

Outcomes Report on the Fairfax County Redevelopment and Housing Authority

Fiscal Year 2024 Strategic Plan



November 2024

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Introduction

This report provides an overview of the outcomes and accomplishments of the Fairfax County Redevelopment and Housing Authority (FCRHA) in Fiscal Year (FY) 2024. The report is organized into five areas:

- Affordable Housing Development and Preservation *
- Affordable Rental Housing, Property Management and Maintenance
- Tenant Subsidies and Resident Services
- Homeownership Services **
- Program Planning, Development and Management

The outcomes listed in this report are in response to goals established in the FCRHA's Strategic Plan, adopted on February 23, 2023, and covering the period of July 1, 2023, through June 30, 2024. Some areas are ongoing strategic priorities of the FCRHA and therefore do not have specific outcome measurements for FY 2024.

The FCRHA Strategic Plan for FY 2024 can be found at: [FY 2024 FCRHA Strategic Plan](#)

** Described on the FCRHA Strategic Plan for FY 2024 as "Affordable Housing Development, Preservation and Sustainability"*

*** Described on the FCRHA Strategic Plan for FY 2024 as "Homeownership and Relocation Services"*

FCRHA Outcomes for FY 2024

Affordable Housing Development and Preservation

Affordable Housing Production

In 2022, the Fairfax County Board of Supervisors set a goal to create at least 10,000 net new affordable units for households averaging up to 60 percent of the area median income (AMI). The FCRHA is working to achieve this goal by:

- Creating development opportunities on FCRHA and county-owned land as well as encouraging acquisition partnerships on properties in high opportunity neighborhoods.
- Expanding the available regulatory tools that promote affordable housing development and preservation.
- Leveraging financial tools, including loan programs, tax-exempt bond financing, grants and third-party Low Income Housing Tax Credits (LIHTC) equity.
- Rehabilitating and expanding the FCRHA's rental affordable housing portfolio.

Outcomes for FY 2024:

Number of New Affordable Units Completed in FY 2024:

- Oakwood (Franconia District) - 150 senior units. Construction completed summer 2023.
- Ilda's Overlook (Braddock District) – 80 senior units. Construction completed spring 2024.
- One University (Braddock District) - 120 multifamily units; 120 senior units; 333 student units. Construction completed summer 2024.

Number of New Affordable Units Under Construction in FY 2024:

Construction was underway in FY 2024 for the following projects, which received approval for Housing Blueprint funds and tax-exempt bond issuances in prior years:

- The Lodge at Autumn Willow (Springfield District) – 150 senior units
- The Exchange at Spring Hill Station (Hunter Mill District) – 516 multifamily units and an approximately 30,000 square-foot county-operated community center located near the Spring Hill Metro in Tysons.
- Somos (Providence District) – approximately 456 affordable multifamily units in the highly cost-burdened McLean neighborhood.
- Little River Glen I and IV (Braddock District) - rehabilitation of 120 existing senior units and the new construction of 60 senior units on existing vacant adjacent land.
- The Residences at the Government Center II (Braddock District) – approximately 279 units of affordable rental housing and a community facility with a childcare component.

Predevelopment Activities in FY 2024:

- Stonegate Village (Hunter Mill District) – this project will rehabilitate 240 units.
- Route 50/West Ox Road site (Sully District) – Cornerstones has partnered with the FCRHA to construct 34 units of permanent supportive housing on an FCRHA property.
- Franconia Governmental Center (Franconia District) – this redevelopment project is anticipated to provide up to 120 units of affordable rental housing. The project will be developed through a public-private partnership between the FCRHA and a developer.
- East County Site at 5827 Columbia Pike – Up to 160 units of multifamily rental housing and a non-residential component. Solicitation was under development.
- Innovation/Dulles Green site – Comprehensive Planning amendment was underway, and solicitation was under development.
- HCD staff conducted due diligence to understand redevelopment opportunities on additional FCRHA and county properties including Chantilly Library, Centerville Park and Ride Lot, and other sites.

Financing Activities in FY 2024:

HCD staff drafted and released a Notice of Funding Availability (NOFA) in FY 2024 to open the competitive application process for subordinate financing. In addition, HCD staff reviewed and underwrote bond financing applications as they were submitted to the FCRHA.

The following projects were underwritten in FY 2024 to prepare for closing:

- Somos (Providence District) - Financing for Phase A closed and financing for Phase B was approved and is slated to close in FY 2025.
- The Exchange at Spring Hill Station (Hunter Mill District) - Financing closed.
- Residences at the Government Center II (Braddock District) – Subordinate loans and bond financing was approved and committed for Phases 1 and 2. Financial closing is expected to take place in FY 2025.
- Little River Glen I and IV (Braddock District) - Financing closed.
- Kindred Crossing – Subordinate loans approved.
- Beacon Landing/Lamb Center – Subordinate loan approved and a request for additional debt is being reviewed.

Preservation of Affordable Units

Fairfax County adopted a goal of no net loss of affordable housing, with the preservation of affordable housing in market affordable and committed affordable rental communities as well as scattered sites. To meet this goal, the FCRHA assists private partners in financing the acquisition of units to preserve existing affordability and continue to serve a range of low-income households. Staff monitor listings for multifamily properties to identify market opportunities to preserve affordable units. In FY 2024, the county established a bench of affordable housing providers to whom preservation opportunities could be disseminated and were pre-qualified for gap financing. The list of qualified housing providers allowed the FCRHA to quickly respond to preservation opportunities and, as appropriate, structure deals that required FCRHA financing.

Outcomes for FY 2024:

- The FCRHA worked to quickly respond to preservation opportunities that arose in FY 2024 to support the goal of no net loss of existing affordable units by utilizing the pre-qualified housing provider list. For example, the pre-qualified housing provider list was contacted regarding a Notice of Opportunity for Housing Preservation for assignment of the county's Right of First Refusal for Coralain Gardens in June 2023. Ultimately, the FCRHA worked with an affordable housing provider to assume an existing FCRHA loan on the property with the affordability commitments extended to an additional 30 years. A significant reinvestment is underway and planned for the property and resulted in the preservation of 105 units.
- The FCRHA began the process with affordable housing providers to purchase Creekside Village Apartments, which ultimately committed to the renovations and upgrades to the units and deepened the affordability.
- In December 2023, the FCRHA successfully extended lease agreements for 100 of LIHTC homes located at Crevenna Oaks and Summit Oaks (Braddock District), resulting in the forthcoming recapitalization of the units and preservation of affordability through 2122.

Affordable Dwelling Units and Workforce Dwelling Units

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 multifamily construction and single-family construction as ADUs in return for 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. The FCRHA takes an active 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.

As of the end of FY 2024, a total of 3,131 units (1,455 rental and 1,676 for-sale) have been produced under the ADU Program; the FCRHA acquired 195 of the for-sale units, which are maintained as permanent affordable rental housing. As of the end of FY 2024, a total of 2,450 units (2,319 rental and 131 for-sale) have been produced under the WDU Program.

Outcomes for FY 2024:

- Number of Affordable Dwelling Units (rental and for-sale) Constructed in FY 2024: 44 For-Sale; 0 Rental
- Number of Workforce Dwelling Units (rental and for-sale) Constructed in FY 2024: 52 For-Sale; 277 Rental

Addressing Homelessness in the Community

The Office to Prevent and End Homelessness (OPEH) continues to manage and coordinate services to help households who are at risk of or experiencing sheltered or unsheltered homelessness. The goal of homeless services is to prevent the experience of homelessness, and to rapidly rehouse households who are experiencing homelessness. The office 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.

Outcomes for FY 2024:

- Number of Formerly Homeless Households Who Received Permanent Housing in FY 2024: 965 people moved to permanent housing in FY 2024 from emergency shelters.
- Completed Activities in FY 2024: Fairfax County's programs to prevent and end homelessness fully expended the remainder of the \$8.4 million in supplemental Emergency Solutions Grant funding from the Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, assisting hundreds of families and individuals in remaining safe from COVID-19 and finding housing stability. The homeless programs also expanded responses to protecting unsheltered individuals from extreme heat by enhancing communications about the dangers of heat and accessing cooling centers, standardizing the activation of shelter overflow, and distributing heat-related supplies. OPEH was also successful in a national Continuum of Care funding competition with over \$10.5 million awarded in funding for permanent supportive housing, rapid rehousing, and planning activities. In addition, OPEH was successful in reducing the number of people experiencing homelessness as identified in the annual Point in Time count by two percent, the only jurisdiction in the Washington D.C. metropolitan area to have a percentage reduction.

Homeownership Services

Affordable Dwelling Unit (ADU) Program ***

Homeownership programs include 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 units by owners and works to prevent foreclosure. Compliance monitoring is undertaken with respect to monitoring annual occupancy affidavits, purchase financing and refinancing, and ensuring the FCRHA receives the required equity share contribution to the Housing Trust Fund.

Outcomes for FY 2024:

- Number of New Affordable Dwelling Units Sold in FY 2024: 46
- Number of Requests to Refinance Affordable Dwelling Units in FY 2024: 2
- Number of Affordable Dwelling Units Sold in the Extended Control Period in FY 2024: 6

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.

Outcomes for FY 2024:

- Total Number of Families Participating in the HCV Homeownership Program in FY 2024: 21
- Number of New Homeownership HCV Households: 3

Workforce Dwelling Unit (WDU) Program

The WDU Program 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.

Outcomes for FY 2024:

- Number of New Workforce Dwelling Units Sold in FY 2024: 46

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. FCRHA has the first right of refusal when the home is sold prior to the expiration of deed restrictions. HCD staff monitor the expiration of the control period and/or recapture of any remaining loan balance.

Outcomes for FY 2024:

- Number of MIDS Units in Program for Monitoring in FY 2024: 30
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Relocation Activities

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

Outcomes for FY 2024:

- Number of Units Relocated in FY 2024: 3
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**** Previously described in the FCRHA Strategic Plan for FY 2024 as the First-Time Homebuyers Program.*

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 Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) or Housing Choice Voucher (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, 505 units of independent senior housing, 112 beds of assisted living, 90 units of supportive housing and 115 pads of manufactured housing. The FCRP serves a range of households with incomes up to 80% of AMI, depending on the program component and the property.

Outcomes for FY 2024:

- Occupancy Rate of FCRP Properties in FY 2024: 95%
- Average Income Served as a Percentage of AMI in FY 2024: 36% AMI for a household of three or \$48,578 for households at multifamily properties.

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 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.

Outcomes for FY 2024:

- Occupancy Rate of RAD-PBV Properties in FY 2024: 94%
- Average Income Served as a Percentage of AMI in FY 2024: Approximately 16% AMI for a household of three or \$21,749

Asset Management

Staff and the FCRHA continue to focus on financial performance, overall conditions, capital improvements and accountability of all FCRHA-owned properties managed by third-party management companies, using a private-sector model.

Outcomes for FY 2024:

The portfolios ended the calendar year with a total 2023 Net Operating Income of \$3,457,953 and only a .024% increase of expenses over 2022. The property's financial performance remains strong, partially because of the transition to third party management that occurred in 2022.

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.

Outcomes for FY 2024:

Rehabilitation and Modernization Projects in FY 2024:

- The Green – The renovation replaced two HVACs, five plank floorings, two stoves, a water heater, refrigerator and dishwasher and ten ground-fault circuit interrupters (GFCI) in the laundry room.
- Villages at Falls Church – Units were renovated with new flooring, and replaced a washer, dryer, five refrigerators and four stoves.
- Reston Town Center – Renovations entailed a plank flooring upgrade, three new refrigerators and stackable washer, five stoves, a dryer, set of kitchen cabinets and tub replacements.
- Barros Circle – Renovation replaced two floorings and added three refrigerators, six washers, two dryers and a stove and water heater and two-bathroom sink/cabinet combo.
- Shadowood – The renovation upgraded flooring and added a new stackable washer/dryer combo and dishwasher.
- Greenwood- Apartments – Upgraded kitchens with twenty-three stoves, thirteen refrigerators and fifteen kitchen counter tops. Renovations also replaced twenty-seven plank floorings, six-bathroom counter tops, twenty-five HVAC systems, seven carpets and three trash enclosures.
- Westford – Upgraded the kitchen with a dishwasher, eleven stoves, seven refrigerators and a countertop. In the laundry room, six washers and dryers were replaced along with twenty HVAC units and six hot water heaters. Replaced twenty-one plank floorings and four carpets as well as improved the Westford III playground.
- Atrium – Renovation featured two dishwashers and dumpsters replacements.
- Audubon – The renovation replaced a stove, refrigerator, HVAC unit and two vinyl plank floorings.
- Colchester – This property was renovated with three HVAC units and two vinyl plank flooring replacements.
- Old Mill – The kitchen was improved with four stoves and three refrigerator replacements. Three vinyl plank floorings were also replaced.
- Barkley Square– This renovation comprised two refrigerators and a carpet replacement.
- Ragan Oaks – Renovations featured upgraded kitchens, bathrooms, laundry rooms, floorings, HVAC units, and stairs. Kitchen improvements included a countertop, seventeen garbage disposals, five stoves and eight refrigerators. Six-bathroom countertops, three washer and dryers, and two hot water heaters were replaced. Additionally, fifteen HVAC units, three vinyl plank floorings, ten concrete stairs were replaced, and asphalt repairs were made.
- Rosedale – In this renovation, one asphalt repair and replacement and reglazing of five bathtubs were completed. The community room was painted, and the flooring was replaced. The kitchen was improved with five kitchen countertops, sixteen refrigerators and the replacement of eleven stoves. The fencing, sixteen HVAC units and twenty vinyl flooring replacements were made.
- Kingsley Park – Renovations included reglazing two bathtubs and replacing seventeen HVAC units, twelve refrigerators, seven stoves, a hot water heater and five vinyl plank floorings.
- Water’s Edge – Upgrade featured one washer and dryer, three dishwashers, two stoves, a refrigerator and kitchen countertop replacements. An aging building plumbing pipe along with a bathroom countertop, two vinyl plank flooring and seven rear fences and sheds were replaced.
- Briarcliff II – Improved the kitchen and flooring. A stove and vinyl plank flooring were also replaced.
- Heritage I – Upgrades included a washer, dryer, HVAC unit, and two vinyl plank flooring replacements.
- Heritage S – Renovation replaced a washer, dryer and vinyl plank flooring.
- Heritage N – Five sets of kitchen cabinets and a vinyl plank flooring were replaced.
- Sheffield Village Townhomes – Improved laundry room by replacing three washers and dryers.
- Greenwood II – Upgrades include a range, HVAC system, and washer and dryer replacements.
- The Tavenner – Renovation replaced windows in one unit and the fence on the property.
- Newington Station – The upgrade replaced six vinyl plank floorings and a heat pump, air handler and roof. A metal ramp and stove, three refrigerators, two range hoods, and washers were also replaced.

- Murraygate Village, Stonegate Village and Wedgewood communities all had camera systems installed on the buildings and throughout the community.
- Wedgewood Apartments - Replaced the chiller system in their Manor section upgrading the HVAC system.

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. There are 1,060 FCRHA units in the RAD-PBV program, although 46 were offline in FY 2024 due to the One University redevelopment project. There were an additional 4,407 vouchers authorized by the U.S. Department of Housing and Urban Development (HUD) for a total of 5,467 federally subsidized units.

Outcomes for FY 2024:

- Number of Federally Subsidized Units Occupied in FY 2024: 4,926 (90.1%)
- Average Income of Households Served as a Percentage of AMI in FY 2024 (both HCV and RAD-PBV households): Approximately \$20,694 for average household size of three persons (less than 30% of AMI).

Subsidies for Populations with Special Needs

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

- VASH Program: The U.S. Department of Veterans Affairs awarded Veterans Affairs Supporting Housing (VASH) vouchers to the FCRHA for homeless veterans. The FCRHA conducts income certifications; case management is provided by Veterans Affairs. In FY 2024, the FCRHA was awarded an additional twenty (20) VASH vouchers.
- Rental Subsidy and Services Program (RSSP): 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 populations experiencing homelessness and persons with special needs.
- Family Unification Program (FUP): FCRHA uses 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, the FCRHA 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.

Outcomes for FY 2024:

- Number of households served in FY 2024 under the VASH, RSSP, TBRA, FUP, Mainstream and SRAP programs: 893 vouchers

Resident Services

Low- and extremely low-income families often face barriers in obtaining private market rate housing, such as poor credit, lack of affordable childcare, and lack of transportation options. FCRHA/HCD staff works cooperatively with other county and non-profit service providers to help families overcome these barriers through service coordination and information sharing. 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.

Moving to Work - The FCRHA is designated as a Moving to Work (MTW) agency which allows the creation of a housing continuum that 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 flexibility in the use of federal funds.

Step Ahead 2.0 - In FY 2024, the FCRHA began a pilot program to provide ongoing support services to specific households once they secured housing. The purpose of the pilot is to help households, who have a federal voucher, maintain housing stability by providing intensive support services. The pilot assists households served through an Emergency Housing Voucher, as well as other households served through the Housing Choice Voucher program as needed. Funding is provided through Moving to Work flexibility.

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 for prevention and rapid re-housing activities for individuals and families experiencing homelessness.

Outcomes for FY 2024:

- Number of Participants Served in the Family Self-Sufficiency Program in FY 2024: 113 participants
- Number of Persons Moved from Homelessness to Permanent Housing in FY 2024 using Emergency Solutions Grants: 640 persons
- Dollar Amount of Emergency Solutions Grant Funds Used for Homelessness Prevention Assistance in FY 2024: \$214,561 was utilized in FY 2024.

FCRHA/HCD Program Planning, Development and Management

The FCRHA and HCD pursued a wide range of planning, management, and compliance activities to ensure efficient and effective operations. These activities also supported the mission, values, and goal statements of the FCRHA. Below are descriptions of outcomes for the FCRHA in FY 2024.

- **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, and 2) Phase 2 provided longer-term strategies to boost the production and preservation of affordable housing and required resources to implement. The FCRHA and HCD continued to lead the implementation of priorities identified under the Communitywide Housing Strategic Plan, to include the goal to develop 10,000 net new units of affordable housing by the year 2034 and to strive towards no net loss of market affordable housing.

- **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 five equity goal areas pertaining to rental assistance programs; affordable housing development; training, human resources, and communications; FCRHA policies and procedures; and homelessness. Further, HCD staff participate in several interagency workgroups to advance additional One Fairfax implementation recommendations from the Chairman's Task Force on Equity and Opportunity, such as developing strategies to provide public safety personnel the ability to live in the community they serve, and developing equity-based decision-making tools for planning, projects, and resource allocation. Work on these areas will continue in FY 2025 as HCD makes specific advances in the implementation of the agency Equity Impact Plan.

Specific outcomes for FY 2024 include the following:

- Obtained baseline data on voucher participants, developed geography-based payment standards and offered free orientation to current and prospective landlords to improve housing choices for people of color.
- Prioritized the construction and preservation of housing in areas of transit-oriented development and areas of opportunity; revised the FY 2024 Notice of Funding Availability points to promote non-profit acquisition in areas lacking affordable housing; and convened a taskforce to evaluate changes to improve equity in the for-sale WDU program.
- Studied and identified best practices for an interactive mapping tool on equity (i.e., Displacement Index).
- Conducted a racial equity survey of staff, hosted cultural sessions, and gained insights regarding staff perspective and experience at HCD; developed a Communications Toolkit to help staff communicate in alignment with One Fairfax Policy; added equity statements to every job announcement; added a requirement to ask at least one equity question during interviews.
- Adopted a new mission, vision and values statement that reflects commitment to aligning organizational goals with principles of equity.
- Created the Racial Equity Action Committee in the Office to Prevent and End Homelessness to ensure that people with lived experience participate in decision making conversations; coordinated training for the homelessness services continuum of care; utilized an equity trauma informed lens to review policy and procedures; and working to identify a tool for prioritizing housing matches.
- Awarded ten scholarships for \$5K each to promote education and training for residents living in affordable housing supported by FCRHA.
- Purchased six Affordable Dwelling Units in areas of opportunity in the Sully District.
- Convened a workgroup with uniformed members of public safety to evaluate the FCRHA magnet program.

- **Affordable Housing Advisory Council**

The Affordable Housing Advisory Council (AHAC) advises the Fairfax County Board of Supervisors on the county's progress on the preservation and production of affordable housing opportunities. AHAC monitors and provides advice regarding the Communitywide Housing Strategic Plan, recommends preservation and creation priorities, and monitors affordable housing funds. In FY 2024, AHAC provided input on budgetary and legislative matters, policy changes related to for-sale workforce dwelling units, the Regional Fair Housing Plan, and the Metropolitan Washington Council of Government's PRO Housing grant application. In addition, AHAC supported and provided input into the county's application for the Preservation and Reinvestment Initiative for Community Engagement (PRICE) grant.

- **Workforce Dwelling Unit for Sale Task Force**

Per the direction of the Board of Supervisors (the Board), HCD, in partnership with the Department of Planning and Development, convened a task force and developed recommendations for the reform of the homeownership component of the Workforce Dwelling Unit (WDU) program. The task force concluded its work in FY 2024. The Board accepted the task force recommendations in December 2023 and authorized the consideration of a comprehensive plan amendment. The amendment was presented to the Board in July 2024 with action expected in September 2024. Associated revisions to the Workforce Dwelling Unit Administrative Policy Guidelines are anticipated to be presented to the Board in FY 2025.

- **Grants Compliance**

HCD continued 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 provided technical assistance and monitoring of CDBG and HOME activities to ensure program compliance and successful outcomes. In addition, staff monitored activities and outcomes of HCD and FCRHA awardees, including funds granted via the Consolidated Community Funding Pool process.

- **Maximizing Organizational Effectiveness**

In FY 2024, HCD revised the organization's Mission, Vision and Values (MVV) statements to better reflect the state of the organization and vision going forward. The new MVV statements collectively point to a 'North Star' for all staff in their work and were developed with input from the 200+ staff members of the affordable housing team. In addition, the agency launched a new logo and communications products with the MVV statements.

- Mission: We serve the people of Fairfax County by creating housing opportunities to promote inclusive and thriving communities.
- Vision: A community everyone can afford to call home.
- Values: At Fairfax County Department of Housing and Community Development, we are an effective organization where we treat each other and our community in alignment with these values:
 - Equity: We remove barriers and provide access to opportunities.
 - Trust: We communicate openly and deliver on our commitments.
 - Innovation: We are creative and develop ground-breaking solutions.
 - Flexibility: We adapt and evolve to meet new challenges

- **Strategic Communications**

Throughout FY 2024, the FCRHA and HCD worked to continuously advance the efficiency and usability of web content, increase social media presence, and increase the use of videos in telling the story of affordable housing. A social and racial equity focus continued to be embedded in all communications. As a result of robust strategic marketing and communications efforts, the FCRHA was awarded several national awards, featured at several national conferences, and received recognition from the Commonwealth of Virginia.

- **Human Capital Development**

In FY 2024, several HCD staff attended outside industry specific conferences, such as the national Moving to Work Conference, the National Association of Housing and Redevelopment Officials annual meeting, Virginia Government Finance Officers Association conference, and Virginia Governor's Housing Conference. HCD continues to encourage

staff participation in other professional development opportunities offered by Fairfax County, as well as training opportunities related to equity, diversity and inclusion.