

Fairfax County Redevelopment and Housing Authority (FCRHA)
and
Department of Housing and Community Development (HCD)
DRAFT
Amended Strategic Plan: Action Plan for FY 2008



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Who's Who

Fairfax County Redevelopment and Housing Authority Commissioners (as of September 2006)

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Ronald F. Christian (Braddock District), Vice-Chairman
Martin R. Dunn (Dranesville District)
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John C. Kershenstein (Springfield District)
H. Charlen Kyle (At-Large)
Elisabeth Lardner (Mt. Vernon District)
John Litzenberger, Jr. (Sully District)
Albert J. McAloon (Lee District)
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Robert H. Schwaninger (Mason District)

Department of Housing and Community Development

Paula C. Sampson, Director
Mary A. Stevens, Deputy Director
John L. Payne, Acting Deputy Director, Real Estate and Development
Harry Swanson, Deputy Director, Special Projects

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Carol Erhard, Director, Rental Services
Robert Fields, Director, Revitalization Project Implementation
Tom Fleetwood, Strategic Planner
Curtis Hall, Director, Information Services & Systems
Aseem Nigam, Director, Real Estate Finance & Grants Management

Christina White, Director, Property Management
Cynthia Ianni, Director, Design, Development and Construction
Patti Schlener, Director of Administration
Steve Solomon, Director of Finance
James Speight, Director, Property Improvement and Maintenance

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Strategic Plan Key

Strategic Plan Key:

- 100: Affordable Housing Preservation
- 200: Affordable Housing for Seniors/Special Needs
- 300: RHA Programs, Properties, and Partnerships
- 400: Homeownership
- 500: Family Self-Sufficiency
- 600: Meeting Future Affordable Housing Needs through New Production
- 700: Revitalization
- 800: Community Engagement
- 900: Administration and Management



Denotes affordable housing development/preservation project and/or use of "One Penny" funds

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.

Policy on Household Income Levels to Be Served by FCRHA Programs

Adopted July 27, 2006

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

The Fairfax County Redevelopment and Housing Authority (FCRHA) will serve households with a range of low and moderate incomes up to 100 percent of the Area Median Income (AMI). Low income households are defined as those earning up to 60 percent of the AMI; moderate-income households are those defined as earning between 60 and 100 percent of AMI. Selected rental programs and properties may use a standard of up to 100 percent of AMI on a case-by-case basis with the approval of the FCRHA. In seven programs and properties such as Housing Choice Voucher, Public Housing, HOME, and CDBG, where the funding source requires a specific income limit, those income limits will control. To advance this policy, the FCRHA is committed to:

- Continuing its successful investment in the housing needs of Fairfax County's low-income households through its Public Housing and Housing Choice Voucher programs, and the Fairfax County Rental Program; and
- Promoting the preservation and production of affordable/workforce housing for low and moderate income households.

HCD Vision Statements that Apply

- Provide affordable housing to lower income households through the preservation and/or production of modest rent housing.

FCRHA Values and Goals

Adopted June 24, 2004

VALUES

- To partner with the community, individuals, and public and private entities. Involve and include the public in the decision making process.
- To promote, develop, encourage and be responsive to community initiatives.
- To maintain and enhance professionalism and competency of Housing and Community Development staff supporting the FCRHA mission. To provide the best management, maintenance, and operational support for all projects and programs.
- To foster the integrity of the FCRHA and its programs by pursuing all ventures with open and honest communication and thorough community involvement.
- To empower 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 the mentally and physically disabled, the aged, and infirm.
- To increase FCRHA support for revitalization activities, including becoming more involved in existing efforts.
- To provide, maintain, and preserve decent and safe affordable housing for low and moderate-income families.
- To be fiscally responsible in all FCRHA endeavors.

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.
- To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community.
- To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in the County.
- To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.
- To commit to strategic and innovative solutions for meeting changing community needs and challenges.
- To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.
- 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.

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

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

- "The most important thing to do is stabilize the supply (of affordable housing) ... We've been successful in the past at creating some affordable units, but because of the other losses, we've still been falling behind overall." – Board of Supervisors Chairman Gerry Connolly (*The Washington Post*, June 2, 2005)
- Fairfax County agreed yesterday to purchase a complex of 180 apartments in Reston (the Crescent Apartments). With their relatively low rents, the units might otherwise have been converted to luxury condominiums. (*The Washington Post*, February 7, 2006)
- "The downturn in the Washington housing market is in full swing," said Mark Zandi, chief economist with Moody's Economy.com. "The market is weak and getting weaker." (*The Washington Post*, September 30, 2006)
- Fairfax County has the lowest amount of affordable housing in the region while maintaining one of strongest economies according to a recent report by the Washington Regional Network for Livable Communities. To make matters worse, what's left of the county's affordable housing is being redeveloped into more expensive units. (Connection, June 10, 2004)
- Homeownership has grown out of reach for most moderate income households in Fairfax County. The average sales price of existing ownership housing in Fairfax County has increased from \$256,900 in 2000 to \$541,100 in 2005. This is an increase of 111 percent in five years, or 22 percent per year compounded. Over the 5-year period from 2000-2005 that the median housing price in Fairfax County was increasing by 124 percent, median incomes in Fairfax County have increased only 11 percent. (George Mason University, Center for Regional Analysis, *Definition of Moderate Income in Fairfax County*, July 2006)
- The annual income needed to afford a two-bedroom apartment at FMR (Fair Market Rent) (\$1,225/month) in Fairfax County was \$49,000 – just over 50% of the Area Median Income. People earning Virginia's minimum wage (\$5.15/hr) would need to work 183 hours per week to afford a two-bedroom apartment at FMR in Fairfax County. Approximately 39 percent (40,000) of Fairfax County's renter households can not afford the FMR for a two-bedroom apartment in Fairfax County. (National Low Income Housing Coalition, *Out of Reach 2005*)
- County officials have awarded the first allotment from a special housing fund to help preserve 216 affordable housing units at the Madison Ridge apartments in Centreville. The \$2.5 million is only part of the county's financial contribution to the Madison Ridge effort. The county has also provided \$6.1 million from two other housing funds, bringing the county's total financing of the project to \$8.6 million. (*The Washington Post*, August 25, 2006)
- From 2000 to 2005, over 5000 Fairfax County apartments were converted to condominiums. (Department of Tax Administration)
- No new Federal public housing units have been added since 1997 nor are any anticipated in the future. (HCD)

STRATEGIES:

- Affordable Housing Preservation
- Affordable Housing for Seniors, Persons with Disabilities, and Persons with Other Special Needs

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.

TRENDS (Continued)

- Fairfax County lost 1,452 subsidized units (including unsubsidized units with rent restrictions) between 1997 and 2005. During the same period of time, average rents have increased 43%. (HCD)
- Overall, there were 2,077 homeless people counted in the community, an increase from 1,949 in 2005. (2006 Point in Time Survey, Fairfax County Department of Systems Management for Human Services)
- Fairfax County is likely to continue to diversify over the next two decades. If the same trends and rates that occurred between 1990 and 2000 continue through 2010, approximately 45 percent of Fairfax County's total population may be racial and ethnic minorities and 39 percent may speak a language other than English at home. (Fairfax County, *"Anticipating the Future: A Discussion of Trends in Fairfax County"*, March 2006)
- Fairfax County will experience a steady increase in the number and percentage of persons age 65 and older through 2010 due to longer life spans and the number of persons currently between 60 and 65 years old who are expected to remain county residents. (Fairfax County, *"Anticipating the Future: A Discussion of Trends in Fairfax County"*, March 2006)
- Analysis of the rent burden in Fairfax County indicates that a growing share of households and families making more than 80 percent of the County median income face affordability problems. (George Mason University, Center for Regional Analysis, *Definition of Moderate Income in Fairfax County*, July 2006)
- Fairfax County is projected to add approximately 106,900 additional jobs during the 2000-2010 decade and an additional 90,600 jobs during the 2010-2020 decade. (Fairfax County, *"Anticipating the Future: A Discussion of Trends in Fairfax County"*, March 2006)
- In 2005, 133 companies used Fairfax County Economic Development Authority services and brought, or will bring, 10,452 new jobs to Fairfax County. (FCEDA)
- "Use of the SRO [Single Resident Occupancy] model facilitates implementation of the 'housing first' approach, a strategy that recognizes the importance of securing stable housing as the initial step in the individual's journey toward achieving self-sufficiency." (Fairfax County SRO Task Force, Final Report, July 2005)
- The troubling fact is that homeownership in Fairfax County has become out of reach for nearly all moderate income persons, including those teachers, fire fighters and other public servants with household incomes between 80 and 120 percent of County median income. (George Mason University, Center for Regional Analysis, *Definition of Moderate Income in Fairfax County*, July 2006)
- "Braddock Glen is a milestone in our effort to provide affordable, assisted living to Fairfax County seniors with limited resources. Fairfax County is continuing to experience a rapid growth in the population of persons 65 years and over. By 2010, that population will increase in number by more than 18,000 persons. Braddock Glen offers a new quality assisted living option available to them, owned by a County nationally recognized for its leadership in affordable housing and operated by one of the nation's most successful providers," said Chairman Gerry Connolly of Fairfax County. (Fairfax County news release, May 12, 2006)

STRATEGY:

Affordable Housing Preservation: *Includes project financing and/or direct purchase; predevelopment, condominium conversion unit purchases, SRO and 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. Affordable housing policy initiatives.*

Estimated FY 2008 Investment: \$19,068,803 (\$845,000 in non-County funds)

HCD Vision Statements that Apply

- Provide affordable housing to lower income households through the preservation and/or production of modest rent housing.
- Assist the FCRHA in a strategic effort to acquire land for future affordable housing development.

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	101	Affordable Housing Partnership Program: Facilitate new housing production and preservation by non-profits and others. 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.	The AHPP will continue to provide pre-development and development funding for the preservation and development of affordable housing in FY 2008. HCD will explore ways to maximize leveraging of County funds, including potentially the use of Section 108 loans, the issuance of bonds or other financing techniques.
	102	Policy Initiatives: Lead efforts to encourage affordable/workforce housing in high-rise developments. Promote and facilitate the provision of affordable housing in transit-oriented developments and explore the linkage between commercial development and the provision of affordable housing.	In FY 2008, full implementation will be expected for the recommendations of the High-rise Affordability Panel, if adopted by the Board of Supervisors. In addition, the Affordable Housing Task Force will likely make policy recommendations to the Board of Supervisors on the linkage between commercial development and the provision of affordable housing. Finally, staff will continue to monitor and track the work of the Planning Commission's Transit Oriented Development Committee.
	103	Preservation of affordable units: Preservation of affordable housing both in rental complexes and in scattered sites. This will include assessment of changing market conditions to identify emerging affordable housing preservation opportunities. In addition, staff will ensure preservation of existing ADUs through the aggressive pursuit of over-financing and foreclosure prevention techniques. Pursue strategies to serve more individuals and families earning 50 percent or less of the Area Median Income and persons with disabilities. Identify opportunities to purchase units appropriate for single elderly persons. (Countywide)	Preservation of approximately 300 units (not otherwise identified in other line items). Includes acquisition of 25 or more ADUs by the FCRHA.
	109	Audubon: Convert 46 RHA Public Housing units to single resident occupancy (SRO) housing. In partnership with the Community Services Board. Assist in voluntary moves of seniors to senior-friendly properties through voucher assistance. (Lee District)	Substantial rehabilitation of 46 units completed.

STRATEGY: Affordable Housing Preservation

ACTIONS

OUTCOMES

(Continued)

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	110	Yorkville Cooperative: Pursue acquisition and preservation of 237 affordable units at the Yorkville Cooperative. (Providence District)	Acquisition, preservation, and rehabilitation of 237 units.
	111	Janna Lee Village: Second phase of funding for acquisition and preservation of 319 affordable rental units by AHP Virginia, LLC. The FCRHA will own the land on which the project sits, ensuring long-term affordability. (Lee District)	Acquisition and preservation of 319 units; rehabilitation approximately 3/4 complete. First year of full occupancy after the acquisition and completion of the rehabilitation is expected to be 2009.
	112	Hollybrooke III: Second phase of funding for acquisition and preservation of 50 affordable rental units by AHC, Inc. (Mason District)	Acquisition and preservation of 50 units.
	113	Crescent Apartments: Permanent financing for the 180-unit apartment complex acquired by the FCRHA in FY 2006. Evaluation of redevelopment opportunities for the site, and coordination with Lake Anne revitalization area. (Hunter Mill District)	Permanent financing of property. Identification of feasible redevelopment options for the Crescent property.
	114	Preservation Loan Fund: Re-establishment of the FCRHA Affordable Housing Preservation Loan Program.	In FY 2008, it is expected that the FCRHA will have identified a financing partner, and generated additional funding sources for the Preservation Loan Fund and begin making preservation loans.

Affordable Housing and Facilities for Seniors, Persons with

STRATEGY: Disabilities and Persons with Other Special Needs: *Develop/acquire housing and facilities designed specifically for the physically and/or mentally disabled and seniors. Develop new senior housing at mid, west, and east County locations, using the Herndon Harbor House model. Focus on County surplus properties.*

Estimated FY 2008 Investment: \$9,199,174 (\$4,615,970 in non-County funds)

HCD Vision Statements that Apply

- Take a strategic approach to providing a full range of affordable housing options and services for the elderly, persons with disabilities, and those with other special needs.

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	202	Olley Glen (formerly Little River Glen III): Construction of 90 units and associated site improvements. (Braddock District)	Project expected to be under construction in FY 2008, <u>pending funding availability.</u>
	203	Lewinsville Senior Complex: New Addition: A 59,000 square foot building containing 60 beds of Assisted Living with a commercial kitchen and dining facility plus a wing to include 22 units of Independent Living. Renovation and Expansion: Provide complete renovation of the existing 38,000 square foot building to accommodate up to 80 seniors in an expanded Senior Center, two adult day health care centers which will serve up to 40 seniors each, two child day care facilities with upgraded playgrounds which will serve a total of approximately 200 children and site improvements which will increase and improve parking, lighting and landscaping. The building will include utility usage monitoring equipment. Road Frontage Improvements: Add turn lane to Great Falls Street in front of the property and a left turn lane at the intersection with Chain Bridge Road. (Dranesville District)	Design development will be completed and the project will be in permitting in FY 2008. Delivery expected in FY 2009, <u>pending funding availability.</u>
	204	Home Repair for the Elderly Program	Serve approximately 95 households.
	206	Tenant Based Rental Assistance Program (see also Line 216)	Serve approximately 45 households to prevent homelessness. In addition, TBRA funds may be used in emergency and disaster situations, such as was the case with Hurricane Katrina evacuees.
	207	Birmingham Green Expansion: Provide financing and consultation to the District Home in development of affordable assisted living adjacent to the existing nursing home, previously developed by the FCRHA.	Delivery of 92 unit facility on existing 54-acre campus in Prince William County in early FY 2008. Consider future use of the old District Home for emergency response purposes.

STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	208	Accessible Housing Information Center: Establishment of a center, similar to the homeownership storefront at Pender Drive, to address the housing information needs of Fairfax County's disabilities community, or to help individuals (disabled/elderly/those facing emergencies) stay in their home. Potential co-location with new homeownership storefront. Consider locating at South County Government Center.	In FY 2008, HCD will evaluate and propose the focus and scope of the center as well as potential locations for such a facility and begin design activities.
	209	Transitional Housing at Hanley Shelter: Development of six units of transitional housing at the Hanley Shelter campus. (Springfield District)	Delivery expected in FY 2008.
	210	Emergency Shelter Operating Costs: Offset operating expenses for five full-service emergency shelters for homeless single adults and families.	Continuing activity throughout FY 2008.
	211	Accessibility modifications underway for FCRHA properties	In FY 2008, 14 scattered site units will be made wheelchair accessible. As part of the rehabilitation of the Penderbrook property, 2 units will be made fully accessible, and universal design elements will be incorporated into the other 44 units to the maximum extent possible.
	212	Lincolnia Assisted Living facility: Substantial renovation of 52-bed FCRHA-owned assisted living facility. (Mason District)	In design phase in FY 2008.

STRATEGY:

Affordable Housing and Facilities for Seniors, Persons with Disabilities and Persons with Other Special Needs

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	213	Accessibility/Universal Design: Incorporation of universal design in new construction and rehabilitation projects. Increase the number of affordable accessible units.	Staff will work to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible.
	215	Chesterbrook: Assist in financing the development of affordable assisted living facility for senior citizens. The 97-unit assisted living facility will be constructed by the non-profit group CRI Residences on property owned by the National Capital Presbytery. A total of 44 units will be affordable to persons earning 50 percent or less of the area median income. (Dranesville District)	Delivery expected in FY 2008.
	216	Partnership for Permanent Housing Program: Homeless Component: Assist up to 25 homeless families currently living in Fairfax County homeless shelters and transitional housing units who, with assistance, guidance and supportive services, have the potential to become homeowners. Through this program, selected families will be moved into stabilized rental housing. Through the provision of rental assistance and a family self-sufficiency plan achieved through a regimen of supportive services, the expectation is to assist these families own their own home. See also line 405.	25 families are expected to be participating in FY 2008, the second year of the pilot program. It is anticipated that a small number of these participant families will begin transitioning to homeownership by the end of FY 2008.
	217	Housing First/SRO: Development of 12 units of "Housing First" Single Room Occupancy (SRO) housing with supportive services potentially on County-owned land. Identify opportunities to replicate SRO model.	Design and predevelopment completed in FY 2008 of facility on County-owned land.
	218	Service Integration: Foster coordination between County case managers and affordable housing providers.	In FY 2008, staff will encourage coordination between case managers and affordable housing providers among County agencies.

STRATEGY:

RHA Properties, Programs & Partnerships

GOAL:

To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community. To provide high-quality, safe, decent housing for tenants of FCRHA properties.

County-wide Vision Elements that Apply



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

TRENDS

- There are nine rental housing developments that are owned by limited partnerships in which the FCRHA is the managing general partner.
- Implementation of new HUD project-based management and budgeting rules are underway.
- The average age of FCRHA-owned properties is approximately 25 years
- 100 percent of wholly-owned FCRHA Fairfax County Rental Program apartment complex properties (50 units or more) have on-site management.

STRATEGY: RHA Properties, Programs & Partnerships

Estimated FY 2008 Investment: \$44,824,302 (\$43,750,058 in non-County funds)

HCD Vision Statements that Apply

- Pursue public-private partnerships that result in affordable housing and bring an infusion of private capital and cost savings to the FCRHA.
- Play a facilitator role by assisting community organizations and non-profits to develop capacity, grow and achieve their affordable housing and community development mission.
- Establish and maintain solid investor relations with existing investors and cultivate relationships with new or potential investors.
- Provide affordable housing to very low-income households through the provision of rental vouchers and public housing.
- Have properties that are attractive and professionally maintained. Meet professional property management standards.
- Maintain an occupancy rate of 95% or higher.

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	300	Housing Choice Voucher Program Maintain Housing Assistance Payment Utilization at 95% or better. Project-based Vouchers	In FY 2008, the HAP utilization rate will meet or exceed 95%. Staff will conduct at least one competition for Project Based Vouchers.
	301	Kingsley Park: Fund Activities Coordinator in partnership with Kingsley Commons. (Providence District)	Activities coordinator in place during FY 2008.
	302	Appropriate Housing Initiative: Pro-actively ensure that public housing 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 seeking HUD approval to issue vouchers to overhoused households, including seniors	In FY 2008, staff will evaluate the appropriateness of units for existing residents on an ongoing basis and assist residents in moving to more appropriate sized units where possible.
	303	FCRP and Group Home Rehabilitation. Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality of life.	In FY 2008, staff will perform rehabilitation on properties to be identified (by the end of FY 2007).
	304	Capital Fund Program/Public Housing Rehabilitation and Modernization: Rehab/modernize/maintain FCRHA public housing properties to maintain safety and quality of life.	The following public housing properties are anticipated to be rehabilitated/modernized in FY 2008: Kingsley Park (108 units); Audubon (46 units), and the Robinson Square Community Center.
	305	Sunrise Group Home Rehabilitation/Reconstruction	Design and permits completed and under construction by the end of FY 2008, <u>pending funding availability.</u>

STRATEGY: RHA Properties, Programs & Partnerships

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	306	Public Housing and FCRP/On-site Management Facilities: As a part of the ongoing implementation of HUD-mandated project-based budgeting, the FCRHA is also planning for the implementation of project-based management. This will include the eventual development of on-site management facilities at the FCRHA's Public Housing properties and the deployment of property managers. It is anticipated that this will be expanded to Fairfax County Rental Program (FCRP) properties in future years.	In FY 2008, staff will work to identify sites for potential on-site management facilities, and begin project planning.
	307	Cedar Ridge: The FCRHA plans to refinance and rehabilitate this 194-unit Fairfax County Rental Program (FCRP) property in FY 2007. To take advantage of low-income housing tax credits, the FCRHA has authorized the creation of a limited partnership, of which the FCRHA will be the managing partner. In addition to the tax credits, it is anticipated that the FCRHA will issue bonds to finance the property, and will continue to renew the existing HUD Section 8 contracts on the project. It is anticipated that rehabilitation of the project will begin on approximately March 1, 2007, and continue for about 14 months. Staff will provide relocation services to the small number of households whose incomes exceed the limits for tax exempt financing. (Hunter Mill District)	It is anticipated that rehabilitation of this project will be completed by the end of FY 2008. In addition, relocation services for over-income households will be in progress.
	308	Rental Housing Compliance: Monitoring of owner compliance with regulations governing rental units provided through the ADU program, as well as tax credits and other special affordable housing financing.	Ongoing.
	309	Grants Compliance: Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.	Ongoing.
	310	CDBG and HOME Strategies: Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments.	Ongoing.

STRATEGY:

Homeownership

GOAL:

To generate and increase opportunities for homeownership as a means to self-sufficiency, asset growth, neighborhood stability and allow 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



Creating a Culture of Engagement

TRENDS

- In 2005, a household making less than 120 percent of median County income would have had to spend 45% of its monthly income to afford to purchase the median-priced home in the County. Five years ago, in 2000, homeownership was within reach of households making 80% of median income in that the median priced house in the County would have cost approximately 33% of total income for that income group. To afford the median priced house in 2005 in Fairfax, household income would have to be \$163,000 – 181% of median. (George Mason University, Center for Regional Analysis, *Definition of Moderate Income in Fairfax County*, July 2006)
- 707 low and moderate-income families have gone through the Fairfax County First-Time Homebuyers program and are ready to buy homes – but are waiting for affordable homes to become available. (HCD)
- The homeownership rate in Fairfax County is 70.9%, versus 68% nationally. (US Census Bureau)
- Due to the widely successful use of the Sponsoring Partnership And Revitalizing Communities (SPARC) program, which provides first trust loan funds to purchase a home in Fairfax County, the Virginia Housing and Development Authority has allocated an additional \$3 million to Fairfax County in Round Five SPARC funds. As of June 30, 2006, the \$10 million originally allocated in February 2006 to Fairfax County's SPARC program has financed the purchase of 46 homes for low- and moderate-income first-time homebuyers in Fairfax County. Over the course of the five rounds, Fairfax County has received \$27,882,959 in funding and has financed the purchase of 173 homes. (HCD)
- HCD launched the Homebuyer Equity Loan Program (HELP) in June 2006. HELP was implemented to assist low-income homebuyers to purchase market-rate single family housing in Fairfax County. Under HELP, income-eligible applicants can receive the greater of six percent of a unit's sales price or up to \$10,000 in HUD American Dream Downpayment Initiative (ADDI) funds for downpayment and closing cost assistance. Eligible applicants can also receive up to \$70,000 in HUD HOME Investment Partnerships Program funds in the form of a second mortgage to finance the gap between their first trust and the sales price. (HCD)
- A pilot Housing Choice Voucher Homeownership program launched in 2003 has been successful in allowing homeownership for 28 families. In addition, a new "Partnership for Permanent Housing" pilot program will help up to 25 homeless families currently living in Fairfax County homeless shelters and transitional housing units who, with assistance, guidance and supportive services, have the potential to become homeowners. Through this program, selected families will be moved into stabilized rental housing. Through the provision of rental assistance and a family self-sufficiency plan achieved through a regimen of supportive services, the expectation is to assist these families own their own home. (HCD)
- 118 (or 12 percent) of the ADUs purchased through the First-Time Homebuyers Program were occupied by employees of Fairfax County or Fairfax County Public Schools in July 2006.

STRATEGY:

Homeownership: *Provide services and financing to Fairfax County residents seeking homeownership. Provide technical assistance to developers and tenants to mitigate the effects of displacement. Specific programs and their funding appear below.*

Estimated FY 2008 Investment: \$19,333,730 (\$18,093,730 in non-County funds)

HCD Vision Statements that Apply

- Pursue focused efforts to expand and preserve homeownership through increased affordable stock, creative financing techniques and home improvement assistance.

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	401	First-Time Homebuyers Program: Provides financing and access to homeownership training for Fairfax County first-time homebuyers. Administers for-sale ADUs. The FCRHA partners with the Virginia Housing Development Authority to provide low interest first-trust mortgages to qualifying low and moderate income homebuyers. Fairfax County competes with the other jurisdictions in the State for VHDA to set aside these mortgage funds.	In FY 2008, the Fairfax County First-Time Homebuyers Program will conduct the following activities: Orientation Sessions; Application Sessions; responding to telephone calls and walk-ins at the HCD Homeownership Center, and assisting participants in purchasing ADUs and in acquiring financing via VHDA SPARC and HomeSTRIDE Loans.
	402	Fairfax County Employee Homeownership Assistance Program	Redesigned program anticipated to be implemented in FY 2008.
	403	First-Time Homebuyers ADU Loan Program: Implement revitalized program to include grants/loans for property improvements.	Redesigned program anticipated to be implemented in FY 2008.
	405	Partnership for Permanent Housing: Housing Choice Voucher Homeownership Component.	24 families used their vouchers to purchase homes during the recently completed pilot phase of this program. Staff is in the process of evaluating the homeownership success of these program participants and determining whether, and by how many participants, the program should be expanded.
	406	Workforce Housing: Explore potential expansion of income levels served by homeownership programs to maximize home buying opportunities for Fairfax County's low and moderate-income workforce. Prepare to market and monitor "workforce" homeownership units produced by the private sector. Assist the Department of Planning and Zoning in negotiating affordable/workforce housing proffers, pending the final recommendations of the High-rise Affordability Panel.	In FY 2008, staff will: 1) Assist the FCRHA in considering whether the income range served by its homeownership should be expanded; 2) Organize a system to market and monitor workforce units developed privately; 3) Assist DPZ in negotiations; 4) Complete work with High-Rise Affordability Panel leading to recommendations to the Board of Supervisors and their implementation.

STRATEGY: Homeownership

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	407	Moderate Income Direct Sales (MIDS) Program: Implement revitalized MIDS program that address long-term impact of deferred loans, property condition issues, and the long-term preservation of units in the MIDS program. Plan to implement 30-year renewable covenants and grant/loan program for property improvements.	Redesigned program anticipated to be implemented in FY 2008.
	408	Language access for homeownership clients	In FY 2008, program brochures will continue to be provided to homeownership clients in a variety of languages.
	409	Relocation Program: Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2008, staff will continue to provide technical assistance both on the Fairfax County Voluntary Relocation Guidelines, the requirements of the Uniform Relocation Act, and the relocation requirements for projects funded by HOME and CDBG.
	410	American Dream Downpayment Initiative: Downpayment assistance for participants in the First-Time Homebuyers Program and HELP.	See line 411.

STRATEGY: Homeownership

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	411	<p>Home Equity Loan Program (HELP): HELP is a new partnership between low-income first-time homebuyers and the FCRHA designed to close the gap between an affordable first mortgage and the sales price of a market rate home in Fairfax County. HELP participants can receive up to \$91,767 in homebuyer assistance, in two pieces: up to \$21,767 in down payment/closing cost assistance and up to \$70,000 in a second mortgage. Under the terms of a HELP loan, the funds are provided to each eligible low-income homebuyer as a deferred 30-year loan. If the homebuyer sells the house during the 30-year term, they must repay the entire HELP loan. The FCRHA is also entitled to a proportionate share of accrued equity in the unit. For example, if a homebuyer's HELP loan was 35% of the purchase price, the FCRHA's equity share at resale would be 35% of the unit's accrued equity. If the buyer stays in the unit for the entire 30-year term, the HELP loan is forgiven; however, even after the initial 30-year term, the FCRHA retains a claim to a proportionate share of equity and the right of first refusal at resale.</p>	<p>Estimate closing on 15 to 20 loans for Fairfax County homebuyers.</p>
	412	<p>Post-purchase Monitoring and Counseling: Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to over-financing. Provide access to enhanced post-purchase education to maximize the number of successful homebuyers and prevent foreclosure.</p>	<p>In FY 2008, staff will continue to monitor ADU purchasers, and will expand post-purchase counseling opportunities to potentially include such financial education components as Freddie Mac's CreditSmart and Money Smart curricula.</p>
	413	<p>From Subsidies to Homeownership: Identify opportunities for persons in the Housing Choice Voucher and Public Housing Programs to move to homeownership. Focus on households paying Public Housing ceiling rent and in the Family Self Sufficiency program.</p>	<p>In FY 2008, staff will continue to identify families in the Public Housing and Housing Choice Voucher programs who may be ready to begin pursuing homeownership. Family Self-Sufficiency Program will add a homeownership component.</p>

STRATEGY:

Family Self-Sufficiency

GOAL:

To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places

TRENDS

- In 2004, approximately 42,000 were living below the poverty line in Fairfax County – roughly the equivalent of the population of Charlottesville.
- A survey conducted on January 25, 2006, of all known homeless county residents identified a population of 934 single individuals and 1,143 persons in 333 families, including 419 adults with 724 children. Average family size was 3.43. These numbers do not account for families and individuals who are at risk of becoming homeless, or who live in doubled- or tripled-up housing situations. (Council on Homelessness, *Annual Message to the Board of Supervisors*, March 7, 2006)
- A recent study entitled *“The Self-Sufficiency Standard for the Washington, DC Metropolitan Area 2005”*, examined how much income was needed by various sizes and compositions of families, to live and work without public or private assistance or subsidies. In Fairfax County in 2005, a family with two adults and three children would need to earn \$66,888 and \$110,664, depending on family composition, to live without subsidy. (George Mason University, Center for Regional Analysis, *Definition of Moderate Income in Fairfax County*, July 2006)
- “I am proposing that, this fall, the Fairfax County Department of Housing and Community Development will launch a pilot program to move families from homelessness to homeownership with a goal of providing stable, permanent housing for up to 25 families—leaving us only 308 to go ... Participating families will initially be assisted with HOME Program tenant-based rental assistance (TBRA) for up to five years. However, it is the county’s vision that some families will be ready for homeownership before the end of the full five years. Our goal is to begin moving at least five families per year into homeownership after the second year of the program.” Fairfax County Board of Supervisors Chairman Gerry Connolly, in remarks to the Community Summit on Homelessness on April 7, 2006

STRATEGY:

Family Self-Sufficiency: *Foster an environment that encourages residents of FCRHA properties to move toward self-sufficiency.*

Estimated FY 2008 Investment: \$192,863 (non-County funds)

HCD Vision Statements that Apply

ACTIONS

OUTCOMES

- Ensure that FCRHA residents have the skills and resources to move beyond assisted housing.

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	502	Family Self-Sufficiency Program: Continuation of the program while recognizing the close relationship between Welfare-to-Work and Affordable Housing.	This program will continue in FY 2008; 12 new participants expected to sign FSS contracts. Will explore additional incentives such as homeownership.
	503	Enhance use of on-line applications	Multi-lingual versions of housing program applications to be in development by FY 2008.
	505	Child Care Grants and Investments: Grants to individual child care providers and possible investment in child care-related facilities and other activities.	Redesigned child care provider grant program anticipated to be implemented in FY 2007 and be in progress in FY 2008. In addition, the FCRHA may consider strategic investments in the development of child care facilities.
	506	Partnership for Permanent Housing	See line 216.

STRATEGY:

Meeting Future Affordable Housing Needs Through New Production

GOAL:

To commit to strategic and innovative solutions for meeting changing community needs by providing new affordable housing.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Connecting People & Places

TRENDS

- The population of Fairfax County is expected to grow from 1,041,200 in 2005 to 1,331,200 in 2030 – an increase of 27%. In the same period, the number of jobs is expected to increase from 600,500 to 844,600. (Metropolitan Washington Council of Governments, Round 7 Cooperative Forecasts, July 12, 2005)
- A proposal to build affordable work force housing on county-owned land along Route 50 won unanimous approval Monday from the Board of Supervisors. The 30-unit apartment building will be exclusively for those training to contribute to the health and safety of the community, including nurses, firefighters, police officers and select school employees. (Times Community Newspapers, August 3, 2006)
- In FY 2006, a portion of Fairfax County's Federal HOME Investment Partnerships funding was set aside for Community Housing Development Organizations (CHDOs). The following investments were made in FY 2006 via the CHDO set-aside:
 - Homestretch, Inc.: \$362,384 for the purchase of two 3-bedroom condominiums, to be used as rental housing.
 - Good Shepherd: \$242,202 for the purchase of two 2-bedroom and one 1-bedroom units to be used as rental housing.
 - Reston Interfaith: \$456,820 for the purchase of two 3-bedroom townhouses to be acquired, rehabilitated, and rented to housing choice voucher holders.
 - Circle Properties (Wesley Housing): \$247,142 for the purchase of four 1-bedroom and two 2-bedroom units to be used as rental housing for seniors.
- Fairfax County officials said yesterday that they have identified 18 parcels of vacant county-owned land that might be suitable for affordable housing to accommodate growing numbers of workers effectively shut out of the expensive real estate market. The list of parcels, scattered across the county, includes sites also earmarked for other projects, such as the Kingstowne Regional Library and the Wolf Trap fire station in Vienna. It also includes swaths originally set aside for such improvements as the Springfield bypass and expanding Braddock Road. (*The Washington Post*, June 2, 2006)

STRATEGY: Meeting Future Affordable Housing Needs Through New Production: *Plan and execute strategic, innovative solutions to meet the ever changing affordable housing needs of Fairfax County through the production of new affordable housing stock.*

Estimated FY 2008 Investment: \$6,570,031 (\$757,448 in non-County funds)

HCD Vision Statements that Apply

- Maintain awareness of community needs and practices used nationally and internationally to meet similar needs.

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	604	Affordable Housing Partnership Program: See line 101.	See line 101.
	605	Community Housing Development Organization (CHDO) Set-Aside: A portion of Fairfax County's HOME funds are set aside to assist CHDOs in developing, acquiring and preserving affordable housing.	In FY 2008, the FCRHA will continue to support the CHDOs via this set-aside program.
	607	Magnet Housing: Glenwood Mews: Partnership with Inova Health Systems and Habitat for Humanity. Project will provide 17 total units, 2 of which will be sold at cost to Habitat for Humanity; the remaining 15 units will be provided as Magnet Housing for low and moderate income members of the INOVA workforce who are preparing for a career in health care. (Lee District)	Delivery expected in FY 2008.
	609	Magnet Housing: West Ox Road: Development of 30 units of Magnet Housing on County-owned land on West Ox Road. Includes 2400-foot training center. (Sully District)	Project to be in construction in FY 2008, <u>pending funding availability.</u>
	611	Workforce Housing: Facilitate the development and preservation of workforce housing that is affordable to families with a range of low and moderate incomes.	In FY 2008, the FCRHA will focus on private-sector production of new housing to meet the needs of Fairfax County's growing workforce, in conjunction with the implementation of the High-Rise Affordability Panel recommendations (See Line 102).
	612	County-owned Land for Affordable Housing: Encourage public/private partnerships for the development of workforce and affordable housing on County-owned land.	By the end of FY 2008, it is anticipated that two public/private partnerships will be in place.

STRATEGY:

Revitalization

GOAL:

To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.

County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Creating a Culture of Engagement

TRENDS

- Fairfax County Revitalization Activities ... focus on overseeing preparation and implementation of revitalization strategies in seven designated commercial revitalization areas. They involve planning for a community vision and sense of place, design and creative approaches to redevelopment, marketing of local business, and attracting private development and investment. (Fairfax County, FY2007 Adopted Budget)
- Twelve Fairfax County-based companies – most of them in the technology and government contracting fields – are among the 500 largest Hispanic-owned firms in the country, according to *Hispanic Business* magazine. (Fairfax County Economic Development Authority, press release, June 12, 2006)
- As more details emerge about the Army's plan to bring 22,000 employees to Fort Belvoir, state and local officials are warning that it will create horrific gridlock in southern Fairfax County when there is no money to fix the inadequate road network in that area. (*The Washington Post*, August 1, 2006)
- Fairfax County is ranked second among large counties for entrepreneurs for starting businesses, according to 2006 rankings compiled by the National Policy Research Council (NPRC) and *Entrepreneur* magazine. (Fairfax County Economic Development Authority, press release, August 23, 2006)
- Richmond Highway revitalization continues at an ever-increasing pace as new development replaces old. Projects, either underway or on the drawing boards, stretch from Woodlawn Plantation to the Capital Beltway. (*The Connection Newspapers*, August 3, 2006)
- People who live and work near Lake Anne Village Center want to see a shining example of architecture, open space for public use, fine arts, culture and diversity for the future of Reston's historic heart. (*Times Community Newspapers*, June 1, 2005)
- In May 2006, Fairfax County sponsored an Urban Land Institute (ULI) Technical Assistance Panel (TAP) to evaluate the Springfield business area to determine how best to accommodate an expected \$1.7 billion dollars in new commercial redevelopment in the area, and the potential relocation of up to 21,000 Department of Defense employees to the Engineering Proving Ground. The Panel, made up of nationally-recognized experts in planning and economic development, made a number of recommendations including: 1) creation of new financing tools to fund infrastructure improvements and amenities; 2) create a major marketing initiative to attract new businesses to the area; 3) Plan for the creation of a Springfield Town Center; and 4) develop and implement a transportation plan to promote interconnectivity of all four quadrants of the area. (HCD)
- In the County's seven revitalization areas, an estimated \$5,207,500,000 in major new construction projects have been permitted, are under construction, or have been recently completed. (HCD)

STRATEGY:

Revitalization

Estimated FY 2008 Investment: \$12,290,596 (\$8,252,441 in non-County funds)

HCD Vision Statements that Apply

- Serve as lead agency for revitalization for the County's aging and underutilized commercial and residential areas.
- Use focused and strategic efforts to encourage county support, community involvement and private investment in revitalization areas.
- Ensure that in revitalization areas, FCRHA properties make a statement and set a tone to encourage further revitalization.
- Partner with the Fairfax County Economic Development Authority and other County agencies

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	701	Investing in Communities Program: Projects designed to create jobs, reduce blight, and revitalize older commercial areas of the county. FCRHA will use selection criteria and performance measures for projects using this funding.	Revamp program to address community revitalization efforts and needs.
	702	Annandale Town Center: Multi-cultural center, land acquisition/design and pre-development. (Mason District)	In FY 2008, staff will seek funding to purchase an appropriate site. The Cultural Center site was submitted as an item for the Capital Improvement Program (CIP) (\$20,000,000 requested).
	705	Revitalization Area Marketing: Market revitalization areas to businesses and investors through web access, print materials, the creation of the Bailey's marketing office, and direct sales calls.	Staff will continue to distribute the Investing in Communities and general Revitalization brochures, which detail the County's revitalization goals and services. Both brochures are published in English, Spanish, and Korean. Staff will also continue to maintain and update the www.fcrevit.org web site, which is an invaluable resource to citizens, businesses, and developers in the revitalization areas.
	706	Revitalization Façade Improvement Program: Richmond Highway and Annandale.	Anticipate funding 4 façade improvement projects of approximately \$25,000 each.

STRATEGY:

Revitalization

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	709	Bailey's Crossroads Southeast Quadrant: Redevelopment of underused segment of the Bailey's Crossroads Revitalization Area. (Mason District)	In FY 2008, it is expected that a Public-Private Infrastructure Facilities Act (PPEA) project will be implemented for the location of the East County Center. A mixed-use project will be developed through a public/private partnership. Also, a TIF/CDA may be implemented for the purpose of raising additional capital funds to be invested in the area and an extension of the Pike Transit Initiative (PTI) to serve the area.
	710	Kings Crossing: Mixed-used redevelopment of large parcel planned in the Richmond Highway corridor. New development to consist of approximately 1,500,000 square feet of new office, hotel, retail/commercial, and residential uses. (Mount Vernon District)	Development plans from a private developer.
	712	"Mid Town" Springfield Town Center Development (formerly Commerce Street): This project, known as "Midtown Springfield", is being developed by KSI. KSI is preparing an application for a Special Exception zoning amendment on the 9 acre site. The project is valued at approximately \$500 million, and is expected to produce 100,000 square feet of commercial/retail space; 40,000 feet of office space, and about 800 condominium units.	In FY 2008, staff will continue to coordinate the Special Exception application, any County incentives, and the site plan review with the developer and relevant County agencies.
	713	Bailey's Crossroads Special Study: The Department of Planning and Zoning (DPZ) will be conducting a special study of land use opportunities and challenges in the Bailey's Crossroads Revitalization Area, to recommend possible amendments to the Fairfax County Comprehensive Plan. (Mason District)	In FY 2008, staff will work to use any potential changes to the Comprehensive Plan resulting from the study conducted by DPZ as a tool to promote redevelopment and new investment in the Bailey's Crossroads Revitalization Area.

STRATEGY:

Revitalization

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	714	Annandale Special Study: DPZ has also received an appropriation to conduct a possible special land use study of the Annandale Revitalization area, based on 3 nominations generated by the Annual Plan Review process, which requested additional density. (Mason District)	If conducted, it is anticipated that this study by DPZ would be completed during FY 2008. Staff will continue to monitor this issue in terms of revitalization efforts in the area.
	715	Lake Anne Special Study: DPZ received an appropriation to conduct a special land use study of the Lake Anne Revitalization Area, with the goal of updating the Comprehensive Plan. (Hunter Mill District)	It is expected that this special study by DPZ will be completed before the beginning of FY 2008. Staff will use any resulting amendments to the Comprehensive Plan to promote redevelopment in the area. Such amendments may also be used as guidance to evaluate any possible future development plans for the FCRHA-owned Crescent property.
	716	Springfield Mall Redevelopment: While not part of the designated Springfield Commercial Revitalization District, the mall property is central to the success of the community's overall revitalization efforts. Currently, the Vornado Real Estate Investment Trust of New Jersey has an option to purchase the mall. FCRHA staff are advising and assisting Vornado in their interest in pursuing CDA/TIF financing, and in examining other financial tools and incentives that might be considered. (Lee District)	In FY 2008, to assist in the revitalization of this property, staff will continue to provide assistance to Vornado as they explore redevelopment options for the mall property.
	717	Merrifield: Staff is providing ongoing support to private developers, including an exploration of financial tools available for use in the redevelopment of the area. (Providence District)	In FY 2008 it is expected that staff will provide continuing support for ongoing redevelopment activities in Merrifield.

STRATEGY: Revitalization

(Continued)

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	750	Neighborhood Revitalization: Neighborhood improvements: common area improvements associated with affordable housing preservation and coordination of revitalization of conservation areas with SNBC. Use of GIS to identify neighborhoods that are aging, have high foreclosure rates, and health and zoning violation complaints to target neighborhood revitalization efforts.	Coordinated efforts to identify and revitalize older neighborhoods. Specific programs and initiatives described below.
	753	Home Improvement Loan Program (HILP)	25 loans are expected to be closed in FY 2008.
	754	Neighborhood Outreach: Neighborhood and Business Outreach in Springfield and Reston	Fund outreach coordinator in each area.
	755	Mott Community Center Expansion	Construction is anticipated to begin in late FY 2008, <u>pending funding availability.</u>
	756	Public Improvements in the Conservation Neighborhoods	The neighborhood improvement program in the Jefferson Manor Conservation Area will continue in FY2008, as will ongoing activities associated with the neighborhood improvement projects in Bailey's, Fairhaven, Gum Springs and James Lee.
	757	Revitalization Spot Blight Abatement Program	Approximately 35 blighted properties will be remediated/abated in FY 2008 (based on FY 2006 results).

STRATEGY:

Community Engagement

GOAL:

To give citizens a sense of ownership in policies and programs through open and two-way communication of ideas and information about housing and revitalization challenges and opportunities.

County-wide Vision Elements that Apply

-  Maintaining Safe and Caring Communities
-  Building Livable Spaces
-  Maintaining Healthy Economies
-  Creating a Culture of Engagement

HCD Vision Statements that Apply

- Become relevant to a wider segment of County residents. Develop opportunities for community support and involvement.
- Maintain open communications with the public, community groups, governing officials, and residents.

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	801	Multi-lingual access: Improve language access across agency programs via phone, internet and kiosk.	Program descriptions will continue to be available on-line in a variety of languages. The multi-lingual versions of the housing program applications are expected to be in development in FY 2008.
The items listed below do not have a SP Line Item associated with them and have no allocated resources.			
		Public Participation: FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.	
		e-ffordable.org: Utilize e-ffordable.org website to assist in new initiatives. (ongoing)	
		Supervisor Town Meetings: FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.	
		Newsletters: Continue to produce and distribute informational newsletters.	
		Communicating Successes: Use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs.	
		Reporting on use of County funds: HCD will continue to account for and provide information about the status of the Housing Trust Fund and the Penny for Housing Fund.	
		Non-profit Dialogues: HCD will continue to hold quarterly meetings with its non-profit partners.	
		Celebrate Fairfax/Fairfax Fair: HCD will continue to have a booth at the Fairfax Fair to inform residents of FCRHA programs.	

STRATEGY:

Administration and Management

GOAL 1 (of 3):

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.

County-wide Vision Elements that Apply



Maintaining Safe & Caring Communities



Building Livable Spaces



Maintaining Healthy Economies



Connecting People & Places



Creating a Culture of Engagement



Corporate Stewardship

ACTIONS

OUTCOMES

Affordable Housing Preservation Project	SP Line	Description of Current Projects	Anticipated Outcomes in FY 2008
	901	Set aside for housing emergencies and opportunities	This set-aside for emergencies will continue to be funded in FY 2008.
The items listed below do not have a SP Line Item associated with them and have no allocated resources.			
		Project Based Management: Full implementation of Project-based accounting system that meets new HUD requirements yet interfaces with FAMIS. Maintain the fiscal health of the Housing Choice Voucher program. This will include: 1) on-going analysis of the financial status of the Housing Choice Voucher program in order to pro-actively identify and recommend solutions to any short falls or other fiscal issues; 2) on-going monitoring of the lease-up rate with regular amendment to the Housing Choice Voucher budget as needed; 3) maintain Housing Choice Voucher reserves; 4) timely billing for portability; and 5) close monitoring of Congressional and HUD changes.	
		Project Selection: Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk.	
		Leveraging Resources: Undertake projects that will maximize leverage and encourage public-private partnerships.	
		Internal Process Reviews: HCD/FCRHA will assess procedures to ensure a series of decision points before major projects are undertaken.	
		Maximizing Organizational Effectiveness: HCD will continue assessing the existing organizational structure to determine ways to maximize efficiency, cluster talents and expertise, and reflect the FCRHA strategic plan and HCD vision. Reorganization is complete for Financial Management; Real Estate Finance and Grants Management; Design, Development and Construction; Administration; and, Information Systems and Services, and Housing Management. A Homeownership Division will be created.	
		Management and Maintenance of FCRHA-owned Housing: Continue high standards for management and maintenance of FCRHA housing. HCD/FCRHA will continue to strive for the highest ratings by HUD and others.	
		Human Capital Development: HCD strives to further career development and professionalism among its employees and will continue to promote semi-annual professional development days, fellowships, mentoring and policies related to promotional opportunities.	

HCD Vision Statements that Apply

- Have properties that are attractive & professionally maintained. Meet professional property management standards.
- Have a financial division that works as a strong team, is responsive, efficient and integrally involved with the department.
- Understand the depth and availability of existing FCRHA resources through analysis and regular reporting.
- Maintain HCD's outstanding reputation in developing & financing affordable housing.
- Establish focused and comprehensive oversight of all FCRHA assets through an on-going asset-management effort.

STRATEGY:

Administration and Management

GOAL 2 (of 3):

To support the quality work and professionalism of the HCD staff to assure highly effective programs.

GOAL 3 (of 3):

To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

County-wide Vision Elements that Apply

-  Maintaining Safe and Caring Communities
-  Building Livable Spaces
-  Maintaining Healthy Economies
-  Connecting People & Places
-  Creating a Culture of Engagement
-  Corporate Stewardship

HCD Vision Statements that Apply

- Be an agency that has camaraderie, works as a team, and has excellent internal communication.
- Equip staff with state-of-the-art technology tools needed to do the job and have a staff that is technology savvy.

ACTIONS

The items listed below do not have a SP Line Item associated with them and have no allocated resources.	
	Automated Budget Information: Provide staff with automated budget information relevant to their work unit, to assist them in the management of projects and activities.
	Staff Communication: Seek ways to use technology to improve staff communication.
	Yardi System Implementation: Implementation of next phase of Yardi software system, a housing management information system which integrates financial data, tenant data and property management data into a single system.
	Media Relations: Continue coordination with the media. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message.
	GIS: Utilize GIS in programs and data analysis. New GIS position provided by the Board of Supervisors in FY 2007.
	FCRHA Information Items: Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.
	Messages from the Director: Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.
	Revitalization-related Meetings: Semi-annual meetings between the FCRHA, Representatives of the seven Revitalization Areas, the Planning Commission, the Economic Development Authority, and the Chamber of Commerce.
	FCRHA Meetings with other Boards, Authorities, and Commissions: Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, EDA, Resident Advisory Council, CSB, and Area Agency on Aging.
	Board of Supervisors: Briefing to Board of Supervisors at Board Housing Committee Meetings as needed.