordable housing opportunities. AHAC monitors and provides advice regarding the Communitywide Housing Strategic Plan, recommends preservation and creation priorities, and monitors affordable housing funds. In 2023, AHAC provided input on

budgetary and legislative matters, policy changes related to affordable housing preservation, and the Regional Fair Housing Plan. On July 1, 2023, the Continuum of Care Board was chartered as a separate entity from AHAC to provide leadership in preventing and ending homelessness in the Fairfax-Falls Church community. Partnership with AHAC remains with representation from the COC Board on AHAC.

- **Workforce Dwelling Unit Program**

Per the direction of the Board of Supervisors, HCD, in partnership with the Department of Planning and Development, convened a task force from April through October 2023 and developed recommendations for the reform of the homeownership component of the Workforce Dwelling Unit (WDU) program. Their final recommendations would shift the affordability level of the program; add proportionality of bedroom counts between the WDU and market rate units; extend the geographic applicability of the program; and adjust the WDU pricing model and resale requirements. These recommendations may be considered for amendments to the policy within the comprehensive plan and the WDU administrative guidelines. The FCRHA has administrative responsibility for certain aspects of the WDU program.

- **Grants Compliance**

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

- **Maximizing Organizational Effectiveness**

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

- **Strategic Communications**

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

- **Human Capital Development**

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

**FY 2025 Department of Housing and Community
Development/Fairfax County Redevelopment and Housing
Authority Advertised Budget**

FY 2025 DHCD/FCRHA TOTAL BUDGET ADVERTISED				
Fund #	Fund Name	Advertised Revenues FY 2025	Advertised Expenditures FY 2025	Positions FY 2025
10001	General Fund - HCD	\$13,185,769	\$13,185,769	66
10001	General Fund - OPEH	\$ 23,783,147	\$23,783,147	23
30300	Affordable Housing Development and Investment	\$38,118,750	\$38,118,750	0
40300	Housing Trust Fund	\$4,211,206	\$4,211,206	0
50800	CDBG	\$5,682,469	\$5,682,469	16
50810	HOME	\$2,385,371	\$2,385,371	2
81000	FCRHA General Operating	\$4,050,262	\$3,922,547	21
81060	FCRHA Internal Service Fund	\$0	\$0	0
81400	FCHRA Asset Management Fund	\$421,499	\$374,345	0
81500	Housing Grants	\$3,439,376	\$3,393,060	2
81510	Section 8/HCV	\$88,963,402	\$89,207,253	54
	Subtotal	\$ 184,241,251	\$ 184,263,917	184
81060	Less Internal Service Fund (ISF)	\$ -	\$ -	0
	Total Advertised Budget Less ISF (All Housing Funds)	\$ 184,241,251	\$ 184,263,917	184

About the Fairfax County Redevelopment and Housing Authority

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

Fairfax County Redevelopment and Housing Authority - Commissioners

Lenore Stanton, Chairman

Elisabeth Lardner, Vice Chair

Staci Alexander

Steven Bloom

Michael Cushing

LaToya Isaac

Nicholas McCoy

Kristen Robinson

Rod Solomon

Paul Zurawski

The Fairfax County Department of Housing and Community Development – Executive Team

Thomas Fleetwood, Director

Amy Ginger, Deputy Director, Operations

Anna Shapiro, Deputy Director, Real Estate, Finance and Development

Tom Barnett, Deputy Director, Office to Prevent and End Homelessness

Mark Buenavista

Marta Cruz

Peggy Gregory

Margaret Johnson

Meghan Van Dam

FCRHA Values

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

FCRHA Goal Statements

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

FCRHA Strategic Planning Principles

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

Communitywide Housing Strategic Plan

The Fairfax County Board of Supervisors directed the Fairfax County Department of Housing and Community Development, with the assistance of the Affordable Housing Advisory Committee (AHAC), to produce a strategic plan to help address this our community's growing housing needs. The outcome of this effort was the Fairfax County [Communitywide Housing Strategic Plan](#).

The Communitywide Housing Strategic Plan includes two phases. Phase 1 of the Plan identifies 25 short-term strategies, without major policy or revenue impacts, to encourage and produce additional housing units within the county. Phase 2 of the Plan identifies long-term strategies, tools, policies, and resources to support the development and preservation of affordable housing.

As outlined in Phase 2 of the Plan, the following goals were identified to help guide our collective efforts in affordable housing. These goals continue to provide an overarching guide for the work of the FCRHA and the Fairfax County Department of Housing and Community Development.

Goals

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