



Fairfax County Redevelopment and Housing Authority



FY 2027 Strategic Plan

Adopted February 19, 2026



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Introduction

The following is the Fiscal Year (FY) 2027 Strategic Plan (the Plan) for the Fairfax County Redevelopment and Housing Authority (FCRHA), for the period of July 1, 2026 through June 30, 2027. The Plan is adopted annually by the FCRHA and done in coordination with the Fairfax County fiscal year budget planning process. The Plan serves as an annual guide for the work of the FCRHA throughout the fiscal year. As in previous years, the FCRHA will continue to lead the implementation of priorities identified under the [Communitywide Housing Strategic Plan](#), to include the goal to develop 10,000 new units of affordable housing by the year 2034 and to strive towards no net loss of affordable housing.

The Plan details the major FCRHA strategies and activities, as well as anticipated outcomes for FY 2027 in four strategic areas: (1) affordable housing development, preservation and finance; (2) affordable rental housing; (3) tenant subsidies and resident services; and (4) program planning, development, and management. These strategic areas were identified as those that support the mission and vision of the FCRHA and that of the Fairfax County Department of Housing and Community Development (HCD), which serves as staff to the FCRHA.

Communitywide Housing Strategic Plan

The Fairfax County Board of Supervisors directed the Fairfax County Department of Housing and Community Development, with the assistance of the Affordable Housing Advisory Committee (AHAC), to produce a strategic plan to help address our community's growing housing needs. The outcome of this effort was the Fairfax County Communitywide Housing Strategic Plan, which identifies goals to guide the collective efforts in affordable housing. Those goals provide an overarching guide for the work of the FCRHA and the Fairfax County Department of Housing and Community Development.

Affordable Housing Development, Preservation and Finance

In 2020, the Fairfax County Board of Supervisors established a goal for the production and no net loss of affordable housing at 5,000 and reset the goal to create at least 10,000 net new affordable units for households earning up to 60 percent of the area median income (AMI) in 2022. The FCRHA is working to achieve these production and preservation goals by:

- Creating development opportunities on FCRHA and County-owned land as well as encouraging acquisition partnerships on properties in high opportunity neighborhoods.
- Acquiring property and partnering with developers on redevelopment and preservation opportunities.
- Expanding the available regulatory tools that promote affordable housing development and preservation.
- Utilizing the FCRHA's financial tools, including subordinate loan programs, tax-exempt bond financing, and grantmaking authority, to leverage third-party Low Income Housing Tax Credits (LIHTC) equity and other private debt and equity.
- Rehabilitating and expanding the FCRHA's rental affordable housing portfolio.

Development

Estimated Number of New Affordable Units to be Completed in FY 2027

Little River Glen IV

- Units: 60
- Populations Served: Older adults
- FCRHA Bonds: \$15 million
- Other FCRHA funding: \$9 million in Moving to Work loans
- Developer: FCRHA

Indigo at McLean Station

- Units: 456
- Populations Served: Multifamily
- Affordable Housing Development and Investment (AHDI) funding: \$25.6 million
- Developer: Stratford Capital Group (SCG)
- FCRHA Committed Project-Based Vouchers: 8

Fairfax Crest

- Units: 279
- Populations Served: Multifamily
- AHDI funding: \$14 million for north building; \$11 million for south building
- FCRHA Bonds: \$19 million for north building; \$14.5 million for south building
- Developer: Lincoln Avenue Communities
- FCRHA Committed Project-Based Vouchers: 14

Estimated Number of New Affordable Units Under Construction in FY 2027

Beacon Landing

- Units: 54
- Populations Served: Permanent Supportive Housing for individuals experiencing or at risk of homelessness

- FCRHA Loans: \$4.1 million
- HOME-ARP funding: \$2.68 million
- FCRHA Committed Project-Based Vouchers: 48

The Exchange at Spring Hill Station

- Units: 516
- Populations Served: Multifamily
- AHDI funding: \$22 million
- FCRHA Bonds: \$78 million
- Other local funding: \$13 million in Moving to Work loans
- Developer: True Ground Housing Partners
- FCRHA Committed Project-Based Vouchers: 100

Telestar

- Units: 80
- Populations Served: Multifamily
- Other funding: \$8 million in American Rescue Plan Act (ARPA)
- Developer: Conifer Realty LLC/Joseph Browne Development Associates
- FCRHA Committed Project-Based Vouchers: 27

Agape Chantilly House (Phase I and II)

- Units: 101 (Phase I) and 81 (Phase II)
- Populations Served: Older adults
- AHDI funding: \$9.4 million (Phase I); To be approved (Phase II)
- Developer: Wellington Development Partners
- FCRHA Committed Project-Based Vouchers: 8

Kindred Crossing

- Units: 95
- Populations Served: Older adults
- AHDI and Housing Trust Fund (HTF) funding: \$9.7 million
- FCRHA Bonds: \$15 million
- Developer: Wesley Housing
- FCRHA Committed Project Based Vouchers: 48

Franconia Governmental Center

- Units: 120
- Populations Served: Multifamily
- Financing: To be determined
- Developer: Stratford Capital Group (SCG)

James Lee Community Center Adjacent Site

- Units: 2
- Populations Served: Homeownership
- Developer: To be determined

Estimated Predevelopment Activities in FY 2027

- Dulles Greene Site (Dranesville District) – This public-private partnership is anticipated to provide approximately 435 affordable multifamily units serving low- to- moderate income households; situated on undeveloped property within walking distance of Metro’s Innovation Center Station.
- East County Redevelopment (Mason District) – This public-private partnership redevelopment of underutilized County land is anticipated to provide approximately 160 rental multifamily units for low- and moderate-income households.
- Crescent Redevelopment (Hunter Mill) – This redevelopment proposes the replacement of 188 FCRHA-owned units and the construction of up to an additional 560 units of mixed-income rental and ownership housing.
- Tysons Central (Providence District) – The FCRHA has acquired a 1.73-acre undeveloped parcel in Tysons in partnership with a developer to redevelop the site into up to 525 affordable multifamily units, across two buildings. The site is within walking distance of Metro’s Greensboro Station.
- Innovation Site (Dranesville District) – The FCRHA is under contract for a 1.928-acre undeveloped parcel south of Metro’s Innovation Center Station in Herndon, Virginia and is performing due diligence to redevelop the site into up to 535 affordable multifamily units.

HCD staff is conducting due diligence to understand redevelopment opportunities on additional FCRHA and County properties including Chantilly Library, Centreville Commuter Lot, Centreville Library and others.

Preservation of Affordable Units

Fairfax County adopted a goal of no net loss of affordable housing, with the preservation of committed affordable rental homes and affordable rents in communities with market affordable homes. To meet these goals, the FCRHA evaluates requests for acquisition financing, monitors multifamily properties listings to identify opportunities to preserve affordable units, and works to respond quickly to preservation opportunities that may arise. Fairfax County will also continue supporting the preservation of the County’s manufactured housing through various approaches.

Estimated Number of Preserved Affordable Units Under Construction in FY 2027

- Little River Glen I (Braddock District) – This project involves the rehabilitation of 120 existing senior units with the use of multiple financing sources.
- Stonegate Village (Hunter Mill District) – This project proposes the rehabilitation of 240 FCRHA-owned units.

Planned New Preservation Activities in FY 2027

- The FCRHA will continue to update the list of pre-qualified housing providers, as necessary.
- HCD will continue to conduct the biennial survey of existing market affordable multifamily rental units in buildings with four or more units, and pad rents in manufactured housing communities.
- In coordination with County agencies and the Board of Supervisors, the FCRHA will evaluate and identify opportunities for tax rebate or abatement as a potential new resource for preservation transactions in the County.
- HCD will continue to support the monthly Roundtable of resident owners, community owners, and advocates as recommended by the Manufactured Housing Preservation Task Force.

- HCD will review applications for proposed changes within manufactured housing communities governed by the Zoning Ordinance amendment approved by the Board of Supervisors in December 2025, as well as other proposals under amending the Comprehensive Plan policy.
- HCD will evaluate potential financial programs, to include the offering of loans to manufactured housing park owners for infrastructure or site improvements.

FCRHA Portfolio Capital Planning

- HCD staff will conduct due diligence to assess the long-term capital needs for the FCRHA-owned and operated portfolio of housing.
- Staff will perform Capital Needs Assessments (CNAs) for all FCRHA properties and compile a list of anticipated deferred maintenance and capital expenditures.
- The FCRHA anticipates the development of a long-term capital plan in FY 2027.

Real Estate Finance

- The FY 2027 Notice of Funding Availability (NOFA) will be released in the summer of 2026 and HCD staff will review and, as appropriate, underwrite projects requesting Housing Blueprint (AHD) Loans.
- Projects currently in underwriting constitute over 1,000 units of affordable housing.
- The FCRHA anticipates fully utilizing the available AHD and HTF funds throughout FY 2027.
- The FCRHA is reviewing multiple proposals from developers for Tax Exempt Private Activity Bonds (TEB) and anticipates closing TEB projects in FY 2027.
- The FCRHA anticipates closing on strategic acquisitions of land for future development of affordable and workforce housing.

In addition, the FCRHA will continue to monitor the market for potential additional acquisitions of property that could be utilized in pursuit of the County’s goal of 10,000 net new affordable units, with a particular focus on properties with advantageous locations (e.g., proximity to transit), economics, or other attributes.

Inclusionary Housing Programs

The FCRHA facilitates the development of Affordable Dwelling Units (ADUs) and Workforce Dwelling Units (WDUs) that are affordable to families with a range of low and moderate incomes. The ADU Program, per the Zoning Ordinance, requires developers of new residential properties to set aside affordable housing units in return for a bonus density. Fairfax County’s WDU Policy within the Comprehensive Plan is a proffer-based incentive system designed to encourage the voluntary development of new residential construction serving a range of moderate-income households in mixed-use and high-density areas, including the Tysons Urban Center, Suburban Centers, Community Business Centers, and Transit Station Areas.

The FCRHA takes an active advocacy and educational role in promoting ADUs and WDUs and works jointly in these efforts with the Fairfax County Planning Commission. The FCRHA also works with the Department of Planning and Development to facilitate the delivery of affordable and workforce housing units in all areas of the County as development proposals are submitted, per the Comprehensive Plan and negotiated proffers.

Estimated Outcomes for FY 2027:

- Estimated Number of Affordable and Workforce Dwelling Units (Rental and For-Sale) Expected to be Constructed in FY 2027: 80 For-Sale; 250 Rental
- HCD in coordination with the Department of Planning and Development will identify the administrative regulations in the Affordable Dwelling Unit Ordinance of the County's Zoning Ordinance in preparation for a Zoning Ordinance Amendment to remove these regulations from the Zoning Ordinance, in favor of creating a separate administrative document, similar to the structure of the WDU program and consider other zoning changes to support affordable housing initiatives and policy review.

Homeownership and Down Payment Assistance

The Homeownership program provides households with opportunities to purchase homes through private, for-sale developments at below-market prices. Units in the program are created through the Affordable Dwelling Unit requirements in the Zoning Ordinance; the Workforce Dwelling Unit Policy set forth in the Comprehensive Plan; and legacy programs, such as the Moderate-Income Direct Sales (MIDS). The program supports low- and moderate-income households with homeownership education and determines if households meet program underwriting criteria and other eligibility requirements. HCD approves resales and refinancing of homeownership units, monitors compliance with occupancy requirements, and ensures that the FCRHA receives the required equity share contribution to the HTF, as appropriate.

- Estimated Number of New Homebuyers Served Under the Homeownership Program in FY 2027: 90
- Estimated Number of Households Provided with Down Payment Assistance through Community Development Grant Block Funds in FY 2027: 85
- Estimated Number of Homeownership Program Units Sold in the Extended Control Period in FY 2027: 6
- Estimated Amount of Equity Share Earned by the FCRHA from Unit(s) Sold: \$1,048,000

Housing Choice Voucher Homeownership Program

This program allows households participating in the Housing Choice Voucher (HCV) Program to use their voucher to purchase a home and receive monthly assistance in meeting homeownership expenses. Twenty-five vouchers are allocated to the HCV Homeownership Program.

- Estimated Number of Families Participating in the HCV Homeownership Program in FY 2027: 20
- Estimated Number of New Families Participating in the HCV Homeownership Program in FY 2027: 4

Fairfax County Rental Program

The Fairfax County Rental Program (FCRP) includes rental property owned by the FCRHA and developed with funds other than Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) or HCV funds. FCRP generally serves working households with incomes that are slightly higher than those served in the RAD-PBV or HCV programs. Housing managed under the FCRP includes 2,004 units of multifamily housing, 112 beds of licensed assisted living, 505 units of senior independent housing, and 205 units of specialized housing, including a manufactured housing community with 115 rental pads. The FCRP serves a range of households with incomes up to 80% of AMI, depending on the program component and the property.

- Estimated Occupancy Rate of FCRP Properties in FY 2027: 98%
- Estimated Average Income Served in Multifamily Properties as a Percentage of AMI in FY 2027: 35% AMI for a household of three

Rental Assistance Demonstration Program

The Rental Assistance Demonstration (RAD) program allowed the FCRHA to convert all 1,060 Public Housing units to federal Section 8 project-based subsidies. All Public Housing units were converted to RAD in FY 2017 and FY 2018 and now operate under the Project Based Voucher (PBV) platform. Staff ensure that RAD-PBV residents are living in the most appropriately sized unit, with the goal of maximizing unit utilization and moving larger families off the waiting list.

- Estimated Occupancy Rate of RAD-PBV Properties in FY 2027: 95%
- Estimated Average Income Served as a Percentage of AMI in FY 2027: Approximately 14% AMI for a household of four

Asset Management

Staff and the FCRHA continue to focus on financial performance, overall condition, capital improvements and accountability of all properties managed by third-party management companies, using a private-sector model. HCD's Rental Housing Division continues to oversee all FCRHA properties.

Estimated Outcomes for FY 2027:

- The anticipated net operating income will be 3% greater than FY 2026 through expense efficiencies and incremental rent increases.

Modernization of FCRHA Properties

Through fiscally responsible processes, identified residential properties and group homes are rehabilitated to maintain their safety and quality. The rehabilitation of FCRHA properties is performed using capital reserves to ensure the high quality of FCRHA properties. Staff incorporate universal design in all new and rehabilitation projects to the greatest extent possible to increase the number of affordable accessible units.

Estimated Outcomes for FY 2027:

- Throughout FY 2027, the FCRHA will continue to follow each property's Capital Needs Analysis to ensure properties are maintained with scheduled capital replacements such as roof replacements, building exterior upgrades, and appliance and interior upgrades to continue to preserve the assets for multifamily and senior residents.

Tenant Subsidies and Resident Services

Tenant and Project Based Subsidies

The HCV Program and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) Program are the FCRHA's major tenant subsidy programs. Participants receive financial assistance to rent privately-owned and FCRHA-owned housing units. 5,325 rental housing subsidy vouchers are allocated to the FCRHA through the Housing Choice Voucher program, including 1,060 RAD-PBV units.

- Estimated Number of Federally Subsidized Units Occupied in FY 2027: 5,059 (95%)
- Estimated Average Income of Households Served as a Percentage of AMI in FY 2027 (both HCV and RAD-PBV households): Approximately \$19,000 for average household size of three persons (less than 30% of AMI)

Subsidies for Specific Populations

The FCRHA administers tenant subsidies directed toward specific populations through the following programs:

- Veterans Affairs Supportive Housing Program (VASH): The U.S. Department of Veterans Affairs works closely with the FCRHA to support homeless veterans through rental assistance and case management. The FCRHA conducts income certifications; case management is provided by the U.S. Department of Veterans Affairs.
- Tenant Based Rental Assistance Program (TBRA): HCD uses federal HOME-funded vouchers to serve households experiencing homelessness and individuals with special needs.
- Family Unification Program (FUP): HCD uses special federal 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.
- Foster Youth to Independence (FYI): HCD uses federal FYI vouchers in partnership with Public Child Welfare Agencies to provide housing assistance to youth at least 18 years and not more than 24 years of age (have not reached their 25th birthday) who left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in Section 475(5)(H) of the Social Security Act, and are homeless or are at risk of becoming homeless at age 16 or older.
- Mainstream/Non-Elderly Disabled (NED) Housing Choice Vouchers: When the opportunity arises, HCD applies 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.
- Emergency Housing Vouchers (EHV): HUD awarded the FCRHA 169 vouchers as part of the American Rescue Plan Act of 2021 to assist individuals and families experiencing homelessness, as well as those at-risk of homelessness, fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability. Due to the notification from HUD that funding for EHV's will only last through calendar year 2026, the FCRHA plans to absorb these into HCV in the latter half of FY27.

- State Rental Assistance Program (SRAP): A partnership through VA Department of Behavioral Health and Disability Services. Participants with intellectual and other developmental disabilities receive financial assistance to rent privately-owned housing units and case management through the Fairfax-Falls Church Community Services Board (CSB).
- Permanent Supportive Housing (PSH) Program: A partnership through VA Department of Behavioral Health and Disability Services. Participants with serious mental illness receive financial assistance to rent privately-owned housing units and receive case management through the CSB and Pathway Homes.

Estimated Outcomes for FY 2027:

- Estimated Number of Households Served in FY 2027 under the VASH, TBRA, FUP, FYI, Mainstream/NED, SRAP, and PSH programs: 971

Resident Services

HCD staff works cooperatively with other County and non-profit service providers to help families work toward self-sufficiency and housing instability through service coordination and information sharing.

Family Self-Sufficiency Program

HCD administers the Family Self-Sufficiency Program (FSS), which provides self-sufficiency case management to residents and assists them with building an escrow account to be used once they graduate. Once participants complete their goals, graduates can choose how they use their escrow accounts such as to help purchase a home or pay off student debt.

- Estimated Number of Participants Served under Family Self-Sufficiency Program in FY 2027: 125

Moving to Work

The FCRHA is designated as a Moving to Work (MTW) agency which allows the creation of policies and programs that help residents move toward self-sufficiency. MTW authority also helps to reduce the burden both on staff and residents related to administrative issues and provides flexibility in the use of federal funds. MTW funding is used to provide service referrals and case management services to households.

Program Planning, Development and Management

The FCRHA pursues a wide range of planning, management, and operational activities to ensure efficient and effective operations. These activities support the mission and vision of the FCRHA.

In FY 2027, the FCRHA will continue to advance the effectiveness and usability of web content, increase social media presence, and strategically market and promote affordable housing in our communities. Likewise, the FCRHA will continue to identify opportunities to strengthen sound financial planning and management practices to ensure resources align with the organization's strategic initiatives as well as promote staff development through a range of professional training opportunities.

Affordable Housing Dashboard

The [Affordable Housing Dashboard](#) provides information about the County's progress toward affordable housing goals. In FY 2027, staff will continue to share highlights from the data dashboard during Fairfax County Board of Supervisors (BOS) Housing Committee meetings. In addition, the data dashboard will be maintained and sustained, ensuring data relevance and reliability for stakeholders.

FY 2027 Fairfax County Redevelopment and Housing Authority/Department of Housing and Community Development Advertised Budget

FY 2027 FCRHA/HCD Consolidated Operating and Capital Budget Summary

<u>Description</u>	<u>FY 2027 Adopted Revenue Budget</u>	<u>FY 2027 Advertised Expenditure Budget</u>
Total FCRHA Capital and Operating Funding	\$ 126,527,577	\$ 124,639,820
Total County Appropriated Funding	106,671,874	106,671,874
Total Net Operating Income	\$ 233,199,451	\$ 231,311,694

FCRHA FY 2027 Advertised Budget Appropriations

<u>Source</u>	<u>Fund</u>	<u>FY 2027 Revenue Budget</u>	<u>FY 2027 Expenditure Budget</u>	<u>Contribution to Reserve/Use of Prior Year Funding</u>
FCRHA	FCRHA Operating - 81500	\$ 6,042,292	\$ 4,212,371	\$ 1,829,921
FCRHA	Asset Management Fund - 81400	378,959	281,389	97,570
FCRHA	Housing Grants - 81500	10,968,932	10,968,932	-
FCRHA	HCV Fund - 81510	109,137,394	109,177,128	(39,734)
Total FCRHA	Total FCRHA	\$ 126,527,577	\$ 124,639,820	\$ 1,887,757

FY 2027 FCRHA/HCD Consolidated Revenue Budget

<u>Source</u>	<u>Fund</u>	<u>FY 2026 Adopted Budget</u>	<u>FY 2027 Advertised Budget</u>	<u>Change \$</u>	<u>Change %</u>
FCRHA	FCRHA Operating - 81500	\$ 4,645,290	\$ 6,042,292	\$ 1,397,002	30.1%
FCRHA	Asset Management Fund - 81400	321,820	378,959	57,139	17.8%
FCRHA	Housing Grants - 81500	4,358,661	10,968,932	6,610,271	151.7%
FCRHA	HCV Fund - 81510	93,828,150	109,137,394	15,309,244	16.3%
Total FCRHA	Total FCRHA	\$ 103,153,921	\$ 126,527,577	\$ 23,373,656	22.7%
County	General Fund -10100	\$ 42,585,751	\$ 47,446,679	\$ 4,860,928	11.4%
County	AHDI Fund - 30300	48,641,801	49,829,288	1,187,487	2.4%
County	Housing Trust Fund - 40400	1,597,669	1,653,828	56,159	3.5%
County	CDBG Fund - 50800	7,656,674	5,733,638	(1,923,036)	-25.1%
County	HOME Fund - 50810	2,417,009	2,008,441	(408,568)	-16.9%
Total County		\$ 102,898,904	\$ 106,671,874	\$ 3,772,970	3.7%
Total Combined Budget, All Sources		\$ 206,052,825	\$ 233,199,451	\$ 27,146,626	13.2%

FY 2027 FCRHA/HCD Consolidated Expenditure Budget

<u>Source</u>	<u>Fund</u>	<u>FY 2026 Adopted Budget</u>	<u>FY 2027 Advertised Budget</u>	<u>FY 2027 Positions</u>	<u>Change \$</u>	<u>Change %</u>
FCRHA	FCRHA Operating - 81500	\$ 4,121,979	\$ 4,212,371	19.0	\$ 90,392	2.2%
FCRHA	Asset Management Fund - 81400	289,240	281,389	0.0	(7,851)	-2.7%
FCRHA	Housing Grants - 81500	4,312,345	10,968,932	6.0	6,656,587	154.4%
FCRHA	HCV Fund - 81510	94,018,880	109,177,128	57.0	15,158,248	16.1%
Total FCRHA	Total FCRHA	\$ 102,742,444	\$ 124,639,820	82.0	\$ 21,897,376	21.3%
County	General Fund -10100	\$ 42,585,751	\$ 47,446,679	97.0	\$ 4,860,928	11.4%
County	AHDI Fund - 30300	48,641,801	49,829,288	0.0	1,187,487	2.4%
County	Housing Trust Fund - 40400	1,597,669	1,653,828	0.0	56,159	3.5%
County	CDBG Fund - 50800	7,656,674	5,733,638	14.0	(1,923,036)	-25.1%
County	HOME Fund - 50810	2,417,009	2,008,441	1.0	(408,568)	-16.9%
Total County		\$ 102,898,904	\$ 106,671,874	112.0	\$ 3,772,970	3.7%
Total Combined Budget, All Sources		\$ 205,641,348	\$ 231,311,694	194.0	\$ 25,670,346	12.5%

About the Fairfax County Redevelopment and Housing Authority

The Fairfax County Redevelopment and Housing Authority – Commissioners

Lenore Stanton, Chairman
Elisabeth Lardner, Vice Chair
Staci Alexander
Cynthia Bailey
Steven Bloom
Michael Cushing
Sarah Lennon
Nicholas McCoy
Joe Mondoro
Susan Vachal
Paul Zurawski

Our Mission

We serve the people of Fairfax County by creating housing opportunities to promote inclusive and thriving communities.

Our Vision

A community everyone can afford to call home.

The Fairfax County Department of Housing and Community Development – Executive Team

Thomas Fleetwood, Director
Amy Ginger, Deputy Director, Operations
Anna Shapiro, Deputy Director, Real Estate Finance and Development
Tom Barnett, Deputy Director, Office to Prevent and End Homelessness
Gentry Alexander
Betty Barnuevo
Mark Buenavista
Marta Cruz
Linda Hoffman
Margaret Johnson
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