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

Strategic Plan: Action Plan for FY 2017

DRAFT

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Who's Who

Fairfax County Redevelopment and Housing Authority Commissioners
(As of February 2016)

Robert H. Schwaninger (Mason District), Chairman
Willard O. Jasper (At-Large), Vice-Chairman
Matthew Bell (Mount Vernon District)
John Betts (Springfield District)
Robert Carlson (Sully District)
Christopher Craig (Braddock District)
C. Melissa Jonas (Dranesville District),
Richard Kennedy (Hunter Mill District)
H. Charlen Kyle (At-Large)
Albert J. McAloon (Lee District)
Rod Solomon (Providence District)

Department of Housing and Community Development

Thomas Fleetwood, Acting Director
Robert C. Easley, Deputy Director, Operations
Hossein Malayeri, Deputy Director, Real Estate, Finance and Development
* * * * *

Carol Erhard, Director, Homeownership/Relocation Services
Curtis Hall, Director, Information Services & Systems
Leonise Leduc, Director, Property Management
Russell Lee, Director, Rental Services

Kris Miracle, Director of Administration
Aseem Nigam, Director, Real Estate Finance & Grants Management
Ahmed Rayyan, Director, Design, Development and Construction
James Speight, Director, Property Improvement and Maintenance
Nicole Wickliffe, Director, Asset Management

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Strategic Plan Key

Strategic Plan Key:

1: Affordable Housing Development, Preservation and Sustainability
2: Affordable Rental Housing, Property Management and Maintenance
3: Tenant Subsidies and Resident Services
4: Homeownership and Relocation Services
5: FCRHA/HCD Program Planning, Development and Management

Fairfax County Vision: Core Purpose and Elements

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

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

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

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

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

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

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

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

FCRHA Mission Statement

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

FCRHA Values

Adopted December 10, 2009 ***(amended January 20, 2011)***

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

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

FCRHA Goals Statements: FY 2011-2017

Goal 1. To preserve, expand and facilitate affordable housing opportunities in Fairfax County.

Goal 2. To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.

Goal 3. To facilitate the self-sufficiency of FCRHA residents as they move toward financial independence, while recognizing the needs of special populations.

Goal 4. To generate and increase opportunities for homeownership as one means to self-sufficiency, asset growth, neighborhood stability and allow those who work in Fairfax County to live in the County.

Goal 5. To provide opportunities for those who work in Fairfax County to live in Fairfax County.

Goal 6. 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.

Goal 7. To support the quality work and professionalism of the HCD staff to assure highly effective programs.

Goal 8. To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.

Goal 9. To give citizens a sense of ownership in policies and programs, through open and two-way communication of ideas and information about housing and community development challenges and opportunities.

Goal 10. To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses and the broader community.

Goal 11. To commit to strategic and innovative solutions for meeting changing community needs and challenges.

FCRHA Strategic Planning Principles

Adopted December 10, 2009

Guiding Principle 1: Preserving, renovating and maintaining FCRHA-owned properties is a high priority and resources should be allocated regularly for this purpose.

Guiding Principle 2: The FCRHA should invest its financial resources, and use the housing units it owns and operates, to serve low and moderate-income households earning 80 percent of the Area Median Income (AMI) and below.

Guiding Principle 3: To serve the current and future housing needs of Fairfax County's low and moderate income workforce, the FCRHA should foster the private development of sufficient workforce housing and encourage tools to facilitate its development (density, financing, etc.) through policy and advocacy efforts such as the Fairfax County Workforce Housing Policy.

HOUSING BLUEPRINT GOALS

GOALS

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

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

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

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

*Note: The Ten-Year Plan to Prevent and End Homelessness runs through FY 2019; FY 2017 is the eighth year of the homelessness plan.

HOUSING CONTINUUM

TIER ONE: Through the Gateway to Affordable Housing

BLUEPRINT GOALS ADDRESSED:
Homelessness; Special Needs

TIER TWO: Addressing Sustainable Housing

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

TIER THREE: Toward Self-Sufficiency

BLUEPRINT GOALS ADDRESSED:
Low-Income Working Families; Workforce

STRATEGY:

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

GOALS:

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

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies

TRENDS

- From April 2004 through June 2015, a total of 2,757 affordable housing units were preserved in Fairfax County; this is more than 2.5 times the Board's original goal of preserving 1,000 units. (HCD)
- Between 2002 and 2010, approximately 8,051 rental housing units affordable at 70 percent of the Area Median Income (AMI) and below have been lost to rising rents, redevelopment, and condominium conversions. *Without the Board's Preservation Initiative, the loss would have been closer to 10,500 units.* (Fairfax County Affordable Housing Advisory Committee, *FY 2010 Report*)
- According to the Center for Housing Research at Virginia Tech, the total affordable housing gap in Fairfax County for low- and moderate-income renters (earning 80 percent of the area median income (AMI) and below) is approximately 31,360 units. Based on job growth and housing data prepared by the Center for Regional Analysis at George Mason University, it is estimated that there is a need for approximately 49,284 net new affordable units for households earning up to $124,000 per year (slightly over 115 percent of the AMI) by 2032. Taken together, this represents a need for nearly 82,000 units of affordable workforce housing in Fairfax County within the next 18 years. (HCD)
- As of September 2015, a total of 5,134 Workforce Dwelling Units have been committed by private developers in rezoning actions approved by the Board of Supervisors. A total of 447 rental workforce units have been constructed as of September 2015. (HCD)
- During July, August, and September of 2015, the Fairfax County Economic Development Authority worked with 29 businesses, providing services and resources helping result in the addition of 1,087 jobs in Fairfax County. Many of these businesses were in the information technology and professional services sectors. (Fairfax County Economic Development Authority press release, 10/19/15)
- Fairfax County is facing budget shortfalls due to the tepid recovery in the residential and commercial real estate markets and increasing spending requirements. In addition, the ripple effects of federal and state budget issues continue to impact county revenue, including sales tax receipts, the Business, Professional and Occupational License (BPOL) tax and hotel taxes. (Fairfax County Office of Public Affairs, 11/25/14)
- Four Fairfax County-based companies are on Black Enterprise magazine's 2014 list of the 100 largest African American-owned companies in the nation. Three Fairfax County-based companies were among the 100 largest Hispanic-owned businesses in the nation, according to *HispanicBusiness.com*, and one Fairfax County-based company was on the Women Presidents' Organization list of the 50 fastest-growing women-owned/led companies worldwide. (Fairfax County Economic Development Authority press release, 9/2/14)

STRATEGY: Affordable Housing Development, Preservation, and Sustainability:

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

Estimated FY 2017 Investment: $21,322,580

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
1.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE	✓	**Preservation of affordable units:** Preservation of affordable housing both in rental complexes and in scattered sites consistent with the goals of the Housing Blueprint. Assist private partners in financing acquisition of units to serve a range of incomes, from extremely low-income (30 percent of Area Median Income (AMI) and below) through workforce. (Countywide)	Continued preservation of additional units as opportunities arise consistent with the Housing Blueprint. Anticipate preserving approximately 22 units/beds through a variety of funding sources. See also Lines 1.2, 1.3, and 1.4
1.2	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE	✓	**Affordable Housing Partnership Program and Private Partner Affordable Housing Acquisition ("Blueprint Project"):** 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, with a focus on achieving Housing Blueprint goals. Consistent with the Housing Blueprint goals, provide financing to private partner(s) to acquire up to approximately 120 units using a variety of financing including Low-income Housing Tax Credits, local funding and private financing. See also Lines 1.1, 1.3, 1.4, and 3.4.	To the extent funding is available, the AHPP will continue to provide development funding for the preservation and development of affordable housing in FY 2017 through the Housing Blueprint. HCD will continue to leverage county funds, including potentially the issuance of bonds or other financing techniques. A major project the FCRHA expects to work on in 2017 is Murraygate Village (Lee District), which is the rehabilitation of 195 tax credit units. The "Blueprint Project" is expected to address multiple populations, to the greatest extent feasible. See also Line 1.1.
1.3	WORKFORCE	✓	**Workforce Housing:** Facilitate the development and preservation of workforce housing that is affordable to families with a range of low and moderate incomes. The FCRHA will take an active advocacy and educational role in promoting workforce housing and will work jointly with the Planning Commission.	In FY 2017, the FCRHA will focus on supporting private-sector production of new housing to meet the needs of Fairfax County's growing workforce, in conjunction with the implementation of the Board's Workforce Housing policy. Workforce units also may play an important role in providing an affordable option for households exiting the FCRHA's Housing Continuum. It is anticipated that as many as approximately 100 units of Workforce Housing will be delivered by developers in FY 2017. See Lines 1.1 and 1.2.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
1.4	HOMELESSNESS		**Ten-year Plan to Prevent and End Homelessness:** Consistent with the Ten-Year Plan and the Housing Blueprint, continue to identify opportunities to link affordable housing preservation activities with countywide homelessness plan.	In FY 2017 it is anticipated that the FCRHA will use federal resources to develop additional units specifically to serve formerly homeless households. See also Line 3.10.
1.5	HOMELESSNESS WORKING FAMILIES		**Consolidated Community Funding Pool (CCFP):** Use of CCFP funds for affordable housing preservation.	In FY 2017, it is anticipated that a portion of CCFP funds will be used to develop approximately 16 units/beds of affordable housing.
1.6	SPECIAL NEEDS WORKING FAMILIES WORKFORCE	✓	**FCRHA Tax Credit Properties – Long-Term Affordability:** Identify strategies to ensure long-term affordability of FCRHA tax credit properties.	In FY 2017, the FCRHA will continue to evaluate the following projects: Murraygate Village (195 units, Lee District) and Stonegate Village (240 units, Hunter Mill District). The FCRHA has purchased the limited partners' interest in these properties. At Murraygate, HCD will prepare for the renovation of the project and anticipates applying for new tax credits in March 2016. The FCRHA will also continue to evaluate properties where the FCRHA has not purchased the limited partners' interest.
1.7	SPECIAL NEEDS		**Home Repair for the Elderly Program:** Provides minor non-emergency home repairs for eligible low and moderate income elderly homeowners, as well as homeowners who are handicapped and disabled. Fairfax County will provide the labor and up to $500 in materials to complete necessary repairs and maintenance.	Complete 162 cases serving 126 households. The average household income estimated to be served in FY 2017 is $22,921, or approximately 20 percent of the Area Median Income (AMI) for a one-person household; this meets the HUD definition of "extremely low income". *Information is based upon an anticipated 6% program growth.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
1.8	SPECIAL NEEDS		**Birmingham Green:** Explore opportunities to support additional affordable housing development and services at the Birmingham Green campus in Prince William County, which is co-owned by Fairfax County.	HCD will support the efforts of Birmingham Green to actively explore options to support additional development at the site, which may include additional affordable housing for persons with disabilities and the elderly, and potentially a Program of All-inclusive Care for the Elderly (PACE).
1.9	WORKING FAMILIES		**One University/Robinson Square:** Potential redevelopment of FCRHA-owned property to produce additional affordable rental units and office space.	In FY 2017, staff will continue to explore redevelopment opportunities through the Rental Assistance Demonstration (RAD). It is anticipated that Robinson Square will be converted under RAD in FY 2017.
1.10	WORKING FAMILIES WORKFORCE		**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. It is anticipated that approximately 25 ADUs (tenure type to be determined) will be delivered by developers in FY 2017.
1.11	WORKING FAMILIES		**Murraygate Village:** Substantial renovation of exiting 195-unit affordable rental community using Low-Income Housing Tax Credits. (Lee District).	**In planning.** If the project is awarded 2016 LIHTC, financing will close and construction will begin in FY 2017.
1.12	WORKING FAMILIES		**Stonegate Village:** Substantial renovation of existing 240-unit affordable rental community using Low-Income Housing Tax Credits. (Hunter Mill District)	**In planning.** It is anticipated that this project will be brought forward for possible LIHTC application in FY 2017, pending funding availability.
1.13	WORKING FAMILIES		**Crescent Apartments:** Conduct physical needs assessment of the property to determine the scope of repairs needed to ensure its sustainability and attractiveness until such time as redevelopment next steps are determined. (Hunter Mill District)	**In planning.**

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
1.14	WORKING FAMILIES WORKFORCE	✓	**The Residences at North Hill Park:** Development of 33 FCRHA-owned acres known as "North Hill". A private developer was selected under the Virginia Public-Private Educational Facilities Infrastructure Act (PPEA). (Mount Vernon District)	The current interim agreement allows the developer, CHPPENN, the ability to conduct a feasibility study on the site and make a determination as to whether or not to proceed with their proposed development. CHPPENN has proposed to construct 450 or more units of affordable and market rate housing on a portion of the site. CHPPENN is currently modifying their master plan of the site to meet financial viability and affordability goals. A comprehensive agreement is anticipated to be entered into with CHPPENN in FY 2017.
1.15	WORKFORCE		**The Residences at Government Center:** The Residences at the Government Center (Braddock District) is an innovative, high quality, mixed income, 270-unit apartment complex located on an eight-acre site on the Government Center Campus. The Residences are being developed through the public/private partnership (PPEA) process by Jefferson Apartment Group under a long term ground lease requiring no money from the county.	The first apartments will be available for lease in October 2016 with project completion anticipated by December 2016.
1.16	SPECIAL NEEDS		**Lewinsville Expansion (Dranesville District):** Redevelopment of the Lewinsville senior housing and services facility in McLean.	The planned project includes the demolition of the current facility and construction of two buildings, which will provide: 1) 82 units of "Independent Living" housing for the elderly; 2) space for the Health Department's Adult Day care facility; 3) two child day care centers; and 4) expansion of services of the existing Senior Center programs operated by the Department of Neighborhood and Community Services. The project will be developed by Wesley/Hamel through a solicited Public Private Educational Facilities Infrastructure Act (PPEA) that was issued by the county. It will consist of two separate and independent facilities: an affordable senior housing building that will be constructed and operated at no cost to the county using Low Income Housing Tax Credits under a long term ground lease, and a community support building whose construction costs and operation will be paid for by the county. Wesley Hamel received award of Low-Income Housing Tax Credits for the residential portion of the development in June 2015. Site work is planning to commence in Spring 2016, with construction of the residential and day care/senior center buildings planned to start in December 2016.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
1.17	HOMELESSNESS WORKING FAMILIES		**Community Housing Development Organization (CHDO) Set-Aside:** A portion of Fairfax County's HOME funds are set aside to assist CHDOs in developing/acquiring/preserving affordable housing.	In FY 2017, the FCRHA will continue to support the CHDOs and other non-profits via this set-aside program.
1.18	SPECIAL NEEDS WORKING FAMILIES WORKFORCE		**West Ox Road:** Development of affordable housing on county-owned land. (Sully District)	Project included in the Housing Blueprint and is in planning. The development could be similar to Mondloch Place. One potential concept is to provide up to 30 units of permanent supportive housing for formerly homeless individuals, including homeless veterans. Pending funding availability.
1.19	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		**County-owned Land and Facilities for Affordable Housing:** Encourage public/private partnerships to develop workforce/affordable housing on surplus or underutilized county-owned land and facilities, particularly for special needs populations.	Ongoing. HCD will work to develop opportunities for the creation of additional affordable housing on county-owned land as is being accomplished with the development of the Residences at the Government Center. See Line 1.15.
1.20	HOMELESSNESS WORKING FAMILIES		**Proffers from Private Developers:** HCD will assist the Department of Planning and Zoning in facilitating affordable/workforce housing-related contributions from private developers via the rezoning process.	Ongoing.

STRATEGY: Affordable Housing Development, Preservation, and Sustainability

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
1.21	HOMELESSNESS WORKFORCE		**Residential Studio Units/Affordable Efficiencies:** Identify opportunities to encourage increased development of affordable efficiency apartments, particularly as part of revitalization efforts.	Ongoing.
1.22	SPECIAL NEEDS		**Partnerships with Private Developers:** Seek private sector partnerships with organizations such as HomeAid to achieve cost savings in projects serving homeless populations. Identify opportunities for housing development by the faith community.	Ongoing.
1.23			**Construction Management:** Continue utilization of the Department of Public Works and Environmental Services (DPWES) construction management resources, particularly for county-funded projects.	It is anticipated that HCD will continue its use of DPWES construction services in FY 2017 for county-funded projects. The FCRHA has the option to use DPWES for its capital construction projects.
1.24	WORKFORCE		**Workforce Housing: Tysons Corner, Reston, Merrifield and other areas of the county as development proposals are submitted:** Work with Department of Planning and Zoning to facilitate delivery of affordable and workforce housing units in these areas, per Comprehensive Plan and negotiated proffers.	Ongoing.
1.25	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE		**Creative re-use of empty office space for housing:** Recognizing the challenges that exist in Fairfax County's office market, the FCRHA will explore ways to support demonstration projects, potentially using bond funding, which convert empty office buildings into a range of affordable/workforce housing.	In planning.

STRATEGY:

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

GOALS:

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

County-wide Vision Elements that Apply

- Maintaining Safe and Caring Communities
- Building Livable Spaces
- Maintaining Healthy Economies

TRENDS

- The Fairfax County Redevelopment and Housing Authority (FCRHA), via its designation as a Moving to Work agency by the U.S. Department of Housing and Urban Development (HUD), is implementing a new approach to the delivery of affordable housing in Fairfax County: the Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative. THRIVE is designed to link residents to services and programs offered by other County agencies and non-profit partners, with the goal of helping them become more self-sufficient. These programs are intended to help residents better manage their money, train for a new job, pursue college or other training, become a better parent, learn English, improve their health, and perhaps even purchase a home. (HCD)
- "I am pleased that the Fairfax County Redevelopment and Housing Authority (FCRHA) has been selected for this elite program," said Fairfax County Board of Supervisors Chairman Sharon Bulova of the FCRHA's designation as a Moving to Work agency. "The FCRHA has been very successful in linking homeless and low-income residents to services and programs offered by other county agencies or non-profit organizations aimed at helping them become more self-sufficient. HUD's selection of the FCRHA better positions Fairfax County to help our most vulnerable residents by connecting individuals and families to the services they need to overcome barriers to success," Bulova said. (Fairfax News, December 18, 2012)
- No new federal Public Housing units have been added since 1997 nor are any anticipated in the future. (HCD)
- Poverty remains a daunting challenge at time when housing remains "out of reach" for many: In Fairfax County, the National Low Income Housing Coalition Out of Reach 2015 report found that the annual salary needed to afford a two-bedroom apartment at the HUD Fair Market Rent (FMR) of $1,458 was $58,320 – approximately 53 percent of the Area Median Income for a family of four. According to the report, a minimum wage earner would have to work nearly four full-time jobs to afford a two-bedroom unit at the FMR in Fairfax County.
- The FCRHA currently owns and operates 504 units of rental housing for active seniors, and 112 beds of assisted living. The need for affordable senior housing continues to grow, along with the senior population in Fairfax County; the number of seniors aged 65 and up is expected to increase from 135,976 in 2015 to 192,314 in 2030 – an increase of 41 percent. Based on the forums conducted as part of the 50+ planning process, seniors reported that they want affordable, walkable housing that is connected to the larger community. They also want to be able to remain in their own homes, and to understand how their homes can "evolve" to meet their needs as they age. They also want to see universal and accessible design incorporated into the new communities being built in the county, to increase the amount of housing that is appropriate for future generations of seniors. (HCD)

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

Estimated FY 2017 Investment: $23,246,491

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
2.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES	✓	**Public Housing Program:** The FCRHA operates 1,060 federal Public Housing units, which are managed and maintained by HCD. The units were built or acquired using federal public housing funds, and are located throughout the county. FCRHA policy is to serve mainly households earning 30% AMI and below. HUD Capital Fund Program supports public housing modernization. See also Line 3.1.	The following are the FY 2017 performance metrics for the Public Housing program: Occupancy rate: 95% Average income served as percentage of AMI: 30% and below The initial steps of converting some Public Housing properties to Section 8 subsidies, particularly scattered sites, under the HUD Rental Assistance Demonstration (RAD) program has begun. This process will continue into FY 2017. In addition, the Public Housing program will be linked to the FCRHA's other housing programs as part of the Moving to Work Housing Continuum. See also Line 2.3.
2.2	WORKING FAMILIES	✓	**Fairfax County Rental Program - Multifamily:** The FCRP includes rental property owned by the FCRHA and developed with funds other than public housing or Housing Choice Voucher funds. FCRP generally serves working households with incomes which are slightly higher than those households living in Public Housing and or participating in the Housing Choice Voucher program. Housing managed under the FCRP includes 1,965 units of multifamily housing, as well as 154 units of specialized housing and 504 units of senior independent housing. The FCRP serves a range of households with incomes from the low teens up to 80% of AMI, depending on the program component and the property.	The following are the FY 2017 performance metrics for the FCRP-Multifamily properties: Occupancy rate: 95% Average income served as percentage of AMI: 40% and below It is anticipated that approximately 155 very low income households (earning 50% AMI and below) on the FCRHA's waiting lists will lease-up in FCRP multifamily properties. In addition, the FCRP will be linked to the FCRHA's other housing programs as part of the Moving to Work Housing Continuum.
2.3	HOMELESSNESS WORKING FAMILIES	✓	**Rental Assistance Demonstration (RAD) Program:** The RAD program would allow the FCRHA to convert some or all of its 1,060 public housing units to federal Section 8 subsidies, providing significant benefits for both the residents and the housing authority. See also Lines 2.1 and 3.1.	In FY 2017, the FCRHA will continue the process of converting the first group of Public Housing units under RAD and prepare to for the conversion of the remaining units in the portfolio. Units converted will be linked to the FCRHA's other housing programs as part of the Moving to Work Continuum. See also Lines 2.1 and 3.1.

STRATEGY:

Affordable Rental Housing, Property Management and Maintenance

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
2.4			**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 acquisition of additional units varying in bedroom size, with possible emphasis on one-bedroom units, accessible units, and units in elevator buildings.	In FY 2017, staff will continue to evaluate the appropriateness of units for existing residents on an ongoing basis and assist residents in moving to more appropriate sized units where possible. Residents will continue to be placed on a transfer list according to the family composition and the Public Housing Occupancy Standards. A special emphasis will be placed on residents with medical needs.
2.5		✓	**Public Housing and FCRP/On-site Management Facilities:** As a part of the ongoing implementation of HUD-mandated project-based budgeting, the FCRHA is implementing project-based management. This includes evolution to 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 2017, it is anticipated that on-site management offices will be staffed Mondays through Fridays from approximately 8:00 a.m. to 12:00 noon at the Kingsley Park (Providence District) or Rosedale Manor (Mason District), West Glade (Hunter Mill District), Greenwood (Mason District), West Ford (Mount Vernon District), and Old Mill (Mount Vernon District) Public Housing properties.
2.6			**Asset Management Division:** Focus on financial performance, overall condition, capital improvements and accountability, using a private-sector model.	Ongoing.
2.7	SPECIAL NEEDS WORKING FAMILIES		**Rehabilitation of FCRHA Properties.** Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality.	Rehabilitation to be performed (on properties to be identified) to ensure the high quality of FCRHA-owned properties.
2.8	SPECIAL NEEDS WORKING FAMILIES		**Capital Fund Program/Public Housing Rehabilitation and Modernization:** Rehab/modernize/maintain FCRHA public housing properties to maintain safety and quality of life and enhance asset sustainability and energy efficiency.	Rehabilitation to be performed using the federal Capital Fund Program grant at properties (to be identified) to ensure the high quality of Public Housing properties.

STRATEGY:

Affordable Rental Housing, Property Management and Maintenance

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
2.9	WORKING FAMILIES		**Crescent Apartments**	See Line 1.13.
2.10	SPECIAL NEEDS		**Section 504/Accessibility modifications for FCRHA properties:** Continued emphasis by Fairfax County on serving its physically disabled population, with a goal of improving accessibility in properties constructed before the current accessibility standards. Continuing implementation of Section 504 Plan for accessibility in public housing.	Staff will continue to make accessibility modifications consistent with implementation of Section 504 Plan for Public Housing in FY 2017. Approximately five (5) units are expected to be retrofitted in FY 2017.
2.11	SPECIAL NEEDS		**Lincolnia Senior Facility:** Substantial renovation of FCRHA-owned senior facility (includes 52 beds of assisted living and 26 units of independent living). (Mason District)	Construction is expected to be completed before the beginning of FY 2017.
2.12	SPECIAL NEEDS		**Accessibility/Universal Design:** Incorporation of universal design in new construction and rehabilitation projects. Increase the number of affordable accessible units.	HCD will continue work to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible.
2.13	SPECIAL NEEDS		**Senior Properties under FCRHA management:** Ongoing management of senior properties not under third-party management, including Lincolnia, Little River Glen, Lewinsville, and Olley Glen.	Ongoing.

STRATEGY:

- **Tenant Subsidies and Resident Services**

GOALS:

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

County-wide Vision Elements that Apply

- Maintaining Healthy Economies
- Connecting People & Places
- Creating a Culture of Engagement
- Corporate Stewardship

TRENDS

- In spite of the slow pace of the economic recovery, Fairfax County remained one of the highest cost areas for housing in the nation in 2013. Over the last decade, Fairfax County has experienced unprecedented increases in the cost of for-sale housing and a significant loss of affordable rental housing. The more recent decrease in housing prices may have relieved some of the pressure in the sales market; however, tighter credit standards, a continued reasonably healthy job market and above average housing prices compared to the rest of the country continue to make Fairfax County a profoundly challenging housing market for low- and moderate-income working households. This is particularly true for new entrants into the housing market who are coming to pursue new jobs in Fairfax County. (HCD)
- As of June 30, 2015, a total of 443 households have been served through the Bridging Affordability Program and a total of 173 households have exited the program and moved on to permanent housing. The average income served in the program is $18,020, or approximately 17 percent of the Area Median Income (AMI) for a family of four. The Bridging Affordability Program is funded, subject to annual allocation, with program income from the County-owned Wedgewood Apartments property. (HCD)
- Approximately one-third percent of the households served in the county's housing programs include a person with a disability.
- There were an estimated 74,210 persons living below the poverty level in 2014 – an increase of approximately 9,400 from 2013 and approximately 9,600 over 2013. (Census Bureau data)
- According to the 2014 US Census Bureau American Community Survey, there were an estimated 69,683 households in Fairfax County earning less than $50,000 per year, or about 45 percent of the area median income for a family of four of $110,674. (Census Bureau data)
- The FCRHA owns and/or operates 3,028 units of multifamily housing and 832 units/beds of specialized housing, including active senior units, mobile home pads, residential studios, and assisted living, group home and homeless shelter beds.
- In December 2013, the FCRHA received its signed Moving to Work agency agreement from the U.S. Department of Housing and Urban Development. The agreement makes official the FCRHA's prestigious status as an MTW agency, and enables the FCRHA to: create a housing continuum that seamlessly joins together the county's housing programs – including Public Housing and Housing Choice Vouchers - and establishes goals to help residents move toward self-sufficiency; expand its already strong community partnerships with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond; and reduce the burden both on staff and residents related to such things as re-certifications and inspections, which will allow staff to focus more on people – not paperwork. (HCD)

STRATEGY: Tenant Subsidies and Resident Services

Estimated FY 2017 Investment: $60,196,867

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
3.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES	✓	**Housing Choice Voucher Program:** Participants receive financial assistance to rent privately-owned housing units. HCD administers this federally-funded rental subsidy program for Fairfax County, and for the Cities of Falls Church and Fairfax, and the Towns of Herndon, Vienna and Clifton. Federal funds pay the difference between the fair market rent and the amount the tenant can pay. A total of 3,868 vouchers are authorized by HUD. See also Lines 2.1, 3.2, and 3.12.	The following are the FY 2017 performance metrics for the Housing Choice Voucher program: Voucher funding utilization rate: 98% Average income served as percentage of AMI: 30% and below In FY 2016, a waiting list preference was afforded certain families exiting the Bridging Affordability Program, a locally funded non-traditional rental assistance program. This preference provides for placement of these families on the Housing Choice Voucher waiting list with a priority as part of the Moving to Work Housing Continuum and will continue in FY 2017. The FCRHA will also continuously monitor the needs of Housing Blueprint targeted populations to determine if a Project Based Voucher competition in FY 2017 would be beneficial. It is anticipated that the FCRHA will re-open its waiting list for the Housing Choice Voucher program in FY 2017.
3.2	HOMELESSNESS	✓	**Veterans Affairs Supportive Housing (VASH) Program:** The FCRHA has been awarded VASH housing vouchers for homeless veterans by the U.S. Department of Veterans Affairs. The FCRHA will conduct income certifications; case management is provided by Veterans Affairs.	Ongoing.
3.3	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES	✓	**HCD PROGRESS Center:** The PROGRESS Center will have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. The PROGRESS Center will facilitate self-sufficiency partnerships with a variety of organizations such as SkillSource and YouthBuild. Particular emphasis on facilitating employment and training opportunities to FCRHA residents under Section 3 requirements.	The PROGRESS Center will assist FCRHA contractors in meeting their obligations under Section 3 to provide employment opportunities to FCRHA residents, and will administer all required reporting to HUD. The PROGRESS Center will also play an important role in the establishment of the Housing Continuum through its work in facilitating self-sufficiency services for residents. See also Line 3.5.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
3.4	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE	✓	**Moving to Work/Continuing Implementation of THRIVE:** The FCRHA has received designation as a Moving to Work agency, which will facilitate the full implementation of the **T**otal **H**ousing **R**einvention for **I**ndividual Success, **V**ital Services and **E**conomic Empowerment (THRIVE) initiative. The MTW designation will allow the FCRHA to: • Create a **housing continuum** that seamlessly joins together the county's housing programs – including public housing and Housing Choice Vouchers - and establishes goals to help residents move toward self-sufficiency. • Expand its already **strong community partnerships** with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond. • **Reduce the burden** both on staff and residents related to such things as re-certifications and inspections, which will allow staff to focus more on people – not paperwork.	In FY 2017, the FCRHA will continue its work to implement a variety of aspects of the THRIVE initiative, as called for in its Moving to Work plan. Among the steps to be taken are implementing a new minimum rent, evaluating the Moving to Work Block Grant, and making changes to the Family Self-Sufficiency program. See also Lines 1.1, 1.3, 2.1, 2.2, 3.1, 3.6, and 3.11.
3.5	WORKING FAMILIES	✓	**Family Self-Sufficiency Program:** Incorporate as part of PROGRESS Center.	Ongoing in FY 2017 under the management of the PROGRESS Center. Capacity to serve 50 participants from Public Housing and at least 75 participants from Housing Choice Voucher program. Will promote linkage to homeownership. See also Line 3.3
3.6	HOMELESSNESS SPECIAL NEEDS	✓	**Bridging Affordability Program:** HCD will continue to administer the Bridging Affordability program. Bridging Affordability funds are provided to non-profits via a competitive process to provide rental subsidies and acquire units to serve homeless individuals and families, and households on the county's waiting lists for affordable housing.	Ongoing. It is anticipated that the Bridging Affordability program will continue to serve homeless individuals and families and the county's special needs populations. A total of approximately 56 new households are expected to be served based on the funding remaining under the current contract. Bridging Affordability will be fully integrated into the Moving to Work Housing Continuum, and will serve as a gateway into the continuum. See Lines 1.1, 1.4, 2.1, and 3.1.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
3.7	HOMELESSNESS SPECIAL NEEDS	✓	**Tenant Based Rental Assistance Program:** Use federal HOME-funded vouchers to serve homeless populations and persons with special needs.	• *Non-Elderly Disabled:* It is anticipated that approximately 3 non-elderly disabled households will be served with TBRA voucher turnover. • *Moving to Work:* It is anticipated that TBRA vouchers will also be incorporated as a resource in the FCRHA's Moving to Work Housing Continuum, as appropriate and available, to provide rental subsidies to households in need.
3.8	HOMELESSNESS SPECIAL NEEDS		**Emergency Solutions Grants:** Partial support of prevention and rapid re-housing activities for homeless individuals and families.	Emergency Solutions Grants (ESG) will continue to support homelessness prevention and rapid re-housing activities in FY 2017 and the general management, oversight and coordination of ESG-funded programs. ESG is administered by the Fairfax County Office to Prevent and End Homelessness.
3.9	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES	✓	**Serving Households with Disabilities:** A portion of annual admissions to the Housing Choice Voucher and Public Housing programs come from a special preference admissions pool that are referred through the CSB or non-profit organizations.	Ongoing. Staff will continue to work with CSB and other partners to coordinate delivery of services to persons with disabilities. Critical link to homelessness goal in Housing Blueprint. In addition to the preferences in the FCRHA's federal programs, it is anticipated that approximately 15 new households with disabilities will be served with Bridging Affordability. The FCRHA will also work to convert additional Public Housing and FCRP units to accessibility. In addition, as part of Moving to Work, the Bridging Affordability program will serve as a gateway into the FCRHA Housing Continuum. See also Lines 1.4, 2.1, and 3.1.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
3.10	HOMELESSNESS	✓	**Ten-Year Plan to Prevent and End Homelessness:** Identify opportunities to provide specialized rental housing consistent with homelessness plan.	In FY 2017 it is anticipated that the FCRHA will use existing resources to achieve the following: Tenant Based Rental Assistance turnover (federal): **3** Housing Choice Voucher turnover – Homeless Preference (federal): **60** Bridging Affordability program: **45 new households** Continuum of Care – transitional housing conversion (federal): **26 units** Continuum of Care – turnover (federal): **39 households** The Bridging Affordability program will continue to focus on homelessness and people with disabilities in FY 2017, and will be integrated into the FCRHA's Moving to Work Housing Continuum. See also Lines 1.1, 3.1, 3.4, 3.6, and 3.7.
3.11	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES	✓	**HCD PROGRESS Center:** The PROGRESS Center will focus on intervention to address crises, collaboration with sister human service agencies to coordinate services and provide residents facing eviction with "second chance" opportunities to resolve their issues. The PROGRESS Center will also have a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. It is anticipated that the PROGRESS Center will expand its focus to: 1) increase the coordination of mental health services to residents in need; and 2) increase community and family-building activities.	In FY 2017, the HCD PROGRESS Center will continue to address the needs of FCRHA program participants in crisis, and coordinate services with other county agencies such as the Department of Family Services/Adult Protective Services and the Community Services Board. In addition, the PROGRESS Center will assist persons with physical/sensory disabilities who face particular difficulties in finding or keeping affordable housing. In FY 2017, it is anticipated that the PROGRESS Center will achieve the following performance metrics: • **Section 3:** Approximately 20 qualified individuals will be hired by HUD-funded contractors; • **Family Self-Sufficiency Program:** Approximately 13 participating households will be eligible for graduation; • **Crisis Intervention/Service Coordination:** 100 cases will be addressed. The PROGRESS Center will also play a critical role in the ongoing implementation of the FCRHA THRIVE Initiative and Moving to Work program. See also Lines 3.3 and 3.4.
3.12	HOMELESSNESS	✓	**Family Unification Efforts:** Utilize special Family Utilization Program (FUP) vouchers for families that, due to inadequate housing, would 1) have the family's children placed in out-of-home care; or 2) have the discharge of children from out-of-home care delayed.	Ongoing. See also Line 3.1.

STRATEGY: Tenant Subsidies and Resident Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
3.13	SPECIAL NEEDS		**"Money Follows the Person" Vouchers:** Apply for vouchers for non-elderly disabled persons, including persons at-risk of institutionalization due to their housing situation or those in institutions wishing to live in their community.	In the event HUD conducts a new competition for this type of voucher in FY 2017, the FCRHA will plan to apply in partnership with DFS, CSB and the ENDependence Center of Northern Virginia.
3.14	HOMELESSNESS SPECIAL NEEDS	✓	**Admissions Policies and Housing Options:** Explore increased flexibility in FCRHA admissions policies concerning serving persons with special needs.	In FY 2017, staff will continue to explore options for greater flexibility in admissions policies. Staff will continue to work with partners on housing options with wrap-around services for special needs populations. Staff are also currently in the process of contracting with Nan McKay or another comparable organization to complete all necessary updates to the Public Housing Admission and Continued Occupancy Policy (ACOP) and the Housing Choice Voucher Administrative Plan.

STRATEGY:

- **Homeownership and Relocation Services**

GOALS:

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

County-wide Vision Elements that Apply

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

TRENDS

- In September 2015, the average sales price of all homes sold during the month was $537,126, a 3.3 percent increase over the September 2014 average sales price of $519,833. The average sales price for detached homes sold in September 2015 was $703,509, a 3.1 percent increase over the September 2014 average sales price of $682,258. The average sales price for attached homes in September 2015 was $366,523, a 0.6 percent decrease over the September 2014 average sales price of $368,920. *(Fairfax County Economic Indicators,* October 2015*)*
- According to the Virginia Center for Housing Research at Virginia Tech, the total affordable housing gap in Fairfax County for low- and moderate-income renters (earning 80 percent of the area median income (AMI) and below) is approximately 31,630 units. For low- and moderate income owners, the gap is approximately 27,900 units. *(Fairfax County Proposed Five-Year Consolidated Plan, 2016 – 2020)*
- Through July 2012, the median sales price of existing (previously owned) single family homes was $564,500, a 1.7 percent increase over the 2011 median sales price of $555,000. The median sales price for existing townhouses sold through July was $358,000, a 2.3 percent increase over the 2011 median sales price of $350,000. The median sales price of all condominiums, existing and new, that sold in the first seven months of 2012 was $230,000, a 2.2 percent increase over the 2011 median sales price of $225,000. *(Fairfax County Economic Indicators,* August 2012*)*
- July 2012 marked the ninth consecutive month in which the number of net foreclosures in Fairfax County decreased. This is a new record low since detailed tracking began in April 2008. Based on data from the Department of Tax Administration, the number of county-wide net remaining foreclosures in July was 459, down from 490 in June. The net decrease of 31 properties in July reflects 31 new foreclosures offset with 62 properties that were sold by the lender. Compared to a year ago, net remaining foreclosures were down 248 properties, or 35.1 percent. *(Fairfax County Economic Indicators,* August 2012*)*
- November 2013 housing market statistics released by Real Estate Business Intelligence (RBI) showed that the median sales price of a home in Fairfax County increased by 3.5 percent compared to the previous year and days on the market decreased. Homes spent an average of six fewer days on the market compared to November 2012, dropping 12.8 percent from 47 days to 41 days. The median sales price in Fairfax County was $439,900 in November 2013 compared to $425,000 in November 2012. (Metropolitan Regional Information Systems, December 4, 2013)
- The First-Time Homebuyers Program facilitated purchases by 15 homebuyers in FY 2015. (HCD)
- The homeownership rate in Fairfax County is 67.3%. (US Census Bureau, 2014 American Community Survey 1-Year Estimates)

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

Estimated FY 2017 Investment: $782,618

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
4.1	WORKING FAMILIES WORKFORCE	✓	**First-Time Homebuyers Program:** Provides access to financing and homeownership training for Fairfax County first-time homebuyers. Administers for-sale ADUs.	In FY 2017 it is anticipated that the Fairfax County First-Time Homebuyers Program will facilitate home purchases by 30 first-time homebuyers. The First-Time Homebuyers Program will affirmatively market to households coming out of the Housing Continuum. See Lines 3.4 and 4.2.
4.2			**Homeownership Division:** *Focus on Compliance:* Develop and implement procedures for the expiration of some restrictions on ADU units with 15 covenants and convey to owners procedures regarding first resale during the extended control period. Monitor refinancing of ADU units by owners.	Continuing through 2021 staff will facilitate ADU owners whose 15 year covenants with certain restrictions regarding occupancy requirements and price controls at resale expire. Staff will assist owners during the extended control period with the first sale offering of the unit in accordance with 2-812(5) of the ADU Zoning Ordinance.
4.3	WORKING FAMILIES WORKFORCE	✓	**Housing Choice Voucher Homeownership Program:** Provides up to 25 Housing Choice Vouchers (HCV) to move HCV participants to homeownership.	Continue to market to and serve HCV participants and move them toward homeownership and greater self-sufficiency focusing on families currently in the Family Self–Sufficiency Program.
4.4	WORKFORCE	✓	**Workforce Housing:** Implementation of the county's workforce housing policy in coordination with the Department of Planning and Zoning.	See Line 1.3.
4.5	WORKING FAMILIES WORKFORCE	✓	**Moderate Income Direct Sales (MIDS) Program:** Administration of purchases and re-sales of MIDS units to first-time homebuyers and qualified non-profits. Ongoing program compliance.	Ongoing; certain MIDS units may be made available for sale to qualified non-profit organizations.
4.6			**Language access for homeownership clients**	In FY 2017, program brochures will continue to be provided to homeownership clients in a variety of languages and certain classes will be conducted with interpreters. In addition, staff will work to develop new partnerships to provide orientation and application sessions in additional languages.

STRATEGY: Homeownership and Relocation Services

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
4.7			**Relocation Program:** Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2017, staff will continue to provide technical assistance for programs using federal funds under the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended (URA) and Section 104(d) of the Housing and Community Development Act of 1974; Fairfax County Voluntary Relocation Guidelines; and the Code of Fairfax County and the Code of Virginia as they pertain to Condominium conversion projects. It is anticipated that FY 2017 will be a very active time for relocation services, as the relocation of tenants at Murraygate Village may begin during the year, and conversion of FCRHA Public Housing units under RAD may also occur. See also Line 1.2, 1.6, 2.1 and 2.3.
4.8			**Compliance Monitoring and Counseling:** Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to refinancing.	See Line 4.2.

STRATEGY:

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

GOALS:

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

County-wide Vision Elements that Apply

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

TRENDS

- The Fairfax County Economic Advisory Commission conducted a series of stakeholder outreach events in 2014, to solicit input on the development of the Strategic Plan to Facilitate the Economic Success of Fairfax County. As reflected in the draft plan, dated September 12, 2014, stakeholders consistently identified affordable housing as a high priority for economic success. The draft plan states that Fairfax County should "[h]ave available and affordable housing." The draft plan goes on to state the "[t]he County will encourage all who want to live in Fairfax to be able to do so, and will encourage public and private actions that support the County's workforce housing policies and the provision of a full spectrum of housing opportunities, most notable those in mixed-use areas that are accessible to multiple modes of transit." (HCD)
- The August 2015 unemployment rate in Fairfax County was 3.4 percent. (Fairfax County Department of Management and Budget)
- "The Washington DC metropolitan area is expected to add 857,334 net new jobs between 2012 and 2032...The region's new housing must be priced so that it is affordable to these new workers. Based on the housing need forecasts, 44.1 percent of rental units will need to have rents of less than $1,250 a month, while only 2.4 percent of the rental demand will be for units priced at $2,250 a month or more." (Housing the Region's Future Workforce 2012-2032; George Mason University Center for Regional Analysis; December 2013)
- Community non-profit providers funded by the Fairfax County Consolidated Community Funding Pool reported that 7,790 families and individuals maintained their housing and 6,136 utility cutoffs were prevented in Fiscal Year 2012. (Fairfax County Consolidated Community Funding Pool Program Service highlights Fiscal Year 2012, Fairfax County Department of Administration for Human Services Contracts and Procurement Management Division, November 2012)
- Community non-profit providers funded by the Fairfax County Consolidated Community Funding Pool reported that 610 individuals were provided with housing, transportation, and other assistance whose histories and/or conditions required sustained supports. (Fairfax County Consolidated Community Funding pool Program Service highlights Fiscal Year 2012, Fairfax County Department of Administration for Human Services Contracts and Procurement Management Division, November 2012)
- "...the fact remains that employers will need to address – sooner than later – a broad array of issues surrounding our aging workforce, including handling different expectations among older and younger workers, changes in benefits packages, succession planning, physical changes in the workspace and developing new products." (Gerald L. Gordon, PH.D., President and CEO, Fairfax County Economic Development Authority, Fairfax County Economic Development Authority press release, 9/13/12)

STRATEGY: FCRHA / HCD Program Planning, Development and Management

Estimated FY 2017 Investment: $5,085,499

SP Line	BLUEPRINT GOALS	MTW Related	Description of Current Projects	Anticipated Outcomes in FY 2017
5.1	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE	✓	**Countywide Housing Strategic Plan:** HCD and the FCRHA will lead the development and implementation of a community-wide strategic plan for housing, similar to the effort which resulted in the recently-adopted *Strategic Plan for the Economic Success of Fairfax County.*	In FY 2017, it is anticipated that HCD and the FCRHA will be in the process of gathering community input and preparing the plan. The goal will be for the FCRHA and the Board of Supervisors to be able to adopt the plan in time for FY 2018.
5.2	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES WORKFORCE	✓	**Moving to Work/THRIVE/RAD:** Continued leadership of critical reinvention of the FCRHA programs under Moving to Work and the HUD Rental Assistance Demonstration.	**Ongoing.**
5.3			**Grants Compliance; CDBG and HOME Strategies:** Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments in programs and activities. Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.	Ongoing.
5.4	HOMELESSNESS SPECIAL NEEDS WORKING FAMILIES		**Consolidated Community Funding Pool:** Management of CCFP and staffing the Consolidated Community Funding Advisory Committee.	Ongoing.
5.5			**Customer Service/ Housing Application Center and Process:** HCD will revamp the application service model for FCRHA housing programs.	In FY 2017, the reinvention of the Housing Application Center will continue to be an essential element to the implementation of the Moving to Work and the THRIVE initiative. See also Lines 3.4 and 3.11.

STRATEGY:

FCRHA / HCD Program Planning, Development and Management

County-wide Vision Elements that Apply

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

SP Line	Description of Current Projects	Anticipated Outcomes in FY 2017
5.6	**Multi-lingual access:** Improve language access across agency programs via phone, internet and kiosk.	
5.7	**Public Participation:** FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.	
5.8	**Supervisor Town Meetings:** FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.	
5.9	**Newsletters:** Continue to produce and distribute informational newsletters.	
5.10	**Strategic Communications:** With the guidance and assistance of the county's Office of Public Affairs, HCD will use a variety of creative techniques to market, promote, announce and celebrate FCRHA projects and programs. Use of e-ffordable.org to inform the public about affordable housing issues and initiatives in Fairfax County. Focus in FY 2017 on educational opportunities presented by critical milestones, including the 50th anniversary of the FCRHA. See also Line 5.23.	
5.11	**Reporting on use of County funds:** HCD will continue to account for and provide information about the status of county investments in affordable housing.	
5.12	**Non-profit Dialogues and partnerships:** HCD will continue to hold regular meetings with its non-profit partners. Continue to promote partnerships with non-profit and community-based organizations; provide education/outreach on the work of the FCRHA and affordable housing in general.	

STRATEGY:

FCRHA / HCD Program Planning, Development and Management

County-wide Vision Elements that Apply

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

SP Line	Description of Current Projects	Anticipated Outcomes in FY 2017
5.13	**HCD Transformative Efforts:** Change management for implementation of multiple new initiatives and reorganization simultaneous with anticipated retirements at key positions.	
5.14	**Set aside for housing emergencies and opportunities:** Such as sewer and major system failures on FCRHA properties. Staff will work to identify opportunities to increase this pool.	
5.15	**Project Selection and Leveraging:** Undertake projects that have been thoroughly analyzed, display a well-defined need and demonstrate reasonable risk. Undertake projects that will maximize leverage and encourage public-private partnerships.	
5.16	**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, HCD vision, and the Housing Blueprint.	
5.17	**Human Capital Development:** HCD strives to further career development and professionalism among its employees and will continue to promote semi-annual professional development days, recognition, mentoring and policies related to promotional opportunities. Continued focus on recruiting, growing and retaining staff talent.	
5.18	**Administrative Systems and GIS:** Explore adding new systems, upgrades or replacement of obsolete systems to increase administrative efficiency. Utilize GIS in programs and data analysis.	
5.19	**Internal Process Reviews:** HCD/FCRHA will continually assess procedures to ensure a series of decision points before major projects are undertaken.	
5.20	**Fiscal Strength and Stability:** HCD/FCRHA will explore opportunities to sustain public housing stock, maximize revenues from assets and retain a strong and stable financial position.	

STRATEGY:

FCRHA / HCD Program Planning, Development and Management

County-wide Vision Elements that Apply

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

SP Line	Description of Current Projects	Anticipated Outcomes in FY 2017
5.21	**Staff Communication:** Seek ways to use technology to further improve staff communication.	
5.22	**Yardi System:** Ongoing enhancements to the Yardi software system, a housing management information system which integrates financial data, tenant data and property management data into a single system. In FY 2017, an area of focus will be utilizing the capabilities of Yardi to foster cost savings in terms of asset management.	
5.23	**Media Relations/Public Affairs:** Continue realignment of FCRHA strategic communications in partnership with the county's Office of Public Affairs. Continue same-day response to all media calls, with an attempt to respond to most calls within one hour of receipt of message.	
5.24	**FCRHA Information Items:** Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.	
5.25	**Messages from the Director:** Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.	
5.26	**FCRHA Meetings with other Boards, Authorities, and Commissions:** Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, Resident Advisory Council, Economic Advisory Commission, CSB, DSB, and the Long-Term Care Coordinating Council as needed.	
5.27	**Board of Supervisors:** Briefing to Board of Supervisors at Board Housing and Human Services Committees as needed.	