



# County of Fairfax, Virginia

## MEMORANDUM

**DATE:** December 6, 2018

**TO:** BOARD OF SUPERVISORS

**FROM:** Thomas E. Fleetwood, Director  
Department of Housing and Community Development

**SUBJECT:** Update on Communitywide Housing Strategic Plan Implementation – Phase I

Upon adoption of the Communitywide Housing Strategic Plan Phase 1 Report by the Board on June 19, 2018, the Board requested regular updates on the implementation of the strategies identified in the report. The attached spreadsheet provides a detailed status report on all 25 Phase 1 strategies as of the end of November 2018.

Staff for the Department of Housing and Community Development (HCD) have made initial projections for when each strategy is expected to be completed and those are included in the status report. A number of the land use-related strategies involve issues that are proceeding on a separate track, and their completion will be driven by those processes. Implementation steps for several longer-term strategies are being developed, and on the spreadsheet are listed as “In progress” or “In planning.”

It should also be noted that the Affordable Housing Resources Panel (AHRP), which was convened by the Board as part of Phase II of the Community Housing Strategic Plan, began meeting in October and continued its work in November. It is anticipated that the work of the AHRP will be reported out to the Board through the Budget Committee in the first quarter of 2019.

Should you have any questions, please contact me at 703-246-5105 or Vincent Rogers at 703-246-5182.

cc: Commissioners, Fairfax County Redevelopment and Housing Authority  
Bryan J. Hill, County Executive  
Tisha Deeghan, Deputy County Executive  
Joe Mondoro, Chief Financial Officer

Attachment

## December 2018 Communitywide Housing Strategic Plan Implementation

Strategy	Projected Completion Timeframe	Status
<b>A1:</b> Streamline the Housing Blueprint Application Process	6 Months	Completed. As part of the FY 2019 Housing Blueprint Request For Proposal (RFP), the Department of Housing and Community Development (HCD) has taken initial steps toward updating the Blueprint process. For the first time, financing may be made available during construction for new construction projects, and under certain conditions. HCD has also revised its per-unit subsidy guidelines. These are initial steps to update the Blueprint process to reduce developer costs and align with local development conditions as well as the Low Income Housing Tax Credit (LIHTC) application process, as operated by the Virginia Housing Development Authority (VHDA). HCD implemented these steps in advance of the RFP period, which closed on 9/14/18. On an ongoing basis, HCD will work with the Fairfax County Redevelopment and Housing Authority (FCRHA) and its development partners to identify further improvements to the process, in coordination with the Board.
<b>A2:</b> Maximize the Potential of FCRHA-Owned Properties	24 Months	Ongoing. The FCRHA has a pipeline of new projects on its properties through the Public-Private Education Facilities and Infrastructure Act (PPEA), including North Hill (Mount Vernon District; 279 affordable multifamily rental units, 175 market for-sale townhomes), One University (Braddock District; approximately 240 multifamily affordable units plus student housing to serve George Mason University), and Oakwood (Lee District; up to 150 affordable senior rental units). The FCRHA is also planning for the development of approximately 60 additional affordable senior rental units on the Glens at Little River campus in the Braddock District.)

Strategy	Projected Completion Timeframe	Status
<b>A3:</b> Plan for Reinvestment of Savings from Refinancing of Wedgewood and Crescent	12 Months	In progress. Crescent Apartments was recently refinanced, however there was little net change in debt service. A stakeholder group has been convened to work on a plan and it is expected that the AHAC will make recommendations to the Board once the stakeholder group's work is completed.
<b>A4:</b> Develop a Plan to Expand Use of FCRHA Bonds	12 Months	In progress. The FCRHA Finance Committee received a presentation from staff on bonds at its July 2018 meeting, in order to ensure that commissioners are up-to-date on their bonding authority. It is anticipated that FCRHA bonds will be used to support a variety of projects in the coming twelve months, including the preservation of Parkwood Apartments (Mason District; 225 multifamily rental units) and the renovation of the FCRHA's own Murraygate Village Apartments (Lee District; 200 multifamily rental units).
<b>A5:</b> Examine FCRHA's Deep Subsidy Programs	24 Months	In progress. HCD and the Office to End and Prevent Homelessness (OPEH) are coordinating a redesign of the admissions criteria and process for the Bridging Affordability (BA) program. It is anticipated that the redesign, which will include a partner input process, will be incorporated into a new procurement for the program in FY 2020. HCD's Deep Subsidy Programs include BA, the Housing Choice Voucher (HCV) program, and the RAD - Project Based Voucher (PBV) program, and are being reviewed through a long-range process. The BA program is the first step in HCD's housing continuum and is therefore the focus of this effort. See also C5.



Strategy	Projected Completion Timeframe	Status
<b>A6:</b> Incorporate the One Fairfax Policy into FCRHA's Policymaking Process	6 Months	In progress. It is anticipated that in early 2019, that the FCRHA will be requested to formally adopt the One Fairfax resolution to better ensure that equity impacts are considered in all policies. Fairfax County's Chief Equity Officer is playing an integral role in the development of recommendations by the Board-appointed Affordable Housing Resources Panel (AHRP), which constitutes Phase II of the communitywide planning effort.
<b>B1:</b> Update the Affordable Dwelling Unit (ADU) and Workforce Dwelling Unit (WDU) Programs	Land use/separate track	In progress. Staff met with Supervisor Hudgins and Supervisor Smith to discuss a path forward and anticipate that a small task force, coordinated by HCD in partnership with DPZ, will be formed to develop recommendations. It is anticipated that the WDU program will be the primary focus of this effort.
<b>B2:</b> Create Guidelines for Adaptive Reuse of Commercial Space for Affordable Housing	Land use/separate track	In progress. HCD staff has begun evaluating guidelines for the use of affordable housing resources in a re-use environment. HCD will coordinate with DPZ and OCR, as the lead agencies on the building repurposing effort, prior to presenting guidelines to the Board.
<b>B3:</b> Develop a Preservation Strategy	12 Months	In progress. HCD is working with the Embark Housing Advisory Group to develop recommendations for affordable housing development and preservation along the Route 1 corridor. It is anticipated that many of the lessons learned and recommendations from the Embark process will be applicable countywide, and will be incorporated into a broader policy recommendation. HCD is working with Virginia Tech to develop an inventory of committed- and market-affordable housing units in Fairfax County. It is expected that this data will help support the development of a countywide preservation strategy, which will also be based on the work of the Embark Housing Advisory Group.

<b>Strategy</b>	<b>Projected Completion Timeframe</b>	<b>Status</b>
<b>B4:</b> Streamline the Process for Public-Private Partnerships Using Publicly-Owned Land	24 Months	In progress. The FCRHA will continue to identify opportunities to improve the process for the use of its land for affordable housing development. Many lessons learned in recent years are being reinvested in new public-private partnership opportunities, including the most recent unsolicited proposal received for the Oakwood property in the Lee District.
<b>B5:</b> Incorporate Guidelines for Public Land into the Capital Improvement Program (CIP)	24 Months	In planning.
<b>B6:</b> Modify the Accessory Dwelling Unit Policy	Land use/separate track	Research ongoing. The 2018 Zoning Ordinance Work Program, as part of the item on Older Adult Accommodations and services, anticipates considering opportunities for expansion of the use of accessory dwelling units for older adults. This is listed as a second Tier Item which will be considered in the second half of FY 2019. There is also an Item on the 2018 Priority 2 Work Program (not yet prioritized by the Board) under Item #23 Other Housing Priorities – “Review Board of Supervisors accessory dwelling unit policy in Appendix 5 to determine whether updates are necessary.” Research is ongoing, as part of the 50 + effort, related to Accessory Dwelling Units.
<b>B7:</b> Explore Zoning Districts that Allow for "Missing Middle" Housing	Land use/separate track	In planning. Benchmarking will be conducted on an ongoing basis in coordination with DPZ to identify best practices that might be considered in addressing the housing needs of moderate income working households. This issue is also referenced in the Zoning Work Program in Tier Two.
<b>B8:</b> Integration with the Zoning Ordinance Modernization Project	Land use/separate track	Ongoing. HCD, OCR and DPZ will coordinate on an ongoing basis as needed when affordable housing issues are addressed in zMOD.
<b>C1:</b> Preserve Existing Affordable Housing Resources	12 Months	In progress.
<b>C2:</b> Create Guidelines for Tysons Housing Fund	12 Months	In progress. HCD, through OCR, has begun initial discussions with the Tysons Partnership on this issue.

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<b>C3:</b> Assess a Commercial Contribution Policy	12 Months	In 2014, the Board directed staff to further study the “3-2-1 proposal” for per square foot contributions to affordable housing from developers of commercial properties in activity centers; to prepare analyses of actual cases once sufficient new commercial developments, which proffered \$3.00 per square foot in Tysons come online; and, to subsequently return to the Board with any recommendations for modifications for Tysons and potentially other areas of the County. This assessment is ongoing and will require additional time, given the current conditions in the office market, the need to promote commercial development in the revitalization areas, and the lack of projects that have been subject to the existing contribution policies in Tysons and Reston.
<b>C4:</b> Explore Using Existing Tax Incremental Financing (TIF) Policies to Promote Housing Affordability	24 Months	In planning. HCD anticipates that the Embark Housing Advisory Group will endorse exploring the use of TIF for the development of affordable housing.
<b>C5:</b> Expand the Scope of Local Rental Housing Subsidy	6 Months	In progress. HCD and OPEH presented this concept to the Board of Supervisors’ Health, Housing, and Human Services (HHHS) Committee. HCD and OPEH are working together on a partner input process in early 2019 to determine what improvements need to be made to the program in order for it to continue to help households achieve self-sufficiency, while also serving a higher-risk population. A new Bridging Affordability RFP will be released in FY 2020.
<b>C6:</b> Provide Downpayment and Closing Cost Assistance	24 Months	In progress. HCD has begun the process of developing a new downpayment and closing cost pilot program. The FCRHA has received a \$4 million VHDA grant for downpayment assistance and is in the process of applying for the federal Community Heroes Grant Funding initiative that will provide matching grant funding to be used as downpayment assistance.
<b>C7:</b> Review Options for Restructuring Housing Trust Fund	12 Months	In progress.



Strategy	Projected Completion Timeframe	Status
<b>D1:</b> Expand Access to Housing for Persons with Special Needs	12 Months	In progress. County staff is in the process of organizing a hack-a-thon, which is expected to take place in early 2019. The hack-a-thon will have at least two challenges which relate to "housing resources and the people who need them." One challenge deals with how to connect persons with disabilities with housing units that have been modified to provide accessibility, and another challenge deals with how to match older households who are interested in aging-in-place with other households who can cohabitate and pay rent, or offer in-kind support (assistance with household chores, etc.) in place of rent. It should also be noted that the Board, on December 5, 2019, adopted an amendment to the Comprehensive Plan which provided for a \$3.00 per square foot contribution to the Housing Trust Fund by Continuing Care Facilities, to be used to develop new affordable housing with a priority for seniors and people with disabilities. The Board also endorsed the Planning Commission's recommendation to convene a task force to investigate developing continuing care facilities to accommodate low to moderate-income older adults and people with disabilities.
<b>D2:</b> Support Aging in Place	12 Months	In progress. See D1.
<b>D3:</b> Facilitate Opportunities for Faith Communities to Develop Affordable Housing	24 Months	In progress.
<b>D4:</b> Continue to Address the Efficiency of Fairfax County's Existing Homeless and Housing Support Networks	24 Months	In progress. HCD and OPEH are working together on improving the Housing Collaborative process for housing location and landlord outreach.