

Fairfax County, Virginia



LINES OF BUSINESS

February 2016

HOUSING AND COMMUNITY DEVELOPMENT

*County Lines of Business (LOBs)
Presentation to the Board of Supervisors*



www.fairfaxcounty.gov/budget/2016-lines-of-business.htm



OUTLINE OF TODAY'S PRESENTATION

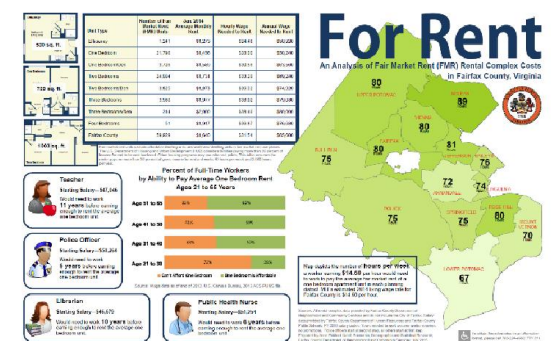
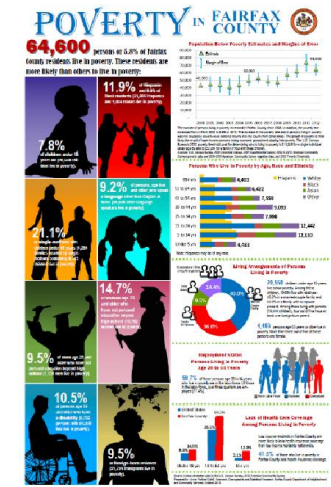
1. Department Overview
2. High level view of our Lines of Business (LOBS)
3. How our LOBs relate to the County Vision Elements
4. Metrics
5. Trends and Challenges
6. Looking Forward
7. Discussion

*Note: See **www.fairfaxcounty.gov/budget/2016-lines-of-business.htm** to access all LOBs documents and presentations.*



HOUSING THAT IS AFFORDABLE – A CRITICAL CHALLENGE

- About 30,000 low-moderate income renters are paying more than a third of their incomes for housing
- Extremely low-income households and people with disabilities tend to have extreme cost burdens
- Nearly 67,000 people live below the poverty line
- Almost 71,000 households in the County earn \$50,000 or less
- Rising rents and stagnant incomes mean the Fairfax County housing market is increasingly out of reach for lower income people
- Homeownership remains a critical challenge as well
- Burgeoning need for workforce and senior housing





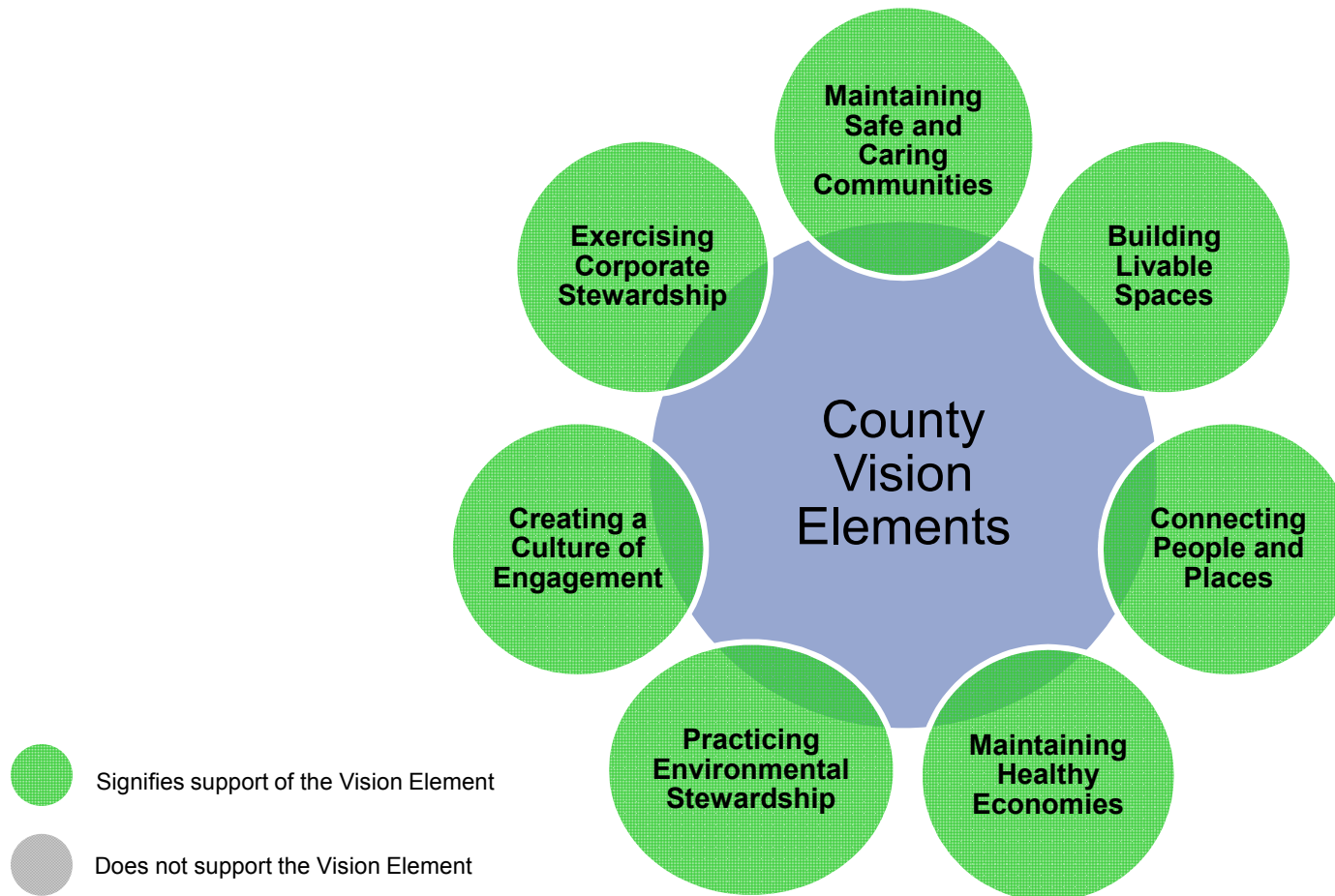
IMPACT IN THE COMMUNITY: FAST FACTS

- **Over 18,000 people live in housing provided by the Fairfax County Redevelopment and Housing Authority (FCRHA) and Fairfax County**
- **Countless more live in privately-owned housing developed with FCRHA financing**
- **Programs are meeting our mission**
 - Average household income served: \$24,190 (25% of Area Median Income – “extremely low income”)
 - Approximately 35 percent of all households served in FCRHA/HCD programs include a person with a disability
 - Over half of homeless households placed in long-term affordable housing in FY 2015 served by FCRHA resources



COUNTY VISION ELEMENTS

- The purpose of the LOBs process and the validation process performed by staff and management is to array the relevance of all LOBs according to the County's Vision Elements. Our LOBs support:





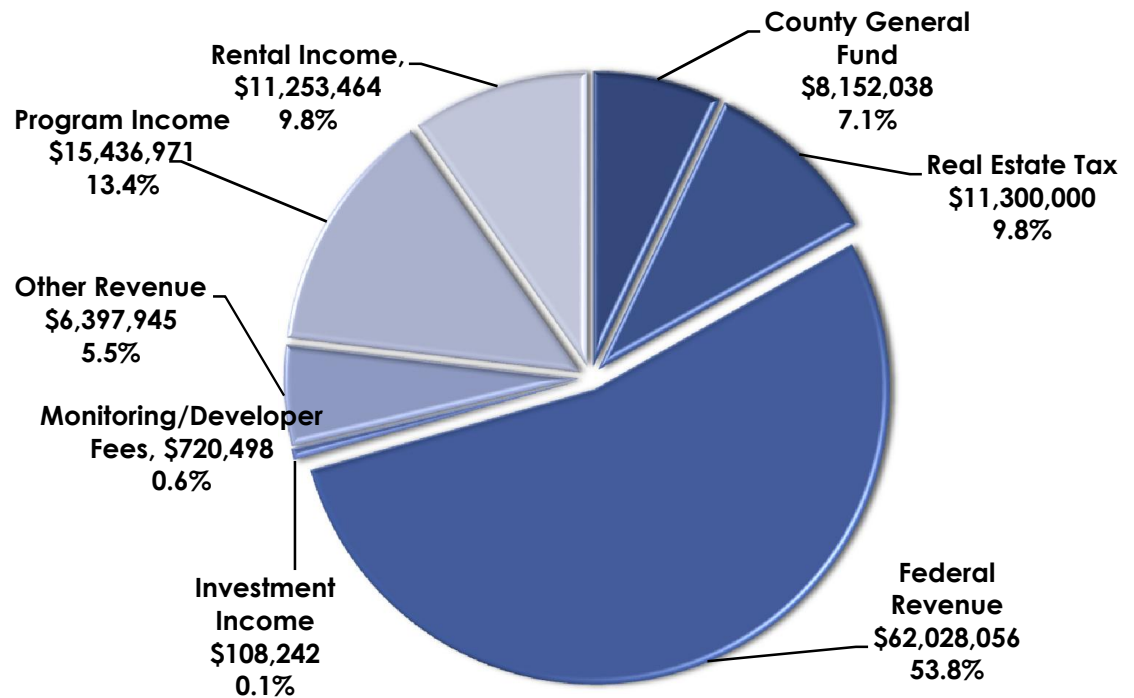
INTEGRAL PART OF THE HUMAN SERVICES SYSTEM





A SOUND INVESTMENT

- Approximately \$5 in non-County funds leveraged for every County dollar invested
- Based on the FY 2016 budget, \$19.5 million in local dollars leverages \$95.9 million in federal and non-locally appropriated funds





FOUNDATION FOR SUCCESS

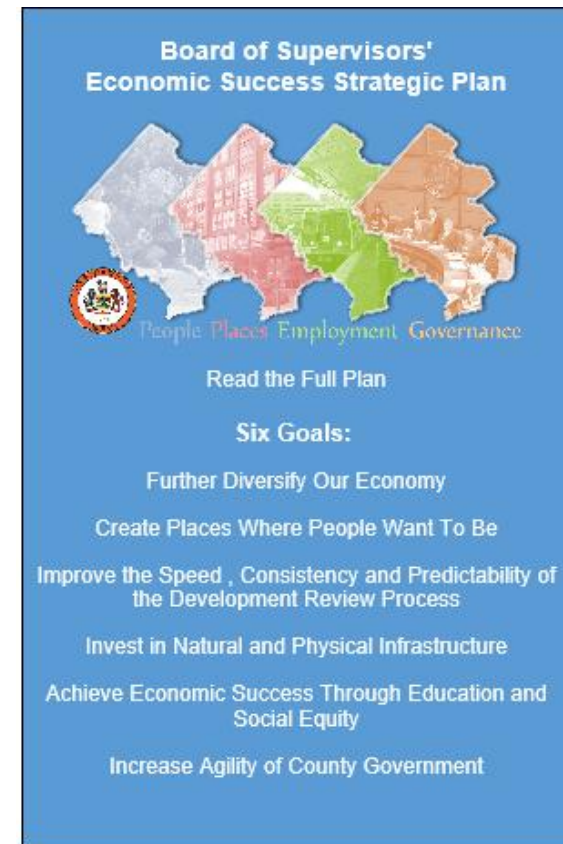
- **Housing is fundamental to the success of the County's investment in the human services system**
 - Essential to individual and family stability and is a foundation for success regardless of their capacity
 - Provides homes for people to grow old with dignity, and stay in the community where they raised their children
 - Is a place to recover from illness and to rebuild lives after homelessness



ECONOMIC COMPETITIVENESS

- **Fostering a range of housing affordability is key to the County's continuing economic competitiveness**
 - Strategic Plan for Economic Success states that the County should...

"Have available and affordable housing. The 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 notably those in mixed-use areas that are accessible to multiple modes of transport."





ABOUT THE FCRHA

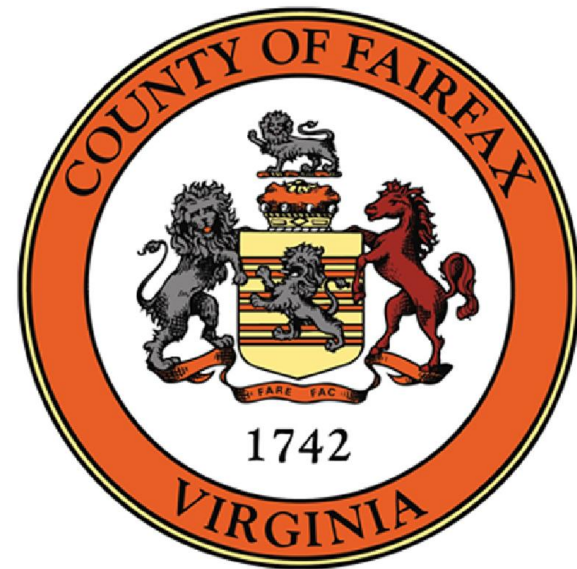
- **A political subdivision of the Commonwealth established in 1966 pursuant to a voter referendum**
- **Governed by Chapter 1, Title 36 of the Code of Virginia, as a County agency, which undertakes programs on behalf of the Board of Supervisors.**
- **FCRHA's many roles – affordable housing financing agency, developer, landlord, policy guidance.**
- **Has unique powers – make loans, issue debt, own and operate residential housing**





ABOUT HCD

- **Acts as both a County agency and the administrative arm of the FCRHA**
- **Administers the FCRHA housing programs, including the federal Public Housing and Housing Choice Voucher programs, and the Fairfax County Rental Program.**
- **HCD also manages housing and community development programs for the Board of Supervisors, including programs funded with federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds, the First-Time Homebuyers Program, and the Bridging Affordability Program.**
- **The County provides not only program and management staff to the FCRHA, but also vital professional services such as legal counsel and financial management.**





A CRITICAL AND UNIQUE PARTNERSHIP

- **Resources, financing, creative solutions**
- **High return on investment to the County**
- **Expectations – entrepreneurial, self-supporting, stretching resources**
- **One of the best housing authorities in the country – but we are constantly adjusting to changing conditions and needs**
- **The partnership between the County and the FCRHA is unique in Virginia and uncommon nationally**





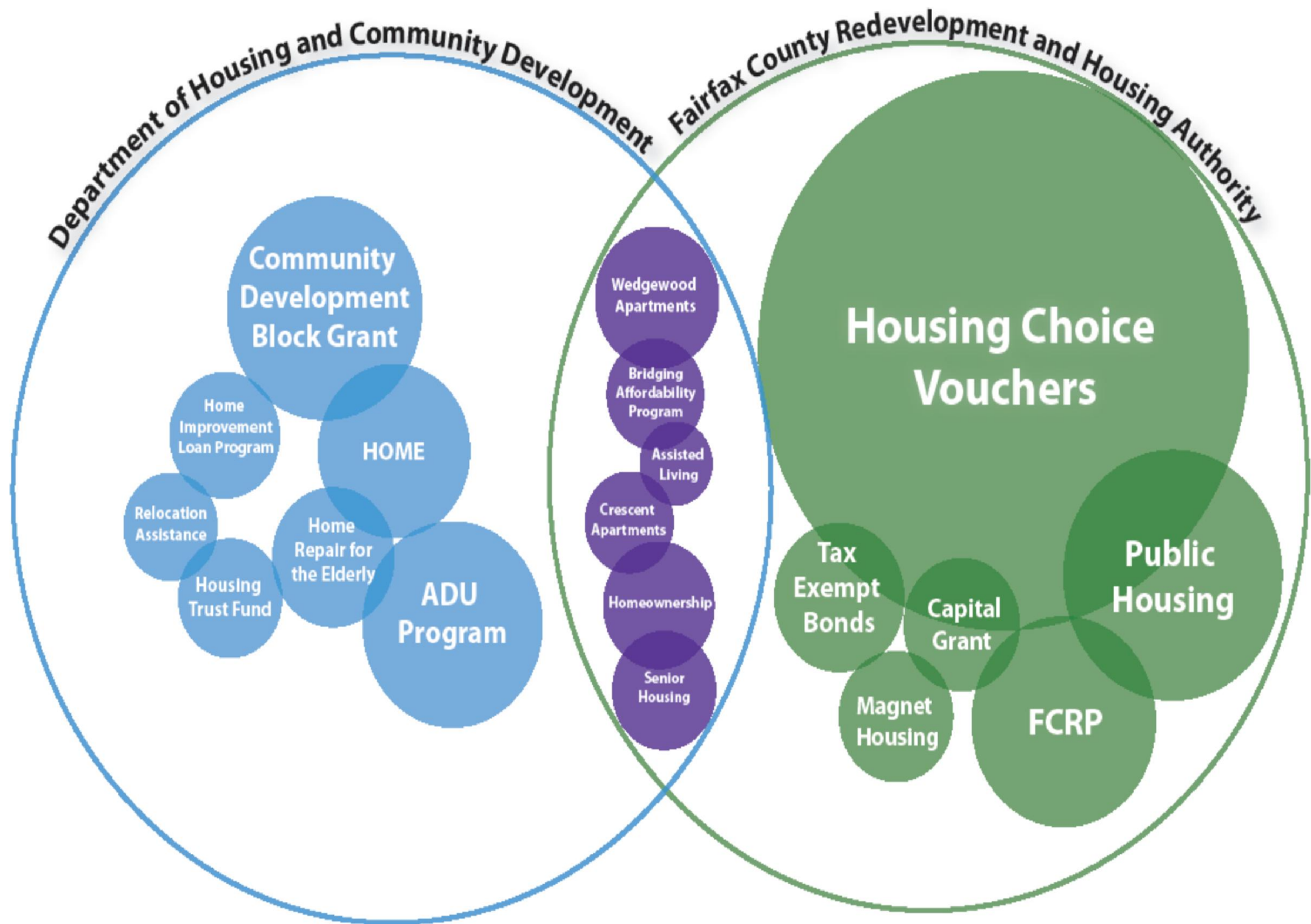
A COMMON MISSION

- **To provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve and improve communities through fiscally responsible and open processes.**

Mission of Fairfax County Redevelopment and Housing Authority

- **HCD is committed to creating and preserving affordable housing and caring, livable communities; serving the diverse needs of Fairfax County's residents through innovative programs, partnerships and effective stewardship; and fostering a respectful, supportive workplace.**

Mission of the Fairfax County Department of Housing and Community Development



"...helping you have a place to call home."

What Public Housing Looks Like in Fairfax County



Robinson Square (Braddock District)



Old Mill Gardens (Mount Vernon District)



Reston Town Center
(Hunter Mill District)



Rosedale Manor
(Mason District)

Other FCRHA-owned/operated Affordable Housing



Braddock Glen (Braddock District)



Gum Springs Glen (Mount Vernon District)



East Market (Magnet Housing)
(Springfield District)



The Crescent
(Hunter Mill District)

Other FCRHA-owned/operated Affordable Housing



Mondloch Place (Lee District)



Castellani Meadows (Sully District)



Hopkins Glen
(Providence District)



Herndon Harbor House
(Dranesville District)



HCD FACTS

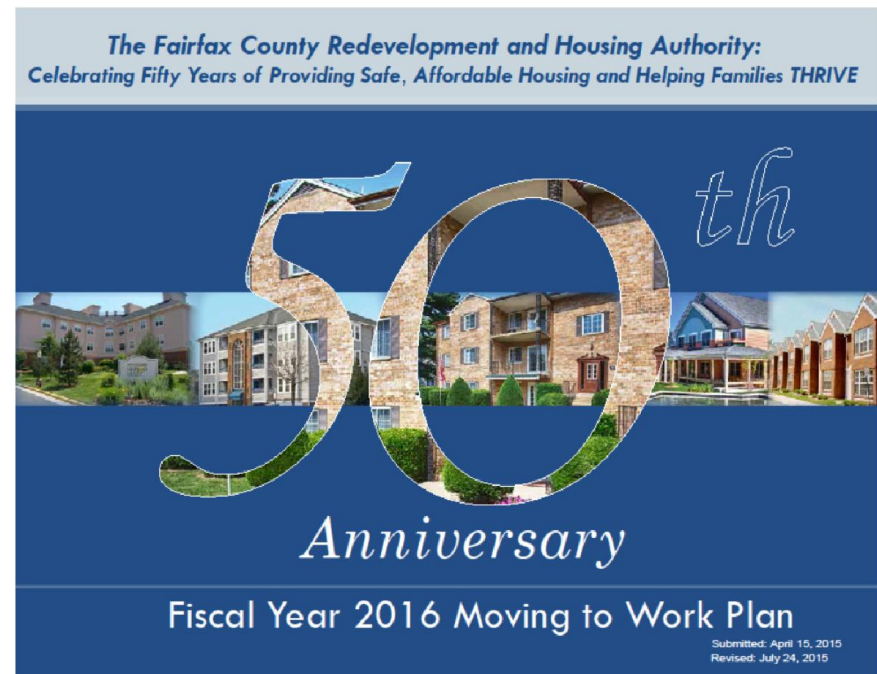
- **HCD has 232 full time, merit positions**
- **Highly-skilled staff averaging 11 years of Fairfax County service**
- **Variety of skill levels to carry out operations, including: MBAs; architects; structural engineers; accountants; plumbers; carpenters; property managers; social service professionals**
- **All are County employees with County benefits and subject to County policies**
- **119 positions (50%) are fully supported by federal funds**
- **57 positions (25%) are fully supported by FCRHA funds**
- **56 positions (25%) are supported by the general fund**





A HIGH PERFORMING HOUSING AGENCY

- **FCRHA received prestigious “Moving to Work” agency designation from HUD in 2013 resulting from years-long record as a “high performing” housing agency**
- **Nationally recognized for a variety of projects, including the recently-opened Kate’s Place, and for the Residences at Government Center**

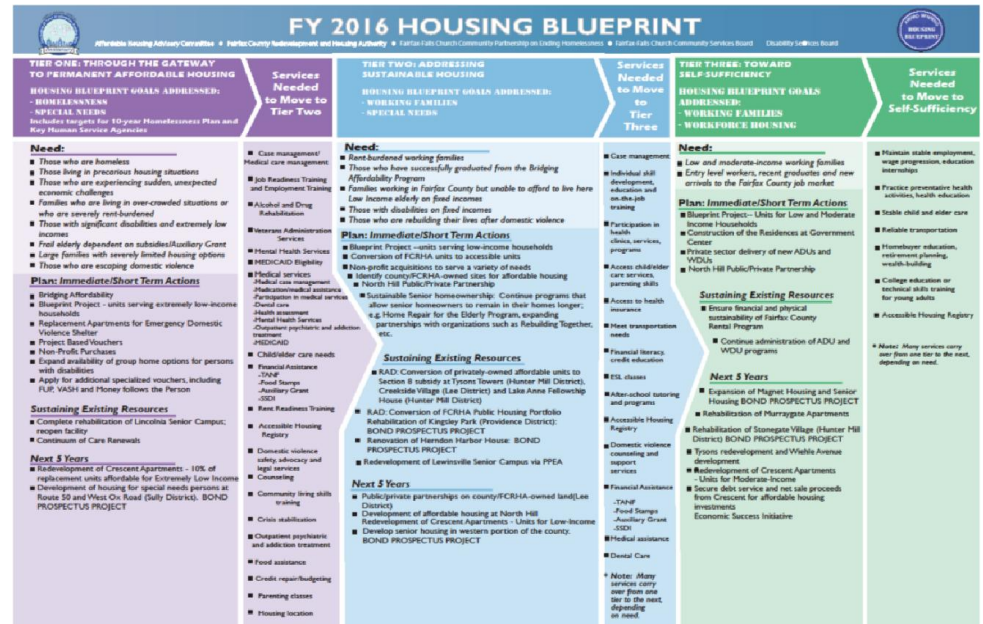




STRATEGIC DIRECTION – HOUSING BLUEPRINT

Goals:

- To end homelessness in 10 years;
 - To provide affordable housing options to those with special needs;
 - To meet the affordable housing needs of low-income working families; and
 - To produce workforce housing sufficient to accommodate projected job growth.
-
- Reflects the Board's philosophy that housing should be affordable to a range of incomes





STRATEGIC LINKAGES

- **Board of Supervisors' Strategic Plan to Facilitate the Economic Success of Fairfax County;**
- **Board-adopted 10-Year Plan to Prevent and End Homelessness and Homelessness Governing Board;**
- **FCRHA strategies and priorities;**
- **Fairfax County Comprehensive Plan;**
- **Fairfax County Affordable Housing Advisory Committee;**
- **Interagency Housing Options Group; and,**
- **Fairfax-Falls Church Community Services Board.**

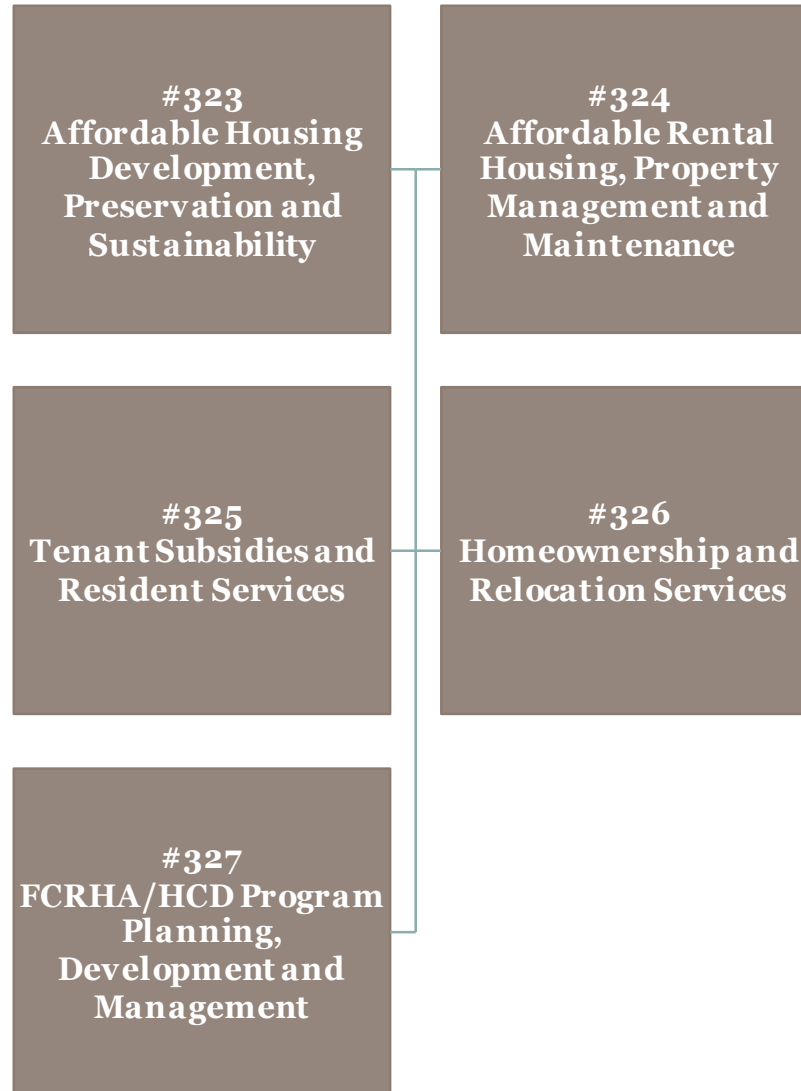


DEPARTMENT RESOURCES

| Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted |
|---------------------------------------------------|----------------------|----------------------|----------------------|
| FUNDING | | | |
| Expenditures: | | | |
| Compensation | \$13,912,255 | \$13,496,371 | \$15,625,353 |
| Benefits | 4,293,023 | 3,840,696 | 4,579,018 |
| Operating Expenses | 91,544,316 | 89,950,803 | 94,005,180 |
| Work Performed for Others | (249,375) | (273,250) | (512,500) |
| Capital Projects | 2,514,945 | 3,614,405 | 0 |
| Grant Expenditures | 1,763,512 | 1,574,679 | 1,589,314 |
| Total Expenditures | \$113,778,676 | \$112,203,704 | \$115,286,365 |
| General Fund Expenditures | \$5,561,417 | \$5,799,580 | \$6,255,389 |
| Revenues: | | | |
| Federal/State Revenue | \$61,888,234 | \$64,307,758 | \$62,028,056 |
| General Fund Contributions | 5,561,417 | 5,799,580 | 6,255,389 |
| Program Income | 19,338,353 | 14,334,359 | 15,436,971 |
| Investment Income | 75,170 | 95,543 | 108,242 |
| Monitoring/Developer Fees | 1,537,640 | 1,673,881 | 720,498 |
| Rental Income | 10,278,229 | 10,751,166 | 11,253,464 |
| Real Estate Tax Revenue | 10,330,000 | 10,930,000 | 11,300,000 |
| Other Revenue | 7,027,241 | 6,647,869 | 6,397,945 |
| Total Revenue | \$116,036,284 | \$114,540,156 | \$113,500,565 |
| Transfers In: | | | |
| Transfer In from General Fund | \$1,864,271 | \$1,869,683 | \$1,896,649 |
| Total Transfers In | \$1,864,271 | \$1,869,683 | \$1,896,649 |
| POSITIONS | | | |
| Authorized Positions/Full-Time Equivalents (FTEs) | | | |
| Positions: | | | |
| Regular | 115 / 115 | 115 / 115 | 114 / 114 |
| Grant | 118 / 118 | 118 / 118 | 118 / 118 |
| Total Positions | 233 / 233 | 233 / 233 | 232 / 232 |



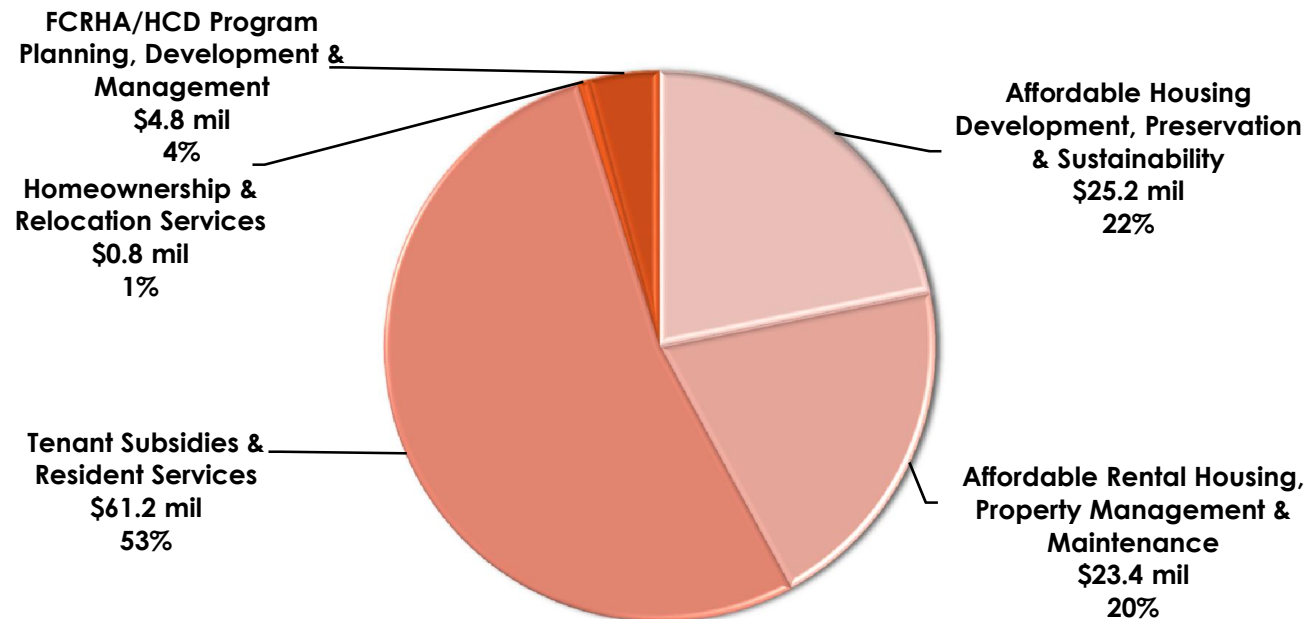
LOBS AT A GLANCE





LOBS SUMMARY TABLE

| LOB # | LOB Title | FY 2016 Adopted | |
|--------------|-----------------------------------------------------------------|----------------------|------------|
| | | Disbursements | Positions |
| 323 | Affordable Housing Development, Preservation and Sustainability | \$25,179,915 | 28 |
| 324 | Affordable Rental Housing, Property Management and Maintenance | 23,361,030 | 105 |
| 325 | Tenant Subsidies and Resident Services | 61,170,244 | 51 |
| 326 | Homeownership and Relocation Services | 793,396 | 8 |
| 327 | FCRHA/HCD Program Planning, Development and Management | 4,781,780 | 40 |
| Total | | \$115,286,365 | 232 |

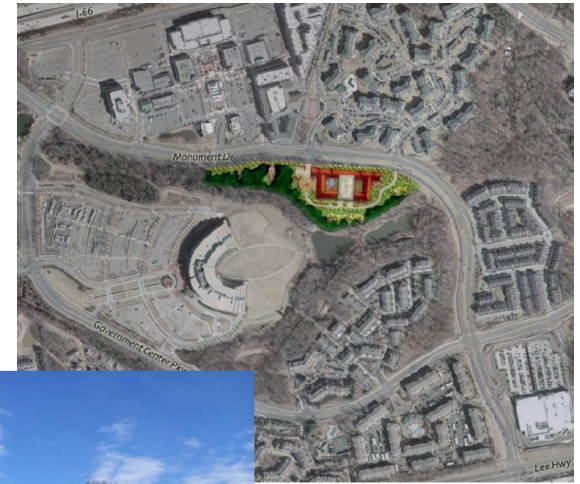




LINES OF BUSINESS SUMMARY

#323: AFFORDABLE HOUSING DEVELOPMENT, PRESERVATION AND SUSTAINABILITY

- Designs, builds and finances new homes that are affordable to a range of low and moderate incomes
- Finances the development and preservation of affordable housing
- Fosters the creation of affordable and workforce housing by the private sector
- Helps people stay in the homes they already have through rehabilitation





LINEs OF BUSINESS SUMMARY

#323: AFFORDABLE HOUSING DEVELOPMENT, PRESERVATION AND SUSTAINABILITY

Major Programs

Housing Blueprint Project – RFP to private sector

Acquisition, preservation, development and redevelopment of affordable housing through provision of low cost debt and equity capital in the form of loans, grants and equity contributions.

- Debt service for the Crescent and Wedgewood Apartments
- Affordable Workforce Housing
- Housing Trust Fund
- CDBG/HOME funding
- Critical role in Public/Private Partnerships

Sustainable Affordable Housing & Neighborhoods

- Home Repair for the Elderly Program
- Section 108 loans repayments
- Home Improvement Loan Program (HILP) loan servicing

Staff working on aforementioned efforts

- Primarily in Design, Development and Construction and Real Estate & Grants Management Divisions



LINES OF BUSINESS SUMMARY

#323: AFFORDABLE HOUSING DEVELOPMENT, PRESERVATION AND SUSTAINABILITY

FY 2015 METRIC HIGHLIGHTS

Development/Preservation:

- 2,757 affordable units have been preserved for both homeownership and rental purposes through June 2015, including 56 in FY 2015
- Construction completed on Kate's Place
- Construction underway at the Residences at the Government Center
- Units continue to be delivered under the county's inclusionary zoning policies, namely the ADU and WDU programs – 95 units delivered in FY 2015

Sustainable Housing/Neighborhoods:

- > 100 "extremely low income" households able to remain safely and independently in their homes due to assistance from the HREP each year.
- Servicing 172 outstanding Home Improvement Loan Program (HILP) loans.



TRENDS AND CHALLENGES

#323: AFFORDABLE HOUSING DEVELOPMENT, PRESERVATION AND SUSTAINABILITY

- **Affordable Housing Gap:**

- 30,000 units for low and moderate income families renting in Fairfax County who are paying more than they can afford
- As many as 50,000 affordable and workforce units for families yet to come based on projected jobs by 2032

- **Resource Availability:**

- Federal funding levels for the development of affordable homes continues to be stagnant at best, and local budget constraints prevent the County from revisiting past investment levels
- Notably, 9 percent Low Income Housing Tax Credits – one of the most impactful resources available to attract private investment in affordable housing development – have become increasingly competitive



TRENDS AND CHALLENGES

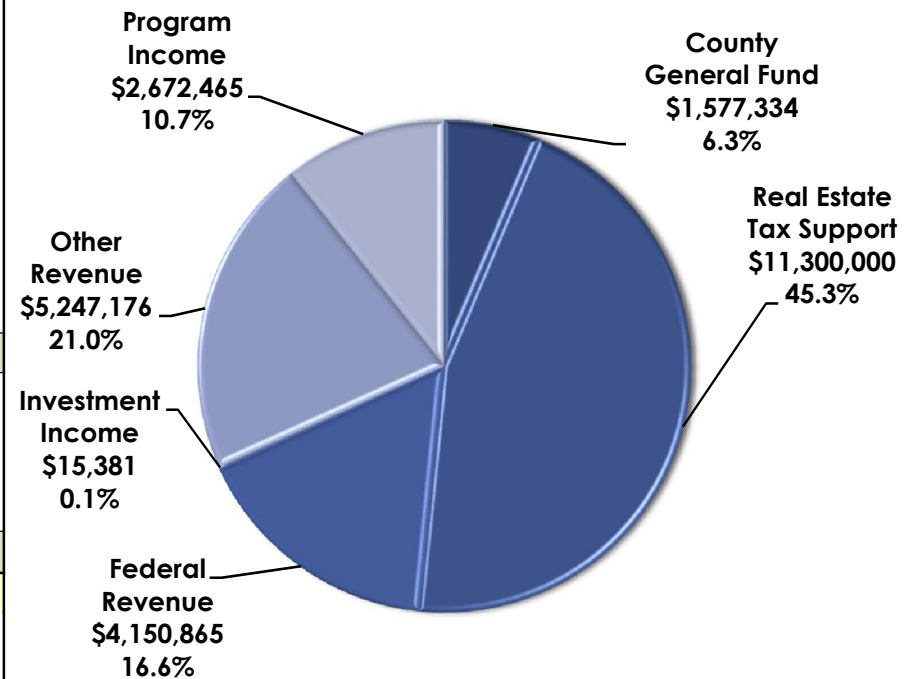
#323: AFFORDABLE HOUSING DEVELOPMENT, PRESERVATION AND SUSTAINABILITY

- **Rising costs**
 - Increases in land and construction costs place additional pressures on the ability of the development community, including the FCRHA and other mission-driven housing developers, to increase the stock of affordable housing.
- **Economic Competitiveness**
 - The need for more affordable housing is evident and growing. It is a challenge to the County's future economic competitiveness, as well as the significant investments made by the County's human services system and community partners.
 - Continued Board support for a range of resources and approaches is critical.



#323: AFFORDABLE HOUSING DEVELOPMENT, PRESERVATION AND SUSTAINABILITY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|
| Revenues: | | | |
| Federal Revenue | \$5,913,137 | \$4,940,156 | \$4,150,865 |
| Rental Income | \$2 | \$2 | \$0 |
| Monitoring/Developer Fees | \$331,973 | \$868,891 | \$0 |
| Program Income | \$7,168,454 | \$3,610,184 | \$2,672,465 |
| Investment Income | \$12,106 | \$13,321 | \$15,381 |
| Other Revenue | \$1,340,154 | \$1,398,874 | \$5,247,176 |
| County General Fund | \$1,471,343 | \$1,302,295 | \$1,577,334 |
| Real Estate Tax Support | \$10,330,000 | \$10,600,000 | \$11,300,000 |
| Total Revenue | \$26,567,169 | \$22,733,724 | \$24,963,221 |
| Expenditures: | | | |
| Compensation | \$2,278,057 | \$2,010,531 | \$2,648,806 |
| Operating | \$19,353,435 | \$18,763,997 | \$22,531,109 |
| Capital | \$1,361,284 | \$2,015,101 | \$0 |
| Total Expenditures | \$22,992,776 | \$22,789,629 | \$25,179,915 |
| Total Merit Positions/SYEs | 28/28.0 | | |
| Merit Regular Positions/SYEs | 11/11.0 | | |
| County | 8/8.0 | | |
| FCRHA | 3/3.0 | | |
| Merit Grant Positions/SYEs | 17/17.0 | | |
| Part Time Positions | 4 | | |





LINES OF BUSINESS SUMMARY

#324: AFFORDABLE RENTAL HOUSING, PROPERTY MANAGEMENT AND MAINTENANCE

- Manages and cares for the FCRHA's stock of affordable housing – and the people living there
- Helps ensure the housing we provide continues to be accepted in the community





LINES OF BUSINESS SUMMARY

#324: AFFORDABLE RENTAL HOUSING, PROPERTY MANAGEMENT AND MAINTENANCE

Major Programs

- **Operation of affordable rental housing programs:**
 - Public Housing, Fairfax County Rental Program, Specialized Housing
- **Property management and maintenance**
 - Over 3,000 multifamily units
 - Over 830 specialized units/beds
- **Financial staff support**

| Rental Housing Programs | | |
|-------------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program | FY 2016 Funding | Benefits |
| Public Housing | \$10.5m | ~2,800 clients housed Average client income target=30% AMI Average client actual=23% AMI 25 households enrolled in Family Self-Sufficiency (FSS), 19 of which have escrow balances averaging > \$5,000 5 households completed the FSS Program |
| FCRP | \$4.7m | ~5,600 clients housed Average client income target=40% AMI Average client actual=~40% AMI |
| Elderly Housing | \$3.5m | ~500 Independent Living clients housed ~100 Assisted Living clients housed |
| Partnerships | \$2.2m | ~400 units |
| TOTAL | \$20.9m | |



LINES OF BUSINESS SUMMARY

#324: AFFORDABLE RENTAL HOUSING, PROPERTY MANAGEMENT AND MAINTENANCE

Metrics Highlights

- **Public Housing:**
 - 2,637 people housed
 - Average income: 22% AMI
- **Fairfax County Rental Program**
 - 5,725 people housed
 - Average income: 37% AMI
- **Fairfax County Rental Program – seniors**
 - 498 people housed





TRENDS AND CHALLENGES

#324: AFFORDABLE RENTAL HOUSING, PROPERTY MANAGEMENT AND MAINTENANCE

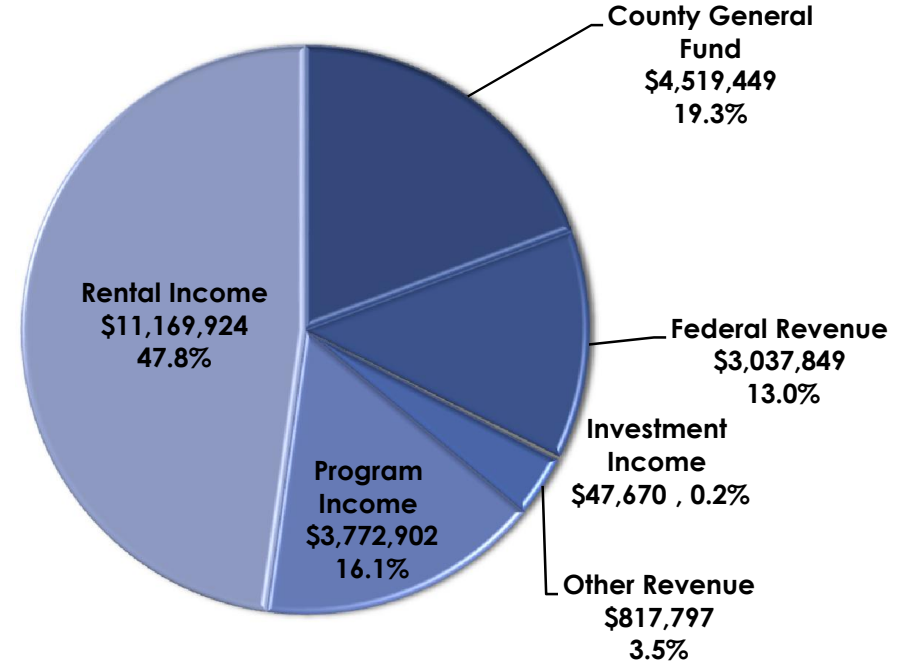
- **Limited resources**
 - Constrained by limited resources as the rents paid by tenants are growing at a slower rate than expenses and it is not likely that additional federal resources will be made available. This restricts what can be done in terms of operations and property maintenance amidst rising utility, contract and personnel costs.
- **High demand**
 - Demand will continue to outstrip the FCRHA/HCD's supply of affordable rental housing. In fact, this gap between supply and demand will widen over time.
- **Aging properties with capital needs**
 - The average age of properties owned/operated by the FCRHA is 30 to 35 years, and many of these communities have significant maintenance needs.



LINES OF BUSINESS SUMMARY

#324: AFFORDABLE RENTAL HOUSING, PROPERTY MANAGEMENT AND MAINTENANCE

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|
| Revenues: | | | |
| Federal Revenue | \$4,172,901 | \$5,072,350 | \$3,037,849 |
| Rental Income | \$10,199,029 | \$10,671,730 | \$11,169,924 |
| Program Income | \$3,624,577 | \$3,189,755 | \$3,772,902 |
| Investment Income | \$40,683 | \$46,455 | \$47,670 |
| Other Revenue | \$837,264 | \$389,897 | \$817,797 |
| County General Fund | \$4,511,434 | \$3,902,952 | \$4,519,449 |
| Total Revenue | \$23,385,888 | \$23,273,139 | \$23,365,591 |
| Expenditures: | | | |
| Compensation | \$8,299,892 | \$7,274,813 | \$8,840,471 |
| Operating | \$13,933,503 | \$14,002,826 | \$14,520,559 |
| Capital | \$1,153,660 | \$1,599,304 | \$0 |
| Total Expenditures | \$23,387,056 | \$22,876,943 | \$23,361,030 |
| Total Merit Positions/SYEs | 105/105.0 | | |
| Merit Regular Positions/SYEs | 55/55.0 | | |
| County | 19/19.0 | | |
| FCRHA | 36/36.0 | | |
| Merit Grant Positions/SYEs | 50/50.0 | | |
| Part Time Positions | 25 | | |





LINEs OF BUSINESS SUMMARY

#325: TENANT SUBSIDIES AND RESIDENT SERVICES

- Facilitate the provision of decent, safe and affordable housing on the private market for families with low incomes
- Provide participants with the necessary tools through supportive services that will help move them along the housing continuum to self-sufficiency





LINES OF BUSINESS SUMMARY

#325: TENANT SUBSIDIES AND RESIDENT SERVICES

Major Programs

- Housing Choice Voucher program
- Tenant-Based Rental Assistance
- Bridging Affordability
- PROGRESS Center





LINEs OF BUSINESS SUMMARY

#325: TENANT SUBSIDIES AND RESIDENT SERVICES

Metrics Highlights

- Housing Choice Voucher program
 - 9,327 people served
 - Average income served: 18% AMI
- Bridging Affordability
 - Cumulative families served: 355
 - Average income served: ~20% AMI



TRENDS AND CHALLENGES

#325: TENANT SUBSIDIES AND RESIDENT SERVICES

- **Subject to federal funding and the rental market**
 - Significantly impacted by changes in federal program, policy and funding; as well as, local rental market dynamics.
 - Given the dependence on federal funding, even small shifts in funding levels or priorities have significant impacts.
- **Availability of housing**
 - Given the strength of the local rental market, clients often find it difficult to find private landlords willing to participate in the various subsidy programs.
 - There is little indication that this situation will be easing any time soon.
- **Participant barriers**
 - Low- and extremely low-income families often face barriers such as poor credit and the lack of affordable child care that limits the opportunities for suitable and affordable housing. Persons with disabilities face even more challenges.
 - HCD staff works cooperatively with other County and non-profit service providers to help families overcome these barriers through service coordination and information sharing.



TRENDS AND CHALLENGES

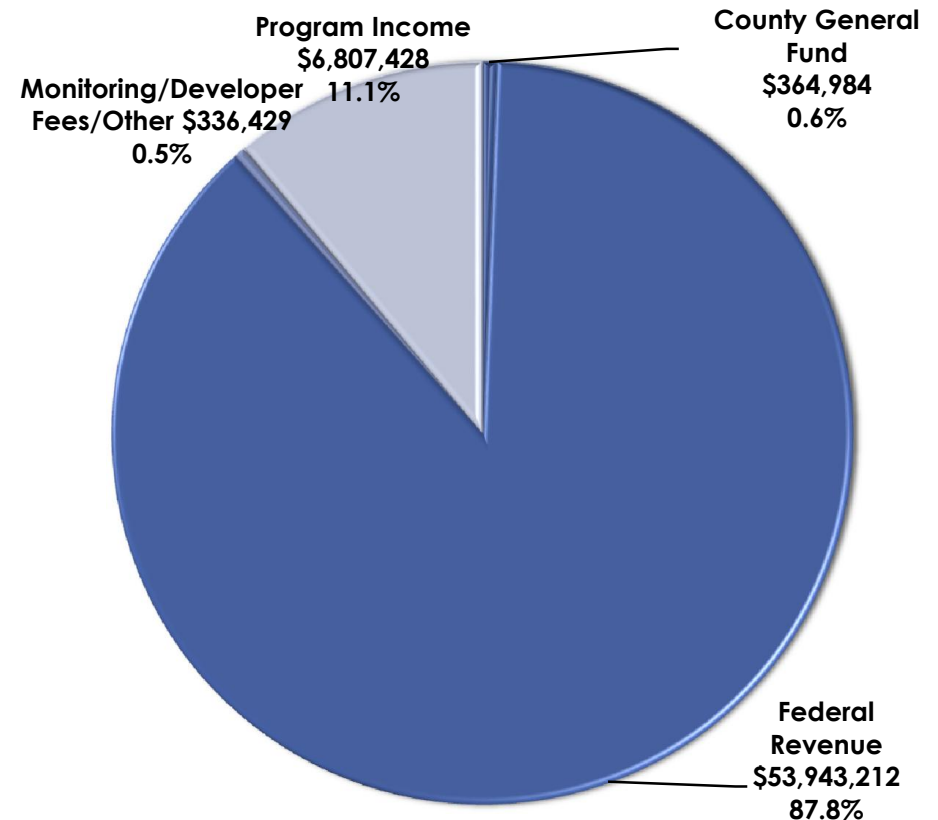
#325: TENANT SUBSIDIES AND RESIDENT SERVICES

- **Depth of Subsidy Needed**
 - Because of the high cost of rental housing in Fairfax County and the extremely low-incomes served in the Housing Choice Voucher and Bridging Affordability programs, a significant subsidy is needed to fill the gap between the rent and what a family can pay. The average monthly subsidy in these programs is approximately \$1,100 per month, per household – or \$13,200 per year.



#325: TENANT SUBSIDIES AND RESIDENT SERVICES

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Budget |
|-------------------------------------|---------------------|---------------------|---------------------|
| Revenues: | | | |
| Federal Revenue | \$50,815,097 | \$53,174,470 | \$53,943,212 |
| Monitoring/Developer Fees | \$217,726 | \$202,488 | \$281,232 |
| Program Income | \$6,154,473 | \$5,815,753 | \$6,807,428 |
| Investment Income | \$2,053 | \$3,973 | \$10,064 |
| Other Revenue | \$4,541,238 | \$4,549,352 | \$45,133 |
| County General Fund | \$458,783 | \$340,346 | \$364,984 |
| Real Estate Tax Support | \$0 | \$330,000 | \$0 |
| Total Revenue | \$62,189,370 | \$64,416,383 | \$61,452,053 |
| Expenditures: | | | |
| Compensation | \$3,863,482 | \$3,509,829 | \$3,889,033 |
| Operating | \$58,574,265 | \$57,505,707 | \$57,281,211 |
| Capital | \$200,824 | \$0 | \$0 |
| Total Expenditures | \$62,638,571 | \$61,015,536 | \$61,170,244 |
| Total Merit Positions/SYEs | 51/51.0 | | |
| Merit Regular Positions/SYEs | 8/8.0 | | |
| County | 4/4.0 | | |
| FCRHA | 4/4.0 | | |
| Merit Grant Positions/SYEs | 43/43.0 | | |
| Part Time Positions | 5 | | |





LINES OF BUSINESS SUMMARY

#326: HOMEOWNERSHIP AND RELOCATION SERVICES

- Helps low and moderate income families invest in Fairfax County by becoming homeowners
- Ensures compliance with our homeownership programs
- Provides monitoring to insure compliance with the federal Uniform Relocation Act and the Fairfax County Voluntary Relocation Assistance Guidelines





LINES OF BUSINESS SUMMARY

#326: HOMEOWNERSHIP AND RELOCATION SERVICES

MAJOR PROGRAMS

To increase homeownership, HCD:

- Operates the First-Time Homebuyers Program (FTHB), based on provisions of the Affordable Dwelling Unit (ADU) Ordinance;
- Engages in resale activity associated with the Moderate Income Direct Sales (MIDS) Program; and,
- Educates and counsels first time homebuyers through the Homeownership Resource Center and Homebuyer Education programs in partnership with the Virginia Housing and Development Authority (VHDA).

Relocation services provides:

- Monitoring for preservation initiatives, as well as for all federally-funded projects, to insure compliance with the federal Uniform Relocation Act and the Fairfax County Voluntary Relocation Assistance Guidelines;
- Proper and timely notification;
- Advisory services;
- Identification of comparable replacement housing; and,
- Financial assistance.



LINES OF BUSINESS SUMMARY

#326: HOMEOWNERSHIP AND RELOCATION SERVICES

Metrics Highlights

Homeownership

- First Time Homebuyer Program (FTHB)
 - Approximately 1,200 households participate in FTHB annually.
 - Fifteen (15) new families became first time homebuyers in FY 2015.
- Homeownership Counseling and Technical Assistance
 - Approximately 7,600 families are served through orientations, application sessions, the Homeowner Resource Center and annual housing fairs and events.
 - 75 households received pre- and post- homebuyer education and counseling efforts.

Relocation

- In FY 2015, 169 households had access to relocation services due to acquisition or rehabilitation.
- In FY 2015, staff conducted relocation reviews of 43 projects.



TRENDS AND CHALLENGES

#326: HOMEOWNERSHIP AND RELOCATION SERVICES

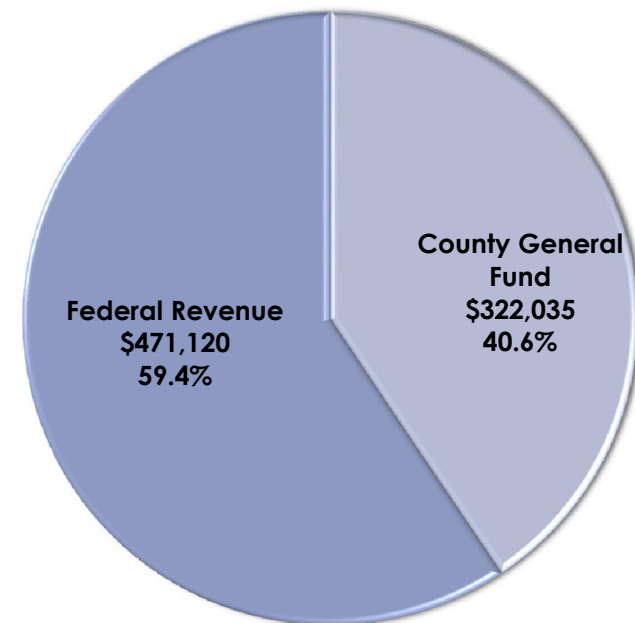
- **Supply of affordable and workforce homeownership opportunities**
 - Current development patterns in the County are moving more toward construction types, including multifamily construction exceeding four stories, which are not subject to the ADU ordinance.
 - As a result there are fewer new ADUs to offer to qualified homebuyers. In fact, most of the ADUs offered through the homeownership program recently are resale ADUs.
 - Workforce housing policy expected to produce additional homeownership opportunities in mixed-use employment centers – none delivered yet.



LINES OF BUSINESS SUMMARY

#326: HOMEOWNERSHIP AND RELOCATION SERVICES

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Budget |
|-------------------------------------|------------------|------------------|------------------|
| Revenues: | | | |
| Federal Revenue | \$547,025 | \$464,805 | \$471,120 |
| Program Income | \$640 | \$426 | \$0 |
| Investment Income | \$0 | (\$11) | \$0 |
| County General Fund | \$269,483 | \$304,670 | \$322,035 |
| Total Revenue | \$817,148 | \$769,890 | \$793,155 |
| Expenditures: | | | |
| Compensation | \$795,535 | \$777,510 | \$763,234 |
| Operating | \$36,235 | \$27,802 | \$30,162 |
| Total Expenditures | \$831,769 | \$805,312 | \$793,396 |
| Total Merit Positions/SYEs | 8/8.0 | | |
| Merit Regular Positions/SYEs | 2/2.0 | | |
| County | 1/1.0 | | |
| FCRHA | 1/1.0 | | |
| Merit Grant Positions/SYEs | 6/6.0 | | |
| Part Time Positions | 1 | | |





LINES OF BUSINESS SUMMARY

#327: FCRHA/HCD PROGRAM PLANNING, DEVELOPMENT AND MANAGEMENT

- Provides agency leadership
- Ensures prudent financial management, transparency
- Determines strategic direction and effectively operates both the Department of Housing and Community Development (HCD) and the work of the Fairfax County Redevelopment and Housing Authority (FCRHA)
- Enables the County to continue accessing federal resources for local housing and community development



LINES OF BUSINESS SUMMARY

#327: FCRHA/HCD PROGRAM PLANNING, DEVELOPMENT AND MANAGEMENT

Functions include:

- Preparation of the County's Five-Year Consolidated Plan;
- Development and implementation of Annual Consolidated Plan: One-Year Action Plans;
- Development of Consolidated Community Funding Pool (CCFP) priorities;
- Agency management;
- Strategic program planning and implementation;
- Public information;
- Human resources administration (personnel, payroll, etc);
- Financial management; and,
- Information Technology support.



TRENDS AND CHALLENGES

#327: FCRHA/HCD PROGRAM PLANNING, DEVELOPMENT AND MANAGEMENT

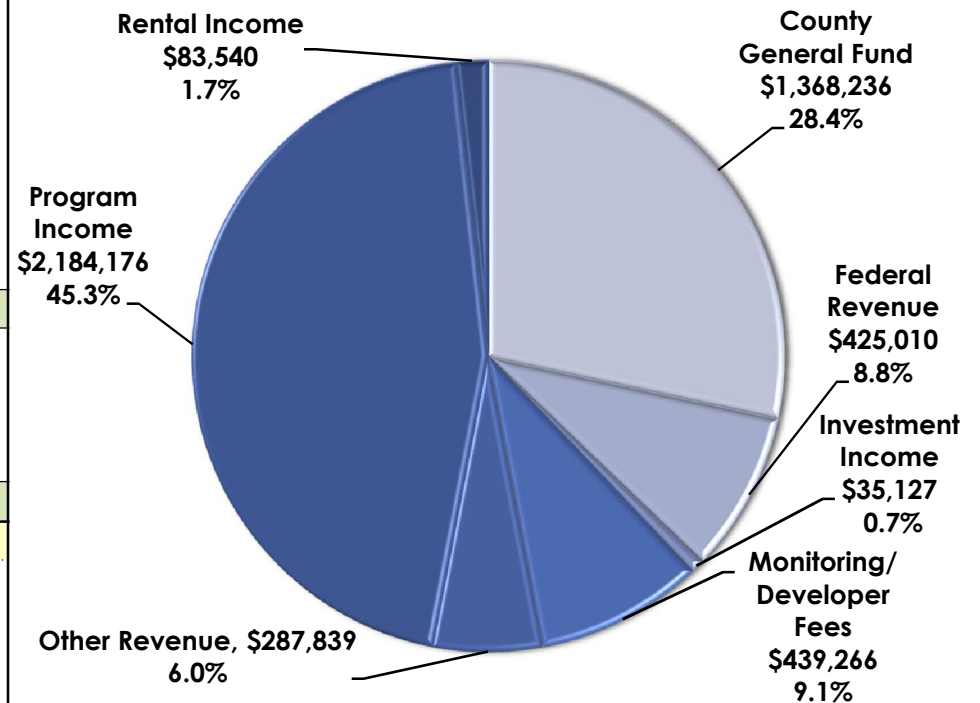
- **Rising costs**
 - As compensation costs (i.e., fringe benefits) increase and resources grow minimally if at all, staff vacancies must be held to achieve budget neutrality. The result is increased workloads for staff and less critical activities being deferred.
- **Aging workforce/generational turnover**
 - Coupled with the funding constraints and increased workloads is the fact the HCD is facing a loss of institutional knowledge due to retirements in the coming years.
 - Approximately one third of existing staff – 63 employees – are eligible for retirement between now and 2019.
 - This includes 17 employees who are already enrolled in DROP.



LINES OF BUSINESS SUMMARY

#327: FCRHA/HCD PROGRAM PLANNING, DEVELOPMENT AND MANAGEMENT

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Budget |
|-------------------------------------|--------------------|--------------------|--------------------|
| Revenues: | | | |
| Federal Revenue | \$440,074 | \$655,977 | \$425,010 |
| Rental Income | \$79,198 | \$79,434 | \$83,540 |
| Monitoring/Developer Fees | \$987,942 | \$602,501 | \$439,266 |
| Program Income | \$2,390,235 | \$1,720,199 | \$2,184,176 |
| Investment Income | \$20,328 | \$31,804 | \$35,127 |
| Other Revenue | \$308,584 | \$309,746 | \$287,839 |
| County General Fund | \$714,622 | \$1,817,041 | \$1,368,236 |
| Total Revenue | \$4,940,983 | \$5,216,702 | \$4,823,194 |
| Expenditures: | | | |
| Compensation | \$2,968,313 | \$3,764,383 | \$4,062,827 |
| Operating | \$1,209,566 | \$1,225,151 | \$1,231,453 |
| WPFO | (\$249,375) | (\$273,250) | (\$512,500) |
| Total Expenditures | \$3,928,504 | \$4,716,284 | \$4,781,780 |
| Total Merit Positions/SYEs | 40/40.0 | | |
| Merit Regular Positions/SYEs | 37/37.0 | | |
| County | 24/24.0 | | |
| FCRHA | 13/13.0 | | |
| Merit Grant Positions/SYEs | 3/3.0 | | |
| Part Time Positions | 2 | | |





LOOKING FORWARD

- **Focus on priorities**
 - Senior housing, ending homelessness, increasing the supply
 - Identify new additional capital resources
- **Planning for the future**
 - Comprehensive countywide affordable housing plan
 - Re-opening Housing Choice Voucher waiting list
- **Sustaining our resources – strategic redevelopment**
 - Continue efforts to modernize our existing housing stock
 - Identify strategic opportunities for redevelopment, such as are offered through the Rental Assistance Demonstration
 - Sustain our inclusionary zoning policies
- **Continue to innovate**
 - Using Moving to Work designation to make our programs work more effectively and efficiently for Fairfax County



DISCUSSION

