

Department of Housing and Community Development

Mission

The Department of Housing and Community Development (HCD) serves the people of Fairfax County by creating housing opportunities to promote inclusive and thriving communities. HCD has a vision where Fairfax County is a community everyone can afford to call home.

HCD staff also serve as staff to the Fairfax County Redevelopment and Housing Authority (FCRHA). At HCD, the organization operates effectively by treating each other and the community in alignment with the following values:

- Equity: Barriers are removed to provide access to opportunities
- Trust: Open communication is maintained and commitments are delivered
- Innovation: Creativity is encouraged to develop groundbreaking solutions
- Flexibility: Adaptation and evolution are embraced to meet new challenges

Focus

HCD provides housing opportunities for low- and moderate-income residents in Fairfax County, provides support and assistance to unsheltered individuals, leads initiatives for those facing the potential for homelessness, and assists with the renovation and improvement of neighborhoods. HCD supports, develops, and administers a wide variety of FCRHA programs, including:

- Organizational Management and Planning;
- Rental Housing and Tenant Subsidies;
- Specialized Housing, including Elderly Housing Programs;
- Services to Prevent Homelessness;
- Programs to Support the Unsheltered, including Shelter Provisions;
- Downpayment Assistance Loans for Homeownership;
- Affordable Housing Planning and Project Development;
- Preservation Policy Implementation;
- Administration of the Affordable and Workforce Dwelling Unit Programs;
- Real Estate Finance;
- Community Neighborhood Improvement;
- Policy and Communications, and;
- Financial Management, Human Resources, and Information Technology.

County resources within the HCD General Fund provide support for positions in Agency 38, Housing and Community Development. These positions provide support across a wide array of programs to support the mission for housing, including Housing First initiatives for homelessness prevention, across the County.

The HCD General Fund also supports federally subsidized housing and local rental programs by funding a portion of the administrative and maintenance staff costs, including the repayment of real estate tax for affordable housing limited partnerships and building maintenance.

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Budget and Staff Resources

Category	FY 2025 Actual	FY 2026 Adopted	FY 2026 Revised	FY 2027 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$9,583,518	\$10,958,367	\$11,096,356	\$12,367,911
Operating Expenses	28,381,536	32,005,982	40,529,927	36,274,099
Subtotal	\$37,965,054	\$42,964,349	\$51,626,283	\$48,642,010
Less:				
Recovered Costs	(\$271,099)	(\$378,598)	(\$378,598)	(\$1,195,331)
Total Expenditures	\$37,693,955	\$42,585,751	\$51,247,685	\$47,446,679
Income:				
Rent on Real Estate	\$48,000	\$0	\$48,000	\$48,000
City of Fairfax and City of Falls Church				
Recovered Costs	378,435	0	366,033	366,033
Total Income	\$426,435	\$0	\$414,033	\$414,033
NET COST TO THE COUNTY	\$37,267,520	\$42,585,751	\$50,833,652	\$47,032,646
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	89 / 89	89 / 89	94 / 94	97 / 97

FY 2027 Funding Adjustments

The following funding adjustments from the FY 2026 Adopted Budget Plan are necessary to support the FY 2027 program:

Employee Compensation **\$487,458**

An increase of \$487,458 in Personnel Services is required to reflect the cost of employee compensation increases. This amount includes \$213,025 for a 2.00 percent cost of living adjustment (COLA) for all eligible employees, effective the first full pay period in July 2026. Also included is \$274,433 for performance-based and longevity increases for non-uniformed merit employees, effective the first full pay period in July 2026, as well as other compensation adjustments for non-uniformed employees. For more information on the County's compensation plans as well as specific details for those employees covered under the Collective Bargaining Agreements, please see the Advertised Budget Summary in the Overview Volume.

Homeless Services Contracts **\$3,609,163**

An increase of \$3,609,163 is included to support the homeless services contracts and Hypothermia Prevention Program. The new contract awards for homeless services will facilitate critical services, including emergency shelter operations, case management, street outreach, permanent supportive housing, and the Hypothermia Prevention Program. In addition, this funding will support shelter overflow hotels for families with children. Funding to support shelter overflow for families with children is required due to the continued demand for emergency shelter services which has remained high since the end of 2022, when the eviction moratoria ended, inflation increased, and pandemic-era emergency rental assistance was fully depleted. Of this amount, \$1,550,000 was previously approved by the Board of Supervisors as part of the FY 2025 Carryover Review.

Contract Rate Increases **\$1,224,235**

An increase of \$1,224,235 in Operating Expenses supports a contract rate adjustment for the providers of contracted homeless services and operations of elderly housing programs.

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Fairfax-Falls Church Continuum of Care Planning Grant **\$325,000**

An increase of \$325,000 is included to replace a Continuum of Care (CoC) planning grant previously funded by the U.S. Department of Housing and Urban Development. Funding will be used to conduct CoC homeless system planning, project monitoring and evaluation, compliance activities, and related CoC functions.

Positions to Address Increased Workload Requirements **\$187,530**

As previously approved by the Board of Supervisors as part of the *FY 2025 Carryover Review*, funding of \$187,530 is included to convert four benefits-eligible positions to merit positions to address workload requirements.

Position Adjustment **\$121,670**

An increase of \$121,670 in Personnel Services is associated with a position transferred from Agency 79, Neighborhood and Community Services (NCS) to Agency 38, HCD, in FY 2026. A corresponding decrease is included in NCS for no net impact to the County.

Planning and Land Use System (PLUS) Licenses **\$5,110**

An increase of \$5,110 for PLUS licenses is based on anticipated annual increased billings for licensing costs associated with the utilization of the PLUS system. PLUS is a multi-agency platform for Fairfax County customers to complete their zoning, building, permitting, or other land development processes online. Through PLUS, customers can conduct online transactions such as creating and submitting building permit applications online, pay fees, track application status, receive electronic notifications, and conduct searches.

Department of Fleet Management Charges **\$762**

An increase of \$762 in Department of Fleet Management charges is included. These expenses are associated with fuel costs and anticipated billings for maintenance and operating-related charges.

Positions to Support Affordable Housing Activities **\$0**

An increase of \$366,733 is included to support 3.3/0 FTE positions necessary to support affordable housing activities in Fairfax County. The cost of these positions is offset by a commensurate increase of \$366,733 to Work Performed for Others (WPFO) to charge the salaries of these positions to affordable housing projects in Fund 30300, Affordable Housing Development and Investment (AHD), resulting in no net cost to the County.

Transfer of Emergency Rental Assistance Funding **(\$300,000)**

A decrease of \$300,000 is associated with the transfer of Emergency Rental Assistance funding in Agency 38, HCD to Agency 79, NCS, to consolidate all Emergency Rental Assistance funding into NCS.

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Reductions

(\$800,000)

A decrease of \$800,000 reflects reductions utilized to balance the FY 2027 budget. The following table provides details on the specific reductions:

Title	Impact	Positions	FTE	Reduction
Increase Administrative Expenses Charged to Fund 30300, Affordable Housing Development and Investment (AHD)	As part of the FY 2009 Adopted Budget Plan, the Board of Supervisors approved charging out administrative support costs including, policy oversight, program management, budgeting, and project management expenses associated with administering Fund 30300, Affordable Housing Development and Investment (formerly referred to as The Penny for Affordable Housing). The expenses charged are equal to 2.5 percent of the annual funding to the fund. As the value of the penny increases, along with increasing the dedicated resources to the fund (currently, commensurate with the total value of \$0.0125 on the Real Estate tax), the administrative expenses charged to the fund will also increase. While additional positions have been added to Agency 38, HCD, the amount charged to Fund 30300, AHD, has not been maintained at 2.5 percent. This adjustment right sizes the amount charged to Fund 30300, ADHI, and results in Agency 38, HCD savings of \$450,000. It should also be noted that as the Board allocates additional funding to affordable housing, it is anticipated that new General Fund positions will be needed and some, if not all, of the expenses will be charged to Fund 30300, AHD.	0	0.0	\$450,000
Eliminate Low- and Moderate-Income Home Repair Pilot Program	This reduction eliminates a home repair program targeting low- to moderate-income households not served by the existing Home Repair for the Elderly Program in Fund 50800, Community Development Block Grant. The contract for this program is in its first year of implementation, and while not a mandated service, discontinuing this program removes essential support for vulnerable households, potentially undermining their ability to maintain and preserve homeownership.	0	0.0	\$350,000

Changes to FY 2026 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2026 Revised Budget Plan since passage of the FY 2026 Adopted Budget Plan. Included are all adjustments made as part of the FY 2025 Carryover Review and all other approved changes through December 31, 2025.

Carryover Adjustments

\$6,661,934

As part of the FY 2025 Carryover Review, the Board of Supervisors approved funding of \$6,661,934, which includes increases of \$6,523,945 in encumbered carryover to support program operations and \$137,989 to support the conversion of four non-merit benefits eligible positions to 4/4.0 FTE positions to address workload requirements.

Homeless Services Contracts

\$2,000,000

As part of the FY 2025 Carryover Review, the Board of Supervisors approved funding of \$2,000,000 to support the new homeless services contracts which completed a new request for proposal, effective July 1, 2025. The funding supports two components, homeless shelter services and shelter

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overflow hotels for families with children. The new contract awards for homeless shelter services will facilitate critical services, including emergency shelter operations, case management, street outreach, hypothermia prevention, and permanent supportive housing. Funding to support shelter overflow hotels for families with children is required due to the continued demand for emergency shelter services.

Position Adjustment

\$0

An increase of 1/1.0 FTE position is the result of a transfer from Agency 79, Department of Neighborhood and Community Services to Agency 38, HCD to better align resources and work requirements.

Cost Centers

Organizational Management and Development

Organizational Management and Development supports the core business areas of the FCRHA and HCD Administration and Operations. The divisions of Operations included in this program area are Central Services, Policy, and Communications. This division provides operations management for the agency's various programs, including financial, human resources, and information technology needs, supports public information requests from residents, departments, and other interested individuals and groups, conducts data collection and analysis, administers the agency's strategic planning and policy compliance, and provides administrative management of the department.

Category	FY 2025 Actual	FY 2026 Adopted	FY 2026 Revised	FY 2027 Advertised
EXPENDITURES				
Total Expenditures	\$5,945,084	\$5,663,194	\$7,142,652	\$6,168,309
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	42 / 42	42 / 42	36 / 36	38 / 38

Rental Housing Property Management

Rental Housing Property Management provides services to manage and maintain affordable housing that is decent, safe, and sanitary for eligible families; to maintain FCRHA housing in accordance with community standards; and to provide homeownership opportunities to eligible households. This division provides asset management services and rental assistance to support housing stability.

Category	FY 2025 Actual	FY 2026 Adopted	FY 2026 Revised	FY 2027 Advertised
EXPENDITURES				
Total Expenditures	\$4,152,922	\$4,285,255	\$4,479,532	\$4,422,596
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	5 / 5	5 / 5	7 / 7	7 / 7

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Real Estate Finance and Development

Real Estate Finance and Development provides program and service support to meet the County's affordable housing goals through a variety of tools to develop new housing units, preserve existing housing units, financing opportunities, and the development or redevelopment of FCRHA properties to support a range of low- to moderate-income households. The division includes Capital Planning and Development, Grant Management, Planning and Inclusionary Housing Programs, and Real Estate and Community Development Finance.

Category	FY 2025 Actual	FY 2026 Adopted	FY 2026 Revised	FY 2027 Advertised
EXPENDITURES				
Total Expenditures	\$2,252,641	\$3,745,918	\$3,852,556	\$3,099,441
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	20 / 20	20 / 20	31 / 31	32 / 32

Office to Prevent and End Homelessness

The Office to Prevent and End Homelessness is responsible for the day-to-day oversight and management of the Ten-Year Plan to Prevent and End Homelessness in the Fairfax-Falls Church community, and the management, oversight, and operation of many of the homeless services provided by the County. These services include shelters and programs that are organized and delivered across four County regions.

Category	FY 2025 Actual	FY 2026 Adopted	FY 2026 Revised	FY 2027 Advertised
EXPENDITURES				
Total Expenditures	\$25,343,308	\$28,891,384	\$35,772,945	\$33,756,333
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	22 / 22	22 / 22	20 / 20	20 / 20

Position Detail

The FY 2027 Advertised Budget Plan includes the following positions:

ORGANIZATIONAL MANAGEMENT & DEVELOPMENT - 38 Positions			
1	Director	2	Accountants III
1	Deputy Director	1	Contract Analyst III
1	Administration & Policy Division Director	1	Business Analyst II
2	HCD Assistant Division Directors	1	Human Resources Generalist II
1	Finance Manager	1	Financial Specialist II
1	Info. Tech. Program Manager I	1	Contract Analyst II
1	Equity Manager	1	Information Officer II
1	Management Analyst IV [+1]	1	Accountant II
1	Programmer Analyst III	1	Information Technology Tech II
1	Business Analyst III	1	Accountant I
4	Financial Specialists IV	2	Administrative Assistants V
1	Communications Specialist IV	6	Administrative Assistants IV
3	Financial Specialists III [+1]		
RENTAL HOUSING PROPERTY MANAGEMENT - 7 Positions			
2	HCD Division Directors	1	Housing Services Specialist IV
1	Management Analyst IV	1	Administrative Assistant III

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2	Housing/Community Developers V		
REAL ESTATE FINANCE AND COMMUNITY DEVELOPMENT - 32 Positions			
1	Deputy Director	11	Housing/Community Developers IV [+1]
1	Real Estate Finance Manager	1	Management Analyst III
1	HCD Division Director	1	Housing/Community Developer III
2	HCD Assistant Division Directors	1	Housing Services Specialist IV
4	Project Coordinators	3	Housing/Community Developers II
3	Housing/Community Developers V	1	Administrative Assistant V
1	Planner IV	1	Administrative Assistant IV
OFFICE TO PREVENT AND END HOMELESSNESS - 20 Positions			
1	Deputy Director	2	Management Analysts II
1	HCD Assistant Division Director	1	Housing Services Specialist III
1	Management Analyst IV	2	Business Analysts I
1	Housing/Community Developer V	1	Senior Maintenance Supervisor
1	Housing/Community Developer IV	2	Gen. Bldg. Maintenance Workers II
1	Business Analyst III	1	Gen. Bldg. Maintenance Worker I
5	Management Analysts III		
+	Denotes New Position(s)		