

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

**Strategic Plan for FY 2021**



***Revised June 11, 2020  
Originally Adopted March 5, 2020***



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

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# Who's Who

## **Fairfax County Redevelopment and Housing Authority Commissioners (As of March 2020)**

Robert H. Schwaninger (Mason District), Chairman  
C. Melissa McKenna (Dranesville District), Vice-Chairman  
Matthew Bell (Mount Vernon District)  
Christopher Craig (Braddock District)  
Kenneth G. Feng (Springfield District)  
Lenore Kelly (Sully District)  
Richard Kennedy (Hunter Mill District)  
Albert J. McAloon (Lee District)  
Ezra Rosser (At-Large)  
Rod Solomon (Providence District)  
Sharisse Yerby (At-Large)

## **Department of Housing and Community Development**

Thomas Fleetwood, Director  
Amy Ginger, Deputy Director, Operations  
Teresa Lepe, Deputy Director, Real Estate, Finance and Development

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Seema Ajrawat, Director, Financial Management and  
Information Systems and Services  
Judith Cabelli, Director, Affordable Housing Development  
Marta Cruz, Director of Administration  
Carol Erhard, Director, Homeownership/Relocation Services

Peggy Gregory, Director, Rental Assistance  
Margaret Johnson, Director, Rental Housing  
Ahmed Rayyan, Director, Design, Development and Construction  
Vincent Rogers, Director, Policy and Compliance

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# Fairfax County Vision: Core Purpose and Elements

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



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



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



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



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



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



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



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

# FCRHA Mission Statement

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

# FCRHA Values

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

## **We, the Commissioners of the Fairfax County Redevelopment and Housing Authority, value:**

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

# FCRHA Goals Statements: FY 2021

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

# FCRHA Strategic Planning Principles

Adopted December 10, 2009

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



# HOUSING BLUEPRINT GOALS

## GOALS

**GOAL:** To end **homelessness** in ten years\*

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

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

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

\*Note: The Ten-Year Plan to Prevent and End Homelessness runs through FY 2019; FY 2019 is the tenth year of the homelessness plan.

## HOUSING CONTINUUM

**TIER ONE:** Through the Gateway to Affordable Housing

**BLUEPRINT GOALS ADDRESSED:**  
*Homelessness; Special Needs*

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**TIER TWO:** Addressing Sustainable Housing

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

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**TIER THREE:** Toward Self-Sufficiency

**BLUEPRINT GOALS ADDRESSED:**  
*Low-Income Working Families; Workforce*

## STRATEGY:

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

## GOALS:

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

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

## TRENDS



- From April 2004 through June 2019, a total of 3,473 affordable housing units were preserved in Fairfax County; this is more than three times the Board's original goal of preserving 1,000 units. (HCD)

- According to the Center for Housing Research at Virginia Tech, the total affordable housing gap in Fairfax County for low- and moderate-income renters (earning 80 percent of the area median income (AMI) and below) is approximately 31,630 units. Over the next 15 years the need for affordable housing options will grow, as the county is projected to add 62,184 households, of which 18,622 are expected to earn 80 percent of AMI and below. (HCD)
- As of June 30, 2019, approximately 9,326 Workforce Dwelling Units (WDUs) had been committed by developers through Board of Supervisors approved rezoning actions. A total of 1,499 WDUs (1,477 rental and 22 for-sale) had been constructed as of June 30, 2019. (HCD)
- During 2019, the Fairfax County Economic Development Authority worked with 131 businesses that announced the addition of 10,057 jobs to the Fairfax County economy. The additional jobs were in fields such as information technology, software, and cybersecurity as well as cloud computing and data analytics, health care, financial services, and engineering and construction. (Fairfax County Economic Development Authority press release, 2/14/20)
- Business statistics reveal 118 million square feet of office space in Fairfax County; 10 Fortune 500 companies headquartered in the County; and 612,000 jobs. (Fairfax County Economic Development Authority, Business Statistics, January 2020)



## Affordable Housing Development, Preservation, and Sustainability:

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

### STRATEGY:

SP Line	<b>BLUEPRINT GOALS</b>	<b>MTW Related</b>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
1.1	<b>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE</b>		<p><b>Affordable Housing Production:</b> Facilitate new housing production and preservation by non-profits and others, consistent with the recommendations of the Affordable Housing Resources Panel (AHRP). Minimum goal to produce 5,000 new units affordable to families earning 60 percent of AMI and below.</p> <p>The Affordable Housing Partnership Program (AHPP) is the gateway to FCRHA funds for developers of affordable housing. Identify and pursue opportunities to maximize leveraging of county funds for affordable housing, with a focus on achieving Housing Blueprint goals. Consistent with the Housing Blueprint goals, provide financing to private partner(s) to develop additional units using a variety of financing including Low-income Housing Tax Credits (LIHTCs), local funding and private financing.</p> <p>See also Lines 1.2, 1.3, 1.4, 1.5, and 3.4.</p>	<p>To the extent funding is available, the AHPP will continue to provide development funding for the preservation and development of affordable housing in FY 2020 through the Housing Blueprint. The Department of Housing and Community Development (HCD) will continue to leverage County funds, including potentially the issuance of bonds or other financing techniques. See also Line 1.2. HCD will provide a \$3.25 million Blueprint loan for the construction of Oakwood Apartments in Alexandria, VA. It is a 150-unit affordable senior housing project and is being developed by the Arlington Partnership for Affordable Housing with 4 percent tax credits and FCRHA bonds. Closing for the project will take place in summer 2021. HCD is also providing a \$6.5 million Blueprint loan for the construction of One University Apartments in Fairfax, VA, which is a 240-unit project with 120 affordable multifamily units and 120 affordable senior units. It is being developed by the Stratford Capital Group and is using a hybrid 9 percent/4 percent financing model with FCRHA bonds. Closing for One University will also take place in summer 2021.</p>
1.2	<b>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE</b>		<p><b>Preservation of affordable units:</b> Preservation of affordable housing both in rental complexes and in scattered sites consistent with the goals of the Housing Blueprint. Assist private partners in financing acquisition of units to serve a range of incomes, from extremely low-income (30 percent of Area Median Income (AMI) and below) through workforce income levels (above 80 percent of AMI). (Countywide)</p> <p>See also Line 1.8.</p>	<p>Continued preservation of additional units as opportunities arise consistent with the Housing Blueprint. Anticipate preserving approximately 252 units/beds through a variety of funding sources. This figure includes the redevelopment of Lake Anne Fellowship House in Hunter Mill District for the preservation of 240 affordable rental housing units for seniors. See also Lines 1.2, 1.3, and 1.4.</p> <p>Pursuant to the Fairfax County Zoning Ordinance, the FCRHA has the option to purchase up to one-third of for-sale Affordable Dwelling Units (ADU) offered in new residential developments. The FCRHA will continue to consider its right of purchase. If the FCRHA decides to purchase the ADUs, it would maintain the units as permanent affordable rental housing.</p>

# STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
1.3	<b>WORKFORCE</b>		<b>Workforce Housing:</b> Facilitate the development of workforce housing that is affordable to families with a range of low and moderate incomes. The FCRHA will take an active advocacy and educational role in promoting workforce housing and will work jointly with the Planning Commission.	In FY 2021, the FCRHA will focus on supporting private-sector production of new housing to meet the needs of Fairfax County's growing workforce, in conjunction with the implementation of the Board of Supervisors' Workforce Housing policy. The Workforce Housing policy that will produce Workforce Dwelling Units (WDUs) also may play an important role in providing an affordable option for households exiting the FCRHA's Housing Continuum. It is anticipated that as many as approximately 300 WDUs will be delivered by developers in FY 2021. See Lines 1.1 and 1.2.
1.4	<b>HOMELESSNESS</b>		<b>Ten-year Plan to Prevent and End Homelessness:</b> Consistent with the Ten-Year Plan and the Housing Blueprint, continue to identify opportunities to link affordable housing preservation activities with countywide homelessness plan.	In FY 2021 it is anticipated that the FCRHA will use federal resources to develop additional units specifically to serve formerly homeless households. See also Line 3.9.
1.5	<b>SPECIAL NEEDS</b> <b>WORKING FAMILIES</b> <b>WORKFORCE</b>		<b>FCRHA Tax Credit Properties – Long-Term Affordability:</b> Identify strategies to ensure long-term affordability of FCRHA tax credit properties. See also Line 1.1.	In FY 2020, the renovation of Murraygate Village (200 units, Lee District) was underway (see Line 1.18). Rehabilitation will be ongoing and is scheduled to be complete by January 2021. In FY 2020, the renovation planning for Stonegate Village (240 units, Hunter Mill District) was ramping up (see Line 1.19). Underwriting of the project should take place during FY 2021 along with the establishment of a development team.

# STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2021
1.6	SPECIAL NEEDS		<b>Home Repair for the Elderly Program:</b> Provides minor non-emergency home repairs for eligible low and moderate income elderly homeowners, as well as homeowners who are handicapped and disabled. Fairfax County will provide the labor and up to \$500 in materials to complete necessary repairs and maintenance.	Complete 185 cases serving 140 households. The average household income estimated to be served in FY 2020 is \$26,492 or approximately 31 percent of the Area Median Income (AMI) for a one-person household; this meets the U.S. Department of Housing and Urban Development (HUD) definition of “very low income”.
1.7	WORKING FAMILIES  WORKFORCE		<b>Rental Housing Compliance:</b> Monitoring of owner compliance with regulations governing rental units provided through the ADU and WDU rental programs, as well as tax-exempt bond financing and other special affordable housing financing.	<b>Ongoing.</b> It is anticipated that developers will deliver approximately 25 ADUs and 300 WDUs in FY 2021.
1.8	HOMELESSNESS  WORKING FAMILIES		<b>Community Housing Development Organization (CHDO) Set-Aside:</b> A portion of Fairfax County's HOME funds are set aside to assist CHDOs in developing/acquiring/preserving affordable housing.  See also Line 1.2.	In FY 2021, the FCRHA will continue to provide technical assistance and funding to support the CHDOs and other non-profits via this set-aside program.
1.9	HOMELESSNESS  SPECIAL NEEDS  WORKING FAMILIES		<b>County-owned Land and Facilities for Affordable Housing:</b> Encourage public/private partnerships to develop workforce/affordable housing on surplus or underutilized county-owned land and facilities, particularly for special needs populations.	<b>Ongoing.</b> HCD will work to develop opportunities for the creation of additional affordable housing on County-owned land such as what was accomplished with the development of the Residences at the Government Center. Projects in the pipeline include: <ul style="list-style-type: none"> <li>- The Residences at North Hill Park, 279 units (including 63 senior affordable), Mount Vernon District (see Line 1.21)</li> <li>- One University, 240 units (including 120 senior affordable), Braddock District (see Line 1.17)</li> <li>- Oakwood, approximately 150 units (all senior affordable), Lee District (see Line 1.23)</li> <li>- Autumn Willow, approximately 150 units (all senior affordable), Springfield District (see Line 1.24)</li> </ul>

# STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
1.10	<b>HOMELESSNESS WORKING FAMILIES</b>		<b>Proffers from Private Developers:</b> HCD will assist the Department of Planning and Development in facilitating affordable/workforce housing-related contributions from private developers via the rezoning process.	Ongoing.
1.11	<b>HOMELESSNESS WORKFORCE</b>		<b>Residential Studio Units/Affordable Efficiencies:</b> Identify opportunities to encourage increased development of affordable efficiency apartments, particularly as part of revitalization efforts.	Ongoing.
1.12	<b>HOMELESSNESS SPECIAL NEEDS</b>		<b>Partnerships with Private Developers:</b> Seek private sector partnerships with organizations such as HomeAid to achieve cost savings in projects serving homeless populations. Identify opportunities for housing development by the faith community and build additional affordable units through AHPP (see Line 1.1) and the Virginia Public-Private Educational Facilities Infrastructure Act (PPEA) process.	Ongoing. See also Line 1.9.

# STRATEGY: Affordable Housing Development, Preservation, and Sustainability


SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
1.13			<b>Construction Management:</b> Continue utilization of the Department of Public Works and Environmental Services (DPWES) construction management resources, particularly for County-funded projects. Overall project management will continue to be the responsibility of HCD.	HCD anticipates that it will continue its use of DPWES construction services in FY 2021 for County-funded projects. The FCRHA has the option to use DPWES for its capital construction projects.
1.14	<b>WORKFORCE</b>		<b>Workforce Housing:</b> Work with the Department of Planning and Development to facilitate delivery of affordable and workforce housing units in Tysons, Reston, Merrifield and other areas of the county as development proposals are submitted, per Comprehensive Plan and negotiated proffers.	<b>Ongoing.</b> In FY 2021, it is anticipated that HCD and the Department of Planning and Development will continue co-leading a task force to re-evaluate the income levels served in the WDU program.
1.15	<b>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE</b>		<b>Creative re-use of empty office space for housing:</b> Recognizing the challenges that exist in Fairfax County's office market, the FCRHA will explore ways to support demonstration projects, potentially using bond funding, which convert empty office buildings into a range of affordable/workforce housing.	<b>Ongoing.</b> The Fairfax County Building Repositioning Workgroup issued a report regarding repositioning and repurposing office space in Fairfax County was released in December 2016, and the Board of Supervisors, through the Fairfax County Communitywide Housing Strategic Plan, adopted a strategy to develop policy direction and a pilot for creating new housing options through adaptive reuse of commercial buildings, or through the use of land currently zoned for commercial uses. HCD staff will be working on developing the policy and the pilot program.
1.16	<b>SPECIAL NEEDS</b>		<b>Birmingham Green:</b> Explore opportunities to support additional affordable housing development and services at the Birmingham Green campus in Prince William County, which is co-owned by Fairfax County.	HCD will support the efforts of Birmingham Green to actively explore options for additional development at the site, which may include additional affordable housing for persons with disabilities and the elderly.

# STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
1.17	<b>WORKING FAMILIES</b>		<b>One University/Robinson Square:</b> Redevelopment of FCRHA-owned properties to produce additional affordable rental units and income to the FCRHA through a long term ground lease.	This site is located at the intersection of Route 123 and University Drive. The County received an unsolicited proposal to redevelop the FCRHA property. The project calls for replacing the existing affordable housing (Robinson Square in Braddock District) and the existing FCRHA facilities. The development will include 240 units (120 family/120 senior) of affordable housing and 333 units (approximately 798 beds) of student housing. The selected developer, One University Development Partners, LLC, has obtained its land use approvals and will pursue site plan approval. They anticipate an award of tax credits late summer of 2020.
1.18	<b>WORKING FAMILIES</b>		<b>Murraygate Village:</b> Substantial renovation of existing 200-unit affordable rental community using LIHTCs. (Lee District).	<b>In progress.</b> Project rehabilitation will be occurring throughout the fiscal year. See also Line 1.5. Rehabilitation is ongoing and is scheduled to be complete by January 2021.
1.19	<b>WORKING FAMILIES</b>		<b>Stonegate Village:</b> Substantial renovation of existing 240-unit affordable rental community using LIHTCs. (Hunter Mill District)	<b>In planning.</b> Underwriting of the project should take place during FY 2021 along with the establishment of a development team. HCD's Design, Development and Construction Division will hire an architect and engineer team to develop plans and drawings for the project. Planning and due diligence are underway for the rehabilitation of Stonegate Village Apartments.
1.20	<b>WORKING FAMILIES</b>		<b>Crescent Apartments:</b> Ensure continued effective maintenance and management of the property while exploring potential opportunities for redevelopment of the site. (Hunter Mill District)	<b>Ongoing.</b>



# STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2021
1.21	SPECIAL NEEDS		<p><b>The Residences at North Hill Park:</b> Development of 35 FCRHA-owned acres known as "North Hill". The FCRHA selected a private developer under the PPEA to develop the property. (Mount Vernon District)</p>	<p>The property was rezoned to allow 175 for-sale market rate townhomes, 216 multifamily affordable and workforce units, and 63 affordable independent senior housing units, and a 12-acre public park. The sale proceeds from the townhouse land bay will be used to fund the infrastructure needed for the multifamily and the affordable independent senior development, and part of the development of the park. The Virginia Housing Development Authority awarded CHPPENN 9 percent competitive LIHTCs in June 2017. A Comprehensive Agreement was entered into with CHPPENN. The project is proceeding to closing. Construction should commence in the summer of 2020.</p>
1.22			<p><b>West Ox Road:</b> Development of affordable housing on county-owned land. (Sully District)</p>	<p>Project is in the planning phase. The use could be similar to Mondloch Place. One potential concept is to provide up to 30 units of permanent supportive housing for formerly homeless individuals, including homeless veterans. Pending funding availability.</p>
1.23	SPECIAL NEEDS		<p><b>Oakwood Senior Housing:</b> Construct 150 units of affordable senior independent housing at intersection of South Van Dorn St. and Oakwood Road via a public/private partnership (Lee District).</p>	<p>Closing on financing and beginning of construction is anticipated in FY 2021.</p>

# STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
1.24	<b>SPECIAL NEEDS</b>		<b>Autumn Willow Senior Housing:</b> Construct up to 150 affordable senior independent units on publicly-owned land at Stringfellow Road and Autumn Willow Drive through a public/private partnership (Springfield District).	<b>In planning.</b> Developer will be selected and project will be in rezoning/land-use actions process.

## STRATEGY:

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

## GOALS:

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

## County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces





Maintaining Healthy Economies

## TRENDS

- The Fairfax County Redevelopment and Housing Authority (FCRHA), via its designation as a Moving to Work agency by the U.S. Department of Housing and Urban Development (HUD), has implemented a new approach to the delivery of affordable housing in Fairfax County: the Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative. THRIVE is designed to link residents to services and programs offered by other County agencies and non-profit partners, with the goal of helping them become more self-sufficient. These programs are intended to help residents better manage their money, train for a new job, pursue college or other training, become a better parent, learn English, improve their health, and perhaps even purchase a home. (HCD)

- Poverty remains a daunting challenge at a time when housing remains “out of reach” for many: In Fairfax County, the National Low Income Housing Coalition *Out of Reach 2019* report found that the annual salary needed to afford a two-bedroom apartment at the HUD Fair Market Rent (FMR) of \$1,665 was \$66,600 – approximately 55 percent of the Area Median Income for a family of four. According to the report, a minimum wage earner would have to work four full-time jobs to afford a two-bedroom unit at the FMR in Fairfax County.
- The FCRHA currently owns and operates 482 units of rental housing for active seniors, and 112 beds of assisted living. Project Based Voucher awards were announced on January 29, 2020 for new construction properties for the elderly: 102 units to Lake Anne (Hunter Mill District); 20 Units to One University Senior (Braddock District); and 8 Units to Oakwood (Lee District). (HCD)
- The need for affordable senior housing continues to grow, along with the senior population in Fairfax County; the number of seniors aged 65 and up is expected to increase from 135,976 in 2015 to 192,314 in 2030 – an increase of 41 percent. Based on the forums conducted as part of the 50+ planning process, seniors reported that they want affordable, walkable housing that is connected to the larger community. They also want to be able to remain in their own homes, and to understand how their homes can “evolve” to meet their needs as they age. They also want to see universal and accessible design incorporated into the new communities being built in the county, to increase the amount of housing that is appropriate for future generations of seniors. (HCD)
- The FCRHA’s principal affordable housing programs are the federal Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) (previously Public Housing) and Housing Choice Voucher (HCV) programs and the Fairfax County Rental Program (FCRP). FCRHA staff also administer the Bridging Affordability program. The average household income served in these programs in FY 2019 was \$26,422 or approximately 27 percent of the AMI for a family of two; this meets the federal definition of “extremely low income”. (HCD)

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

SP Line	<b>BLUEPRINT GOALS</b>	<b>MTW Related</b>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
2.1	<b>WORKING FAMILIES</b>		<b>Fairfax County Rental Program (FCRP) - Multifamily:</b> The FCRP includes rental property owned by the FCRHA and developed with funds other than Public Housing or Housing Choice Voucher funds. FCRP generally serves working households with incomes that are slightly higher than those households living in Public Housing and/or participating in the Housing Choice Voucher program. Housing managed under the FCRP includes 1,975 units of multifamily housing, as well as 154 units of specialized housing and 482 units of senior independent housing. The FCRP serves a range of households with incomes from the low teens up to 80% of AMI, depending on the program component and the property.	The following are the anticipated FY 2021 performance metrics for the FCRP-Multifamily properties: <u>Occupancy rate:</u> 95% <u>Average income served as percentage of AMI:</u> 40% and below  It is anticipated that approximately 350 very low income households (earning 50% AMI and below) on the FCRHA's waiting lists will lease-up in FCRP multifamily properties. In addition, the FCRP will be linked to the FCRHA's other housing programs as part of the Moving to Work Housing Continuum.
2.2	<b>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES</b>		<b>Rental Assistance Demonstration (RAD) Program:</b> The RAD program allowed the FCRHA to convert all of its 1,060 Public Housing units to federal Section 8 subsidies, providing significant benefits for both the residents and the housing authority.	All 1,060 Public Housing units were converted to federal Section 8 subsidies under RAD during FY 2017 and FY 2018. During FY 2021, all units converted under RAD will continue to operate under the Project Based Voucher (PBV) platform. It is also anticipated that all applicable Moving to Work activities that have not been currently applied to RAD units will continue to be implemented during FY 2021 and will be consistent with the RAD-PBV program.
2.3	<b>HOMELESSNESS WORKING FAMILIES</b>		<b>Appropriate Housing Initiative:</b> Pro-actively ensure that Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) residents are living in the most appropriate sized unit, with the goal of maximizing unit utilization and moving larger families off the waiting list. Consider acquisition of additional units varying in bedroom size, with possible emphasis on one-bedroom units, accessible units, and units in elevator buildings.	In FY 2021, staff will continue to evaluate the appropriateness of units for existing residents of RAD-PBV units on an ongoing basis and will follow RAD-PBV guidelines in placing residents in appropriate sized units. A special emphasis will continue to be placed on residents with medical needs.

# STRATEGY:

## Affordable Rental Housing, Property Management and Maintenance

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2021
2.4			<b>Asset Management Division:</b> Focus on financial performance, overall condition, capital improvements and accountability, using a private-sector model.	Ongoing.
2.5	<b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>		<b>Rehabilitation of FCRHA Properties.</b> Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality.	Through fiscally responsible processes, perform rehabilitation of FCRHA-owned properties to ensure safe, decent and high quality affordable housing, as identified. Additionally, perform site inspections and oversight of group homes owned by the FCRHA but leased to non-profits who are responsible for the maintenance of the facilities.
2.6	<b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>		<b>Set Aside Capital Reserves/FCRHA Properties Rehabilitation and Modernization:</b> Rehab/modernize/maintain FCRHA properties to maintain safety and quality of life and enhance asset sustainability and energy efficiency.	Rehabilitation to be performed using the set aside capital reserves at properties (to be identified) to ensure the high quality of FCRHA properties.
2.7	<b>SPECIAL NEEDS</b>		<b>Section 504/Accessibility modifications for FCRHA properties:</b> Continued emphasis by Fairfax County on serving its population with physical disabilities, with a goal of improving accessibility in properties constructed before the current accessibility standards. Continuing implementation of Section 504 Plan for accessibility in PBV-RAD properties.	Staff will continue to fulfill reasonable accommodation requests and make accessibility modifications to FCRHA properties consistent with Title II of the 2010 Americans with Disabilities Act (ADA).
2.8	<b>SPECIAL NEEDS</b>		<b>Accessibility/Universal Design:</b> Incorporation of universal design in new construction and rehabilitation projects. Increase the number of affordable accessible units.	HCD will continue work to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible.

# STRATEGY:

## Affordable Rental Housing, Property Management and Maintenance

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
2.9	<b>SPECIAL NEEDS</b>		<b>Senior Properties under FCRHA management:</b> Ongoing management of senior properties not under third-party management: Little River Glen, Olley Glen, and Saintsbury Plaza.	<b>Ongoing.</b>

## STRATEGY:

- **Tenant Subsidies and Resident Services**

## GOALS:

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

## County-wide Vision Elements that Apply



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement





Corporate Stewardship

## TRENDS


- There are 3,936 Housing Choice Vouchers (HCV) authorized by HUD, with 41 Mainstream Housing Choice Vouchers and 25 Veterans Affairs Supportive Housing (VASH) vouchers to be added effective March 1, 2020. In FY 2018, the FCRHA's entire Public Housing portfolio had converted to Section 8 subsidies under the HUD RAD Program and the units are considered RAD-PBV. In FY 2019 for the HCV and RAD-PBV Programs combined, 12,809 persons were housed. The average income served in these programs was \$18,577, or approximately 19% of the Area Median Income (AMI) for a family of two. (HCD)
- During FY 2019, Tenant-Based Rental Assistance (TBRA) was provided to 40 families serving 118 beneficiaries using HOME Investment Partnerships Program (HOME) funds. At the end of FY 2019 there were 68 families receiving assistance through the State Rental Assistance Program (SRAP), a state-funded program through which participants with intellectual and other developmental disabilities receive financial assistance to rent privately-owned housing units. (HCD)
- In FY 2020, the FCRHA was awarded 25 additional VASH vouchers, housing vouchers for veterans who are homeless, bringing its total to 133. HCD will also be administering an allotment of 96 housing vouchers awarded by HUD during FY 2019 and FY 2020 through its Section 811 Mainstream Housing Choice Voucher Program, which provides assistance to non-elderly persons with disabilities, who are transitioning out of institutional or other separated settings; at serious risk of institutionalization; homeless; or at risk of becoming homeless. HCD applied for 50 additional Family Unification Program (FUP) vouchers on behalf of the FCRHA. FUP Vouchers can serve families that the Public Child Welfare Agency (PCWA) has certified as a family for whom the lack of adequate housing is a primary factor in the imminent placement of the family's child, or children, to out-of-home care and the Public Housing Authority has determined is eligible for a Housing Choice Voucher. FUP Vouchers also serve youth that the PCWA has certified to be at least 18 years old and not more than 24 years old, and who has left foster care or will leave foster care within 90 days, and is homeless. (HCD)
- As of June 30, 2019, a total of 611 households had leased up under the Bridging Affordability Program since 2011, and 85 percent of the households have exited the program and moved on to permanent housing. The average income served in the program is \$21,492, or approximately 20 percent of AMI for a family of three. As part of the Communitywide Housing Strategic Plan, HCD and other County partners, including the Office to Prevent and End Homelessness, will work collaboratively to ensure the Bridging Affordability program is serving those with the greatest need. (HCD)
- It is estimated that over one-third of the households served in the County's housing programs include a person with a disability. (HCD)
- The FCRHA owns and/or operates 3,056 units of multifamily housing and 799 units/beds of specialized housing, including active senior units, mobile home pads, residential studios, and assisted living, group home and homeless shelter beds.

# STRATEGY: Tenant Subsidies and Resident Services



SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
3.1	<b>HOMELESSNESS</b>  <b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>		<b>Housing Choice Voucher (HCV) Program and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) Program:</b> Participants receive financial assistance to rent privately-owned and FCRHA-owned housing units. HCD administers the federally-funded HCV rental subsidy program for Fairfax County, and for the Cities of Falls Church and Fairfax, and the Towns of Herndon, Vienna and Clifton. HCD also administers the federally-funded Project Based Voucher program for the FCRHA-owned RAD-PBV units. Federal funds pay the difference between the fair market rent and the amount the tenant can pay based upon the tenant's income. There are 1,060 FCRHA units in the RAD-PBV program plus an additional 108 RAD-PBVs at Creekside Village. There are also an additional 3,936 vouchers authorized by HUD for a total of 5,104 federally-subsidized units. (Excluded from this total are 41 Mainstream Housing Choice Vouchers and 25 VASH vouchers that will be effective March 1, 2020.) See also Lines 3.2, and 3.10.	The following are the anticipated FY 2021 performance metrics for the Housing Choice Voucher and RAD-PBV programs: <u>HCV and RAD-PBV funding utilization rate: 98%</u> <u>RAD-PBV Occupancy Rate: 95%</u> <u>Average income served as percentage of AMI: 25% and below</u>  In FY 2021, the FCRHA will continue to use the waiting list preference for families referred from the Fairfax County Office to Prevent and End Homelessness (OPEH) and the County's Bridging Affordability Program. The FCRHA will also continuously monitor the needs of Housing Blueprint targeted populations to determine if a Project Based Voucher competition in FY 2021 would be beneficial. The FCRHA will also be assessing the effectiveness of utilizing a random selection system for the HCV waitlist based upon the results of the re-opening of the list in January of 2019.
3.2	<b>HOMELESSNESS</b>		<b>Veterans Affairs Supportive Housing (VASH) Program:</b> The U.S. Department of Veterans Affairs awarded the FCRHA VASH housing vouchers for homeless veterans. The FCRHA will conduct income certifications; case management is provided by Veterans Affairs.	<b>Ongoing.</b> HCD will continue to work with Veterans Affairs in processing VA referrals to ensure that the FCRHA is at full utilization. In FY 2020, the FCRHA was awarded an additional 25 VASH vouchers, bringing the total to 130 tenant based VASH vouchers allocated to Fairfax County and three (3) project based.





# STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2021
3.3	<p><b>HOMELESSNESS</b></p> <p><b>SPECIAL NEEDS</b></p> <p><b>WORKING FAMILIES</b></p>		<p><b>HCD PROGRESS Center:</b> The PROGRESS Center plays a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. The PROGRESS Center facilitates self-sufficiency partnerships with a variety of organizations such as SkillSource and YouthBuild. Particular emphasis is placed on facilitating employment and training opportunities to FCRHA residents under Section 3 requirements.</p> <p>The PROGRESS Center will focus on intervention to address crises, collaboration with sister human service agencies to coordinate services and provide residents facing eviction with “second chance” opportunities to resolve their issues. The PROGRESS Center will also have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. It is anticipated that the PROGRESS Center will expand its focus to assist with implementing mitigation strategies to help Housing Choice Voucher participants address changes in their rent.</p>	<p>The PROGRESS Center will assist FCRHA contractors in meeting their obligations under Section 3 to provide employment and training opportunities to FCRHA residents, and will administer all required reporting to HUD. The PROGRESS Center will also play an important role in the Housing Continuum through its work in facilitating self-sufficiency services for residents.</p> <p>In FY 2021, the HCD PROGRESS Center will continue to address the needs of FCRHA program participants through its three self-sufficiency programs: Service Coordination, FSS and Section 3. It is anticipated that the PROGRESS Center will achieve the following performance metrics:</p> <ul style="list-style-type: none"> <li>• <b>Section 3:</b> Approximately 20 individuals will complete the HCD/Britepaths trades pre-apprenticeship program; Approximately 75 individuals will be referred and screened for workforce training eligibility.</li> <li>• <b>Family Self-Sufficiency Program (FSS):</b> FSS will have a capacity to serve 125 participants from RAD-PBV and Housing Choice Voucher Programs and will promote linkage to homeownership. A total of 12 FSS information sessions will be conducted in the community; Approximately 15 families will be enrolled in FSS; Approximately 4 participating households will be eligible for graduation.</li> <li>• <b>Crisis Intervention/Service Coordination:</b> Approximately 10 new cases will be referred; approximately 42 cases will receive ongoing services; approximately 8 cases will be closed.</li> </ul>



# STRATEGY: Tenant Subsidies and Resident Services

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
				The PROGRESS Center will continue to play a critical role in the ongoing implementation of the FCRHA THRIVE Initiative and Moving to Work program. See also Line 3.4.
3.4	<b>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE</b>		<p><b>Moving to Work/Continuing Implementation of THRIVE:</b> The FCRHA has received designation as a Moving to Work agency, which will facilitate the full implementation of the Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative. The MTW designation will allow the FCRHA to:</p> <ul style="list-style-type: none"> <li>• Create a <b>housing continuum</b> that seamlessly joins together the County’s housing programs – including RAD-PBV and Housing Choice Vouchers - and establishes goals to help residents move toward self-sufficiency.</li> <li>• Expand its already <b>strong community partnerships</b> with non-profit organizations to provide self-sufficiency services ranging from “ready-to-rent” training, to job readiness, through homebuyer education and beyond.</li> <li>• <b>Reduce the burden</b> both on staff and residents related to such things as re-certifications and inspections, which will allow staff to focus more on people – not paperwork.</li> </ul>	In FY 2021, the FCRHA will continue its work to implement a variety of aspects of the THRIVE initiative, as called for in its Moving to Work plan. Among the steps to be taken are to continue to implement several changes to how rent is calculated for participants; continued implementation of changes to FSS; as well as new activities potentially to be approved by HUD in FY 2021 such as, a zoned-based Fairfax County Payment Standard, a FCRP FSS program, and use of single fund flexibility to assist with residents with hoarding. Further, HCD will implement several mitigation strategies to help residents address changes to their rent, including employment services and case management. See also Lines 1.2, 1.3, 2.1, 3.1, 3.3, and 3.5.
3.5	<b>HOMELESSNESS SPECIAL NEEDS</b>		<b>Bridging Affordability Program:</b> HCD will continue to administer the Bridging Affordability program. Bridging Affordability funds are provided to non-profits via a competitive process to provide rental subsidies and acquire units to serve homeless individuals and families, victims of domestic violence, and individuals with physical and/or sensory disabilities.	<b>Ongoing.</b> It is anticipated that the Bridging Affordability program will continue to serve homeless individuals and families and the county’s special needs populations, including victims of domestic violence and individuals with physical and/or sensory disabilities. A total of approximately 7 new households are expected to be served based on the funding remaining under the current contract through November 30, 2020. A new contract is expected to begin on December 1, 2020 with the anticipation of serving 80 new households. See Lines 1.2, 1.4, and 3.1.


# STRATEGY: Tenant Subsidies and Resident Services

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
3.6	<b>HOMELESSNESS SPECIAL NEEDS</b>		<b>Tenant Based Rental Assistance Program:</b> Use federal HOME-funded vouchers to serve homeless populations and persons with special needs.	<i>Non-Elderly Disabled:</i> It is anticipated that approximately 3 non-elderly disabled households will be served with TBRA voucher turnover.
3.7	<b>HOMELESSNESS SPECIAL NEEDS</b>		<b>Emergency Solutions Grants:</b> Partial support of prevention and rapid re-housing activities for homeless individuals and families.	Emergency Solutions Grants (ESG) will continue to support homelessness prevention and rapid re-housing activities in FY 2021 and the general management, oversight and coordination of ESG-funded programs. ESG is administered by the Fairfax County Office to Prevent and End Homelessness.
3.8	<b>HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES</b>		<b>Serving Households with Disabilities:</b> A portion of annual admissions to the Housing Choice Voucher program and RAD FCRP come from a special preference admissions pool that are referred through the Fairfax-Falls Church Community Services Board (CSB) or non-profit organizations.	<b>Ongoing.</b> Staff will continue to work with CSB and other partners to coordinate delivery of services to persons with disabilities. Critical link to homelessness goal in Housing Blueprint. In addition to the preferences in the FCRHA's federal programs, it is anticipated that approximately 12 new households with disabilities will be served with Bridging Affordability. In addition, as part of Moving to Work, the Bridging Affordability program serves as a gateway into the FCRHA Housing Continuum and will continue to operate in FY 2021. The FCRHA will continue to explore opportunities to convert additional RAD FCRP and FCRP units to accessibility. See also Lines 1.4 and 3.1.

# STRATEGY: Tenant Subsidies and Resident Services

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
3.9	<b>HOMELESSNESS</b>		<b>Ten-Year Plan to Prevent and End Homelessness:</b> Identify opportunities to provide specialized rental housing consistent with homelessness plan.	In FY 2021 it is anticipated that the FCRHA will use existing resources to achieve the following: Tenant Based Rental Assistance turnover (federal): <b>3</b> Housing Choice Voucher turnover – Homeless Preference (federal): <b>30</b> Bridging Affordability program: <b>50 new households</b> Continuum of Care – turnover (federal): <b>60 households</b> ; new (federal): <b>1 household</b>  The Bridging Affordability program will continue to focus on homelessness and people with disabilities in FY 2021. See also Lines 1.2, 3.1, and 3.5.
3.10	<b>HOMELESSNESS</b>		<b>Family Unification Efforts:</b> Use special Family Unification Program (FUP) vouchers for families that, due to inadequate housing, would 1) have the family's children placed in out-of-home care; or 2) have the discharge of children from out-of-home care delayed. See also Line 3.1.	<b>Ongoing.</b> Continue to keep the lines of communication open with the FCRHA's partners at the Fairfax County Department of Family Services (DFS) to ensure that families are issued FUP vouchers to allow these families to find adequate housing in order to keep families from being separated or to bring families together. There are currently 175 FUP vouchers allocated to Fairfax County.
3.11	<b>SPECIAL NEEDS</b>		<b>Mainstream Housing Choice Vouchers:</b> Apply for vouchers for non-elderly disabled persons, including persons at-risk of institutionalization due to their housing situation or those in institutions wishing to live in their community.	In FY 2021, the FCRHA will continue to utilize the 55 Mainstream Housing Choice Vouchers awarded in FY 2019, in partnership with the Office to Prevent and End Homelessness, ENdependence Center, CSB, and DFS, for non-elderly disabled individuals.

# STRATEGY: Tenant Subsidies and Resident Services

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
3.12	<b>HOMELESSNESS</b>  <b>SPECIAL NEEDS</b>		<b>Admissions Policies and Housing Options:</b> Explore increased flexibility in FCRHA admissions policies concerning serving persons with special needs.	<p>In FY 2021, FCRHA staff will continue to explore options for greater flexibility in admissions policies. Staff will continue to work with partners on housing options with wrap-around services for special needs populations. Staff will continue to utilize a waiting list preference that was afforded to homeless families referred from the OPEH and certain families exiting the Bridging Affordability program, a locally funded non-traditional rental assistance program. This preference provides for placement of these families on the Housing Choice Voucher and RAD-PBV waiting lists with a priority as part of the Moving to Work Housing Continuum. In addition, it is anticipated that the FCRHA will be in its fourth year of administering the State Rental Assistance Program (SRAP). SRAP is a state funded rental assistance program designed specifically for persons with intellectual and developmental disabilities and operates in a similar fashion as the Housing Choice Voucher program. Families will be referred from the Department of Behavioral Health and Developmental Services. HCD will also be administering an allotment of 96 Mainstream vouchers awarded by HUD during FY 2019 and FY 2020. HCD will establish a special Mainstream preference that specifically targets non-elderly families with a household member with disabilities who are transitioning out of an institutional or other segregated setting, at risk of institutionalization, homeless, or at risk of homelessness. See also Line 3.13.</p>

# STRATEGY: Tenant Subsidies and Resident Services

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
3.13	<b>SPECIAL NEEDS</b>		<p><b>State Rental Assistance Program (SRAP):</b> Participants with intellectual and other developmental disabilities receive financial assistance to rent privately-owned housing units. The Virginia Department of Behavioral Health and Developmental Services (DBHDS) in partnership with the FCRHA and HCD administer this state-funded rental subsidy program for Fairfax County, and for the City of Fairfax, and the Towns of Herndon, Vienna and Clifton. SRAP is administered in coordination with disability support services provided through Virginia’s Medicaid Waiver programs, and Fairfax-Falls Church Community Services Board.</p>	<p>As part of a recent amendment with DBHDS, the FCRHA is administering an additional 25 housing certificates. This will result in a total of 123 SRAP households being served in FY 2021. In addition, the FCRHA has begun awarding “project-based” SRAP certificates in new construction being supported by the FCRHA through financing and public/private partnerships on its land.</p>

## STRATEGY:

- **Homeownership and Relocation Services**

## GOALS:

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

## County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement





## TRENDS

- The homeownership rate in Fairfax County is 68.0 %. (US Census Bureau, 2018 American Community Survey 5-Year Estimates)
- In November 2019, 1,073 homes were sold in Fairfax County, an increase of 0.5 percent over the 1,068 homes sold in November 2018. (*Fairfax County Economic Indicators*, December 2019)
- On average, homes that sold in Fairfax County in November 2019 were on the market for 28 days. This is 7 days fewer than the 35-day average in November 2018. (*Fairfax County Economic Indicators*, December 2019)

- In November 2019, the average sales price of all homes sold during the month was \$612,363, a 9.2 percent increase from the November 2018 average sales price of \$560,604.
- The average sales price for detached homes sold in November 2019 was \$801,992, a 9.0 percent increase from the November 2018 average sales price of \$735,931.
- The average sales price for attached homes in November 2019 was \$414,395, a 7.0 percent increase over the November 2018 average sales price of \$387,165. (*Fairfax County Economic Indicators*, December 2018)
- The First-Time Homebuyers Program (FTHB) facilitated purchases by 31 homebuyers in FY 2019, including one Housing Choice Voucher homeowner. (HCD)
- The average sales price of FTHB Program homes sold during FY 2019 was \$153,800, down slightly from the FY 2018 average sales price of \$155,210. This data represents only the FTHB units sold to families with income under 70 percent of AMI. (HCD)
- During FY 2019, HCD staff conducted 35 project relocation reviews for compliance with the federal Uniform Relocation Act (URA) and the Fairfax County Voluntary Relocation Assistance Guidelines. (HCD)

# STRATEGY:

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

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2021
4.1	<b>WORKING FAMILIES</b> <b>WORKFORCE</b>		<p><b>Homeownership Division and First-Time Homebuyers Program:</b> Provides access to financing and homeownership training for Fairfax County first-time homebuyers purchasing for-sale FTHB units and Workforce Dwelling Units.</p> <p><i>Focus on Compliance:</i> Monitors refinancing of FTHB units by owners. Compliance monitoring is undertaken to ensure the FCRHA receives the required equity share contribution to the Housing Trust Fund (HTF).</p>	In FY 2021 it is anticipated that the Fairfax County First-Time Homebuyers Program will facilitate home purchases by 30 first-time homebuyers.
4.2	<b>WORKING FAMILIES</b> <b>WORKFORCE</b>		<p><b>Housing Choice Voucher Homeownership Program:</b> Provides up to 25 Housing Choice Vouchers (HCV) to move HCV participants to homeownership. The First-Time Homebuyers Program will affirmatively market to households coming out of the Housing Continuum. See Line 3.4.</p>	<p>In FY 2021, it is estimated there will be 15 HCV homeowners on the program. Staff is working with residents requesting RAD vouchers to move in instances where they are eligible to purchase a home with their voucher and continue to market to and serve HCV participants and move them toward homeownership and greater self-sufficiency focusing on families currently in the Family Self-Sufficiency Program.</p> <p>As the FCRHA prioritizes families leaving homelessness on its HCV Program, it is taking longer for families to prepare for homeownership.</p>
4.3	<b>WORKFORCE</b>		<p><b>Workforce Housing:</b> Implementation of the County's workforce housing policy in coordination with the Department of Planning and Zoning. The first WDU for-sale units were available in FY 2019.</p>	In FY 2021, it is estimated that 50 new for-sale WDUs will be available for purchase by families with income ranging from 60 percent up to 120 percent of AML.
4.4	<b>WORKING FAMILIES</b> <b>WORKFORCE</b>		<p><b>Moderate Income Direct Sales (MIDS) Program:</b> Administration of purchases and re-sales of MIDS units to first-time homebuyers and qualified non-profits. Ongoing program compliance.</p>	See Line 1.3. Approximately 100 MIDS units remain with deed restrictions on the property.
4.5			<p><b>Language access for homeownership clients</b></p>	In FY 2021, program brochures will continue to be provided to homeownership clients in a variety of languages. Interpreters are provided upon request at any homeownership class. In addition, HUD-certified Housing Counselors provide homeownership education classes in a variety of languages.



# STRATEGY: Homeownership and Relocation Services

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	Description of Current Projects	Anticipated Outcomes in FY 2021
4.6			<b>Relocation Program:</b> Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2021, staff will continue to provide technical assistance for programs using federal funds under the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended (URA) and Section 104(d) of the Housing and Community Development Act of 1974; Fairfax County Voluntary Relocation Guidelines; and the Code of Fairfax County and the Code of Virginia as they pertain to Condominium conversion projects. Relocation of tenants at Murraygate Village began during FY 2019 and will last into FY 2021. Also, the 46 residents at the RAD Robinson Square property were provided relocation information in anticipation that the One University project moves forward. If it moves forward, these residents are anticipated to be relocated at the end of FY 2021 and into FY 2022. Relocation guidance continues to be provided to private developers and that activity has increased over previous years. See also Line 1.1, 1.5, 2.1 and 2.2.
4.7			<b>Compliance Monitoring and Counseling:</b> Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to refinancing.	See Line 4.1. HCD estimates the number of refinance requests it will monitor for compliance with FTHB Program covenant restrictions as 50 for FY 2021.

## STRATEGY:

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

## GOALS:

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

## County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies






Connecting People & Places

- In 2018, Fairfax County published Phase I of its *Communitywide Housing Strategic Plan*. The report indicated that over the course of the following 15 years, the County is expected to add more than 62,000 households, primarily working households. Of those 62,000 households, approximately 15,000 will be households earning less than 60 percent of the Area Median Income (AMI).
- Phase I of the Plan identified 25 short-term strategies that can be implemented without major policy changes or significant sources of new revenue to start the process of creating more housing options for future and current County residents and workers.
- Six of the 25 Phase I strategies were grouped in a category called *Modernizing FCRHA/HCD Administration and Processes*, and include:
  - Streamline the Housing Blueprint Application Process to Better Align with the LIHTC Application Process
  - Maximize the Potential of FCRHA-Owned Properties
  - Plan for Reinvestment of Savings from the Refinancing and/or Maturing of Debt Service of Wedgewood and Crescent Properties
  - Develop a Plan to Expand Use of FCRHA Bonds
  - Examine the FCRHA's Deep Subsidy Programs to Better Align Resources to Serve Those Most in Need
  - Incorporate the One Fairfax Policy into the FCRHA's Policymaking Process
- Phase II of the *Communitywide Housing Strategic Plan* – the identification of longer-term strategies for developing new tools, policies, and resources to support the production, preservation and access to housing that is affordable to all who live and work in our community – was presented to the Board of Supervisors in 2019 by its Affordable Housing Resources Panel.
- HCD is implementing the recommendations from the Quadel Report to improve efficiencies within the Department. Recommendations implemented included the hiring of the Director of the Rental Housing Division, and consolidating the property management, property improvement and maintenance, and asset management functions under this Division. Also accomplished was the reorganization of the Policy and Compliance Division to incorporate data analytics and reporting as well as compliance functions.
- The FCRHA continues to examine the opportunities to maximize efficiencies through third-party management of its properties. Given the array of scattered-site units within its rental portfolio, third-party management has led to overall reduction in operational costs, and the FCRHA will continue to analyze the cost/benefit of this approach on a property-by-property basis.

## TRENDS

# STRATEGY: FCRHA/HCD Program Planning, Development and Management

SP Line	<b>BLUEPRINT GOALS</b>	<b>MTW Related</b>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
5.1	<b>HOMELESSNESS</b>  <b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>  <b>WORKFORCE</b>		<b>Communitywide Housing Strategic Plan:</b> HCD and the FCRHA will lead the development and implementation of a communitywide strategic plan for housing, similar to the effort which resulted in the recently-adopted <i>Strategic Plan for the Economic Success of Fairfax County</i> .	In June 2018 (FY 2018), the Board of Supervisors adopted Phase 1, which includes 25 strategies that Fairfax County could take within one to two years and with no new additional public resources to begin to produce and preserve more affordable and workforce housing. Phase 2 of the strategic plan, which focuses on identifying housing resources to meet housing needs over the next 15 years, was completed in coordination with the Board's Affordable Housing Resources Panel and recommendations were included in the Budget Guidance for FY 2020.
5.2	<b>HOMELESSNESS</b>  <b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>  <b>WORKFORCE</b>		<b>Affordable Housing Advisory Committee (AHAC):</b> In 2005, the AHAC was established for the Penny Fund. AHAC has been instrumental in establishing important County housing initiatives such as the Housing Blueprint and the Communitywide Housing Strategic Plan.	As part of its report to the Board of Supervisors, the Affordable Housing Resources Panel recommended that the AHAC be reconstituted and charged with monitoring progress and providing advice on Phase 1 and Phase 2 of the Communitywide Housing Strategic Plan.
5.3	<b>HOMELESSNESS</b>  <b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>  <b>WORKFORCE</b>		<b>Moving to Work/THRIVE/RAD:</b> Continued leadership of critical reinvention of the FCRHA programs under Moving to Work and the HUD Rental Assistance Demonstration.	<b>Ongoing.</b>

# STRATEGY: FCRHA/HCD Program Planning, Development and Management

SP Line	<b>BLUEPRINT GOALS</b>	<i>MTW Related</i>	<b>Description of Current Projects</b>	<b>Anticipated Outcomes in FY 2021</b>
5.4			<b>Grants Compliance; CDBG and HOME Strategies:</b> Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments in programs and activities. Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.	<b>Ongoing.</b> Staff will continue providing technical assistance and monitoring CDBG and HOME activities for program compliance and outcomes.
5.5	<b>HOMELESSNESS</b>  <b>SPECIAL NEEDS</b>  <b>WORKING FAMILIES</b>		<b>Consolidated Community Funding Pool:</b> Management of CCFP and staffing the Consolidated Community Funding Advisory Committee.	<b>Ongoing.</b>

# STRATEGY:

## FCRHA/HCD Program Planning, Development and Management

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places

SP Line	Description of Current Projects	
5.6	<b>Multi-lingual access:</b> Improve language access across agency programs via phone, internet and kiosk.	
5.7	<b>Public Participation:</b> FCRHA will ensure a coherent public participation process that is reflective of the One Fairfax Policy and promotes public ownership of its policies and practices.	
5.8	<b>Supervisor Town Meetings:</b> FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.	
5.9	<b>Social Media strategy:</b> FCRHA will advance its use of video and graphics to expand the reach and followership of its existing social media platform. Staff will look at additional social media platforms—considering target audience and messaging needs—to determine what would be required to facilitate a successful launch and sustainable engagement on new platforms.	
5.10	<b>Strategic Communications:</b> With the guidance and assistance of the County’s Office of Public Affairs, HCD will use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs. Information will be shared through traditional media, social media, and the agency newsletter (E-ffordable.org) to inform the public about affordable housing issues and initiatives in Fairfax County. See also Line 5.20.	
5.11	<b>Reporting on use of County funds:</b> HCD will continue to account for and provide information about the status of County investments in affordable housing.	
5.12	<b>Non-profit information sharing and partnerships:</b> HCD will continue to inform its non-profit partners regarding important HCD initiatives as well as updates regarding changes to housing programs that may impact their clients. Continue to promote partnerships with non-profit and community-based organizations; provide education/outreach on the work of the FCRHA and affordable housing in general. The THRIVE Advisory Committee, comprised of community stakeholders, will meet throughout FY 2021 to provide advice to the FCRHA related to housing policy issues, Moving to Work, and issues related to THRIVE.	

# STRATEGY:

## FCRHA/HCD Program Planning, Development and Management

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



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SP Line	Description of Current Projects	
5.13	<p><b>Reserve for housing emergencies and opportunities:</b> HCD continues to keep a small reserve for emergency maintenance work in the Housing Trust Fund. Staff will continue to identify opportunities to increase this reserve, as needed.</p> <p>A HUD-required reserve for RAD-PBV capital needs is being maintained. A capital reserve is still needed for all Fairfax County Rental Program Fund properties and this will be created once the properties break even and can generate positive cash flow to sustain a capital reserve.</p>	
5.14	<p><b>Project Selection and Leveraging:</b> Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk. Undertake projects that will maximize leverage and encourage public-private partnerships.</p>	
5.15	<p><b>Maximizing Organizational Effectiveness:</b> HCD will continue assessing the existing organizational structure to determine ways to maximize efficiency, leverage skills, expertise and experience, and reflect the FCRHA strategic plan, HCD vision, and the Housing Blueprint.</p>	
5.16	<p><b>Human Capital Development:</b> HCD strives to further career development and professionalism among its employees and will continue to promote development, recognition, mentoring and policies related to promotional opportunities. HCD will continue its focus on recruiting, growing and retaining staff talent.</p> <p>As part of HCD's Succession Planning effort, HCD will continue to participate actively in the County's formal mentorship program encouraging staff members to participate as either mentors or protégés. Additionally, HCD will send supervisors to Fairfax County's new 5-day Employee Relations Supervisory Training course and other Fairfax County leadership curriculum. To encourage professional growth and expertise within the housing industry, HCD will encourage attendance at conferences, including MTW, Yardi, Affordable Housing Management Association (AHMA) and the Virginia Governor's Housing Conference, within budgetary constraints.</p>	

# STRATEGY:

## FCRHA/HCD Program Planning, Development and Management

### County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies







Connecting People & Places

SP Line	Description of Current Projects	
	<p>HCD will continue to provide job-related training to staff, within funding constraints. This training may include:</p> <ul style="list-style-type: none"> <li>• LIHTC compliance - basic, intermediate and advanced</li> <li>• MTW</li> <li>• HCV Certification</li> <li>• Housing Quality Standards (HQS)</li> <li>• Specialized maintenance training</li> <li>• Trauma Informed Care Curriculum</li> <li>• Fair Housing</li> <li>• Other training topics as needed</li> </ul> <p>HCD will continue to encourage participation in the George Mason University fellow graduate program, as well as NOVA-Partners Program, the COG Institute for Regional Excellence Certified Public Manager Certification, Virginia Local Government Management Certificate Program and Leadership Fairfax.</p>	
5.17	<p><b>Administrative Systems and GIS:</b> Explore options to improve the interface between Yardi and FOCUS. Continue to upgrade or replace current systems to increase administrative efficiency. Utilize GIS in programs and data analysis. Ensure staff attend County software trainings in order to maximize their use of corporate software systems.</p>	
5.18	<p><b>Internal Process Reviews:</b> HCD/FCRHA will continually assess procedures to ensure a series of decision points before major projects are undertaken.</p>	
5.19	<p><b>Fiscal Strength and Stability:</b> HCD/FCRHA will explore opportunities to sustain the FCRHA's real estate stock, maximize revenues from assets and retain a strong and stable financial position.</p>	

# STRATEGY:

## FCRHA/HCD Program Planning, Development and Management

### County-wide Vision Elements that Apply

-  Maintaining Safe and Caring Communities
-  Building Livable Spaces
-  Maintaining Healthy Economies
-  Connecting People & Places

SP Line	Description of Current Projects	
5.20	<p><b>Staff Communications:</b> Implement the transition of Housing’s FairfaxNET content to SharePoint 365 in conjunction with the Department of Information Technology schedule. Begin the development of an internal department site on SharePoint – transitioning from the current Housing Network News (HNN) platform. Primary areas of focus for the coming year will be addressing administrative departmental functions (communications, human resources, finance, information technology, emergency/risk management).</p>	
5.21	<p><b>Media Relations/Public Affairs:</b> Continue realignment of FCRHA strategic communications in partnership with the County’s Office of Public Affairs. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message. See also Line 5.9.</p>	
5.22	<p><b>FCRHA Information Items:</b> Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.</p>	
5.23	<p><b>Messages from the Director:</b> Send out "Messages from the Director" via e-mail to keep Commissioners informed between meetings.</p>	
5.24	<p><b>FCRHA Meetings with other Boards, Authorities, and Commissions:</b> Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, Resident Advisory Council, Economic Advisory Commission, CSB, DSB, and the Long-Term Care Coordinating Council as needed.</p>	
5.25	<p><b>Board of Supervisors:</b> Briefing to Board of Supervisors at Board Health, Housing and Human Services Committee Meetings as needed.</p>	



# FY 2021 HCD/FCRHA Adopted Budget

Fund #	Fund	Adopted Revenues	Adopted Expenditures
001	General Fund <sup>1</sup>	\$ 24,830,358	\$ 24,830,358
30300	Affordable Housing Development and Investment	\$ 19,247,000	\$ 19,247,000
30310	Housing Assistance Program - closed 6-30-20	\$ -	\$ -
40300	Housing Trust Fund	\$ 3,661,782	\$ 3,661,782
40330	Elderly Housing Program	\$ 3,182,826	\$ 3,110,720
40360	Homeowner/Business Loan Program - closed 6-30-20	\$ -	\$ -
50800	CDBG	\$ 5,609,339	\$ 5,609,339
50810	HOME	\$ 1,940,695	\$ 1,940,695
81000	FCRHA General Operating	\$ 3,586,038	\$ 3,250,189
81050	FCRHA Private Financing - closed 6-30-20	\$ -	\$ -
81060	FCRHA Internal Service Fund	\$ 4,054,083	\$ 4,054,083
81100	FCRP	\$ 2,999,805	\$ 3,843,103
81200	Housing Partnerships	\$ 1,635,293	\$ 1,635,293
81300	RAD-PBV	\$ 7,739,132	\$ 8,838,284
81500	Housing Grants	\$ 1,919,721	\$ 1,892,352
81510	Section 8/HCV	\$ 71,957,347	\$ 71,507,618
	Subtotal	\$ 152,363,419	\$ 153,420,816
	Less Internal Service Fund (ISF)	\$ 4,054,083	\$ 4,054,083
	Total Adopted Budget Less ISF (All Housing Funds)	\$ 148,309,336	\$ 149,366,733

<sup>1</sup> General Fund includes the combined funding of HCD and OPEH as proposed by the County Executive. Of the amount reflected, OPEH accounts for \$17,207,067 of the General Fund Adopted Budget.