

*Fairfax County Redevelopment and Housing Authority
and
Department of Housing and Community
Development*

Strategic Plan for FY 2023

Adopted February 24, 2022



<http://www.fairfaxcounty.gov/housing/data/strategic-plan>
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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.

Fairfax County Redevelopment and Housing Authority 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.

Fairfax County Redevelopment and Housing Authority Values

Adopted December 10, 2009 (amended January 20, 2011 and March 7, 2019)

We, the Commissioners of the Fairfax County Redevelopment and Housing Authority (FCRHA), 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 the Department of Housing and Community Development (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.
- Social and racial equity as represented in the Fairfax County One Fairfax resolution.

Fairfax County Redevelopment and Housing Authority

Goals Statements: FY 2023

- To preserve, expand and facilitate affordable housing opportunities in Fairfax County.
- To support revitalization and entrepreneurial initiatives that benefit the communities and residents of Fairfax County.
- To facilitate the self-sufficiency of Fairfax County Redevelopment and Housing Authority (FCRHA) residents as they move toward financial independence, while recognizing the needs of special populations.
- 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.
- To provide opportunities for those who work in Fairfax County to live in Fairfax County.
- 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.
- To support the quality work and professionalism of the HCD staff to assure highly effective programs.
- To incorporate and maintain up-to-date Information Technology solutions in FCRHA/HCD business and communication functions.
- 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.
- To commit to a strong and cooperative relationship with other Fairfax County boards, commissions and authorities, businesses, and the broader community.
- To commit to strategic and innovative solutions for meeting changing community needs and challenges.

Fairfax County Redevelopment and Housing Authority Strategic Planning Principles

Adopted December 10, 2009

- Preserving, renovating, and maintaining Fairfax County Redevelopment and Housing Authority (FCRHA)-owned properties is a high priority and resources should be allocated regularly for this purpose.
- 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.
- 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.

Housing Blueprint Goals

Goals	Housing Continuum
<p>Goal: To address the challenge of homelessness</p>	<p>Tier One: Through the Gateway to Affordable Housing</p> <p style="text-align: center;"><i><u>Blueprint Goals addressed:</u></i> <i>Homelessness; Special Needs</i></p>
<p>Goal: To provide affordable housing options to special needs populations</p>	<p>Tier Two: Addressing Sustainable Housing</p> <p style="text-align: center;"><i><u>Blueprint Goals addressed:</u></i> <i>Special Needs; Low-Income Working Families</i></p>
<p>Goal: To meet the affordable housing needs of low-income working families</p>	<p>Tier Three: Toward Self-Sufficiency</p> <p style="text-align: center;"><i><u>Blueprint Goals addressed:</u></i> <i>Low-Income Working Families; Workforce</i></p>
<p>Goal: To increase workforce housing through creative partnerships and public policy</p>	

Strategies for FY 2023

Affordable Housing Development, Preservation and Sustainability

Affordable Housing Production

In 2019, the county adopted the goal of producing a minimum of 5,000 new homes by the year 2034 that are affordable to households earning 60 percent of the Area Median Income and below. This is intended to be supplemented with additional financing mechanisms and tools to produce affordable homes above this level. To promote the production of affordable housing, the Housing Blueprint Loan Program is the gateway to FCRHA funds for developers of affordable housing. The FCRHA continues to identify and pursue opportunities to maximize leveraging of county funds for development, with a focus on achieving Housing Blueprint goals. In addition, the FCRHA uses a variety of other tools, such as tax-exempt bond financing, to leverage third-party funding sources, including Low Income Housing Tax Credits (LIHTC). Finally, as an owner and operator of over 3,000 units, the FCRHA also directs the rehabilitation and expansion of existing affordable housing portfolio.

Estimated Outcomes for FY 2023:

- Planned Number of New Units Produced that are Affordable to Households at 60% AMI or Below in FY 2023:
Construction is underway in FY 2023 on 540 units for the following projects, which received approval for Housing Blueprint funds and tax-exempt bond issuances in FY 2022:
 - Oakwood Apartments (Lee District) – 150 senior units - \$5.3 million Housing Blueprint Loan (HBL); \$12.6 million FCRHA bonds
 - One University (Braddock District) – 120 multifamily units; 120 senior units - \$6.5 million HBL; \$19.7 million FCRHA bonds
 - The Lodge at Autumn Willow (Springfield District) – 150 senior units; \$4.5 million HBL; \$17.0 million FCRHA bonds
 - The Residences at North Hill (Mt. Vernon District) – 216 multifamily units; 63 senior units - \$ 3.0 million in HBL
 - Arrowbrook (Dranesville District) – 274 units; \$7.74 million in HBL; \$22.5 million FCRHA bonds
 - The Arden (Mt. Vernon District) – 126 units; \$7.4 million in HBL

- Planned New Development Activities in FY 2023, Including the Use of County-Owned Land and Facilities:
 - Closing on the financing for the combination rehabilitation and new construction on the FCRHA-owned Little River Glen (Braddock District) is anticipated for the second quarter of FY 2023. This project includes both the rehabilitation of 120 existing senior units and the new construction of 60 senior units on existing vacant land. This project will also involve the use of multiple financing sources and the issuance of FCRHA bonds.
 - Predevelopment activities are planned throughout FY 2023 for the land acquisition and development of Dominion Square West Phase I (Hunter Mill District), in partnership with the Arlington Partnership for Affordable Housing (APAH). This unprecedented project will involve the purchase of the underlying land by the FCRHA and the development of 175 multifamily units by APAH.
 - Predevelopment activities are anticipated throughout FY 2023 to create permanent supportive housing at the FCRHA-owned Route 50/West Ox Road site (Sully District). Cornerstones has partnered with the FCRHA to provide 34 units of supportive housing for individuals with low incomes.
 - Predevelopment activities are expected to occur throughout FY 2023 for the redevelopment of the G and H parking lots at the Fairfax County Government Center (Braddock District). This project is anticipated to provide approximately 275 units of housing for low-and-moderate-income households and will be developed through a public-private partnership between the FCRHA and a developer.
 - Predevelopment activities are projected to occur throughout FY 2023 for the redevelopment of the Franconia Governmental Center located at 6121 Franconia Road, Alexandria (Lee District). This project is anticipated to provide approximately 120 units of housing for low-and-moderate-income households and will be developed through a public-private partnership between the FCRHA and a developer.

Preservation of Affordable Units

The county adopted a goal of no net loss of affordable housing, with the preservation of affordable housing in both market affordable and committed affordable rental communities and scattered sites. To meet this goal, the FCRHA assists private partners in financing the acquisition of units to preserve the existing affordability and continue to serve a range of incomes, from extremely low-income (30 percent AMI and below) through moderate income levels (above 80 percent of AMI).

Estimated Outcomes for FY 2023:

- Planned Number of Units Preserved that are Affordable to Households at 60% AMI or Below in FY 2023:
It is anticipated that approximately 240 units will be preserved at 60% AMI and below.
- Planned New Preservation Activities in FY 2023:
Efforts with developers will continue throughout FY 2023 to ensure no net loss of existing affordability.

Addressing Homelessness in the Community

The Office to Prevent and End Homelessness (OPEH) continues to manage and coordinate services to help people experiencing homelessness. The agency serves as the lead for the Continuum of Care and collaborates with other county agencies and organizations to end homelessness. OPEH continues to identify opportunities to link affordable housing preservation activities with the countywide homelessness plan.

Estimated Outcomes for FY 2023:

- Estimated Number of Formerly Homeless Households Who Will Receive Permanent Housing in FY 2023:
Approximately 1,800 households will either receive or maintain permanent housing in FY 2023 through the Continuum of Care. Of this number, 54 percent are referred from street outreach and 46 percent are referred from emergency shelter, transitional housing, and rapid rehousing.
- Planned Activities in FY 2023: In the Fall of 2022, the emergency family shelter in human services region 2 will undergo renovations to become a permanent supporting housing program with 16 apartments. The program will serve families with the highest housing barriers who require a deep subsidy and support services to maintain housing stability.

Affordable Dwelling Units and Workforce Dwelling Units

The FCHRA 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 FCRHA takes an active advocacy and educational role in promoting ADUs and WDUs and works jointly in these efforts with the Planning Commission. The FCRHA also works with the Department of Planning and Development to facilitate the delivery of affordable and workforce housing units in Tysons, Reston, Merrifield, and all areas of the county as development proposals are submitted, per the Comprehensive Plan and negotiated proffers. In 2021, changes were adopted to the Workforce Dwelling Unit Policy which offer developers a density bonus for commitments of rental WDUs at 60%, 70% and 80% AMI.

Estimated Outcomes for FY 2023:

- Estimated Number of Affordable Dwelling Units (rental and for-sale) constructed in FY 2023: 13 For-Sale; 25 Rental
- Estimated Number of Workforce Dwelling Units (rental and for-sale) constructed in FY 2023: 14 For-Sale; 200 Rental

County-Owned Land and Facilities for Affordable Housing

To further produce and acquire affordable housing, Fairfax County and the FCRHA encourage public-private partnerships to develop workforce/affordable housing on surplus or underutilized county-owned land and facilities, particularly for special needs populations.

Estimated Outcomes for FY 2023:

This is an ongoing strategic priority for the FCRHA, and thus there are no specific anticipated outcomes for FY 2023.

Rental Housing Compliance

Staff and the FCRHA monitor owner compliance with regulations governing rental units provided through the ADU and WDU programs. In addition, staff monitor units supported by the Housing Blueprint Loan Program, tax-exempt bond financing, and other special affordable housing programs, such as special needs unit acquisitions supported by federal funds administered through HCD.

Estimated Outcomes for FY 2023:

This is an ongoing strategic priority for the FCRHA, and thus there are no specific anticipated outcomes for FY 2023.

Affordable Rental Housing, Property Management and Maintenance

Fairfax County Rental Program

The Fairfax County Rental Program (FCRP) includes rental property owned by the FCRHA and developed with funds other than RAD-Project Based Voucher or Housing Choice Voucher (HCV) funds. FCRP generally serves working households with incomes that are slightly higher than those served in the RAD-Project Based Voucher or HCV programs. Housing managed under the FCRP includes 2,018 units of multifamily housing, 317 units of specialized housing, and 482 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.

Estimated Outcomes for FY 2023:

- Estimated Occupancy Rate of FCRP Properties in FY 2023: 98%

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, providing significant benefits for both residents and the housing authority. 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 pro-actively 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 Outcomes for FY 2023:

- Estimated Occupancy Rate of RAD-PBV Properties in FY 2023: 98%
- Estimated Average Income Served as a Percentage of AMI in FY 2023: Approximately 13% AMI for a household of four or approximately \$16,519

Asset Management

Staff and the FCRHA continue to focus on financial performance, overall condition, capital improvements and accountability of all properties, using a private-sector model. As of FY 2022, HCD has moved to full third-party management for all FCRP, RAD and Senior communities, except Coan Pond Residences and Woodley Hills Estates. HCD's Asset Management Division continues to oversee all FCRHA properties.

Estimated Outcomes for FY 2023:

This is an ongoing strategic priority for the FCRHA, and thus there are no specific anticipated outcomes for FY 2023.

Rehabilitation and 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 set aside capital reserves to ensure the high quality of FCRHA properties. Importantly, staff continue to incorporate universal design in all new projects and in rehabilitation projects to the greatest extent possible to increase the number of affordable accessible units.

Estimated Outcomes for FY 2023:

- Planned Rehabilitation and Modernization Projects in FY 2023: Two communities are in the process for rehabilitation as follows:
 - Little River Glen, a FCRP independent senior living community of 120 units, will be undergoing a full renovation in FY 2023. This property has one bedroom and studio units, of which Project Based Vouchers will be added. This renovation will add an additional newly constructed building, Little River Glen IV, with 60

newly constructed one-bedroom Low Income Housing Tax Credit (LIHTC) units. All units will feature upgraded flooring, upgraded kitchens with energy rated appliances and upgraded bathrooms.

- Stonegate Village Apartments is a LIHTC property with 240 units. This property has a mix of one-, two-, three- and four-bedroom apartments consisting of 194 LIHTC units, 46 HUD subsidized units and 6 Project Based Voucher units. All units will be fully renovated with new flooring, upgraded kitchens with energy rated appliances, upgraded bathrooms, and newly added energy rated washers and dryers in every unit.

Tenant Subsidies and Resident Services

Tenant and Project Based Subsidies

The Housing Choice Voucher (HCV) Program and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) Program are two of the FCRHA's major tenant subsidy programs. Participants receive financial assistance to rent privately-owned and FCRHA-owned housing units. There are 1,060 FCRHA units in the RAD-PBV program, although 46 are not available due to the One University redevelopment project. There are also an additional 4,308 vouchers authorized by the U.S. Department of Housing and Urban Development (HUD) for a total of 5,368 federally subsidized units, including 169 Emergency Housing Vouchers authorized in May 2021.

Estimated Outcomes for FY 2023:

- Estimated Number of federally subsidized units occupied in FY 2023: 5,100 (95%)
- Estimated average income of households served as a percentage of AMI in FY 2023 (both HCV and RAD-PBV households): Approximately \$18,000 for average household size of 3 persons (less than 30% of AMI).

Subsidies for Populations with Special Needs

The Department of Housing and Community Development (HCD) administers tenant subsidies directed toward specific populations through the following programs:

- Veterans Affairs Supportive Housing (VASH) Program: The U.S. Department of Veterans Affairs awarded the FCRHA VASH housing vouchers for homeless veterans. The FCRHA conducts income certifications; case management is provided by Veterans Affairs.
- Rental Subsidy and Services Program (RSSP): HCD staff administers RSSP (formerly called Bridging Affordability). RSSP funds are provided to non-profits via a competitive process to provide rental subsidies and acquire units to serve homeless individuals and families, victims of domestic violence, and individuals with physical and/or sensory disabilities.
- Tenant Based Rental Assistance Program (TBRA): HCD uses federal HOME-funded vouchers to serve homeless populations and persons 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.
- Mainstream 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.
- State Rental Assistance Program (SRAP): Participants with intellectual and other developmental disabilities receive financial assistance to rent privately-owned housing units.

Estimated Outcomes for FY 2023:

- Estimated Number of households served in FY 2023 under the VASH, RSSP, TBRA, FUP, Mainstream and SRAP programs: 773 vouchers

Resident Services

The PROGRESS Center - Important rental services are provided through the HCD PROGRESS Center, which plays a significant role in promoting economic growth and self-sufficiency among FCRHA program participants. The PROGRESS Center focuses on interventions to prevent and address crises as well as collaborate with sister human service agencies to coordinate services and provide residents facing eviction with opportunities to resolve their issues.

Moving to Work - The FCRHA is designated as a Moving to Work (MTW) agency which allows the creation of a housing continuum that seamlessly joins together the County's housing programs and establishes goals to 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 flexibilities in the use of federal funds.

Emergency Solutions Grants - In addition to identifying opportunities to provide specialized rental housing for those who are homeless, HCD utilizes the County's Emergency Solutions Grants awards to provide partial support of prevention and rapid re-housing activities for homeless individuals and families.

Estimated Outcomes for FY 2023:

- Estimated Number of participants served under Family Self-Sufficiency Program in FY 2023: 125 participants
- Estimated Number of persons moved from homelessness to permanent housing in FY 2023 using Emergency Solutions Grants: 330 persons
- Estimated dollar amount of Emergency Solutions Grant funds used for homelessness prevention assistance in FY 2023: Based on previous fiscal years, approximately \$407,000 is anticipated for FY 2023.

Homeownership and Relocation Services

First-Time Homebuyers Program

The First-Time Homebuyers Program (FTHB) includes Affordable Dwelling Units through inclusionary zoning that provide new first-time homebuyer opportunities through private, for-sale developments. The program serves buyers with incomes up to 70% AMI with HCD ensuring potential purchasers receive homeownership education and meet program underwriting criteria and other eligibility requirements. HCD also monitors refinancing of FTHB units by owners and works with owners to prevent foreclosure. Compliance monitoring is undertaken to ensure the FCRHA receives the required equity share contribution to the Housing Trust Fund.

Estimated Outcomes for FY 2023:

- Estimated Number of new first-time homebuyers in FY 2023: 40
- Estimated Number of requests to refinance FTHB units in FY 2023: 40
- Estimated Number of FTHB units sold in the Extended Control Period in FY 2023: 10

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 HCVs are allocated to the HCV Homeownership Program.

Estimated Outcome for FY 2023:

- Estimated Number of families participating in the HCV Homeownership Program in FY 2023: 25

Workforce Housing

The WDU Policy is a proffer-based incentive to encourage housing in mixed-use centers that is affordable to a variety of household income levels. HCD staff work in coordination with the Department of Planning and Zoning to implement and monitor the WDU policy.

Estimated Outcomes for FY 2023:

- Estimated Number of new Workforce Dwelling Units sold in FY 2023: 25

Moderate Income Direct Sales (MIDS) Program

Under the MIDS program, units were sold to families with moderate income levels by providing second trust loans to reduce the cost of homeownership for households. Resale prices of units is limited and the FCRHA has the first right of refusal when the home is resold. HCD staff monitor the expiration of the control period and/or recapture of any remaining loan balance.

Estimated Outcomes for FY 2023:

- Planned Number of MIDS Units in Program for Monitoring in FY 2023: 59
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Relocation Program

Staff at HCD provide technical relocation assistance for the development community on tenant relocation issues as well as conduct relocation for FCRHA-owned properties under redevelopment or major renovation.

Estimated Outcomes for FY 2023:

This is an ongoing strategic priority for the FCRHA, and thus there are no specific anticipated outcomes for FY 2023.

FCRHA/HCD Program Planning, Development and Management

The FCRHA and HCD pursue a wide range of planning, management, and compliance activities to ensure efficient and effective operations. These activities also support the mission, values, and goal statements of the FCRHA. Below are descriptions of several strategic priorities underway for the FCRHA for FY 2023.

- **Communitywide Housing Strategic Plan**

In 2018, the Fairfax County Communitywide Housing Strategic Plan was adopted to help address the community's growing housing needs. The Plan was created in two phases: 1) Phase 1 identified 25 short-term strategies to encourage the production of affordable housing in the county; 2) Phase 2 provided longer-term strategies that would boost the production and preservation of affordable housing and would require resources to implement. The FCRHA and HCD continue to lead the implementation of priorities identified under the Communitywide Housing Strategic Plan, include the goal to develop at least 5,000 new units of affordable housing by the year 2034 and to strive towards no net loss of market affordable housing.

- **Affordable Housing Advisory Council**

In June 2021, the Fairfax County Board of Supervisors approved the re-chartering of the Affordable Housing Advisory Council (AHAC) (formerly the Affordable Housing Advisory Committee) to include a new Continuum of Care (CoC) Committee of the Council and redefine the purpose, structure, and duties of both AHAC and CoC members. Among the updated duties of AHAC are to monitor and provide advice regarding the Communitywide Housing Strategic Plan, recommend preservation and creation priorities, and monitor affordable housing funds. CoC duties including developing, monitoring, and updating the CoC plan, tracking progress of ending homelessness, and exercising stewardship of pooled funding.

- **Grants Compliance**

HCD continues to evaluate the use of federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds to maximize the effectiveness of investments in programs and activities. Staff provide technical assistance and monitoring of CDBG and HOME activities to ensure program compliance and successful outcomes. In addition, staff monitor activities and outcomes of HCD and FCRHA awardees, including funds granted via the Consolidated Community Funding Pool process.

- **Maximizing Organizational Effectiveness**

HCD staff will continue to strengthen organizational effectiveness and adapt to changes due to the ongoing COVID-19 pandemic. In FY 2022, HCD transitioned to a third-party management model which resulted in structures, procedures, staffing and funding alignments to the new model. Staff will continue to adjust to the model as needed. HCD will also look to further streamline business processes as a follow-up to the third-party management realignment, merger with the Office to Prevent and End Homelessness, and other business needs.

- **Strategic Communications**

The FCRHA and HCD work to continuously advance the efficiency and usability of web content and increase the use of videos in telling the story of affordable housing. Both the FCRHA and HCD websites will continue with video and graphical portrayals of information and the incorporation of enhanced language accessibility tools on the Fairfax County website. A social and racial equity focus will be embedded in all communications.

- **Human Capital Development**

HCD continues to promote participation in mentorship programs, leadership training curriculum, and other development opportunities. Staff are also encouraged to participate in professional conferences, within budgetary constraints. HCD will continue to emphasize training and educational opportunities for staff on topics of equity, diversity, and inclusion to further the advancement of One Fairfax.

- **Advancement of One Fairfax**

HCD and the FCRHA continue to advance the equity principles of the One Fairfax Policy through training, education, inclusive community engagement strategies, and data analysis. HCD has adopted six equity goal areas including voucher programs; affordable housing development; training, human resources, and communications; equitable service delivery; policy and procedures; and homelessness. Work on these areas will continue in FY 2023 as the agency makes specific advances in the implementation of the agency Equity Impact Plan.

FY 2023 Department of Housing and Community Development/Fairfax County Redevelopment and Housing Authority Advertised Budget

Fund #	Fund Name	Advertised Revenues FY 2023	Advertised Expenditures FY 2023
10001	General Fund - HCD	\$10,846,428	\$10,846,428
10001	General Fund - OPEH	\$18,040,114	\$18,040,114
30300	Affordable Housing Development and Investment	\$25,386,000	\$25,386,000
40300	Housing Trust Fund	\$3,667,191	\$3,667,191
50800	CDBG	\$6,128,149	\$6,128,149
50810	HOME	\$2,175,471	\$2,175,471
81000	FCRHA General Operating	\$3,280,256	\$4,721,804
81060	FCRHA Internal Service Fund	\$1,854,925	\$1,854,925
81400	FCHRA Asset Management Fund	\$727,194	\$727,194
81500	Housing Grants	\$2,648,990	\$2,634,912
81510	Section 8/HCV	\$82,143,978	\$81,922,415
	Subtotal	\$ 156,898,696	\$ 158,104,603
81060	Less Internal Service Fund (ISF)	\$ 1,854,925	\$ 1,854,925
	Total Advertised Budget Less ISF (All Housing Funds)	\$ 155,043,771	\$ 156,249,678