

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

Strategic Plan: Action Plan for FY 2013



Adopted January 19, 2012



<http://www.fairfaxcounty.gov/rha/strategicplan/>

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Who's Who

Fairfax County Redevelopment and Housing Authority Commissioners (As of December 2011)

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John Betts (Springfield District)
Robert Carlson (Sully District)
Christopher Craig (Braddock district)
Willard O. Jasper (At-Large)
Richard Kennedy (Hunter Mill District)
H. Charlen Kyle (At-Large)
Albert J. McAloon (Lee District)
Robert H. Schwaninger (Mason District)
Rod Solomon (Providence District)

Department of Housing and Community Development

Paula C. Sampson, Director
John L. Payne, Deputy Director, Real Estate
David Ellis, Interim Deputy Director

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Robert Easley, Director, Financial Management
Carol Erhard, Director, Rental Services
Curtis Hall, Director, Information Services & Systems
Cynthia Ianni, Director, Design, Development and Construction
Aseem Nigam, Director, Real Estate Finance & Grants Management

Patti Schlener, Director of Administration
Barbara Silberzahn, Director, Homeownership/Relocation Services
James Speight, Director, Property Improvement and Maintenance
Christina White, Director, Property Management
Tom Fleetwood, Associate Director for the FCRHA

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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: Community Engagement
- 800: Administration 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 2011-2015

Adopted December 10, 2009

- 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.

DRAFT HOUSING BLUEPRINT: FY 2013 GOALS

GOAL: To end homelessness in ten years*

GOAL: To provide affordable housing options to special needs populations

GOAL: To streamline and reduce the waiting lists by half in ten years and move program participants toward self-sufficiency

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 2013 is the fourth year of the homelessness plan.

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

- From April 2004 through June 2010, a total of 2,403 affordable housing units were preserved in Fairfax County; this is more than double the Board's original goal of preserving 1,000 units. 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*)

- The total current affordable housing gap for low- and moderate-income renters is approximately 28,405 units. (*Fairfax County Five-Year Consolidated Plan for FY 2011-2015*, May 2010)
- "Over the next 20 years, the Washington DC metropolitan area will add more than a million net new jobs. At the same time, the region will need 1.8 million replacement workers to fill jobs vacated by retirees and others. The ability to absorb these new workers into the region and to ensure robust regional economic growth depends critically on providing a sufficient amount of housing of the right types and prices and in the right places." (*Housing the Region's Future Workforce: Policy Challenges for Local Jurisdictions*; George Mason University Center for Regional Analysis; October, 2011)
- The September 2011 unemployment rate in Fairfax County was 4.6 percent. (Fairfax County Department of Management and Budget)
- No new federal Public Housing units have been added since 1997 nor are any anticipated in the future. (HCD)
- Fairfax County is expected to need between 52,145 and 110,947 new housing units by 2030, based on projected job growth. (*Housing the Region's Future Workforce: Policy Challenges for Local Jurisdictions*; George Mason University Center for Regional Analysis; October, 2011)
- As of the end of September 2011, a total of 746 foreclosed properties in Fairfax County were still owned by lending institutions. This is up from the August total of 734, but down significantly from the September 2008 peak of 2,257. (Fairfax County Department of Tax Administration)
- On January 26, 2010, the Board of Supervisors formally endorsed the "Housing Blueprint", a comprehensive new affordable housing policy developed collaboratively by county agencies, advocates and non-profit organizations. The Housing Blueprint represents a shift in emphasis for the county's affordable housing policies. The Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time buyers. (HCD)

STRATEGIES:

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GOALS:

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
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County-wide Vision Elements that Apply



Maintaining Safe and Caring Communities



Building Livable Spaces



Maintaining Healthy Economies

TRENDS

- The report of the Josiah H. Beeman Commission recommended assuring “safe, affordable, and stable housing for persons with psychiatric disabilities”. Strategies include supporting Housing First, expanding housing options with support services, creating a housing development fund, and optimizing collaboration between mental health and housing services. (Beeman Commission Report, October 27, 2008)
- “The region’s new housing must be priced so that it is affordable to new workers. While the Washington DC metropolitan area will continue to attract many high-wage jobs over the next 20 years, many new workers will be entry-level workers and others will work in sectors that traditionally have lower wages ... As a result, the region will need a substantial amount of ownership and rental housing with relatively moderate prices and rents ... More than half of new renters will need housing with rents less than \$1,250 a month. Thus, in order to keep new workers living within the region, there is a need for relatively smaller and more moderately priced housing in the decades to come. Much of the moderately priced housing will not be new construction, but rather must be preserved from the existing stock.” (*Housing the Region’s Future Workforce: Policy Challenges for Local Jurisdictions*; George Mason University Center for Regional Analysis; October, 2011)
- Nearly 1,600 Community Services Board (CSB) clients (people with intellectual disabilities, mental illness or substance use disorders) needed affordable housing as of June 2011. Of those, approximately 1,115 (70 percent) can afford to pay no more than \$205 per month toward rent, and 210 (13 percent) have experienced homelessness. In addition, Fairfax County Public Schools identified 351 school- aged youth were identified as “homeless unaccompanied youth” as of June 2011. (*Forging a Path Home: Fairfax-Falls Church Community Services Board 2011 Housing Needs Report (Draft)*, September 2011)
- In January 2010, a total of 1,544 people were counted who were homeless, of whom 58 percent were in families and 42 percent were single individuals. Thirty-six percent of all persons who were homeless were children under the age of 18. Fairfax County Public Schools has identified 1824 homeless children to date (2011-12), in 2010-11 school year, there were 2,278 homeless children. (*Fairfax County Office to Prevent and End Homelessness*)
- There are approximately 166,270 residents of Fairfax County who are 60 years of age or over, approximately 4.8 percent of which, or about 7,981, are living in poverty. (*U.S. Census Bureau, 2010 American Community Survey*)
- From 2008 to 2009, the median family income in Fairfax County fell from \$107,400 to \$102,500, then rose slightly to \$103,000 in 2010. (*Fairfax County Department of Neighborhood and Community Services; U.S. Census Bureau*)

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. Also includes affordable housing policy initiatives.*

STRATEGY:

Estimated FY 2013 Investment: \$17,002,552 (Non-County funds: \$2,085,338)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
100	HOMELESSNESS WAITING LISTS WORKFORCE	Preservation of affordable units: Preservation of affordable housing both in rental complexes and in scattered sites consistent with the metrics of the FY 2013 Housing Blueprint. Assist non-profit partners in financing acquisition of approximately 200 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 FY 2013 Housing Blueprint. Anticipate preserving approximately 24 scattered-site units/beds of affordable housing for homeless individuals and families and persons on the county's affordable housing waiting lists. Anticipate providing financing to non-profits to acquire approximately 200 units in a tax credit property or properties, pending funding availability. See also Lines 101, 102, 103, 108, and 304.
101	HOMELESSNESS SPECIAL NEEDS WAITING LISTS WORKFORCE	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, with a focus on achieving FY 2013 Housing Blueprint Metrics. (Countywide)	To the extent funding is available, the AHPP will continue to provide pre-development and development funding for the preservation and development of affordable housing in FY 2013. HCD will continue to leverage County funds, including potentially the use of Section 108 loans, the issuance of bonds or other financing techniques. Expected to play role in financing non-profit acquisitions of approximately 200 units through a partnership with a non-profit, per FY 2013 Housing Blueprint. See also Line 100.
102	WORKFORCE	Workforce Housing: Implementation and management of the County's workforce housing policy.	Depending on market conditions, workforce units committed by developers could be delivered by FY 2013 – approximately 50 units. HCD will manage developer compliance and sales and monitor rents.
103	HOMELESSNESS	Ten-year Plan to Prevent and End Homelessness: Consistent with the Ten-Year Plan and the FY 2013 Housing Blueprint, continue to identify opportunities to link affordable housing preservation activities with countywide homelessness plan.	In FY 2013 it is anticipated that the FCRHA will use existing resources to achieve the following FY 2013 Blueprint Metrics: <ul style="list-style-type: none"> • Tenant Based Rental Assistance turnover (federal): 4 • Veterans Affairs Supportive Housing (VASH) Turnover (federal): 4 • Housing Choice Voucher turnover - Homeless Preference (federal): 70 • Family Unification Program Voucher turnover (federal): 5 • Additional non-profit acquisitions (federal): 3 • Bridging Affordability program: 35 new households <p>See also Lines 100, 104, 205 and 300.</p>

STRATEGY: Affordable Housing Preservation

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
104	HOMELESSNESS WAITING LISTS	Bridging Affordability Program: HCD will continue to administer the Bridging Affordability program funded in FY 2011-2012. 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.	Pending funding availability, it is anticipated that the Bridging Affordability program will serve approximately 185 homeless individuals and families and households from the county's affordable housing waiting lists. See Lines 100, 103, 300 and 301.
105	WAITING LISTS WORKFORCE	Crescent Apartments: Evaluation of redevelopment opportunities for the 180-unit apartment complex acquired by Fairfax County in FY 2006, and coordination with Lake Anne revitalization area. (Hunter Mill District)	It is anticipated that in FY 2013, a public-private venture will be sought to redevelop The Crescent, resulting in additional affordable and workforce housing and generating Lake Anne revitalization efforts.
106	HOMELESSNESS WAITING LISTS	Consolidated Community Funding Pool: Use of CCFP funds for affordable housing preservation.	In FY 2013, it is anticipated that a portion of CCFP funds will be used to preserve approximately 5 units/beds of affordable housing consistent with the metrics of the FY 2013 Housing Blueprint.
107	WAITING LISTS WORKFORCE	FCRHA Tax Credit Properties – Long-Term Affordability: Identify strategies to ensure long-term affordability of FCRHA tax credit properties.	In FY 2013, it is anticipated that the FCRHA will re-finance and rehabilitate Murraygate Village (200 units, Lee District). The FCRHA will also work to resolve the status of other tax credit partnership properties in the Fairfax County Rental Program (FCRP) and Public Housing program which had reached the end of their 15 year compliance periods: Stonegate Village (240 units, Hunter Mill District), Morris Glen (60 units, senior independent, Lee District), and Tavenner Lane (24 units, FCRP and Public Housing, Lee District). All are subject to extended use restrictions which require continued affordability.
108	HOMELESSNESS WAITING LISTS WORKFORCE	Non-Profit Affordable Housing Acquisition: Consistent with the FY 2013 Housing Blueprint metrics, provide financing to non-profit partner(s) to acquire approximately 200 units using a variety of financing including Low-income Housing Tax Credits, CDBG, HOME and private financing. See also Lines 100 through 103, and line 300.	Pending funding availability, it is anticipated that the FCRHA will provide financing to non-profits to acquire approximately 200 units in FY 2013. Per the FY 2013 Housing Blueprint, the expected affordability levels are: <ul style="list-style-type: none"> • 20 percent (40 units) will serve extremely low-income (30 percent AMI and below) homeless households using federal project-based vouchers; • 60 percent (120 units) will serve very low-income households (50 percent of AMI and below) on the county's housing waiting lists; and • 20 percent (40 units) will provide workforce housing for low and moderate income households (60 percent of AMI).

STRATEGY: **Affordable Housing and Facilities for Seniors, Persons with 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 2013 Investment: \$5,353,372 (Non-County funds: \$4,419,696)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
201	SPECIAL NEEDS	Lewinsville Senior Complex: Redevelopment of existing senior facility. (Dranesville District)	Develop financing plan and fund redevelopment through a public/private partnership.
202		Home Repair for the Elderly Program: Provides minor improvements to elderly households limited to \$500 in materials with no requirement for a permit.	Serve approximately 100 households.
203	HOMELESSNESS SPECIAL NEEDS	Tenant Based Rental Assistance Program: Use federal HOME-funded vouchers to serve homeless populations and persons with special needs.	<ul style="list-style-type: none"> <i>Non-Elderly Disabled:</i> Consistent with the FY 2013 Housing Blueprint, it is anticipated that approximately 4 non-elderly disabled households will be served with TBRA voucher turnover. <i>Bridging Affordability:</i> It is anticipated that TBRA vouchers will also be tied to the Bridging Affordability program, as appropriate and available, to provide continuing rental subsidies to households in need.
204	HOMELESSNESS SPECIAL NEEDS	Hanley Shelter – Family Units: Development of six units of permanent housing at the Hanley Shelter campus. (Springfield District)	Per FY 2013 Housing Blueprint, staff will seek a public/private partnership to develop these units.
205		Emergency Shelter Operating Costs: Partial support of operating costs for five full-service emergency shelters for homeless individuals and families.	Continuing activity throughout FY 2013 using federal Emergency Shelter Grant (ESG) funds.
206	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 2013. Approximately 6 units are expected to be retrofitted in FY 2013.

STRATEGY:

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

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
207	SPECIAL NEEDS	Lincolnia Senior Facility: Substantial renovation of FCRHA-owned senior facility (includes 52 beds of assisted living and 26 units of independent living). Potential expansion of management outsourcing to achieve efficiencies and cost savings. (Mason District)	In FY 2013, it is anticipated that the FCRHA and HCD will implement a project financing plan and undertake the renovation of the facility; construction pending funding availability. HCD will also explore, in partnership with the other county agencies operating at the facility, the concept of expanding management outsourcing.
208	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.
211	HOMELESSNESS SPECIAL NEEDS WAITING LISTS	Serving Households with Disabilities: Up to 55 percent 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; approximately 120 homeless households will be served via this preference system with housing opportunities that come available through program turnover and attrition. See also Lines 103, 300 and 301.
212	HOMELESSNESS SPECIAL NEEDS WAITING LISTS	Supportive Service Coordination: Support County-wide effort to coordinate services.	In FY 2013, HCD will be a key participant in the effort to develop a "Supportive Service Blueprint", similar to the Housing Blueprint. It is anticipated that this effort will be led by the Community Services Board and the Department of Family Services. HCD's PROGRESS Center will also continue the ongoing, day-to-day effort to coordinate services for CSB and DSB clients living in FCRHA housing. See Line 214. Continuation of supportive shared housing with CSB.
213	HOMELESSNESS	Ten-Year Plan to Prevent and End Homelessness: Identify opportunities to provide specialized rental housing consistent with homelessness plan.	See Line 103.

STRATEGY:

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

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
214		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 2013, 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. The PROGRESS Center will provide periodic reports on its work to the FCRHA and the Board of Supervisors Housing Committee. In FY 2013, it is anticipated that the PROGRESS Center will achieve the following performance metrics: <ul style="list-style-type: none"> • Section 3: Approximately 10 qualified individuals will be hired by HUD-funded contractors; • Family Self-Sufficiency Program: Approximately 20 participating households will graduate. • Crisis Intervention/Service Coordination: 100 cases addressed. See also Line 500.
215	HOMELESSNESS SPECIAL NEEDS	West Ox Road Group Homes: Rehabilitate two county-owned group homes, formerly known as "Sunrise I and II", to provide affordable rental housing. Rehabilitation to include Universal Design features and accessibility modifications to the extent feasible, as well as major mechanical system replacement and other improvements. (Sully District)	Consistent with the FY 2013 Housing Blueprint, it is anticipated that: 1) one of the houses will be used to provide five beds of supportive housing to homeless veterans; and 2) the other house will provide shared housing for two households
216	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.	In FY 2013, it is anticipated that an additional 5 families will be served with FUP vouchers through program turnover and attrition. In addition, per the FY 2013 Housing Blueprint, the FCRHA and HCD will explore opportunities to apply for additional FUP vouchers. See also Line 300.
217	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 2013, the FCRHA will plan to apply in partnership with DFS, CSB and the ENdependence Center of Northern Virginia. In FY 2012, 25 TBRA vouchers were allocated for this purpose.

STRATEGY:

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

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
218		Replacement Homeless Shelter: Assist the Office to Prevent and End Homelessness (OPEH) in securing replacement units in south county area for Mondloch House shelter, which is being converted to Housing First residential studio units; see Line 210.	In FY 2013, OPEH will continue to operate the 18 apartment units leased to replace the beds at the former Mondloch House shelter.
219	SPECIAL NEEDS	Purchase of Group Homes for CSB: Continuing its partnership with the CSB, and consistent with the FY 2013 Housing Blueprint, the FCRHA will use federal HOME funding to purchase group homes for CSB eligible populations.	Per the FY 2013 Housing Blueprint, the FCRHA will purchase approximately four group homes, with four beds each, using federal HOME funds. It is anticipated that the properties will be rehabilitated and provided either to non-profits or to the CSB for the benefit of CSB-eligible clients.
220	HOMELESSNESS SPECIAL NEEDS	Admissions Policies: Explore increased flexibility in FCRHA admissions policies concerning serving persons with credit issues and criminal background.	As identified in the recent CSB housing needs report, criminal history and poor credit can be barriers to persons with disabilities in accessing affordable housing. In FY 2013, it is anticipated that staff will explore options for greater flexibility on these issues, as identified in the Housing Blueprint.
221		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.	Staff will 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).

STRATEGY:

RHA Properties, Programs and 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

- A total of 18,056 persons were served by the Fairfax County Redevelopment and Housing Authority in three principal affordable housing programs: the federal Public Housing and Housing Choice Voucher programs and the Fairfax County Rental Program. The average household income served in these programs in FY 2011 was \$25,905, or approximately 27 percent of the area median income for a family of three. *(HCD)*
- Approximately 30 percent of the households served in the county's housing programs include a person with a disability. *(HCD)*
- As of September 2011, the total unduplicated households (families and individuals) on the waiting list for the county's three principal affordable housing programs – the federal Housing Choice Voucher and Public Housing programs, and the Fairfax County Rental Program – was 12,113. *(HCD)*
- The FCRHA owns and/or operates 2,989 units of multifamily housing and 852 units/beds of specialized housing, including active senior units, mobile home pads, residential studios, and assisted living, group home and homeless shelter beds.
- The average age of FCRHA-owned properties is approximately 30 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 and Partnerships

Estimated FY 2013 Investment: \$64,816,173 (Non-County funds: \$64,716,173)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
300	HOMELESSNESS WAITING LISTS	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. Tenants pay 30% of their adjusted income, 10% of gross income, or \$50.00 – whichever is higher. Federal funds pay the difference between the fair market rent and the amount the tenant can pay. A total of 3,527 vouchers are authorized by HUD. See also Lines 216, 302 and 316.	The following are the FY 2013 performance metrics for the Housing Choice Voucher program: <ul style="list-style-type: none"> • <u>Voucher utilization rate:</u> 98% • <u>Average income served as percentage of AMI:</u> 30% and below • <u>HUD SEMAP Score:</u> 90% or better
301	HOMELESSNESS WAITING LISTS	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. Tenants pay 30% of their income for rent. HUD Capital Fund Program supports Public Housing modernization. See also Line 302.	The following are the FY 2013 performance metrics for the Public Housing program: <ul style="list-style-type: none"> • <u>Occupancy rate:</u> 95% • <u>Average income served as percentage of AMI:</u> 30% and below <p>Consideration of conversion of some Public Housing properties to Section 8 subsidies, particularly scattered site properties.</p>
302	HOMELESSNESS WAITING LISTS	Bridge to Permanent Housing: This initiative establishes a priority for Bridging Affordability participants to access permanent, affordable housing in the FCRHA's federal Public Housing and Housing Choice Voucher programs.	In FY 2013, it is anticipated that households in the Bridging Affordability program who are unable to achieve greater self-sufficiency will gain access to the Public Housing and Housing Choice Voucher program preferences for transitional housing participants.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
303	WAITING LISTS	<p>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 1,929 units of multifamily housing, as well as 134 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.</p>	<p>The following are the FY 2013 performance metrics for the FCRP-Multifamily properties:</p> <ul style="list-style-type: none"> • <u>Occupancy rate:</u> 95% • <u>Average income served as percentage of AMI:</u> 50% and below <p>Per the FY 2013 Housing Blueprint, it is anticipated that approximately 200 households very low income households (earning 50% AMI and below) on the FCRHA's waiting lists will lease-up in FCRP multifamily properties.</p>
304	WAITING LISTS	<p>Non-profit Acquisitions Using Federal Resources: Purchase of properties by FCRHA non-profit partners, with emphasis on homelessness, extremely low-incomes households and persons with disabilities.</p>	<p>In FY 2013, it is anticipated that the FCRHA's non-profit partners will use federal funds, including funding available under the Consolidated Community Funding Pool (CCFP) to acquire approximately 5 units/beds to serve individuals and families on the county's affordable housing waiting lists. See also Lines 100 and 103.</p>
305		<p>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.</p>	<p>In FY 2013, 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. A special emphasis will be placed on residents with medical needs.</p>
306		<p>Rehabilitation of FCRHA Properties. Rehabilitate FCRHA FCRP residential properties and group homes to maintain their safety and quality.</p>	<p>Rehabilitation to be performed (on properties to be identified) to ensure the high quality of FCRHA-owned properties. In FY 2013, physical needs assessments will be conducted on a variety of FCRP properties to determine comprehensive rehabilitation needs, including potentially Murraygate Village (Lee District), Morris Glen (Lee District), Stonegate Village (Hunter Mill District), McLean Hills (Providence District), Little River Glen (Braddock District) and Little River Square (Mason District).</p>

STRATEGY: RHA Properties, Programs and Partnerships

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
307		One University/Robinson Square: Potential redevelopment of FCRHA-owned property to produce additional affordable rental units and office space.	In FY 2013, it is anticipated that staff will conduct an analysis of redevelopment opportunities.
308		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.	In FY 2013, it is anticipated that the FCRHA will rehabilitate the following Public Housing properties using the federal Capital Fund Program grant: <ul style="list-style-type: none"> • <i>Greenwood (138 units, Mason District):</i> Replace kitchen cabinets, appliances and flooring, improve landscaping and site lighting; replace concrete walkways. • <i>Newington Station (36 units, Mount Vernon District):</i> Replace siding and water heaters. • <i>West Glade (26 units, Hunter Mill District):</i> Replace windows and patio sliding doors with thermo pane. • <i>Old Mill Gardens (47 units, Mount Vernon District):</i> Replace HVAC systems.
309		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 2013, it is anticipated that on-site management offices will be regularly staffed at the Ragan Oaks (Springfield District), West Glade (Hunter Mill District), Greenwood (Mason District), West Ford (Mount Vernon District), Old Mill (Mount Vernon District), and Audubon (Lee District) Public Housing properties.
310		Tax Credit Properties: Identify strategies to ensure long-term affordability of FCRHA tax credit partnership properties.	See Line 107.
311	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 2013.
312		Grants Compliance: Monitoring of activities and outcomes of FCRHA grantees, including funds granted via the Consolidated Community Funding Pool process.	Ongoing.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
313		CDBG and HOME Strategies: Continuing evaluation of use of federal CDBG and HOME funds to maximize effectiveness of investments in programs and activities.	Ongoing.
314	SPECIAL NEEDS	Lincolnia Senior Facility	See line 207.
315	HOMELESSNESS SPECIAL NEEDS WAITING LISTS	Consolidated Community Funding Pool: Management of CCFP and staffing the Consolidated Community Funding Advisory Committee.	Ongoing.
316	HOMELESSNESS	Veterans Affairs Supportive Housing (VASH) Program: The FCRHA was awarded 35 VASH housing vouchers for homeless veterans by the U.S. Department of Veterans Affairs in FY 2010. The FCRHA will conduct income certifications; case management is provided by Veterans Affairs.	It is anticipated that 4 vouchers will become available to new recipients through attrition and turnover. Per the FY 2013 Housing Blueprint, the FCRHA will also explore opportunities to apply for additional VASH vouchers in FY 2013.
317		"Move to Work" Agency: Pursue designation as a Move to Work agency. This designation will provide the FCRHA with more flexibility in the use of its funds to address the specific priorities of Fairfax County.	Monitor federal legislation for opportunities in FY 2013. The FCRHA will apply for Move to work agency designation if an opportunity becomes available.

STRATEGY: RHA Properties, Programs and Partnerships

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
318		Asset Management Division: Focus on financial performance, overall condition, capital improvements and accountability, using a private-sector model.	Ongoing.
319		Home Improvement Loan Program (HILP)	Under review by the FCRHA. TBD.
320		Customer Service/ Housing Application Center and Process: HCD will revamp the application service model for FCRHA housing programs.	In FY 2013, the reorganized Housing Application Center will re-energize the existing service model at HCD, and will be characterized by a consistently friendly, helpful and sensitive approach to customer service that is connected to the county's human services system.
322		Fair Housing: Use existing staff to provide a proactive approach to and greater focus on fair housing activities. Provide staff training on fair housing. Coordination with Tenant-Landlord Commission, Office of Human Rights and Consumer Affairs Office.	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

- “Real Estate Business Intelligence (RBI), an MRIS, Inc. company, today released its September 2010 housing market statistics, which show continued recovery when comparing home sales against this time last year, especially in large population centers such as Washington, D.C., Montgomery County, MD and Fairfax County, VA. Data from the report also suggests that the average sold price of a home, throughout the entire MRIS region has improved by nearly 3 percent, and days on the market has decreased. Homes spent an average of 8 fewer days on the market compared to September 2009, dropping 8% from 96 days to 88 days. Nearly 40 percent of homes sold in less than 30 days in September 2010. The average sold price jumped to \$326,079 in September 2010 from \$317,192 in September 2009.” (Metropolitan Regional Information Systems, October 8, 2010)
- Through September 2011, the median sales price of existing (previously owned) single family homes was \$560,000, a 1.1 percent increase over the 2010 median sales price of \$553,700. The median sales price for existing townhouses sold through September was \$350,000, a 1.4 percent increase over the 2010 median sales price of \$345,000. The median sales price of all condominiums, existing and new, that sold in the first nine months of 2011 was \$225,000, the same as the 2010 median. (*Fairfax County Economic Indicators, October 2011*)
- A total of 51 households purchased their first homes through the Fairfax County First-Time Homebuyers Program in FY 2011. (HCD)
- The homeownership rate in Fairfax County is 72.4%. (US Census Bureau; 2009 American Community Survey)
- 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 28,405 units. For low- and moderate income owners, the gap is approximately 49,120 units. (*Fairfax County Five-Year Consolidated Plan, 2011 – 2015*)
- September 2011 marked the fourth consecutive month in which the number of net foreclosures in Fairfax County increased. Based on data from the Department of Tax Administration, the number of county-wide net remaining foreclosures in September was 746, up from 734 in August. The net increase of 12 properties in September reflects 83 new foreclosures offset with 71 properties that were sold by the lender. Compared to a year ago, net remaining foreclosures were down 127 properties, or 14.5 percent. (*Fairfax County Economic Indicators, October 2011*)

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 2013 Investment: \$407,545 (Non-County funds: \$407,545)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
400	WORKFORCE	First-Time Homebuyers Program: Provides access to financing and 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.	In FY 2013 it is anticipated that the Fairfax County First-Time Homebuyers Program will facilitate home purchases by 50 first-time homebuyers. During FY 2013, staff will also work to identify additional private lenders to participate in the program in the absence of FHA financing. See Lines 401 and 402.
401		Homeownership Division: Focus on Compliance: Identify opportunity to outsource labor-intensive functions of the division related to selling/re-selling and continue to refocus division staff on ADU Program compliance.	Pending the identification of resources and Board approval, to the extent possible, some or all of the marketing functions of the ADU program will be outsourced and staff will continue to be re-focused on ADU program compliance.
402		FHA/VHDA Financing Issue: Work with federal and state-level partners to resolve the issues related to the financing of ADUs.	In FY 2013, staff will continue to work with the Office of the County Attorney to seek a waiver at the federal level to allow ADU buyers to utilize FHA financing.
403		Housing Choice Voucher Homeownership Program: Provides 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.
404	WORKFORCE	Workforce Housing: Implementation of the County's workforce housing policy in coordination with the Department of Planning and Zoning.	See Line 102.
405		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. In addition, staff will work to identify resources for home improvement for MIDS and ADU owners.
406		Language access for homeownership clients	In FY 2013, 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

(Continued)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
407		Relocation Program: Technical assistance for the development community and citizens on tenant relocation issues.	In FY 2013, 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.
408		Foreclosures: Assistance to Homeowners in Distress: As a part of Fairfax County's response to the foreclosure crisis, HCD and other county agencies and nonprofits will coordinate counseling efforts with VHDA.	Continued coordination of referrals of at-risk homeowners to HUD-approved housing counseling agencies.
409		Compliance Monitoring and Counseling: Aggressive monitoring of ADU purchasers to ensure continued compliance with covenants, particularly with respect to refinancing.	See Line 401.

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 Fairfax County, the National Low Income Housing Coalition *Out of Reach 2011* report found that the annual salary needed to afford a two-bedroom apartment at the FMR of \$1,461 was \$58,440 – nearly 60 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. (*Out of Reach 2011*; National Low Income Housing Coalition)

- The Section 3 program requires that recipients of certain HUD financial assistance, to the greatest extent possible, provide job training, employment, and contract opportunities for low- or very-low income residents in connection with projects and activities in their neighborhoods. (HUD)
- Overall, there were 1,544 homeless people counted in the community in January 2010. (Fairfax County)
- According to the 2010 US Census Bureau American Community Survey, there were an estimated 78,662 households in Fairfax County earning less than \$50,000 per year, or about 48 percent of the area median income for a family of four of \$103,010. There were an estimated 58,106 persons living below the poverty level in 2009 – an increase of nearly 10,000 over 2008 and larger than the entire population of Charlottesville, Virginia. (HCD; Census Bureau data)

STRATEGY:

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

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
500		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. See also Lines 218 and 501.
501		Family Self-Sufficiency Program: Incorporate as part of PROGRESS Center.	Ongoing in FY 2013 under the management of the PROGRESS Center. Capacity to serve 50 participants each from Public Housing and Housing Choice Voucher programs. Will promote linkage to homeownership. See also Lines 218 and 500.

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

- Based on job growth and housing data prepared by the Center for Regional Analysis at George Mason University, and assuming that 65 percent of new workers will be housed in the county, it is estimated that Fairfax County will need approximately 50,206 net new housing units affordable to households earning up to \$124,000 per year (just under 120 percent of the AMI) by 2030. (GMU Center for Regional Analysis, October 2010; HCD)
- Fairfax County's economic vitality is inextricably tied to its ability to address the issue of the demand for affordable housing. The continued growth and diversity of Fairfax County's economy is highly dependent on the availability of housing that is affordable to workers from the full spectrum of the economy. Failing to plan for a balanced supply of housing in the future will reduce the County's opportunities for economic growth. (George Mason University, Center for Regional Analysis, *Linking Job Growth to Housing: Forecasts of the Demand for Workforce Housing in Fairfax County*, June 2008)
- As of the end of FY 2010, a total of 1,212 Workforce Dwelling Units (WDUs) had been committed by developers via approved rezoning actions. It is anticipated that the first of these units could be delivered during FY 2011, depending on market conditions. (HCD)
- The FCRHA is expected to develop new affordable housing through public/private partnerships.
- "Affordable housing will be a vital - and viable - element in the success of a redeveloped Tysons Corner, developers and business leaders said at a Tysons Workforce Housing Summit Dec. 3 at the Capital One building in Tysons. 'It works,' said Thomas Bozzuto, CEO of the Bozzuto Group. 'The cost imposed by the requirement to include workforce housing is exceeded by the benefit of higher [development] density. One can do workforce housing and still have a very viable project.' The summit, hosted by the Board of Supervisors and the ULI Terwilliger Center for Workforce Housing, featured a discussion moderated by former U.S. Housing and Urban Development Secretary Henry Cisneros." (SunGazette Newspapers; Tuesday, December 7, 2010)
- On June 22, 2010, the Fairfax County Board of Supervisors adopted an amendment to its land use Comprehensive Plan that will guide the transformation of Tysons Corner into a walkable, green urban center by 2050. This groundbreaking action reaffirmed and expanded the Board's efforts to foster the development of affordable, workforce housing in the county. In total, 20 percent of new residential units must be set aside as work force or affordable housing. This requirement surpasses the county's current countywide policy of 12 percent. This housing will be made available to households earning between 50 to 120 percent of the area median income. The Board also included in the Plan an historic provision that will generate \$3.00 per square foot up-front contribution for affordable/workforce housing from non-residential developments (or \$0.25 per-square foot annually) – ground-floor retail exempted. (HCD)

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

Estimated FY 2013 Investment: \$1,480,563 (Non-County funds: \$1,223,683)

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
600	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 2013, 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. It is anticipated that as many as approximately 50 units of Workforce Housing will be delivered by developers in FY 2013. See Lines 100, 101 and 102.
601	WAITING LISTS WORKFORCE	The Residences at North Hill Park: Development of 33 FCRHA-owned acres known as "North Hill". Eleven acres will accommodate approximately 67 units of manufactured housing; work with the Fairfax County Park Authority to create a passive community park on portions of the remaining land directly north of the new community. A total of 30 percent of the units will be rentals for those with incomes at or below 30 percent of AMI. (Mount Vernon District)	It is anticipated that this project will be under construction in FY 2013, pending funding availability.
602	WORKFORCE	The Residences at Government Center: Development of 270 units of affordable/workforce housing on the campus of the Fairfax County Government Center. "The Residences at the Government Center" will be 100 percent affordable/workforce housing aimed at incomes ranging from 50 percent to 100 percent of AMI. (Braddock District)	Delivery of the first units at The Residences at Government Center is expected in FY 2013.
603		Affordable Housing Partnership Program: See line 101.	See line 101.
604	HOMELESSNESS WAITING LISTS	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 2013, the FCRHA will continue to support the CHDOs and other non-profits via this set-aside program; focus on homeless persons, extremely low-income households, persons with disabilities. See also Line 219.
605	WORKFORCE	Magnet Housing: West Ox Road: Development of 30 units of Magnet Housing on County-owned land. Includes 2400 square foot training center. (Sully District)	Project on hold <u>pending funding availability.</u>

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
606	HOMELESSNESS SPECIAL NEEDS WAITING LISTS	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. Per the FY 2013 Housing Blueprint, HCD will work with its sister human service agencies to identify five to ten county-owned parcels for the development of affordable housing county-wide, through public/private partnerships.
607	HOMELESSNESS WAITING LISTS	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.
608	HOMELESSNESS WORKFORCE	Residential Studio Units/Affordable Efficiencies: Identify opportunities to encourage increased development of affordable efficiency apartments, particularly as part of revitalization efforts. Continue to support the development of Zoning Ordinance amendment aimed at facilitating increased development of this unit type.	Ongoing.
609	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.
610		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 and expand its use of DPWES construction services in FY 2013 and beyond for county-funded projects. The FCRHA has the option to use DPWES for its capital construction projects.

STRATEGY: Meeting Future Affordable Housing Needs Through New Production

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
611	WORKFORCE	Workforce Housing: Tysons Corner and Wiehle Avenue: 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.
612	WORKFORCE	Contributions by Non-Residential Developers: Assist the Department of Planning and Zoning in developing a countywide policy concerning monetary contributions for affordable/workforce housing by developers of non-residential projects.	Policy adoption by the Board of Supervisors expected in FY 2013.
613	WAITING LISTS	Tax Exemption/Housing for Extremely Low-Income Housing: Explore options for providing tax exemption for non-profit developers providing affordable housing to households earning extremely low incomes (30 percent of AMI and below).	In FY 2013, HCD will work with the Office of the County Attorney and the Department of Tax Administration to explore tax exemption options within existing legislative authority.

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

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
701		Multi-lingual access: Improve language access across agency programs via phone, internet and kiosk.	
702		Public Participation: FCRHA will ensure a coherent public participation process that promotes public ownership of its policies and practices.	
703		Supervisor Town Meetings: FCRHA Commissioner attendance at Supervisor Town Meetings. HCD attendance upon request.	
704		Newsletters: Continue to produce and distribute informational newsletters.	
705		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. See also Line 812.	
706		Reporting on use of County funds: HCD will continue to account for and provide information about the status county investments in affordable housing, including those identified in the FY 2013 Housing Blueprint.	
707		Non-profit Dialogues and partnerships: HCD will continue to hold quarterly 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:

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

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
800		HCD Transformative Efforts: Change management for implementation of multiple new initiatives and reorganization simultaneous with anticipated retirements at key positions.	
801		Set aside for housing emergencies and opportunities: Such as sewer and major system failures on FCRHA properties. This set-aside for emergencies will continue to be funded in FY 2013; staff will work to identify opportunities to increase this pool.	
802		Project Based Management: Full implementation of Project-based accounting system that meets new HUD requirements yet interfaces with county financial system.	
803		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.	
804		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.	
805		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 from HUD and others.	
806		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.	
807		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.	
808		Internal Process Reviews: HCD/FCRHA will assess procedures to ensure a series of decision points before major projects are undertaken.	
809		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:

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

ACTIONS

OUTCOMES

SP Line	BLUEPRINT GOALS	Description of Current Projects	Anticipated Outcomes in FY 2013
810		Fairfax County Unified System (FOCUS): Coordinate with multiagency team on the ongoing implementation of enterprise systems supporting finance, human resources, budget, procurement, and related administrative functions.	
811		Staff Communication: Seek ways to use technology to further improve staff communication.	
812		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.	
813		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.	
814		FCRHA Information Items: Continue to provide information items on FCRHA agendas on a regular basis to inform FCRHA members of staff activities and transactions.	
815		Messages from the Director: Send out "Messages from the Director" via e-mail to keep commissioners informed between meetings.	
816		FCRHA Meetings with other Boards, Authorities, and Commissions: Joint meetings between the FCRHA and Planning Commission, Human Services Council, CCFAC, Resident Advisory Council, CSB, DSB, and the Long-Term Care Coordinating Council as needed.	
817		Board of Supervisors: Briefing to Board of Supervisors at Board Housing Committee Meetings as needed.	