

Housing and Community Development Program Overview



Introduction

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

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

Housing Blueprint

In January 2010, the Board of Supervisors endorsed a new affordable housing policy, known as the "Housing Blueprint", which focuses on providing housing for those with the greatest need, including homeless families and individuals, persons with disabilities, and households with extremely low incomes. The Blueprint also emphasizes partnering with the County's non-profit community to provide creative affordable housing solutions, refocusing of existing resources, and fostering the development of workforce housing through land use policies and public/private partnerships. The Blueprint has four goals:

- ◆ To end homelessness in 10 years;
- ◆ To provide affordable housing options to those with special needs;
- ◆ To reduce the waiting lists for affordable housing by half in 10 years; and
- ◆ To produce workforce housing sufficient to accommodate projected job growth.

A set of specific Blueprint metrics has been established for FY 2012 using a combination of existing resources and additional County funding. The commitment of resources and metrics reflect the Board-adopted Plan to Prevent and End Homelessness and the recommendations of the Fairfax County Affordable Housing Advisory Committee, in concert with the FCRHA, the interagency Housing Options Group, and the Fairfax-Falls Church Community Services Board, including priority recommendations regarding the County funds requested for Blueprint projects and programs.

Funding Sources Supporting HCD Operations

The sources supporting HCD's operations include County funds, general obligation bonds, federal grants, private capital, revenue from program operations (e.g., developer fees, rent from tenants of housing owned by the FCRHA and income from repayment of loans) and interest income. As a result of these multiple, complex funding streams, HCD administers 19 funds. Some funds are appropriated by

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the Board of Supervisors, while others are allocated by the FCRHA. All are included in this budget in order to provide a complete financial overview. These 19 funds encompass all of the operations of HCD/FCRHA with the exception of nine housing developments that are operated by outside management companies under contract with the FCRHA and/or are owned by the FCHRA in partnership with private investors. Separate financial records are maintained for these developments.

FY 2012 anticipated expenditures supporting the HCD and FCRHA activities total \$113,396,516 including \$8,432,982 in General Fund support, \$30,857,551 in other County appropriated funds, and \$74,105,983 in non-County appropriated funds. Total revenue for FY 2012 is anticipated to be \$114,397,140 as shown on the Consolidated Fund Statement. Receipts from federal/state sources are anticipated to be \$65,352,043 or 57.1 percent of total funding sources. More detailed descriptions of FY 2012 funding levels may be found in the narratives for each fund following this Overview.

Because HCD's programs are supported by multiple sources of funds, the Agency Mission and Focus, Program Goals, and Performance Measures are consolidated in this Overview rather than appearing with each fund. Performance measures for FY 2012 are generally consistent with FY 2011 performance measures. This Overview also provides summary information on the organization, staffing and consolidated budget for HCD.

Mission

To preserve and increase opportunities for affordable housing in Fairfax County based on need, community priorities and the policy of the Board of Supervisors and the FCHRA. Driven by a community vision, to lead efforts to revitalize older areas of Fairfax County, to spur private reinvestment, maximize existing infrastructure and public investment, reverse negative perceptions, and create employment opportunities.

Focus

HCD connects with the residents of Fairfax County at their roots – home, neighborhood and community. All HCD programs, activities and services revolve around this important link and can be grouped in three service areas: **Affordable Housing; Neighborhood Preservation and Revitalization;** and **Capital Formation and Capacity Building.**

Affordable Housing supports individuals and families in their effort to find homes that are safe, affordable, and stable.

Neighborhood Preservation and Revitalization focuses on sustaining and improving communities.

Capital Formation and Capacity Building focuses on development of partnerships with private investors and other public agencies resulting in capital investment and financial support for the HCD and FCRHA mission.

These service areas encompass all of the activities of the 19 HCD funds. The total FY 2012 Adopted Budget Plan of \$113.4 million can be distributed to these service areas and the general costs of running the department. It should be noted that many of the functional areas of HCD cross these service areas, so an exact allocation to the service areas is not possible. The FY 2012 Adopted Budget Plan is \$9.3 million more than the FY 2011 Adopted Budget Plan primarily due to additional funding received from the U.S. Department of Housing and Urban Development for public housing requirements. During deliberations on the FY 2011 federal budget, significant adjustments were made to the initial funding projections. Appropriate revisions to the current FY 2012 budgets will be made as part of the *FY 2011 Carryover Review*

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subsequent to final federal approval of Fairfax County's actual award. See subsequent Housing Fund narratives in Volume 2.

Highlighted below are the main functions included in each of the service areas.

Affordable Housing:

Affordable Housing Preservation

As of May 2011, a total of 2,436 affordable units have been preserved for both homeownership and rental purposes in a variety of large and small projects. Of that number, 252 units are preserved as affordable housing for periods of five years or less, and 2,184 units are preserved for 20 years or longer. The FCRHA's major affordable housing preservation successes include: Wedgewood Apartments, 672 units (Braddock District); Janna Lee Village, 319 units (Lee District); Madison Ridge, 216 units (Sully District); Crescent Apartments, 180 units (Hunter Mill District); Coralain Gardens, 105 units (Mason District); Sunset Park Apartments, 90 units (Mason District); and Hollybrooke II, 98 units and Hollybrooke III, 50 units (Mason District).

Bridging Affordability Program

Authorized as part of the FY 2011 Adopted Budget Plan and included in the Housing Blueprint, the "Bridging Affordability" Program is designed to provide funding to non-profits, via a competitive process, for use as rental subsidies and as capital for the acquisition of additional affordable units to address the homelessness and waiting list goals of the Blueprint. In FY 2011, it is expected that these funds will serve approximately 48 homeless individuals and families, and about 364 households on the County's affordable housing waiting lists. The Bridging Affordability Program is funded, subject to annual allocation, with program income from the County-owned Wedgewood Apartments property.

First-Time Homebuyers Program and Moderate Income Direct Sales Program

This program offers new and resale homes at below market prices. These homes are built by private developers and are located throughout the County. HCD markets the homes and, in most cases, provides financing assistance to first-time homebuyers. In FY 2010, a total of 63 families purchased homes via the Fairfax County First-Time Homebuyers program. Through FY 2010, 2,126 homes have been sold to first-time homebuyers as a result of these programs since 1992. As a part of its November 2010 Lines of Business (LOBS) review, HCD proposed outsourcing of the marketing of Affordable Dwelling Units (ADUs) to a non-profit organization, and focusing staff almost entirely on program compliance.

Below-Market Mortgages

The Homeownership Division administers FCRHA second-trust financing for first-time homebuyers using federal HOME and Neighborhood Stabilization Program (NSP) funding, and facilitates homebuyer access to below-market first-trust financing from the Virginia Housing Development Authority (VHDA). In FY 2010, a total investment of \$7,288,968 in non-County funds was leveraged by the Fairfax County First-Time Homebuyers Program in the form of federal HOME and NSP resources for second-trust financing and VHDA first-trust financing.

Homeownership Resource Center

The Homeownership Resource Center, located on the first floor of the FCRHA headquarters building on Pender Drive, serves over 400 persons per month, providing information on homeownership, homeownership education, one-on-one and group counseling sessions, opportunities to meet with lenders, applicant briefings, and coordination of resources for current and prospective first-time

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homebuyers. In FY 2010, the Homeownership Resource Center responded to 2,721 telephone calls and 2,143 walk-in clients.

Homeownership Education

Through a partnership with VHDA, local lenders and housing professionals, six-hour homeownership education classes were provided to potential Fairfax County homebuyers in FY 2010. Completion of the class qualifies graduates to participate in the First-Time Homebuyers Program and the ability to access below-market financing, down payment and closing cost assistance. Classes have been offered in English, Spanish, Vietnamese, Korean, and American Sign Language. During FY 2010, the Fairfax County First-Time Homebuyers Program conducted 23 orientation sessions serving 767 attendees, and 11 application sessions serving 94 attendees. Twenty-four VHDA homebuyer classes were held, serving 577 participants. In addition, first-time homebuyers learned about maintaining their home and their responsibilities as homeowners living within their community. In FY 2010, HCD continued to provide post-purchase counseling, at settlement, for purchasers of ADUs being re-sold through the FCRHA. Also, in FY 2010, staff conducted annual compliance monitoring for all owners in the First-Time Homebuyers Program, and conducted a public records review for any activity that could jeopardize sustained homeownership.

Response to the Foreclosure Crisis

Fairfax County's foreclosure program was implemented in FY 2008 to address the issue of foreclosures occurring in the County and help stabilize impacted neighborhoods while increasing the opportunities for additional workforce housing. These approaches included: Assistance to Homeowners in Distress, the Silver Lining Initiative and Neighborhood Preservation Efforts. HCD's foreclosure-related accomplishments in FY 2010 included:

- ◆ Assistance to Homeowners in Distress: HCD provided continuing referrals for counseling of at-risk homeowners. In FY 2010, staff participated in 8 outreach meetings in communities, and responded to 10 walk-ins and 112 telephone calls from homeowners in distress.
- ◆ Silver Lining Initiative: In FY 2010, federal Neighborhood Stabilization Program (NSP) funding allowed the FCRHA to finance the purchase of foreclosed properties by its non-profit partners. In total, 10 foreclosed properties were purchased by non-profits using NSP, CDBG, HOME funds, representing a total of 19 units/beds of affordable rental housing, including 15 units/beds for persons with disabilities. Also in FY 2010, 11 loans totaling \$694,234 were made to first-time homebuyers purchasing foreclosed homes using federal HOME and NSP funds. The maximum income for HOME-funded loans is 80 percent of AMI. The maximum sales for houses purchased using a HOME-funded loan is \$362,790. The average income served by the Silver Lining Initiative's homeownership component in FY 2010 was \$50,313, or about 48 percent of Area Median Income (AMI) for a family of four.
- ◆ Neighborhood Preservation Efforts: A total of three Home Improvement Loan Program (HILP) loans were closed by a non-profit organization to rehabilitate foreclosed units acquired using federal NSP funds.

The number of foreclosures has decreased from a peak of 2,257 in September 2008. Additionally, mortgage financing has become more difficult to obtain. Therefore, HCD plans to phase out the Silver Lining Program and replace it with a down payment assistance program.

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Compliance Monitoring

Compliance monitoring is an ongoing activity which encompasses a variety of HCD programs. This activity includes monitoring of:

- ◆ Over 1,400 properties sold through the First-Time Homebuyer Program (including “for-sale” ADUs);
- ◆ 1,027 privately-owned and operated rental ADUs which are located in large multifamily apartment properties across the County;
- ◆ An expected 1,212 Workforce Housing units which have been committed to be built by private developers as of May 2011;
- ◆ 2,995 Fairfax County/FCRHA-owned Public Housing and Fairfax County Rental Program (FCRP) multifamily units and 852 units (and/or beds) of senior and specialized housing; and
- ◆ Over 3,200 Housing Choice Vouchers.

In addition, HCD monitors the use of federal funds received by Fairfax County and granted to a variety of agencies and organizations. These programs include the Community Development Block Grant (CDBG), the Neighborhood Stabilization Program, and the HOME Investment Partnership (HOME) program.

FCRHA Rental Housing Programs

This function includes properties owned by the FCRHA under the Fairfax County Rental Program (FCRP) for households with modest means, as well as properties owned by limited partnerships affiliated with the FCRHA. In addition, it encompasses properties owned by the FCRHA and operated under the federal Public Housing Program and rental subsidies managed by the FCRHA and funded by the federal Housing Choice Voucher (HCV) Program for those with very low incomes. In FY 2010, the average income of households served in the FCRHA’s major multifamily affordable rental housing and tenant subsidy programs, including the federal Public Housing and HCV programs, and the FCRP, was approximately \$25,518, or 27 percent of the Area Median Income (AMI) for a family of three (the average household size in these programs). This meets the U.S. Department of Housing and Urban Development’s (HUD) definition of “extremely low income”. A total of 16,670 individuals were housed in these programs in FY 2010. In FY 2010, the FCRHA was again named a HUD “High Performer” for the HCV program. In 2010, the FCRHA’s Public Housing properties were found to be in excellent physical condition, scoring 95 out of 100 in HUD’s real estate assessment system.

In September 2010, HCD established the PROGRESS Center: the Partnership for Resident Opportunities, Growth, Resources and Economic Self Sufficiency. The Center is housed within HCD and staffed by existing employees, each bringing a rich background and experience in HCD housing programs and human services. The Center is initially focused on Public Housing residents, participants in the HCV program, and the residents at Fairfax County Rental Program properties such as Stonegate and Murraygate. The Center will be a resource within HCD for staff addressing client issues that can range from job loss to behavior issues to residents in crisis. The PROGRESS Center will focus on a number of critical areas of need, including employment and training opportunities and services related to affordable health insurance, emergency medical intervention, adult protective services, mental health services, and physical and sensory disabilities.

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As a part of its November 2010 LOBS review, HCD announced plans to reorganize its Housing Application Center and process, to ensure the delivery of sensitive, pro-active customer service designed to achieve the goal of helping applicants find a home. HCD also proposed to establish an Asset Management Division, utilizing existing staff and consolidating resources, to focus on the financial performance, physical condition, capital improvements and accountability of the FCRHA's affordable housing properties.

FCRHA Development Activities

HCD, in conjunction with the FCRHA, facilitates the development of affordable housing by non-profit and for-profit developers through incentives and financing. HCD and FCRHA also build and own housing for low- and moderate-income families and individuals, and households with special needs. In addition, FCRHA partners with private investors, through limited partnerships, to develop and operate affordable housing. As of October 2010, construction of the FCRHA's new 90-unit active adult property at the Glens at Little River senior campus in the Braddock District was completed. In its November 2010 LOBS review, HCD recommended further utilization of the construction management resources of the Department of Public Works and Environmental Services (DPWES) for county-funded projects.

Active Adult Housing and Assisted Living

This activity provides 504 affordable active adult rental apartments in Fairfax, Herndon, Springfield, Lincolnia, McLean, and the Mount Vernon/Gum Springs areas of Fairfax County, including the new 90-unit Olley Glen facility. In addition, this activity provides 112 beds of assisted living at Braddock Glen in Fairfax (Braddock District) and at the Lincolnia Senior Center and Residence in Alexandria (Mason District). In its November 2010 LOBS review, HCD suggested the possibility of outsourcing management of the Lincolnia facility, with the concurrence of the other agencies operating in the facility and if efficiencies are likely to result.

Relocation Services and Monitoring

This program provides technical assistance and monitoring for preservation initiatives. This activity also includes relocation services for all federally-funded projects throughout the agency. In FY 2010, staff conducted relocation reviews of 166 projects for compliance with the federal Uniform Relocation Act and the Fairfax County Voluntary Relocation Assistance Guidelines.

Relocation Advisory Services for Condominium Conversion

These services provide technical assistance to developers under both the Fairfax County Relocation Guidelines and Fairfax County Code for projects where there is substantial rehabilitation and condominium conversion. Technical assistance under the federally mandated Uniform Relocation Act is provided if federal funds are involved in the project.

Affordable/Workforce Housing

The Board of Supervisors created a Workforce Housing Program through amendments to the Fairfax County Comprehensive Plan and Zoning Ordinance, and the adoption of a new Board policy. The Workforce Housing Program, based on the recommendations of the Board-appointed High-Rise Affordability Panel, is a proffer-based incentive system to encourage developers to provide workforce housing in the County's mixed-use development centers. The Board's action sets forth the expectation that 12 percent of all new residential units will be affordable to a range of moderate-incomes up to 120 percent of the AMI. As of May 2011, a total of 1,212 Workforce Dwelling Units had been committed by private developers in rezoning actions approved by the Board of Supervisors. Development of these units is expected to begin in two to three years. It is anticipated that approximately 24 workforce housing units committed by developers will be delivered on the market in FY 2011.

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Neighborhood Preservation:

Home Improvement Loan Program and Home Repair for the Elderly

These activities provide loans to homeowners and some non-profit landlords to improve their properties. In addition, there is a crew to assist qualified elderly and disabled homeowners in making minor repairs at no charge. In FY 2010, a total of 22 loans and grants were provided to homeowners and a non-profit organization for repairs and improvements to their properties and 128 qualified disabled or elderly homeowners received free repairs. As a part of its November 2010 LOBS review, HCD proposed downsizing the scope of the Home Improvement Loan Program (HILP) to emergency situations; however, the Home Repair for the Elderly Program will be fully maintained.

Capital Formation and Capacity Building:

Impact of Federal Fiscal Year 2011 Reductions

In April 2011, H.R. 1473 was enacted, which reduced funding for the federal government through the end of its current fiscal year on September 30, 2011. The bill included significant cuts to core federal housing funding sources, including: a 16 percent reduction (\$1.034 million) in the Community Development Block Grant (CDBG) program, which funds numerous County and nonprofit community development and housing activities; a 12 percent reduction (\$323,113) in the HOME Investment Partnership Program (HOME), which provides rental assistance and homebuyer down payment assistance; an 18.4 percent (\$349,652) decrease in the Public Housing Capital Fund which supports efforts to maintain and modernize the County's aging Public Housing stock; and a reduction of 8.4 percent in administrative fees for the Housing Choice Voucher program, which support efforts to help voucher holders find affordable housing; among other reductions. These cuts have the effect of establishing a new baseline for each of these programs and could potentially lead to further reductions. The specific impact on County programs and services is being identified and associated funding adjustments will be reflected at the *FY 2011 Carryover Review*.

Impact of Funding from the American Recovery and Reinvestment Act of 2009 (ARRA) and the Neighborhood Stabilization Program (NSP)

In FY 2010, Fairfax County received a total of \$10,183,379 in federal affordable housing funds under ARRA and NSP, including:

- *ARRA:*
 - \$2.4 million for Public Housing rehabilitation under the Capital Fund grant;
 - \$1.6 million from the Community Development Block Grant (CDBG) program; and
 - \$2.4 million for homelessness prevention and rapid re-housing (HPRP).
- *NSP:*
 - \$2.8 million direct allocation from HUD; and
 - \$1.0 million from the State of Virginia's \$36 million allocation of NSP funds.

The FCRHA and HCD successfully managed the County's use of ARRA and NSP funds, which required significant flexibility in re-allocating staff and other resources to meet federal deadlines. The ARRA funds allowed the County to make significant progress on a number of critical fronts, including capital improvements at Public Housing properties, rehabilitation of Fairfax County Rental Program (FCRP) properties, funding the rehabilitation of non-profit owned affordable housing and preventing homelessness. The NSP funds were used to assist non-profit organizations in purchasing a total of 19 units of affordable housing (including beds in group homes) in foreclosed residential properties in FY 2010. In addition, a total of nine foreclosed homes were purchased by first-time homebuyers using

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NSP funds in FY 2010. It should be noted that all Public Housing Capital Fund grant funds provided under ARRA were expended as of the end of FY 2010, and the other remaining ARRA and NSP funds will likely be fully expended prior to September 2012.

Funding Opportunities

This activity focuses on identifying and applying for available funding opportunities to leverage and supplement County funds for projects and programs. It includes federal entitlement grants such as Community Development Block Grant (CDBG) and HOME Investment Partnership Grant (HOME), other federal grants such as the Public Housing Capital Fund Program, the Neighborhood Stabilization Program, the Homelessness Prevention and Rapid Re-Housing Program, additional funding available under the American Recovery and Reinvestment Act (ARRA), and other state and local grants and loans, as well as private financing. A recent example of the FCRHA's success in applying for federal funds is the award of a \$480,000 federal Resident Opportunity and Self-Sufficiency (ROSS) Grant to fund two service coordinators over three years in the Public Housing program. This grant allowed HCD to laterally move two HCD staff members to these positions as part of the creation of the HCD PROGRESS Center.

Partnering

This activity links the FCRHA financing abilities with those of the private sector (non-profit and for-profit) to generate additional financial resources. Non-profit corporations or limited liability corporations (LLC) formed by the FCRHA partner with private investors and benefit from Federal Low Income Housing Tax Credits to fund FCRHA affordable housing for families and seniors. In addition, the FCRHA issues revenue bonds to raise funds from private investors to fund affordable housing and community facilities.

Consolidated Plan/Consolidated Community Funding Advisory Committee (CCFAC)

HCD provides leadership in developing and implementing the County's annual Consolidated Plan in conjunction with the CCFAC, a citizen committee. The Consolidated Plan is the required annual application for several entitlement grants to the County from the U.S. Department of Housing and Urban Development (HUD), which provided over \$8.9 million for local housing and community development programs in FY 2010. In FY 2010, HCD staff facilitated the development of the HUD-required Five-Year Consolidated Plan for FY 2011-2015, and the associated One Year Action Plan for FY 2011. This process included an in-depth review of Fairfax County's demographics, housing needs and other factors by the Center for Housing Research at Virginia Tech, a robust public input process, and oversight by the CCFAC. The plans, which were both substantially influenced by the Housing Blueprint, were approved by the Board of Supervisors and submitted to HUD in May 2010; the plans were subsequently approved by HUD with no identified deficiencies.

Human Services

This activity provides resources to the County's non-profit partners through the Consolidated Community Funding Pool (CCFP) for critical human services such as youth programs, housing support services, and services targeted toward the County's immigrant population. A significant portion of the funding comes from CDBG, administered by HCD, which also supports CCFP planning and administers contract awards. CCFP is providing approximately \$11.1 million in total funding for these services in FY 2012 subject to final HUD approval.

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Affordable Housing Service Area

Goal

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

Key Performance Measures

Affordable Housing Preservation

Objectives

- ◆ To preserve 2,500 units of affordable housing by the end of fiscal year 2014 (from 2004 to 2014) and to leverage every \$1 in local funds invested in preservation with \$3 in non-County resources.

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|---------------------------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| Number of affordable housing units preserved | 812 | 152 | 25 / 27 | 29 | 29 |
| Efficiency: | | | | | |
| Amount of General County funds per affordable housing unit preserved (1) | \$42,535 | \$64,644 | \$70,000 / \$7,509 | \$10,000 | \$10,000 |
| Service Quality: | | | | | |
| Amount of funds leveraged per \$1 of County funds for units preserved (2) | \$3 | \$3 | \$3 / \$14 | \$3 | \$3 |
| Outcome: | | | | | |
| Cumulative number of affordable units preserved since April 2004 | 2,224 | 2,376 | 2,401 / 2,403 | 2,432 | 2,461 |

(1) As in FY 2010, preservation activities in FY 2011 and 2012 are anticipated to rely almost exclusively on federal funding.

(2) Future year estimate dependent on the availability of additional County funding for affordable housing preservation.

Performance Measurement Results

In FY 2010, a total of 27 affordable units were preserved via FCRHA financing using federal funds; this exceeded the target but was considerably less than in previous fiscal years. Nearly all of the FY 2010 allocation for Fund 319, The Penny for Affordable Housing Fund was expended on debt service for two prior years' preservation projects, the Crescent (180 units; Hunter Mill District) and Wedgewood Apartments (672 units; Braddock District). With the dedication of Fund 319 primarily to debt service on the Crescent and Wedgewood properties, it is anticipated that future preservation efforts will rely primarily on federal funding.

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Public Housing

Objectives

- ◆ To obtain a Public Housing Assessment System (PHAS) rating of at least 85 percent or better on a 100-point scale and maintain an occupancy rate of 95 percent or better.

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-----------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| Clients housed | 2,878 | 2,863 | 2,850 / 2,866 | 2,850 | 2,850 |
| Number of New Households Served (1) | NA | NA | NA / NA | 75 | 75 |
| Efficiency: | | | | | |
| Average income served as percentage of Area Median Income | 23% | 24% | 30% / 23% | 30% | 30% |
| Service Quality: | | | | | |
| Percent on-time re-certifications | 98% | 100% | 95% / 99% | 95% | 95% |
| Percent on-time inspections | 100% | 100% | 95% / 100% | 95% | 95% |
| Outcome: | | | | | |
| Occupancy Rate (2) | 98% | 99% | 95% / 99% | 95% | 95% |
| HUD's PHAS rating | NA | NA | 85% / 89% | 85% | 85% |

(1) New indicator for FY 2011 and 2012.

(2) Indicator moved to "Outcome" from "Service Quality" for FY 2011 and 2012.

Performance Measurement Results

In FY 2010, the Public Housing program continued to provide high quality housing to nearly 2,900 Fairfax County residents and maintained a high occupancy rate of 99 percent at the properties. Agency indicators in nearly every area of the Public Housing Assessment System (PHAS) are rated very highly, resulting in an overall PHAS rating of 89 percent in FY 2010, the most recent assessment awarded. One hundred percent of inspections, and 99 percent of re-certifications, were completed on time in FY 2010. The average household income served by the Public Housing program in FY 2010 was \$21,694, or 23 percent of the Area Median Income for a family of three (meets HUD definition of "extremely low-income").

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Fairfax County Rental Program (FCRP)

Objectives

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

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-------------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| Individuals housed (1) | 4,941 | 5,956 | 5,900 / 5,666 | 5,600 | 5,600 |
| Number of units in program (2) | 2,062 | 2,066 | 2,066 / 2,069 | 2,069 | 2,069 |
| Efficiency: | | | | | |
| Average income served as a percentage of Area Median Income | 42% | 42% | 45% / 39% | 45% | 45% |
| Service Quality: | | | | | |
| Percent on-time re-certifications (3) | 98% | 99% | 95% / 99% | 95% | 95% |
| Outcome: | | | | | |
| Occupancy rate (4) | 96% | 96% | 95% / 97% | 95% | 95% |

(1) Current and future year estimates, reflect a change in methodology for counting individuals housed. In FY 2009 and prior years, this count included residents of certain Public Housing units that are part of tax-credit partnership properties managed under FCRP; starting in FY 2010, these units have been excluded.

(2) Includes all FCRP multifamily units, the Woodley Hills mobile home park and the Coan Pond working singles residences; does not include senior housing properties and certain special needs programs.

(3) Indicator includes all FCRHA-managed FCRP multifamily rental properties, excluding active senior properties.

(4) Indicator moved to "Outcome" for FY 2011 and FY 2012.

Performance Measurement Results

In FY 2010, there were 2,069 housing units for families and singles in the program, and 5,666 individuals were housed. The occupancy rate was 97 percent and the average household income served was \$36,509, or 39 percent of the Area Median Income for a family of three (meets HUD definition of "very low-income"). A total of 99 percent of re-certifications of all FCRHA-managed FCRP multifamily rental properties, excluding active senior properties, were conducted on-time.

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Section 8

Objectives

- ◆ To obtain a Section 8 Management Assessment rating of 90 percent or better on a 100-point scale in the categories of timeliness and quality of inspections, rent calculations, lease-ups and contract enforcement, as well as in nine other areas specified by HUD.

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-------------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| Individuals housed (1) | 8,264 | 8,454 | 8,500 / 8,138 | 8,500 | 8,500 |
| Efficiency: | | | | | |
| Average income served as a percentage of Area Median Income | 21% | 21% | 30% / 21% | 30% | 30% |
| Service Quality: | | | | | |
| Utilization rate | 98% | 102% | 98% / 100% | 98% | 98% |
| Percent on-time inspections | 98% | 100% | 95% / 100% | 95% | 95% |
| Percent on-time recertifications | 99% | 99% | 95% / 100% | 95% | 95% |
| Outcome: | | | | | |
| HUD SEMAP rating | 102% | 102% | 85% / 102% | 90% | 90% |

(1) Estimate for FY 2011 and FY 2012 reflects new allocations of Family Unification Program vouchers, Veterans Affairs Supportive Housing (VASH) vouchers, and preservation vouchers for Winter Hill property (City of Falls Church).

Performance Measurement Results

The FCRHA's federal Housing Choice Voucher program housed over 8,000 individuals in FY 2010. The average household income served in FY 2010 was \$19,212, or approximately 21 percent of the Area Median Income for a family of three (meets HUD definition of "extremely low-income"). The targets for utilization rate, percent of on-time inspections, and percent of on-time re-certifications were all met. In addition, the FCRHA was again designated a "High Performer" by the United States Department of Housing and Urban Development (HUD), receiving a 102 percent HUD SEMAP score; this demonstrates highly effective stewardship of this vital federal affordable housing resource.

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Elderly Housing Programs

Objectives

- ◆ To maintain an occupancy rate of 95 percent or higher and accurately track the cost for two subsidized Assisted Living facilities that contain a total of 112 beds.
- ◆ To maintain a customer satisfaction rating of 90 percent or higher and maintain an occupancy rate of 95 percent or higher in independent living facilities.

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|----------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| Assisted Living clients housed | 112 | 112 | 112 / 111 | 112 | 112 |
| Independent Living individuals housed (1) | 184 | 442 | 414 / 447 | 434 | 504 |
| Efficiency: | | | | | |
| Assisted Living cost per client (2) | \$29,916 | \$26,579 | \$29,000 / \$28,580 | \$29,000 | \$30,000 |
| Independent Living cost per client | \$9,370 | \$10,704 | \$12,000 / \$10,550 | \$12,000 | \$12,000 |
| Service Quality: | | | | | |
| Assisted Living occupancy rate (3) | 98% | 95% | 95% / 95% | 95% | 95% |
| Independent Living occupancy rate | 99% | 98% | 95% / 96% | 95% | 95% |
| Outcome: | | | | | |
| Assisted living overall customer satisfaction rating (3) | NA | NA | NA / 96% | 95% | 95% |
| Independent Living overall customer satisfaction rating | 91% | 85% | 85% / 96% | 90% | 90% |

(1) Current and future year estimates refer to clients housed in all senior independent living units, including those managed by the FCRHA and properties managed by third-party firms under contract with the FCRHA. Future year estimate includes the new Olley Glen community.

(2) Includes all operating costs except major capital expenditures.

(3) Occupancy and customer satisfaction may be affected at the Lincolnia property due to major renovations initiated FY 2011 and anticipated to be completed in FY 2012.

Performance Measurement Results

Elderly Housing – Assisted Living

In FY 2010, this performance measure addressed performance of two assisted living developments with 112 beds/units (Braddock Glen and the Lincolnia Senior Center and Residence). The cost per client was \$28,580 in FY 2010 and the properties maintained a 95 percent occupancy rate.

Elderly Housing – Independent Living

In FY 2010, this performance measure addressed performance of all 414 senior independent living units under FCRHA management (Little River Glen, Lincolnia Senior Center and Residence and Lewinsville), and those units under management by private third party. In FY 2010, a total of 447 individuals were housed, and the cost per client was \$10,550. The properties, including those managed by the FCRHA and those managed by third-party firms under contract with the FCRHA, maintained a 96 percent occupancy rate in FY 2010. The overall customer service satisfaction rating was 96 percent.

Housing and Community Development Program Overview

Homeownership

Objectives

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

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-------------------------------------------------------------------------|--------------------|----------------|----------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| First-time homebuyers | 152 | 120 | 100 / 63 | 50 | 100 |
| Efficiency: | | | | | |
| Cost per new homeowner | \$1,888 | \$2,633 | \$2,200 / \$5,306 | \$5,000 | \$3,000 |
| Non-County funds leveraged for Fairfax County First-Time Homebuyers (1) | \$20,208,613 | \$15,890,554 | \$10,000,000 / \$7,288,968 | \$3,500,000 | \$1,750,000 |
| Service Quality: | | | | | |
| Participant satisfaction survey scores | 94% | 95% | 95% / 94% | 95% | 95% |
| Outcome: | | | | | |
| Assessment rating | 95% | 95% | 95% / 93% | 95% | 95% |

(1) Non-County funds consist primarily of the VHDA set-aside of first-trust mortgage funds, via its Sponsoring Partnerships and Revitalizing Communities (SPARC) program, for Fairfax County first-time homebuyers. Qualified purchasers access these funds through HCD's homeownership programs. Current and future year estimates based on anticipated re-focusing of the SPARC program by VHDA, which may reduce the funding available for first-time homebuyers in Fairfax County.

Performance Measurement Results

The number of new and resale units varies from year to year, due to a variety of external factors such as real estate market conditions and the economy. The pace of real estate development in the County determines the timing of the production of affordable dwelling units (ADUs) within new residential developments. In FY 2010, 63 first time homebuyers achieved homeownership utilizing HCD programs. The cost per client was \$5,306 per new homeowner in FY 2010, which was higher than the target due to a decrease in the overall number of purchasers.

A total of \$7,288,968 in non-County funds was leveraged in investments in homeownership for Fairfax County first-time homebuyers. Non-County funds were made up primarily of the Virginia Housing Development Authority's (VHDA) set-aside of first trust mortgage funds via its SPARC program for Fairfax County first-time homebuyers; qualified purchasers accessed these funds through HCD's homeownership programs.

In addition, the HCD Homeownership Resource Center responded to 2,721 telephone calls and 2,143 walk-ins in FY 2010, and the service delivery satisfaction rate was 94 percent.

Housing and Community Development Program Overview

Neighborhood Preservation

Objectives

- ◆ To preserve and improve County residential properties by providing home improvement/rehabilitation services and financing to income-eligible households and non-profit organizations.

| Indicator | Prior Year Actuals | | | Current Estimate | Future Estimate |
|-----------------------------------------------------------------------------------------|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 2008 Actual | FY 2009 Actual | FY 2010 Estimate/Actual | FY 2011 | FY 2012 |
| Output: | | | | | |
| Number of properties improved and enhanced (1) | 268 | 136 | 115 / 150 | 118 | 100 |
| Efficiency: | | | | | |
| Amount of General County funds per property improved or enhanced | \$630 | \$550 | \$500 / \$2,398 | \$2,400 | \$2,400 |
| Service Quality: | | | | | |
| Amount of leveraged funds per \$1 of County funds | \$13 | \$5 | \$5 / \$1 | \$1 | \$1 |
| Outcome: | | | | | |
| Cumulative number of properties improved or enhanced since 2000 through County programs | 1,092 | 1,228 | 1,343 / 1,378 | 1,496 | 1,596 |

(1) FY 2011 and FY 2012 estimates reflect the partial suspension of the Home Improvement Loan Program (HILP) due to staff reductions.

Performance Measurement Results

In FY 2010, 150 properties were improved or enhanced, the amount of County General funds per property improved or enhanced was \$2,398, and \$1 in non-County funds was leveraged for every \$1 in County funds expended. As of the end of FY 2010, a total of 1,378 properties were improved through County programs. Current year and future year targets have been adjusted to reflect the anticipated downsizing in scope of the Home Improvement Loan Program (HILP) in FY 2011 and FY 2012.

Housing and Community Development Program Overview

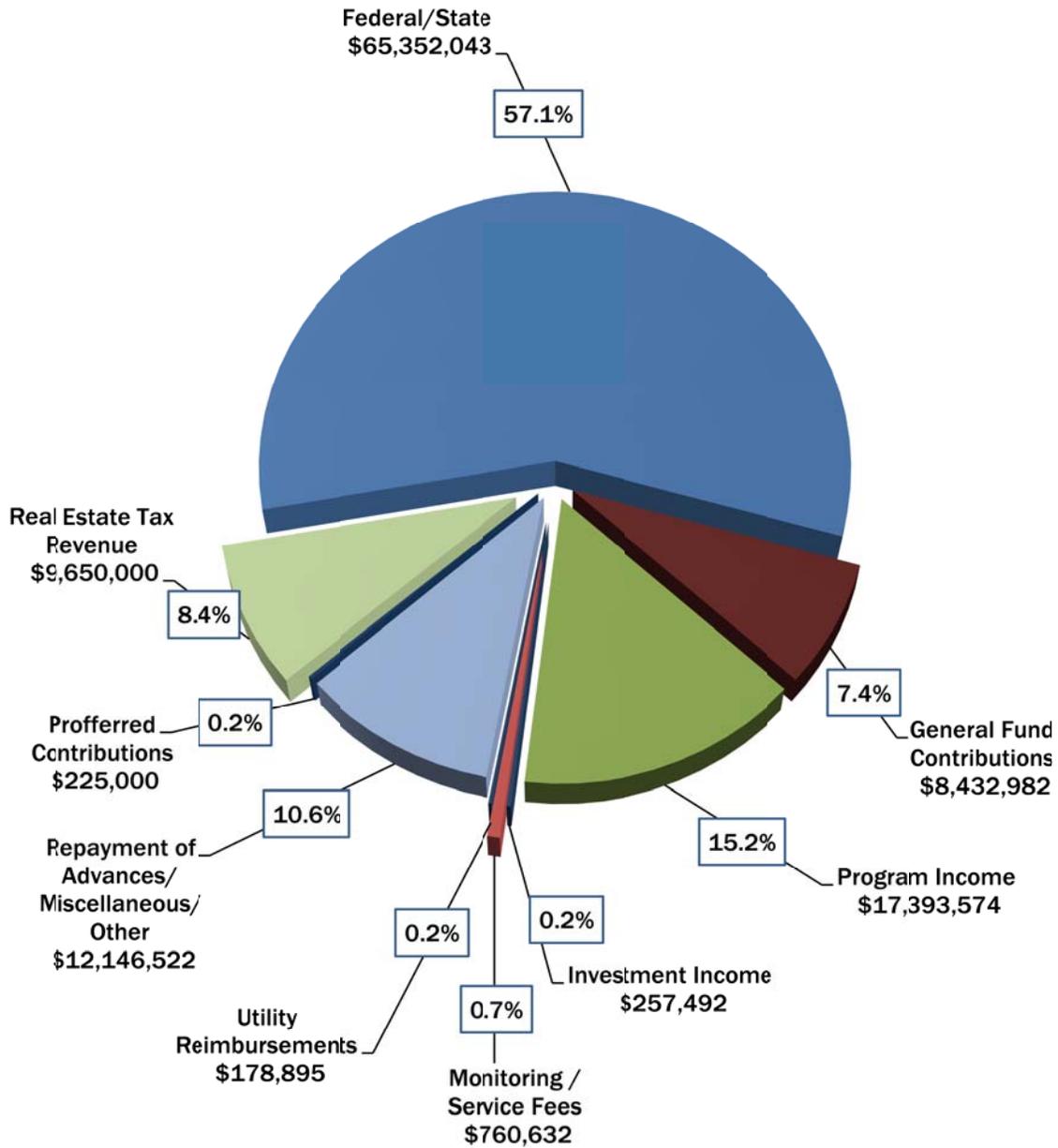
CONSOLIDATED FUND STATEMENT

| | FY 2010 Actual | FY 2011 Adopted Budget Plan | FY 2011 Revised Budget Plan | FY 2012 Advertised Budget Plan | FY 2012 Adopted Budget Plan |
|---------------------------------------|----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Beginning Balance | \$56,005,657 | \$34,061,436 | \$55,723,097 | \$43,057,241 | \$40,912,006 |
| Revenue: | | | | | |
| Federal/State | \$64,193,540 | \$57,547,322 | \$88,275,692 | \$65,352,043 | \$65,352,043 |
| General Fund Contributions | 9,134,191 | 8,432,982 | 8,534,985 | 8,432,982 | 8,432,982 |
| Program Income | 17,755,497 | 16,084,784 | 18,947,366 | 17,393,574 | 17,393,574 |
| Sale of Bonds | 0 | 0 | 4,356,833 | 0 | 0 |
| Investment Income | 230,797 | 403,431 | 183,847 | 257,492 | 257,492 |
| Monitoring/Service Fees | 580,877 | 581,507 | 807,274 | 760,632 | 760,632 |
| Utility Reimbursements | 151,438 | 178,895 | 151,438 | 178,895 | 178,895 |
| Repayment of Advances | 1,726,871 | 23,657 | 23,657 | 8,298 | 8,298 |
| Proffered Contributions | 90,850 | 815,000 | 200,000 | 225,000 | 225,000 |
| Real Estate Tax Revenue | 10,270,000 | 9,340,000 | 9,340,000 | 9,650,000 | 9,650,000 |
| Miscellaneous/Other | 12,278,502 | 11,566,120 | 14,907,844 | 12,138,224 | 12,138,224 |
| Total Revenue¹ | \$116,412,563 | \$104,973,698 | \$145,728,936 | \$114,397,140 | \$114,397,140 |
| Total Available | \$172,418,220 | \$139,035,134 | \$201,452,033 | \$157,454,381 | \$155,309,146 |
| Expenditures: | | | | | |
| Personnel Services | \$15,154,830 | \$15,560,218 | \$16,280,690 | \$16,060,343 | \$16,060,343 |
| Operating Expenses | 65,857,817 | 64,293,554 | 76,563,063 | 71,927,252 | 71,927,252 |
| Capital Equipment | 0 | 0 | 0 | 0 | 0 |
| Grant Projects | 9,009,143 | 8,689,961 | 26,844,173 | 9,155,745 | 9,155,745 |
| Capital Projects | 26,673,333 | 15,587,632 | 40,852,101 | 16,253,176 | 16,253,176 |
| Total Expenditures¹ | \$116,695,123 | \$104,131,365 | \$160,540,027 | \$113,396,516 | \$113,396,516 |
| Total Disbursements | \$116,695,123 | \$104,131,365 | \$160,540,027 | \$113,396,516 | \$113,396,516 |
| Ending Balance | \$55,723,097 | \$34,903,769 | \$40,912,006 | \$44,057,865 | \$41,912,630 |

¹ Designations are based on fund category, for example, Fund 340, Housing Assistance Programs is included in Capital Projects although some funding is used to support Personnel Services. Fund 949, FCRHA Internal Service Fund, was included as a separate housing fund beginning in FY 1998. Revenues and expenditures for this fund are included in the Consolidated Fund Statement, but do not increase total funding available to the agency. As such, this funding is netted out of the Program Area Summary by Fund.

Housing and Community Development Program Overview

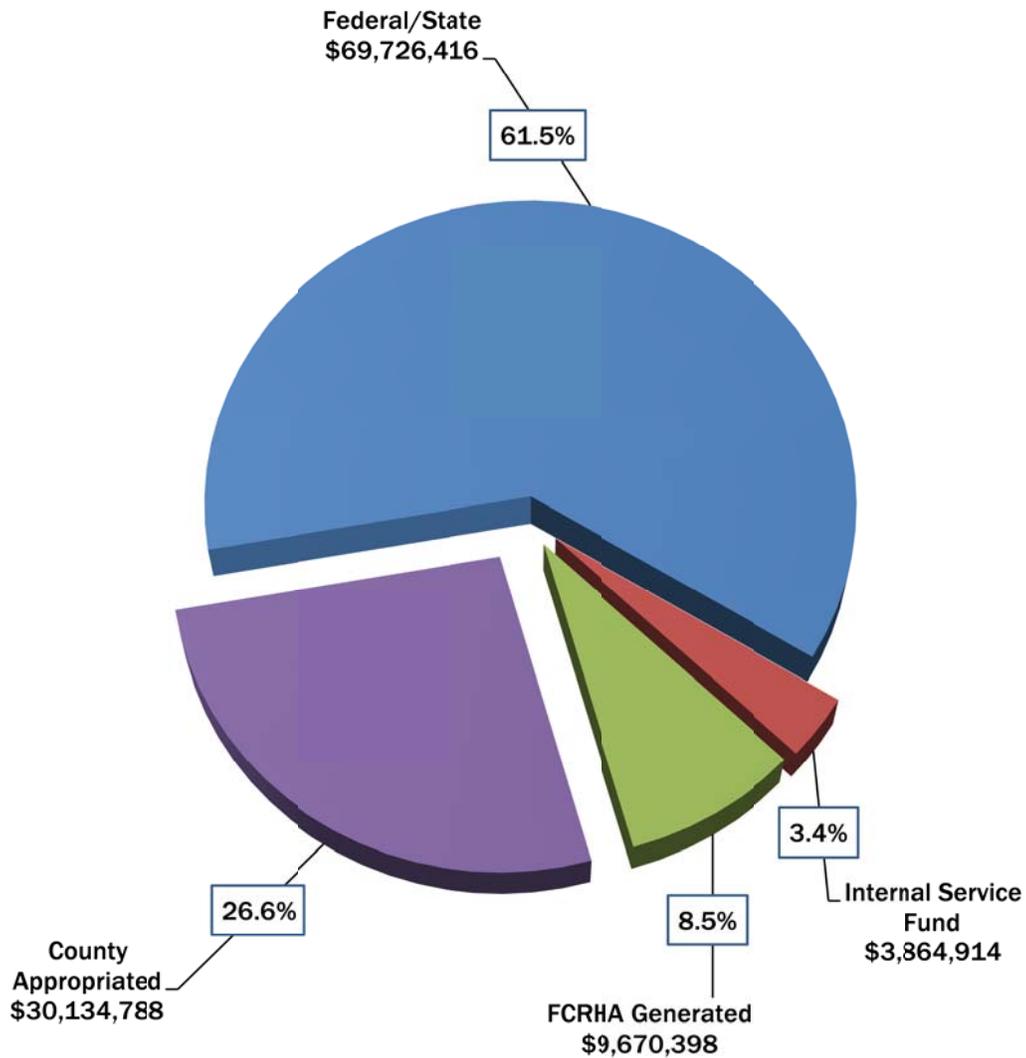
HOUSING PROGRAMS FY 2012 SOURCE OF FUNDS



TOTAL REVENUES = \$114,397,140

Housing and Community Development Program Overview

HOUSING PROGRAMS FY 2012 EXPENDITURES



TOTAL EXPENDITURES = \$113,396,516

Housing and Community Development Program Overview

Budget and Staff Resources

| Program Area Summary by Fund | | | | | |
|-----------------------------------------------------|----------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category | FY 2010 Actual | FY 2011 Adopted Budget Plan | FY 2011 Revised Budget Plan | FY 2012 Advertised Budget Plan | FY 2012 Adopted Budget Plan |
| Authorized Positions/Staff Years | | | | | |
| Regular | 218 / 218 | 218 / 218 | 218 / 218 | 219 / 219 | 218 / 218 |
| Grant | 10 / 10 | 10 / 10 | 12 / 12 | 12 / 12 | 12 / 12 |
| Total Positions | 228 / 228 | 228 / 228 | 230 / 230 | 231 / 231 | 230 / 230 |
| County Appropriated Funds: | | | | | |
| Operating: | | | | | |
| Department of Housing and Community Development | | | | | |
| 141 Elderly Housing Programs | \$6,585,966 | \$5,928,757 | \$6,030,760 | \$5,928,757 | \$5,928,757 |
| 143 Homeowner and Business Loan Programs | 3,536,038 | 4,186,706 | 5,201,767 | 4,159,501 | 4,159,501 |
| | 5,358,888 | 3,883,825 | 8,629,710 | 4,514,316 | 4,514,316 |
| Total Operating Expenditures | \$15,480,892 | \$13,999,288 | \$19,862,237 | \$14,602,574 | \$14,602,574 |
| Capital: | | | | | |
| 144 Housing Trust Fund | \$2,177,035 | \$840,000 | \$4,235,632 | \$348,814 | \$348,814 |
| 319 The Penny for Affordable Housing Fund | 18,186,529 | 13,458,400 | 19,864,899 | 14,668,400 | 14,668,400 |
| 340 Housing Assistance Program | 1,374,801 | 515,000 | 8,355,876 | 515,000 | 515,000 |
| Total Capital Expenditures | \$21,738,365 | \$14,813,400 | \$32,456,407 | \$15,532,214 | \$15,532,214 |
| Total County Appropriated Fund | \$37,219,257 | \$28,812,688 | \$52,318,644 | \$30,134,788 | \$30,134,788 |
| Federal/State Support: | | | | | |
| 965 Housing Grants Fund | \$179,357 | \$0 | \$651,567 | \$0 | \$0 |
| 966 Section 8 Annual Contribution | 44,481,899 | 43,607,618 | 49,373,304 | 50,911,987 | 50,911,987 |
| 967 Public Housing, Projects Under Management | 9,065,918 | 9,181,813 | 9,655,921 | 9,658,684 | 9,658,684 |
| 969 Public Housing, Projects Under Modernization | 4,007,098 | 0 | 3,220,899 | 0 | 0 |
| 142 Community Development Block Grant | 7,576,868 | 5,982,304 | 17,122,933 | 6,463,133 | 6,463,133 |
| 145 HOME Investment Partnerships Grant | 1,252,918 | 2,707,657 | 9,069,673 | 2,692,612 | 2,692,612 |
| Total Federal/State Support | \$66,564,058 | \$61,479,392 | \$89,094,297 | \$69,726,416 | \$69,726,416 |
| FCRHA Generated Funds: | | | | | |
| 940 FCRHA General Operating | \$2,263,219 | \$2,406,754 | \$2,505,508 | \$2,516,625 | \$2,516,625 |
| 941 Fairfax County Rental Program | 4,501,535 | 4,722,253 | 4,873,476 | 4,667,664 | 4,667,664 |
| 945 Non-County Appropriated Rehabilitation Loan | 0 | 25,000 | 25,000 | 25,000 | 25,000 |
| 946 FCRHA Revolving Development | 44,212 | 0 | 2,092,050 | 0 | 0 |
| 948 FCRHA Private Financing | 883,658 | 774,232 | 3,082,745 | 720,962 | 720,962 |
| 949 Internal Service Fund | 3,902,344 | 4,212,326 | 4,499,872 | 3,864,914 | 3,864,914 |
| 950 Housing Partnerships | 1,316,840 | 1,698,720 | 2,048,435 | 1,740,147 | 1,740,147 |
| Subtotal, FCRHA Funds | \$12,911,808 | \$13,839,285 | \$19,127,086 | \$13,535,312 | \$13,535,312 |
| Less: | | | | | |
| 949 Internal Service Fund | (\$3,902,344) | (\$4,212,326) | (\$4,499,872) | (\$3,864,914) | (\$3,864,914) |
| Total, FCRHA Funds | \$9,009,464 | \$9,626,959 | \$14,627,214 | \$9,670,398 | \$9,670,398 |
| Total, All Sources | \$116,695,123 | \$104,131,365 | \$160,540,027 | \$113,396,516 | \$113,396,516 |
| Less: | | | | | |
| 949 Internal Service Fund | (\$3,902,344) | (\$4,212,326) | (\$4,499,872) | (\$3,864,914) | (\$3,864,914) |
| Net Total, All Sources | \$112,792,779 | \$99,919,039 | \$156,040,155 | \$109,531,602 | \$109,531,602 |

Note: Fund 142, Community Development Block Grant, and Fund 145, HOME Investment Partnership Grant, are federally-supported County Appropriated funds and have been reflected under the Federal/State Support Category. While the Board of Supervisors appropriates funding in these funds by project, the source of revenue is the federal government. The FY 2012 preliminary estimated federal funding for Fund 142, Community Development Block Grant (CDBG), is \$6,463,133 and for Fund 145, HOME Investment Partnership Grant (HOME), is \$2,692,612.

Housing and Community Development Program Overview

| Position Summary | | |
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| <p><u>ADMINISTRATION</u></p> <p>General Fund:</p> <ul style="list-style-type: none"> 1 Director 1 Deputy Director 1 HCD Division Director 1 H/C Developer IV 1 Human Resources Generalist II 1 Info. Tech. Prog. Mgr. I 2 Network/Telecom Analysts II 2 Administrative Assistants IV <p>CDBG:</p> <ul style="list-style-type: none"> 1 GIS Analyst II <p>FCRHA:</p> <ul style="list-style-type: none"> 1 Information Officer III 1 Information Officer II 3 Administrative Assistants IV 1 Administrative Assistant III 1 Administrative Assistant II 1 H/C Developer V <p>Section 8:</p> <ul style="list-style-type: none"> 1 Network Telecom. Analyst III <p>Public Housing:</p> <ul style="list-style-type: none"> 1 Administrative Assistant II <p><u>COMMUNITY IMPROVEMENT</u></p> <p>General Fund:</p> <ul style="list-style-type: none"> 1 Deputy Director 1 HCD Division Director 1 H/C Developer IV 1 Administrative Assistant IV 1 Finance Manager <p><u>DESIGN, DEVELOPMENT AND CONSTRUCTION</u></p> <p>General Fund:</p> <ul style="list-style-type: none"> 1 HCD Division Director 2 H/C Developers IV <p>CDBG:</p> <ul style="list-style-type: none"> 2 H/C Developers IV 1 Administrative Assistant IV <p>HOME:</p> <ul style="list-style-type: none"> 1 H/C Developer IV 1 Housing Services Specialist II <p>FCRHA:</p> <ul style="list-style-type: none"> 1 Division Director 1 H/C Developer V 2 H/C Developers III 1 H/C Developer II <p><u>FINANCIAL MANAGEMENT</u></p> <p>General Fund:</p> <ul style="list-style-type: none"> 1 Finance Manager 1 Financial Specialist IV 2 Accountants II 2 Accountants I 2 Administrative Assistants IV 4 Administrative Assistants III 1 Contract Analyst III <p>CDBG:</p> <ul style="list-style-type: none"> 1 Accountant III 1 Administrative Assistant V 1 Housing Community Developer V | <p><u>FINANCIAL MANAGEMENT (cont.)</u></p> <p>FCRHA:</p> <ul style="list-style-type: none"> 1 Financial Specialist IV 1 Financial Specialist III 1 Accountant III 1 Accountant II 1 Administrative Assistant II <p>Section 8:</p> <ul style="list-style-type: none"> 1 Accountant II 1 Administrative Assistant IV <p>Public Housing:</p> <ul style="list-style-type: none"> 1 Financial Specialist IV 1 Accountant III 2 Administrative Assistants III <p><u>HOUSING MANAGEMENT</u></p> <p>General Fund:</p> <ul style="list-style-type: none"> 2 HCD Division Directors 1 Housing Services Specialist IV 1 H/C Developer IV 1 H/C Developer II 1 Material Mgmt. Supervisor 1 Administrative Associate 2 Administrative Assistants IV 1 Administrative Assistant III <p>Elderly Housing Programs:</p> <ul style="list-style-type: none"> 1 Director of Senior Housing 1 Housing Services Specialist V 1 Housing Services Specialist IV 1 Housing Services Specialist III 1 Housing Services Specialist II 1 Housing Services Specialist I 1 Sr. Mech. Sys. Supervisor 1 Trades Supervisor 1 Electrician II 3 Facility Attendants II 1 General Bldg. Maint. Worker I 1 Administrative Assistant V 1 Maintenance Trade Helper II <p>CDBG:</p> <ul style="list-style-type: none"> 1 Housing Services Specialist IV 3 Housing Services Specialists II 1 Administrative Assistant IV <p>FCRHA:</p> <ul style="list-style-type: none"> 1 Housing Services Specialist IV 1 Housing Services Specialist II 1 Assistant Supr. Facilities Support <p>FCRP:</p> <ul style="list-style-type: none"> 1 Chief Accounting Fiscal Officer 1 H/C Developer V 1 H/C Developer II 1 Housing Services Specialist IV 3 Housing Services Specialists II 1 Trades Supervisor 1 Electrician II 1 Engineering Technician II 1 Plumber II 3 General Bldg. Maint. Workers II 2 General Bldg. Maint. Workers I 1 Administrative Assistant IV 1 Administrative Assistant III 1 Housing Manager 1 Materials Management Spec. III 1 Human Services Assistant | <p><u>HOUSING MANAGEMENT (cont.)</u></p> <p>Housing Partnerships:</p> <ul style="list-style-type: none"> 2 Housing Services Specialists II 1 Housing Services Specialist I 1 HVAC II 2 Gen. Bldg. Maint. Workers II 1 Plumber I 1 Administrative Assistant III 1 Administrative Assistant II <p>Housing Grants:</p> <ul style="list-style-type: none"> 2 Housing Srvcs. Specialists III 2G 1 Housing Srvcs. Specialist II G 1 Housing Comm. Developer III G <p>Section 8:</p> <ul style="list-style-type: none"> 3 Housing Srvcs. Spclsts. V 1G 5 Housing Srvcs. Spclsts. III 24 Housing Srvcs. Spclsts. II 3G 1 Human Services Assistant 2 Administrative Assistants III 1 Administrative Assistant II <p>Public Housing:</p> <ul style="list-style-type: none"> 1 HCD Division Director 1 H/C Developer V 1 Management Analyst I 1 Human Srvcs. Coordinator II 2 Housing Srvcs. Specialists V 2 Housing Srvcs. Specialists III 1G 12 Housing Services Specialists II 3 Housing Services Specialists I 1 Trades Supervisor 4 HVACs I 6 General Bldg. Maint. Workers II 4 General Bldg. Maint. Workers I 1 Locksmith II 2 Plumbers II 1 Administrative Assistant IV 1 Administrative Assistant III <p>Public Housing/Modernization:</p> <ul style="list-style-type: none"> 1 H/C Developer V G 2 H/C Developers III 2G <p><u>REAL ESTATE FINANCE AND GRANTS MANAGEMENT</u></p> <p>General Fund:</p> <ul style="list-style-type: none"> 1 H/C Developer IV 1 H/C Developer I <p>CDBG:</p> <ul style="list-style-type: none"> 1 Real Estate/Grant Manager 3 H/C Developers IV 2 H/C Developers III 1 Sr. Maintenance Supervisor 2 Gen. Bldg. Maint. Workers I 1 Administrative Assistant IV <p>FCRHA:</p> <ul style="list-style-type: none"> 2 H/C Developers V 1 Management Analyst III |
| <p>TOTAL POSITIONS G Denotes Grant Position</p> <p>218 Positions / 218.0 Staff Years</p> <p>12/12.0 SYE Grant Positions in Funds 965, 966, 967, and 969</p> | | |

Housing and Community Development Program Overview

Housing Fund Structure

In many cases HCD service areas span multiple elements of the fund structure which follows. For example, the General Fund and the FCRHA Operating staff support most of the activities of the Department.

- ◆ County General Fund
 - Fund 001, General Operating

This fund supports positions in Agency 38, HCD, and provides subsidies for the operation of some rental housing programs. Subsidies include support for expenses such as administrative and maintenance staff costs, as well as a portion of condominium fees for certain FCRHA-owned units, limited partnership real estate taxes, and building maintenance.
- ◆ FCRHA General Operating
 - Fund 940, FCRHA General Operating

This fund includes all FCRHA revenues generated by financing fees earned from issuance of bonds, monitoring and service fees charged to developers, investment income, project reimbursements, consultant fees, and ground rents on land leased to developers. Revenues support operating expenses for the administration of the private activity bonds, the Home Improvement Loan Program staff, and other administrative costs, which crosscut many of the housing programs.
- ◆ Local Rental Housing Program
 - Fund 941, Fairfax County Rental Program (FCRP)

Fund 941 covers the operation of housing developments that are owned or managed by the FCRHA, other than federally-assisted public housing and certain County-supported rental housing. This includes operating costs for the FCRP units, the Woodley Hills Estates manufactured housing development, and projects regulated by the Virginia Housing Development Authority, including group homes for the disabled and mentally handicapped. These latter units are owned and maintained by FCRHA; however, programs for the residents are administered by the Fairfax-Falls Church Community Services Board.
 - Fund 950, FCRHA Housing Partnerships

Fund 950 was established in FY 2002 to budget and account for revenue and expenditures related to the housing developments owned by partnerships between FCHRA and private investors. Financial records for these partnerships are maintained separately, outside the County financial systems, in order to meet accounting and reporting requirements. However, HCD provides staff support to some of these developments and procures goods and services on behalf of these partnerships which are reflected in Fund 950. Previously, these items were included in Fund 941.
- ◆ Federal Section 8 Rental Assistance
 - Fund 966, Section 8 Annual Contribution

The Section 8/Housing Choice Voucher program is a federal housing rental assistance program for lower income families to assist them in leasing housing in the private marketplace. A portion of rent payments is provided by HUD, through HCD, and is calculated under various formulas, incorporating family income and the fair market rent for various types of housing in the Washington Metropolitan Area. The FCRHA administers the program, providing rental vouchers to eligible participants and rental subsidies to certain housing developments.

Housing and Community Development Program Overview

◆ Public Housing Program

- Fund 967, Public Housing, Projects Under Management
- Fund 969, Public Housing, Projects Under Modernization

These funds represent the Federal Public Housing Program that supports the operation, modernization, or acquisition of rental housing to be owned and operated by local housing authorities such as the FCRHA. The Public Housing Program had been divided into two separate components: projects in operation and modernization of existing Public Housing facilities. Under the program qualifications for Public Housing, units are leased to low-income tenants, and tenants pay no more than 30 percent of adjusted income toward dwelling rent or a minimum of \$50 per month.

◆ Special Revenue Funds

- Fund 141, Elderly Housing Programs
- Fund 142, Community Development Block Grant (CDBG)
- Fund 143, Homeowner and Business Loan Programs
- Fund 144, Housing Trust Fund
- Fund 145, HOME Investment Partnership Grant (HOME)
- Fund 945, Non-County Appropriated Rehabilitation Loan Program

These funds include housing programs which have a variety of sources of revenue, including rental income, federal/state support, bank funds, or proffered contributions. Elderly Housing Programs in Fund 141 provide for the operation of FCRHA-owned affordable housing for the low- and moderate-income elderly of the County. The CDBG program in Fund 142 is a federal grant that is used to conserve and upgrade neighborhoods through the provision of public facilities, support for community services and stimulation of development of low- and moderate-income housing. The Homeowner and Business Loan Programs in Fund 143 support homeowner assistance, such as the Moderate Income Direct Sales Program, which aids homeowners in the purchase of homes, as well as a federal grant aimed at providing loans to small and minority businesses. Fund 144 utilizes proffered contributions from private developers, County contributions, and investment earnings to encourage the preservation, development, and redevelopment of affordable housing by the FCRHA, non-profit sponsors, and the private sector. The HOME program in Fund 145 is a federal grant program that supports provision of affordable housing through acquisition, rehabilitation, new construction, and tenant-based rental assistance. Fund 945, Non-County Appropriated Rehabilitation Loan Fund, represents funds raised from private sources for the rehabilitation and upgrading of housing, and works in conjunction with County-appropriated funds in the CDBG and the Homeowner and Business Loan Program funds.

◆ Capital Projects

- Fund 319, The Penny for Affordable Housing Fund
- Fund 340, Housing Assistance Program

These funds provide County support for both affordable housing and community revitalization capital projects. Fund 319, The Penny for Affordable Housing Fund, is designed to provide funds to quickly and significantly impact the availability of affordable housing in the County within established criteria. In FY 2011, HCD established the Bridging Affordability program. It was conceived during the development of the Housing Blueprint, and is intended to provide local rental subsidies to individuals and families experiencing homelessness and households currently on Fairfax County's affordable housing waiting lists, including those managed by the Fairfax County Redevelopment and Housing Authority, the Fairfax-Falls Church Community Services Board, the Office to Prevent and End Homelessness and the homeless shelters. In FY 2011, it is expected that the Bridging Affordability program will serve 48 homeless individuals and families and 364 households on the county's waiting lists. Per the Board's direction in the Housing

Housing and Community Development Program Overview

Blueprint, the Bridging Affordability Program will be administered by HCD with specific grants made to one or more of the county's non-profit partners. HCD will provide program compliance, inspect units and administer the contracts with the non-profit partners. As designated by the Housing Blueprint, a portion of the operations revenue at the County-owned Wedgewood property will be used to fund the program, including two merit positions that will support the program. Fund 340, Housing Assistance Program, supports countywide residential improvement and repair projects, including staff resources, marketing, consultant services and capitalized projects.

◆ FCRHA Development Support

- Fund 946, FCRHA Revolving Development
- Fund 948, FCRHA Private Financing

Fund 946 provides development support for site investigation for proposed new projects and provides temporary advances for architectural and engineering plans, studies, or fees for which federal, state, County, or private funds will reimburse the FCRHA at a later date. Funding capital improvement projects for existing FCRP units is also provided. Fund 948, FCRHA Private Financing, is used to budget and report costs for two types of funds: those borrowed by the FCRHA from private lenders and other sources, and funds for FCRHA projects which are generated through the sale of FCRHA bonds.

◆ FCRHA Internal Service Fund

- Fund 949, FCRHA Internal Service Fund, was established in FY 1998 to charge for goods and services that are shared among several housing funds. These costs include items such as office supplies, telephones, postage, copying, insurance, and audits which have been budgeted and paid from one of the FCRHA's funds and then allocated to the other funds proportionate to their share of the costs. This fund also includes costs associated with the maintenance and operation of FCRHA housing development, such as service contracts for extermination, custodial work, elevator maintenance, and grounds maintenance. The fund allows one contract to be established for goods and services, as opposed to multiple contracts in various funds.

◆ FCRHA Grant Fund

- Fund 965, Housing Grants, was established in FY 2000 to administer grants awarded to the FCRHA. The grants currently in this fund are awarded by the U.S. Department of Housing and Urban Development (HUD), based on competitive applications for funding, and provide for rent subsidies, counseling services, support services, operating expenses, and property improvements. HCD established the PROGRESS Center in FY 2011 to focus on a number of critical areas including employment and training opportunities and services related to affordable health insurance, emergency medical intervention, adult protective services, mental health services, and physical and sensory disabilities for our program residents. The key to connecting FCRHA residents to these services and resources will be partnerships established with other county agencies. Such partnerships already exist but are in the process of being formalized. They include partnerships with the Northern Virginia Workforce Investment Board and its non-profit employment training and job placement arm—The SkillSource Group, Inc. (SkillSource) and partnerships with sister county agencies including the Fairfax County Department of Family Services (DFS) and the Fairfax-Falls Church Community Services Board (CSB). The federal ROSS (Residential Opportunity Self Sufficiency) Grant totaling \$480,000 will be used to support this program.