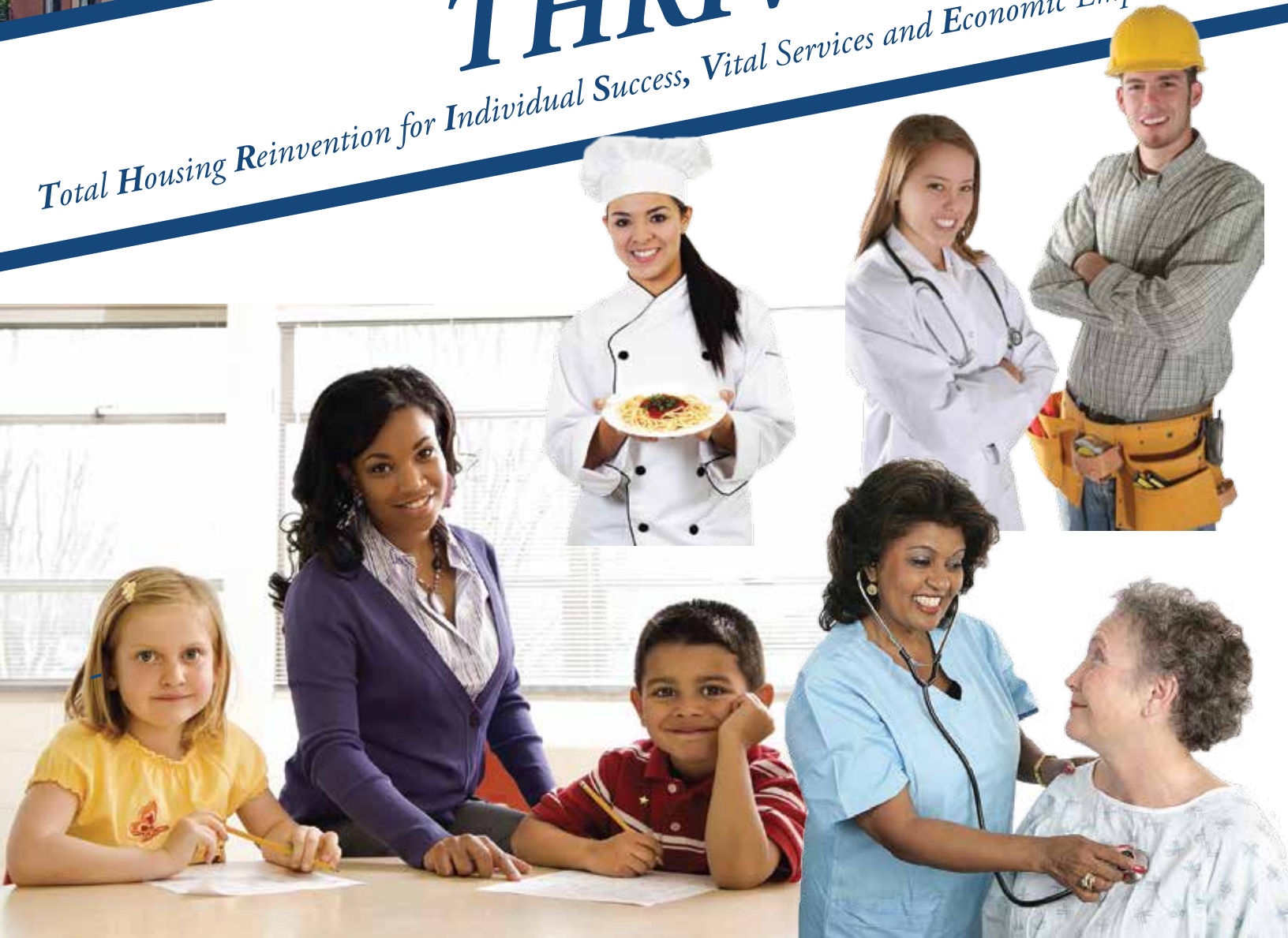


Fairfax County Redevelopment and Housing Authority



THRIVE

Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment



Moving to Work Report

Fiscal Year 2016

Submitted: September 30, 2016

The Vision

It is the vision of the Fairfax County Redevelopment and Housing Authority (FCRHA) that affordable housing programs provide more than a roof overhead. Affordable housing – particularly Public Housing and the Housing Choice Voucher programs – can be the gateway to a better life and self-sufficiency. Rather than simply surviving, it is the vision of the FCRHA that the families we serve can truly *THRIVE*.

The FCRHA has created the THRIVE initiative – ***T**otal **H**ousing **R**einvention for **I**ndividual Success, **V**ital Services and **E**conomic Empowerment* - to serve as the guiding principle for how we interact with families in our programs. It is our belief that by reinventing the way we do business through Moving to Work - by connecting individuals and families to the services they need to overcome health and personal barriers and by providing employment opportunities – every person can find individual success.

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I. Introduction

Moving to Work (MTW) is a demonstration program that offers Public Housing Authorities (PHAs) the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies for low-income families by allowing exemptions from existing Public Housing and tenant-based Housing Choice Voucher (HCV) rules. The program also permits PHAs to combine operating, capital, and tenant-based assistance funds into a single agency-wide funding source, as approved by the U.S. Department of Housing and Urban Development (HUD). The purposes of the MTW program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish three primary goals:

1. Reduce cost and achieve greater *cost effectiveness* in Federal expenditures;
2. Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and move to *self-sufficiency*; and
3. *Increase housing choices* for low-income families.

The Fairfax County Redevelopment and Housing Authority's (FCRHA) MTW designation, received in 2013, is a key component of the FCRHA's THRIVE Initiative – – **Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment. THRIVE is an overall effort by the FCRHA to ensure that its customers achieve their greatest level of self-sufficiency, while at the same time ensuring the financial viability of its portfolio of affordable housing properties and creating cost efficiencies for its Federal programs.**

Moving Along the Housing Continuum

The FCRHA provides a continuum of affordable housing ranging from rental vouchers and Public Housing; to moderately priced rental apartments and townhouses; as well as affordable programs for homeownership. Each person or family fits somewhere along this continuum and it is the goal of THRIVE and the FCRHA's MTW Plan to help individuals find the right fit based on income and need – helping them progress along the continuum to self-sufficiency. The THRIVE Housing Continuum (herein referred to as "Housing Continuum") provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. The four steps in the Housing Continuum provide a range of housing types and subsidy levels, each tied to the attainment of certain self-sufficiency skills.

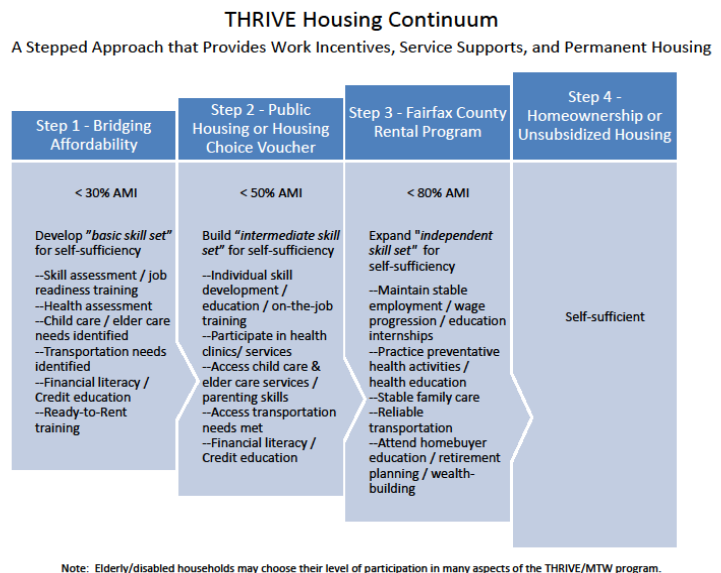
Step One – Bridging Affordability¹. The County’s Bridging Affordability rental subsidy program is designed to serve extremely low-income households earning 30 percent of the Area Median Income (AMI) and below, including those who are homeless. In Step One, participating households will focus on building basic self-sufficiency skills such as job readiness and financial literacy; they will receive “ready to rent” training, and receive services aimed at addressing basic self-sufficiency barriers, such as identifying child/elder care needs and assessing health needs.

Step Two – Public Housing or Housing Choice Voucher. The federal Public Housing and Housing Choice Voucher programs serve extremely and very low-income households (earning 50 percent of AMI and below) that need assistance in attaining an intermediate self-sufficiency skill set. Participants in Step Two will receive services designed to provide individual job skill development, address transportation needs, and ensure ongoing participation in health care services.

Step Three – Fairfax County Rental Program. The local Fairfax County Rental Program (FCRP) serves low- and moderate-income households (earning 80 percent of AMI and below) working toward an independent skill set, who are able to maintain stable employment, are participating in preventative activities, and are pursuing financial education such as retirement planning and homebuyer training.

Step Four – Homeownership or Unsubsidized Housing. At Step Four, individuals and families will be considered self-sufficient. Staff will refer tenants to the FCRHA’s First-Time Homebuyers Program.

Households can enter the Housing Continuum at any step, based on their skills and individual needs, and progress through the Housing Continuum to any step. Households will receive an individual assessment by FCRHA staff to determine what step in the Housing Continuum is right for them. For example, a homeless family that enters Step One/Bridging Affordability can progress directly to Step Three/FCRP if their skills and income increases sufficiently to do so.



¹ Bridging Affordability is a locally-funded rental assistance program that is subject to annual appropriations by the Fairfax County Board of Supervisors.

Similarly, a household may enter Step Three/FCRP directly if their income and skills allow.

MTW allows the FCRHA to expand the scope and impact of the THRIVE Initiative. The FCRHA, consistently recognized by HUD as a high-performing Public Housing agency, is using the flexibility that comes with the MTW designation to:

- Create a **housing continuum** that seamlessly couples the County's *local and Federal* housing programs and establishes skills-based benchmarks to move customers toward the greatest level of self-sufficiency they are able to attain.
- Expand its already **strong community partnerships** with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond.
- Reduce the regulatory burden both on staff and customers, to allow a greater focus on **people – not paperwork**. MTW changes such as moving to biennially re-certifications will permit FCRHA staff to concentrate on facilitating access to self-sufficiency services and opportunities, such as job training and higher education.
- **Align housing resources with community needs**, consistent with the County's yearly-adopted "Housing Blueprint."

Overview of the FCRHA'S Short and Long Term MTW Goals and Objectives

Fiscal Year (FY) 2016 was a busy year for the FCRHA—filled with implementation of activities proposed in previous years and development of some activities that were proposed in the FY 2017 Plan—all with the intention of helping our residents to THRIVE. Most of these activities are moving the FCRHA to meet long term objectives that will continue beyond FY 2016 and support long term goals. Highlights of the FCRHA's short and long term goals and objectives include:

1. **Local Project-Based Voucher Program:** The FCRHA is converting its entire Public Housing portfolio to project-based assistance under the Rental Assistance Demonstration (RAD). The first set of units will be converted by December 1, 2016, with the remaining units being converted in 2017. Long term, this offers an opportunity for the FCRHA to undertake long-deferred capital improvements, which will be explored over the coming years. Residents will benefit from these improvements, as well from the project-based voucher assistance.
2. **Linkage with Housing Continuum:** The FCRHA is continuing to focus on the Housing Continuum—strengthening it and continuing to create linkages between the four phases—Bridging Affordability, Public Housing and the HCV program, FCRP, and Homeownership/Unsubsidized Housing. In FY 2017 the FCRHA will begin to implement the financial assistance from the MTW block grant for Bridging Affordability participants receiving HCVs, an activity approved in FY 2016.

Long term, the FCRHA is continuing to expand the gateway of the housing continuum. In the future, it is likely that the FCRP will be connected through this gateway to the Bridging Affordability, HVC,

and Public Housing programs.

3. **Rent Reform:** Implementation for several FY 2016 Plan activities began in FY 2016 and are continuing to be fully implemented in FY 2017 and beyond. These activities include the rent reform and minimum rent implementation and evaluation. These are important activities as we look at how to make the THRIVE program even more successful for the FCRHA's program participants. Beyond FY 2016, it is expected that the results of the evaluation will provide valuable information for self-sufficiency programs for other MTW activities.

In FY 2016, the FCRHA focused on implementing the following MTW activities:

- 2014-5 Institute a New Minimum Rent
- 2014-6 Design and Initiate a Rent Control Study
- 2015-1 Eliminate Flat Rents in the Public Housing Program
- Beginning the evaluation of MTW Block Grant

In addition, the FCRHA continued to implement the following MTW activities:

- 2014-1 Reduction in Frequency of Reexaminations
- 2014-2 Eliminate Mandatory Earned Income Disregard Calculation
- 2014-3 Streamlined Inspections for Housing Choice Voucher Units
- 2014-9: Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs

Lastly, the following MTW activities are not yet implemented or on-hold and may be revisited in the future:

- 2014-4 Streamlined Inspections for Public Housing Residents
- 2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance
- 2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination
- 2016-1 Use MTW Funds for a Local, Non-Traditional Housing Program
- 2016-2 Modify Project-Based Voucher Choice Mobility Criteria

II. General Housing Authority Operating Information

Housing Stock Information

| New Housing Choice Vouchers that were Project-Based During the Fiscal Year | | | |
|--|--|---|---|
| Property Name | Anticipated Number of New Vouchers to be Project-Based * | Actual Number of New Vouchers that were Project-Based | Description of Project |
| Madison Ridge Apartments | 0 | 24 | Multi-family Project |
| Cornerstones | 0 | 10 | Scattered-site Townhomes |
| Homestretch | 0 | 6 | Scattered-site Townhomes |
| Pathways | 0 | 7 | Scattered-site Townhomes |
| Community Residences | 0 | 5 | 1 Townhome and a 4-unit Group Home |
| Good Shepherd Housing | 0 | 5 | Scattered-site Townhomes |
| | | | Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year * |
| | Anticipated Total Number of New Vouchers to be Project-Based * | Actual Total Number of New Vouchers that were Project-Based | 486 |
| | 209 | 57 | Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year |
| | | | 372 |
| | | | Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year * |
| | | | 486 |
| | | | Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year |
| | | | 300 |

* From the Plan

The difference between the number of units reported in the FY 2016 MTW Plan **anticipated** to be project-based and the **actual** number of vouchers that were project-based is due to the FCRHA Rental Assistance Demonstration conversion not occurring in FY 2016 (but will occur in FY 2017). Further, an additional project-based voucher competition was held in FY 2016, which was not anticipated. Lastly, the different between project-based vouchers committed at the end of FY 2016 and actually leased or issued is due to vouchers being award for future construction, acquisition and rehabilitation.

Other Changes to the Housing Stock that Occurred During the Fiscal Year

N/A

N/A

N/A

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of Actual Capital Fund Expenditures During the Plan Year

- VA1938 Kingsley Park-Replace electrical wiring-\$885,937-Done:6-14-16
- VA1940 Reston Town Center-pave and stripe parking lot-\$40,011-Done: 4-29-16
- VA1906 The Park- pave and stripe parking lot -\$43,926-Done: 4-15-16
- VA1945 Ragan Oaks- pave and stripe parking lot -\$54,973-Done: 3-25-16
- VA1939 Heritage North-replace HVAC systems-\$61,932-Done: 2-9-16
- VA1926 Heritage I- replace HVAC systems -\$98,059-Done: 2-2-16
- VA1928 Heritage South- replace HVAC systems -\$61,932-Done: 2-16-16
- VA1956 Greenwood II- replace HVAC systems-\$24,444- Done: 2-22-16
- VA1939 Springfield Green- replace HVAC systems-\$29,036- Done: 2-22-16
- VA1945 Ragan Oaks-upgrade six units to meet UFAS/ADA standards-\$263,109- Done: 10-22-15
- VA1942 Old Mill- upgrade six units to meet UFAS/ADA standards-\$42,035- Done: 9-17-15

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

| Housing Program * | Total Units | Overview of the Program |
|---|-------------|---|
| Locally Funded/Tax Credit | 1967 | Fairfax County Rental Program--Families |
| Locally Funded/Tax Credit | 504 | Fairfax County Rental Program--Senior Housing |
| Locally Funded | 112 | Assisted Living Beds |
| Locally Funded | 62 | Supportive Housing Beds |
| Locally Funded | 154 | Other Specialized Housing, including Single Room Occupancy, a mobile home park, and permanent supportive housing community. |
| Total Other Housing Owned and/or Managed | 2799 | |

* **Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe:

N/A

Leasing Information

| Actual Number of Households Served at the End of the Fiscal Year | | |
|--|---|---|
| Housing Program: | Number of Households Served* | |
| | Planned | Actual |
| Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ** | 0 | 0 |
| Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ** | 0 | 0 |
| Port-In Vouchers (not absorbed) | N/A | 0 |
| Total Projected and Actual Households Served | 0 | 0 |
| * Calculated by dividing the planned/actual number of unit months occupied/leased by 12. | | |
| ** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served. | | |
| Housing Program: | Unit Months Occupied/Leased**** | |
| | Planned | Actual |
| Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs *** | 0 | 0 |
| Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs *** | 0 | 0 |
| Port-In Vouchers (not absorbed) | N/A | 0 |
| Total Projected and Annual Unit Months Occupied/Leased | 0 | 0 |
| N/A | | |
| *** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served. | | |
| **** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year. | | |
| | Average Number of Households Served Per Month | Total Number of Households Served During the Year |
| Households Served through Local Non-Traditional Services Only | 0 | 0 |

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency’s fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

| Fiscal Year: | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|------|------|------|------|------|------|------|------|
| Total Number of Local, Non-Traditional MTW Households Assisted | 0 | 0 | 0 | 0 | 0 | 0 | X | X |
| Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income | 0 | 0 | 0 | 0 | 0 | 0 | X | X |
| Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income | 0 | 0 | 0 | 0 | 0 | 0 | X | X |

| Mix of Family Sizes Served | | | | | | | |
|--|----------|----------|----------|----------|----------|-----------|--------|
| | 1 Person | 2 Person | 3 Person | 4 Person | 5 Person | 6+ Person | Totals |
| Baseline Percentages of Household Sizes to be Maintained ** | 34.19 | 23.04 | 15.87 | 11.22 | 8.8 | 6.88 | 100 |
| Number of Households Served by Family Size this Fiscal Year *** | 1576 | 1031 | 694 | 543 | 374 | 340 | 4558 |
| Percentages of Households Served by Household Size this Fiscal Year **** | 34.57 | 22.61 | 15.26 | 11.91 | 8.2 | 7.45 | 100 |
| Percentage Change | 0.38 | -0.43 | -0.61 | 0.69 | -0.60 | 0.57 | 0 |
| Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages | N/A | | | | | | |
| <p>* "Non-MTW adjustments to the distribution of family sizes" are defined as factors that are outside the control of the PHA. Acceptable "non-MTW adjustments" include, but are not limited to, demographic changes in the community's population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.</p> <p>** The numbers in this row will be the same numbers in the chart above listed under the column "Baseline percentages of family sizes to be maintained."</p> <p>*** The methodology used to obtain these figures will be the same methodology used to determine the "Occupied number of Public Housing units by family size when PHA entered MTW" and "Utilized number of Section 8 Vouchers by family size when PHA entered MTW" in the table immediately above.</p> <p>**** The "Percentages of families served by family size this fiscal year" will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.</p> | | | | | | | |

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

| Housing Program | Description of Leasing Issues and Solutions |
|-----------------|---|
| N/A | N/A |
| N/A | N/A |
| N/A | N/A |

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End

| Activity Name/# | Number of Households Transitioned * | Agency Definition of Self Sufficiency |
|---|-------------------------------------|--|
| Alternate Recertification/2014-1 | 3 | No longer receiving subsidy or 100 percent AMI |
| 35% Family Share/2014-9 | 3 | No longer receiving subsidy or 100 percent AMI |
| N/A | N/A | N/A |
| N/A | N/A | N/A |
| Households Duplicated Across Activities/Definitions | 3 | * The number provided here should match the outcome reported where metric SS #8 is used. |
| ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY | 3 | |

Wait List Information

| Wait List Information at Fiscal Year End | | | | |
|--|-------------------|-----------------------------------|--|---|
| Housing Program(s) * | Wait List Type ** | Number of Households on Wait List | Wait List Open, Partially Open or Closed *** | Was the Wait List Opened During the Fiscal Year |
| Federal MTW Housing Choice Voucher Program | Community Wide | 276 | Partially Open | No |
| Federal MTW Public Housing | Other-Area Based | 3721 | Partially Open | No |
| N/A | N/A | N/A | N/A | N/A |

More can be added if needed.

* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types*: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

The Housing Choice Voucher and Public Housing waiting list are partially open to serve homeless families referred by the local Office to Prevent and End Homelessness.

If Local, Non-Traditional Program, please describe:

N/A

If Other Wait List Type, please describe:

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A

III. Proposed MTW Activities

All proposed activities that are granted approval by HUD are reported in Section IV as “Approved Activities.”

IV.A. Approved MTW Activities: Implemented

2014-1 **Reduction in Frequency of Reexaminations**

Description of Activity/Status/Impact

This activity was first approved in the FY 2014 MTW Plan Year. The objectives of this activity are to provide a work incentive for all families and to reduce the burden on staff and families by reducing the frequency of income reexaminations. The FCRHA proposed the following changes:

- Reexaminations will be reduced from annually to once every two years. Families that claim to have zero income will continue to meet with FCRHA staff regularly.
- Reexaminations for families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) will be conducted every three years.
- Interim increases—that is, increases in income between annual reexaminations— will be disregarded until the next scheduled biennial or triennial reexamination.
- Interim decreases, a reported decrease in income, will be limited to one during a calendar year and no interim decreases during the first six months after initial occupancy.

The reduction in the frequency of reexaminations provides an incentive to work for all families—including elderly families and/or people with disabilities who wish to be employed—who will not be subject to a rent increase when their income increases as a result of self-sufficiency successes such as new employment or job promotion. Through this activity, the FCRHA is reducing the regulatory burden both on the participant families and staff to allow a greater focus on people—not paperwork.

In early 2014, the FCRHA started the implementation of this activity by informing HCV households and all those households in the Public Housing Pilot Portfolio about the biennial/triennial reexamination cycle. In July 2014, the FCRHA began phasing in affected households to the alternate reexamination schedule and it was completely phased-in by June 2016. The FCRHA has temporarily postponed its new interim policy.

Activity Metrics

| CE #1: AGENCY COST SAVINGS | | | | |
|--|---|---|--|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Total cost of task in dollars (decrease).</i> | <i>Cost of task prior to implementation of the activity (in dollars).</i> | <i>Expected cost of task after implementation of the activity (in dollars).</i> | <i>Actual cost of task after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | <p>This baseline was set using FY 2014 data.</p> <p>\$30.2386 average hourly pay of reexamination specialists X 19,345 total staff hours for reexaminations (see CE #2 baseline)</p> <p>= \$584,965 total cost for reexaminations</p> | <p>HCV: This activity was fully implemented in FY 2016.</p> <p>PH: The alternate reexamination schedule applied immediately to the Pilot PH Portfolio. Reduced PH staff time will yield reduced cost to process PH reexaminations.</p> <p>\$30.2386 average hourly pay of reexamination specialists X 18,334 total staff hours for reexaminations (see CE#2 benchmark)</p> <p>= \$554,394 total cost for reexaminations</p> | <p>All HCV holders received their last regular reexamination in FY 2016.</p> <p>\$41.77 average hourly pay of reexamination specialists X 6,945 total staff hours for reexaminations (see CE#2 benchmark)</p> <p>= \$290,092 total cost for reexaminations</p> | <p>There has been a significant cost savings due to this alternate reexamination schedule.</p> |

CE #2: STAFF TIME SAVINGS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|---|--|---|--|
| <i>Total time to complete the task in staff hours (decrease).</i> | <i>Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).</i> | <i>Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | This baseline was set using FY 2014 data. Survey of staff revealed that staff spends on average 5 hours processing each reexamination. 5 hours X 3,532 HCV reexaminations=17,660 HCV staff hours + 5 hours X 337 PH Pilot Portfolio reexaminations =1,685 PH staff hours =19,345 total staff hours for reexaminations | 5 hours X 3,532 HCV reexaminations = 17,660 HCV staff hours + 5 hours X 337 Pilot PH reexaminations = 1,685 PH staff hours = 19,345 total staff hours dedicated to reexaminations. | 5 hours X 1,326 HCV reexaminations conducted in FY 2016 = 6,630 HCV staff hours + 5 hours X 63 Pilot PH reexaminations conducted in FY 2016 = 315 PH staff hours = 6,945 total staff hours dedicated to reexaminations. | There has been a significant savings of staff time due to this activity. This staff time saving can then be redirected to assisting clients to move to self-sufficiency. |

CE #5: INCREASE IN AGENCY RENTAL REVENUE

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|---|--|--|
| <i>Rental revenue in dollars (increase).</i> | <i>Rental revenue prior to implementation of the activity (in dollars).</i> | <i>Expected rental revenue after implementation of the activity (in dollars).</i> | <i>Actual rental revenue after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | FY 2014 HCV estimated HAP disbursements were \$43,389,711. FY 2014 Public Housing estimate rental revenue was \$5,248,624. | No change in rental revenue is expected in FY 2016 as a result of alternate reexaminations. FY 2015 HCV estimated HAP disbursements are \$42,440,227. FY 2015 Public Housing estimated rental revenue is \$6,187,194. | FY 2016 HCV actual HAP disbursements was \$46,931,597. FY 2016 Public Housing actual rental revenue is \$5,939,438. | There has been no increase or decrease in agency rental revenue as a result of alternate reexaminations. |

SS #1: INCREASE IN HOUSEHOLD INCOME

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|---|--|--|
| <i>Average earned income of households affected by this policy in dollars (increase).</i> | <i>Average earned income of households affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Actual average earned income of households affected by this policy prior to implementation (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | <p>This baseline was set using FY 2014 data. Average earned income of HCV households is \$24,504.</p> <p>Average earned income of PH households in the Pilot PH program is \$24,993.</p> | <p>Expected average earned income of HCV households was \$24,504 in FY 2014.</p> <p>Expected average earned income of PH households was \$24,993 in FY 2014.</p> <p>Update for FY 2016: Data used was total annual income previous. The metric is now being calculated using earned income.</p> | <p>The average earned income of Public Housing households in the Pilot properties was \$21,533.</p> <p>The average earned income of HCV households was \$20,046.</p> | <p>A change in earned income is not expected due to this activity.</p> |

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|--|---|---|
| <p>Report the following information separately for each category:</p> <ol style="list-style-type: none"> Employed Full-Time Employed Part-Time Enrolled in an Educational Program Enrolled in Job Training Program Unemployed Other | <p>Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.</p> | <p>Expected head(s) of households in <<category name>> after implementation of the activity (number).</p> | <p>Actual head(s) of households in <<category name>> after implementation of the activity (number).</p> | <p>Whether the outcome meets or exceeds the benchmark.</p> |
| 1. Employed Full-Time | Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below. | N/A | N/A | N/A |
| 2. Employed Part-Time | Part-time employment is not tracked separately from full-time employment. They will be reported together under (6) below. | N/A | N/A | N/A |
| 3. Enrolled in an Educational Program | <p>This data was not tracked previously prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p> | <p>No change in the number of heads of households enrolled in an educational program is expected as a result of Alternate Reexaminations. This will be tracked in the PH Pilot. The benchmark is zero.</p> | <p>5 household members entered an educational program in FY 2016.</p> | <p>The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio.</p> |
| 4. Enrolled in Job Training Program | <p>This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p> | <p>reexaminations since FY 2015 marked the beginning of this activity (FY 2015 for the PH Pilot Portfolio and FY 2016 for HCV).</p> | <p>5 household members entered an educational program in FY 2016.</p> | <p>The number was larger than expected because of the quick start-up of the PH Pilot Portfolio.</p> |
| 5. Unemployed | <p>In FY 2014, the total number of families with a head of household that was neither elderly nor disabled (i.e. “employable”), and had</p> | <p>No change in the number of unemployed heads of households is expected a result of alternate</p> | <p>At the end of FY 2016, there were 497 families with a head of household that was neither elderly nor</p> | <p>While no change was expected, the number of unemployed, non-elderly or disabled</p> |

| | | | | |
|---------------------------------------|---|--|--|--|
| | no earned income is 664. | reexaminations. The total number of families in HCV program/PH Pilot portfolio with a head of household that is neither elderly nor disabled and has no earned income is 664 in FY 2014. | disabled and had no earned income. | heads of households has decreased. |
| 6. Other: Employed Part- or Full-Time | The total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495 in FY 2015. | No change in the number of employed heads of households is expected as a result of alternate reexaminations. The total number of families with a head of household that is neither elderly nor disabled and has earned income is 1,495. | 7 heads of household gained employment due to the Public Housing Pilot Portfolio increase in service coordination. The total number of households in HCV and the Public Housing Pilot Portfolio that are neither elderly nor disabled and have an earned income is 1,678. | The benchmark was exceeded throughout the HCV and Public Housing programs. |

SS #4: HOUSEHOLDS REMOVED FROM TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|--|--|--|
| <i>Number of households receiving TANF assistance (decrease).</i> | <i>Households receiving TANF prior to implementation of the activity (number).</i> | <i>Expected number of households receiving TANF after implementation of the activity (number).</i> | <i>Actual households receiving TANF after implementation of the activity (number).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | Total number of PH and HCV households receiving TANF assistance is 181. | No change in the number of households receiving TANF is expected as a result of Alternate Reexaminations. Total number of PH and HCV households receiving TANF assistance is 181. | At the end of FY 2016, 199 families were receiving TANF. | In FY 2016 there was a small increase in the number of families on TANF. |

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|---|---|--|
| <i>Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided</i> | <i>Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.</i> | <i>Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i> | <i>Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| For the purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH). | The baseline is zero. | FY 2015 marked the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The benchmark is zero. | 3 households transitioned to self-sufficiency. | The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio. |

2014-2 Eliminate Mandatory Earned Income Disregard Calculation

Description of Activity/Status/Impact

Eliminating the Mandatory Earned Income Disregard (EID) calculation was an opportunity for cost effectiveness and allowed staff to reallocate resources toward self-sufficiency development. EID regulations are cumbersome to apply yet affect only one percent of families in the Public Housing and Housing Choice Voucher programs. The FCRHA believes the time spent on complying with this relatively obscure calculation is better used to help families with Individual Development Plans and goal-setting.

As part of the HUD-mandated EID calculation, any family in the Public Housing program, and any family in the HCV program that included a member(s) with disabilities, was eligible for EID when an unemployed or under-employed family member obtained a job or increased their wages. The resulting income increase was fully excluded for 12 months and 50 percent excluded for an additional 12 months. In FY 2011, only 52 families in the FCRHA's Public Housing and HCV programs benefited from the EID calculation.

In its FY 2014 MTW Plan, the FCRHA proposed eliminating the HUD-mandated EID calculation and in February 2014 began notifying affected families. In order to allow families to prepare for any potential changes in rent, families that received notification within three months of their reexaminations were phased out at their second annual reexamination. This activity eliminated all use of the EID calculation in FY 2015. No new families will receive the disregard in FY 2016; that is, the EID calculation was no longer included as part of any rent calculation.

Activity Metrics

| CE #1: AGENCY COST SAVINGS | | | | |
|--|---|--|---|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Total cost of task in dollars (decrease).</i> | <i>Cost of task prior to implementation of the activity (in dollars).</i> | <i>Expected cost of task after implementation of the activity (in dollars).</i> | <i>Actual cost of task after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | \$30.2386 average hourly staff pay X 130 staff hours to track EID calculations (see CE #2) = \$3,931 total cost to track EID calculations | The EID calculation has been eliminated. The benchmark is a cost savings of \$3,931. | FY 2015--\$31.13 average hourly staff hours X 130 staff hours = \$4,046.90 savings. | The benchmark was achieved in FY 2015. The difference between the expected and actual cost of this task is due to staff pay. |

CE #2: STAFF TIME SAVINGS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|---|---|---|--|
| <i>Total time to complete the task in staff hours (decrease).</i> | <i>Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).</i> | <i>Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | Survey of staff revealed that staff spends on average 2.5 hours tracking EID calculations. 2.5 hours X 52 households with EID = 130 total staff hours to track EID calculations. | The EID calculation has been eliminated. The benchmark is a staff time savings of 130 hours. | The estimated time savings in FY 2015 was 130 staff hours. | The benchmark was achieved and completed in FY 2015. |

CE #3: DECREASE IN ERROR RATE OF TASK EXECUTION

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|---|---|--|
| <i>Average error rate in completing a task as a percentage (decrease).</i> | <i>Average error rate of task prior to implementation of the activity (percentage).</i> | <i>Expected average error rate of task after implementation of the activity (percentage).</i> | <i>Actual average error rate of task after implementation of the activity (percentage).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The average error rate associate with EID calculations was 6 percent in FY 2014. | The EID calculation has been eliminated. There are no errors associated with this task. The benchmark is zero percent error rate. | Since the EID calculation was eliminated, the actual error rate is zero percent. | The benchmark was achieved and completed in FY 2015. |

CE #5: INCREASE IN AGENCY RENTAL REVENUE

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|--|--|---|--|
| <i>Rental revenue in dollars (increase).</i> | <i>Rental revenue prior to implementation of the activity (in dollars).</i> | <i>Expected rental revenue after implementation of the activity (in dollars).</i> | <i>Actual rental revenue after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | FY 2014 HCV estimated HAP disbursements are \$43,389,711. FY 2014 Public Housing estimated rental revenue is \$5,248,624. | Due to a limited number of families benefiting from the EID calculation, a negligible increase in rental revenue is anticipated. | FY 2016 HCV actual HAP disbursements was \$46,931,597. FY 2016 Public Housing actual rental revenue was \$5,939,438. | There was no change of agency rental revenue in FY 2015 because of the elimination of the EID. This activity was completed in FY 2015. |

2014-3 Streamlined Inspections for Housing Choice Voucher Units

Description of Activity/Status/Impact

Streamlining Housing Choice Voucher inspections provides a two-part connection to the FCRHA's THRIVE initiative – (1) it reduces staff time spent on inspections of units that are historically of high-quality, and (2) it provides an incentive for families to maintain their units via less frequent inspections. This activity is expected to reduce the costs associated with conducting HCV inspections, encourage owners to maintain their units, and incentivize families to employ good housekeeping practices.

This activity was first approved in the FCRHA's 2014 MTW Plan. HUD regulations currently mandate that housing authorities inspect every HCV unit at least annually to ensure it meets Housing Quality Standards (HQS).

In FY 2014, the FCRHA re-evaluated the scope of its activity to streamline inspections for all HCV units in response to inspection staff concerns that units which have repeatedly failed inspections might continue to pose potential hazards to tenants if not reinspected. Rather than allowing all HCV units to transition to biennial inspections after one passed inspection and self-certification by the household and the landlord, the FCRHA relies on its inspectors to determine if the unit and both parties are prepared for biennial inspections. Inspectors now take into account whether or not landlords conduct their own annual inspection, respond to repairs timely and have a good history of working with the tenant to address lease violations. In addition, the inspector considers the tenant's housekeeping, ability to address housing issues with the landlord and ability to maintain their home in a decent, safe and sanitary condition.

Tenants, owners, or a third-party will continue to have the option to request Special Inspections at any time, and any complaints received by the FCRHA from a tenant, owner or third-party may revert a unit back to an annual inspection cycle. Additionally, all HCV units will be subject to Quality Control Inspections and the FCRHA will specifically focus those inspections on households less likely to report unsafe or unsanitary conditions. Inspection staff will follow HQS protocol including using HUD Form 52580 for all inspections.

While all HCV households received notification in Fiscal Year 2014 of the change in inspection cycle, the FCRHA has not implemented these changes. These changes will be implemented once inspectors are able to utilize mobile inspection software through Yardi, the software that manages all aspects of HCD's affordable housing operation. Once the Yardi upgrade is complete (early 2017), this activity will be fully implemented.

Activity Metrics

| CE #1: AGENCY COST SAVINGS | | | | |
|--|--|---|---|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Total cost of task in dollars (decrease).</i> | <i>Cost of task prior to implementation of the activity (in dollars).</i> | <i>Expected cost of task after implementation of the activity (in dollars).</i> | <i>Actual cost of task after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The baseline was set using FY 2014 data. \$29.56 average hourly pay of HCV inspectors X 7,280 total staff hours (see CE #2)= \$215,197 total cost of HCV inspections | The benchmark is \$215,197. | \$29.32 average hourly pay of HCV inspectors X 7,280 total staff hours = \$213,449 total cost of HCV inspections. | There has been a decrease in the cost of inspections due to a slight decrease in staff salary. |

| CE #2: STAFF TIME SAVINGS | | | | |
|---|---|---|---|---|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Total time to complete the task in staff hours (decrease).</i> | <i>Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).</i> | <i>Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The baseline was set using FY 2014 data. 3.5 HCV inspectors X 2080 hours = 7,280 total staff hours | The benchmark is 7,280 total staff hours. | 7,280 staff hours were spent conducting inspections in FY 2016. | There has been no decrease in staff time savings because the activity has not been implemented. |

| CE #3: DECREASE IN ERROR RATE OF TASK EXECUTION | | | | |
|--|---|---|---|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Average error rate in completing a task as a percentage (decrease).</i> | <i>Average error rate of task prior to implementation of the activity (percentage).</i> | <i>Expected average error rate of task after implementation of the activity (percentage).</i> | <i>Actual average error rate of task after implementation of the activity (percentage).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | Error rate on inspections must be tracked manually. No data is currently available. | The FCRHA does not expect a decrease in the error rate of HCV inspections as a result of biennial unit inspections. The average error rate of HCV inspections is less than 1 percent. | There was not a decrease in error rate in FY 2016. | There has been no change in error rate in FY 2016. |

2014-5 **Institute a New Minimum Rent**

Description of Activity/Status/Impact

In order to achieve the next level of self-sufficiency and move through the Housing Continuum, families that are able to work must be engaging in some type of self-sufficiency activity. Families will need to be working, looking for work, in school, or in a job training program if they are to be successful at moving through the Housing Continuum.

The activity was first approved in the FCRHA's 2014 MTW Plan and was repropose and approved in the FY 2016 MTW Plan. In an effort to encourage families that are able to work to seek employment and stay employed, the FCRHA proposed a new minimum rent based on working wages. Specifically, the FCRHA proposed to increase the minimum rent from \$50 to \$220 per month for "workable" families. This rent is based on one family member working 20 hours per week for four weeks during the month earning the minimum wage of \$7.25. This policy is being piloted with families in several properties in its Public Housing portfolio (THRIVE Pilot Portfolio) to best gauge the effects of raising the minimum rent on efforts to encourage families to work. These properties include Greenwood, West Ford, and The Park, a total of 267 units. Families will be given a one year notice of the minimum rent increase. Elderly and disabled families will be excluded from the higher minimum rent and eligible families will be able to apply for hardship exemption.

The FCRHA anticipates that:

- In the first year of implementation of this activity, the number of families that pay the new minimum rent will increase;
- In the second year of implementation of this activity, the number of families that pay minimum rent will begin to decrease; and
- Within three years of implementation of this activity, the majority of work able families that are not otherwise exempt will be working at least part-time in minimum wage jobs.

Update on Implementation of Activity/Timeline

The FCRHA began implementation of the minimum rent activity in 2015. On-site staffing was instituted at the three Public Housing sites; a reduction in the frequency of reexaminations was started; HCD met with Yardi to develop the specifications for the programming necessary for minimum rent and rent reform; and baseline data on the Public Housing residents was provided to George Mason for the rent reform evaluation. Unfortunately, after this initial implementation, a technical road block was met. The FCRHA uses Yardi as its software to manage all aspects of its affordable housing operations. Fairfax County - the County Attorney's Office, the Department of Information Technology, and the FCRHA - and Yardi spent over two years negotiating a renewal contact—much of the time dealing the security/protection of the FCRHA's data when moving to a private cloud. Fortunately, the Yardi contact was finally signed by both parties in June 2016 and the implementation of minimum rent will continue once the private cloud is set up, the Yardi software is upgraded and programming is complete—likely by January 2017. These negotiations have taken longer than expected and have delayed the full implementation of this activity because of the necessity of having Yardi to manage this function.

Activity Metrics

| SS #1: INCREASE IN HOUSEHOLD INCOME | | | | |
|---|--|---|--|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Average earned income of households affected by this policy in dollars (increase).</i> | <i>Average earned income of households affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Actual average earned income of households affected by this policy prior to implementation (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | <p>This baseline was set using FY 2014 data. Average earned income of HCV households is \$24,504.</p> <p>Average earned income of PH households is \$24,993.</p> | <p>Expected average earned income of HCV households is \$24,504.</p> <p>Expected average earned income of PH households is \$24,993.</p> <p>This benchmark is being adjusted to look at earned income, not annual income.</p> | <p>The average earned income of Pilot Portfolio Public Housing households was \$21,533.</p> <p>The average earned income of HCV households was \$20,046.</p> | <p>This activity has not been fully implemented.</p> |

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|--|---|---|
| <p>Report the following information separately for each category:</p> <p>7. Employed Full-Time</p> <p>8. Employed Part-Time</p> <p>9. Enrolled in an Educational Program</p> <p>10. Enrolled in Job Training Program</p> <p>11. Unemployed</p> <p>12. Other</p> | <p>Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.</p> | <p>Expected head(s) of households in <<category name>> after implementation of the activity (number).</p> | <p>Actual head(s) of households in <<category name>> after implementation of the activity (number).</p> | <p>Whether the outcome meets or exceeds the benchmark.</p> |
| 1. Employed Full-Time | Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below. | N/A | N/A | N/A |
| 2. Employed Part-Time | Part-time employment is not tracked separately from full-time employment. They will be reported together under (6) below. | N/A | N/A | N/A |
| 3. Enrolled in an Educational Program | <p>This data was not tracked previously prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p> | <p>No change in the number of heads of households enrolled in an educational program is expected. This will be tracked in the Public Housing Pilot. The benchmark is zero.</p> | <p>5 household members entered an educational program in FY 2016.</p> | <p>This activity has not been fully implemented and therefore this outcome is not attributable to it.</p> |
| 4. Enrolled in Job Training Program | <p>This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database.</p> <p>The initial baseline is zero.</p> | <p>No change in the number of heads of households enrolled in a training program is expected.</p> | <p>5 household members entered an educational program in FY 2016.</p> | <p>This activity has not been fully implemented and therefore this outcome is not attributable to it.</p> |
| 5. Unemployed | <p>In FY 2014, the total number of families with a head of household that was neither elderly nor disabled (i.e. “employable”), and had no earned income is 664.</p> | <p>No change in the number of unemployed heads of households is expected.</p> <p>The total number of families with a head</p> | <p>At the end of FY 2016, there were 497 families in Public Housing portfolio and HCV program with a head of household that was neither</p> | <p>While no change was expected, the number of unemployed, non-elderly or disabled heads of households has decreased.</p> |

| | | | | |
|---------------------------------------|--|--|---|--|
| | | of household that is neither elderly nor disabled and has no earned income is 664. | elderly nor disabled and had no earned income. | |
| 6. Other: Employed Part- or Full-Time | The total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495. | No change in the number of employed heads of households is expected. The total number of families with a head of household that is neither elderly nor disabled and has earned income was 1495 in FY 2015. | 7 heads of household gained employment due to the Public Housing Pilot Portfolio increase in service coordination. The total number of households that are neither elderly nor disabled in HCV and the Public Housing Pilot Portfolio and have an earned income is 1,678. | This activity has not been fully implemented and therefore this outcome is not attributable to it. |

| SS #4: HOUSEHOLDS REMOVED FROM TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF) | | | | |
|---|--|--|--|---|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Number of households receiving TANF assistance (decrease).</i> | <i>Households receiving TANF prior to implementation of the activity (number).</i> | <i>Expected number of households receiving TANF after implementation of the activity (number).</i> | <i>Actual households receiving TANF after implementation of the activity (number).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | Total number of PH and HCV households receiving TANF assistance is 181. | No change in the number of households receiving TANF is expected. Total number of Public Housing and HCV households receiving TANF assistance is 181. | At the end of FY 2016, 199 families were receiving TANF. | Families were not expected to be impacted by this activity. However, in FY 2016 there was a small increase in the number of families on TANF. |

SS #6: REDUCING PER UNIT SUBSIDY COSTS FOR PARTICIPATING HOUSEHOLDS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|--|--|--|--|
| <i>Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).</i> | <i>Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).</i> | <i>Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The average monthly subsidy per unit in FY 2015 was \$3,918. | The average monthly subsidy per unit was not expected to change in FY 2016 as a result of this activity. | This activity has not been fully implemented. | This activity has not been fully implemented. |

SS #7: INCREASE IN AGENCY RENTAL REVENUE

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|---|---|---|
| <i>PHA rental revenue in dollars (increase).</i> | <i>PHA rental revenue prior to implementation of the activity (in dollars).</i> | <i>Expected PHA rental revenue after implementation of the activity (in dollars).</i> | <i>Actual PHA rental revenue after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | In FY 2015, the actual rental revenue was \$5,467,446. | In FY 2016, the estimated rental revenue is \$6,228,558. | FY 2016 Public Housing actual rental revenue is \$5,939,438. | The increase in rental revenue was a result of the tenant share of rent increase from 30 to 35 percent. This activity has not been fully implemented. |

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|--|--|---|
| <p><i>Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided</i></p> | <p><i>Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.</i></p> | <p><i>Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i></p> | <p><i>Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i></p> | <p><i>Whether the outcome meets or exceeds the benchmark.</i></p> |
| <p>For the purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).</p> | <p>The baseline is zero.</p> | <p>FY 2015 marked the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV).</p> <p>The benchmark is zero.</p> | <p>3 households transitioned to self-sufficiency in the Public Housing Pilot Portfolio.</p> | <p>The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio.</p> |

2014-6 Design and Initiate a Rent Control Study

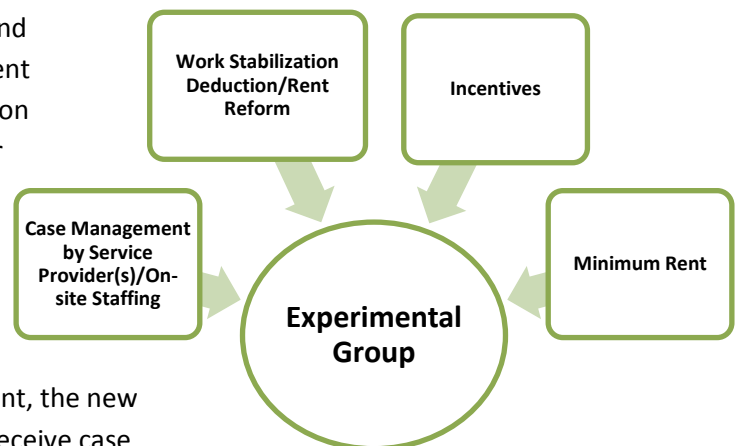
Description of Activity/Status/Impact

The activity was first approved in the FCRHA’s 2014 MTW Plan and was repropoed and approved for HUD approval in the FY 2016 MTW Plan.

The FCRHA’s Rent Control Study is an alternate rent strategy for incentivizing families to increase their income and savings through a simplified approach to calculating a family’s adjusted income by:

- Continuing to exclude income directly related to achieving self-sufficiency, such as income from training programs and student financial assistance;
- Utilizing a “work stabilization” deduction to replace existing deductions. The new Work Stabilization Deduction will equal 20 percent of the family’s gross earned income;
- Alternating income reexaminations every two years so families can take advantage of income increases without a resulting rent increase;
- Providing case management services through a contract with non-profit organizations that will focus on moving families toward self-sufficiency and partnering with SkillSource, the local Workforce Development Board employment one-stop organization, to provide a dedicated employment specialist;
- Providing incentives for families that meet self-sufficiency goals; and
- Implementing a minimum rent to further encourage families to work. This activity is discussed under MTW activity 2014-5 Institute a New Minimum Rent.

Staff from the Fairfax County Department of Housing and Community Development, together with the THRIVE Rent Reform Subcommittee, met regularly with George Mason University’s Center for Regional Analysis and Center for Social Science Research to design the study. The study focuses on three large Public Housing properties—Greenwood, The Park, and West Ford in the THRIVE Pilot Portfolio with a total of 267 units, the experimental group.² Residents in the experimental group participate in the new minimum rent, the new rent reform, a self-sufficiency incentive program, and receive case management/self-sufficiency services through a non-profit organization as well as assistance from on-site staff (see Illustration).



² A randomized selection of units is not possible as individual units receiving different rent structures would risk “contamination” effect and prevent efficient service delivery at centralized property locations.

The control group consist of residents living outside of the THRIVE Pilot Portfolio whose minimum rent and rent calculation will remain unchanged. The control group will not receive incentives or receive services beyond those generally available on their properties or in the community.

The GMU study will identify and report on independent, control and dependent variables and outcomes and primary data collection will come from FCRHA database records. The study will report on self-sufficiency metrics including changes to household income and savings, need for Temporary Assistance to Needy Families (TANF), changes in housing subsidies, and participation in services that increase self-sufficiency. The final GMU report will include a discussion of methodology and findings.

Recommendations will cover substantive implications for the FCRHA, as well as suggestions for additional housing program research.

The FCRHA anticipates that as a result of the rent reform activities:

- There will be an increase in the average household income;
- There will be an increase in average household savings;
- Fewer households will remain on TANF;
- All households in the study experiment group will be assisted with services aimed at increasing self-sufficiency; and
- There will be a reduction in the average unit subsidy of households in the test group.

Update on Implementation of Activity/Timeline

The FCRHA began implementation of the rent reform activity in early 2015. On-site staffing was instituted at the three Public Housing sites; a reduction in the frequency of reexaminations was started; HCD met with Yardi to develop the specifications for the programming necessary for minimum rent and rent reform; and baseline data on the Public Housing residents was provided to George Mason for the rent reform evaluation.

Unfortunately, after this initial implementation, a technical road block was met. The FCRHA uses Yardi as its software to manage all aspects of its affordable housing operations. Fairfax County—the County Attorney’s Office, the Department of Information Technology, and the FCRHA—and Yardi spent over two years negotiating a renewal contact—much of the time dealing the security/protection of the FCRHA’s data when moving to a private cloud. Fortunately, the Yardi contact was finally signed by both parties in June 2016 and the implementation of rent reform will continue once the private cloud is set up, the Yardi software is upgraded and programming is complete—likely by January 2017. These negotiations have taken longer than expected and have delayed the full implementation of this activity because of the necessity of having Yardi to manage this function.

Activity Metrics

| SS #1: INCREASE IN HOUSEHOLD INCOME | | | | |
|---|--|---|---|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Average earned income of households affected by this policy in dollars (increase).</i> | <i>Average earned income of households affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Actual average earned income of households affected by this policy prior to implementation (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | <p>This baseline was set using FY 2014 data. Average earned income of HCV households is \$24,504.</p> <p>Average earned income of PH households is \$24,993.</p> | <p>Expected average earned income of HCV households is \$24,504.</p> <p>Expected average earned income of PH households is \$24,993.</p> <p>This benchmark is being adjusted to look at earned income, not annual income.</p> | <p>The average earned income of Public Housing Pilot Portfolio households was \$21,533.</p> <p>The average earned income of HCV households was \$20,046</p> | <p>This activity has not been fully implemented.</p> |

| SS #2: INCREASE IN HOUSEHOLD SAVINGS | | | | |
|--|---|---|--|---|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Average amount of savings/escrow of households affected by this policy in dollars (increase).</i> | <i>Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.</i> | <i>Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).</i> | <i>Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | <p>In FY 2015, the average total assets of households in the Pilot Portfolio was \$3,221.</p> | <p>The FCRHA does not expect the average household savings to increase in FY 2016, the first year of implementation of rent reform. The expected average total assets of households in the Pilot Portfolio is \$3221.</p> | <p>The average total assets of non-elderly or disabled households in the Public Housing Pilot portfolio is \$3,332 in FY 2016.</p> | <p>There has been a slight increase in the average total assets. However, this activity has not been fully implemented.</p> |

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|--|--|--|
| <p>Report the following information separately for each category:</p> <p>Employed Full-Time</p> <p>Employed Part-Time</p> <p>Enrolled in an Educational Program</p> <p>Enrolled in Job Training Program</p> <p>Unemployed</p> <p>Other</p> | <p>Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.</p> | <p>Expected head(s) of households in <<category name>> after implementation of the activity (number).</p> | <p>Actual head(s) of households in <<category name>> after implementation of the activity (number).</p> | <p>Whether the outcome meets or exceeds the benchmark.</p> |
| 1. Employed Full-Time | Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below. | N/A | N/A | N/A |
| 2. Employed Part-Time | Part-time employment is not tracked separately from full-time employment. They will be reported together under (6) below. | N/A | N/A | N/A |
| 3. Enrolled in an Educational Program | This data was not tracked previously prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero. | This will be tracked in the Public Housing Pilot portfolio. The benchmark is zero. | 5 household members entered an educational program in FY 2016. | The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio. |
| 4. Enrolled in Job Training Program | This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero. | No change in the number of heads of households enrolled in a training program is expected in FY 2016. | 5 household members entered an educational program in FY 2016. | The number was larger than expected because of the quick start-up of the PH Pilot Portfolio. |
| 5. Unemployed | In FY 2014, the total number of families with a head of household that was neither elderly nor disabled (i.e. “employable”), and had no earned income is 664. | No change in the number of unemployed heads of households is expected. The total number of families with a head of household that is neither elderly nor | At the end of FY 2016, there were 497 families in the HCV and Public Housing Pilot Portfolio program with a head of household that was neither elderly | While no change was expected, the number of unemployed, non-elderly or disabled heads of households has decreased. |

| | | disabled and has no earned income is 664. | nor disabled and had no earned income. | |
|---------------------------------------|--|---|--|--|
| 6. Other: Employed Part- or Full-Time | The total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495. | The total number of families with a head of household that is neither elderly nor disabled and has earned income is 1495. | 7 heads of household gained employment in the Public Housing Pilot Portfolio due to an increase in service coordination. The total number of households that are neither elderly nor disabled and has an earned income is 1,565. | The benchmark was exceeded throughout the HCV and Public Housing programs. |

SS #4: HOUSEHOLDS REMOVED FROM TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|--|--|---|
| <i>Number of households receiving TANF assistance (decrease).</i> | <i>Households receiving TANF prior to implementation of the activity (number).</i> | <i>Expected number of households receiving TANF after implementation of the activity (number).</i> | <i>Actual households receiving TANF after implementation of the activity (number).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | Total number of PH and HCV households receiving TANF assistance is 181. | No change in the number of households receiving TANF is expected. Total number of PH and HCV households receiving TANF assistance is 181. | At the end of FY 2016, 199 families were receiving TANF. | Families were not expected to be impacted by this activity. However, in FY 2016 there was a small increase in the number of families on TANF. |

SS #5: HOUSEHOLDS ASSISTED BY SERVICES THAT INCREASE SELF-SUFFICIENCY

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|---|---|---|--|
| <i>Number of households receiving services aimed to increase self-sufficiency (increase).</i> | <i>Households receiving self-sufficiency services prior to implementation of the activity (number).</i> | <i>Expected number of households receiving self-sufficiency services after implementation of the activity (number).</i> | <i>Actual number of households receiving self-sufficiency services after implementation of the activity (number).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | This metric was not previously tracked. | The expected number of households receiving self-sufficiency services as a result of this study is 271. | This activity has not been fully implemented. | This activity has not been fully implemented. |

SS #6: REDUCING PER UNIT SUBSIDY COSTS FOR PARTICIPATING HOUSEHOLDS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|--|--|--|--|
| <i>Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).</i> | <i>Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).</i> | <i>Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).</i> | <i>Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The average monthly subsidy per unit in FY 2015 was \$3,918. | The average monthly subsidy per unit is not expected to change in FY 2016 as a result of this activity. | This activity has not been fully implemented. | This activity has not been fully implemented. |

SS #7: INCREASE IN AGENCY RENTAL REVENUE

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|---|---|--|
| <i>PHA rental revenue in dollars (increase).</i> | <i>PHA rental revenue prior to implementation of the activity (in dollars).</i> | <i>Expected PHA rental revenue after implementation of the activity (in dollars).</i> | <i>Actual PHA rental revenue after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | In FY 2015, the estimated rental revenue is \$6,187,194. | In FY 2016, the estimated rental revenue is \$6,228,558. | FY 2016 Public Housing actual rental revenue was \$5,939,438. | This activity has not been fully implemented. |

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|---|---|--|
| <i>Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided</i> | <i>Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.</i> | <i>Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i> | <i>Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| For the purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH). | The baseline is zero. | No households are expected to transition to self-sufficiency in FY 2016 as a result of rent reform. | Three households transitioned to self-sufficiency. | The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio. |

CE #1: AGENCY COST SAVINGS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|--|---|---|
| <i>Total cost of task in dollars (decrease).</i> | <i>Cost of task prior to implementation of the activity (in dollars).</i> | <i>Expected cost of task after implementation of the activity (in dollars).</i> | <i>Actual cost of task after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | This baseline was set using FY 2014 data. \$30.2386 average hourly pay of reexamination specialists X 1,685 total staff hours for reexaminations (see CE #2 baseline) = \$50,952.04 total cost for reexaminations | The alternate reexamination schedule applied immediately to the Pilot PH Portfolio. Reduced PH staff time will yield reduced cost to process PH reexaminations. \$30.2386 average hourly pay of reexamination specialists X 1,685 total staff hours for reexaminations (see CE#2 benchmark) = \$50,952 total cost for reexaminations | 41.77 average hourly pay of reexamination specialists X 315 total staff hours for reexaminations (see CE#2 benchmark) = \$13,157 total cost for reexaminations | There has been a significant cost savings due to this alternate reexamination schedule. |

CE #2: STAFF TIME SAVINGS

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|---|---|---|---|
| <i>Total time to complete the task in staff hours (decrease).</i> | <i>Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).</i> | <i>Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| This baseline was set using FY 2014 data. Survey of staff revealed that staff spends on average 5 hours processing each reexamination. 5 hours X 337 PH Pilot Portfolio reexaminations =1,685 PH staff hours | 5 hours X 337 Pilot PH reexaminations = 1,685 PH staff hours | 5 hours X 337 Pilot PH reexaminations = 1,685 PH staff hours | 5 hours X 63 Pilot PH reexaminations conducted in FY 2016 = 315 PH staff hours | The alternative reexamination schedule related to rent reform has increased staff time savings. |

CE #3: DECREASE IN ERROR RATE OF TASK EXECUTION

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|---|---|--|
| <i>Average error rate in completing a task as a percentage (decrease).</i> | <i>Average error rate of task prior to implementation of the activity (percentage).</i> | <i>Expected average error rate of task after implementation of the activity (percentage).</i> | <i>Actual average error rate of task after implementation of the activity (percentage).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The average error rate associated with recertification calculations was 5 percent in FY 2014. | The error rate is expected to decrease to 3 percent. | The error rate is less than 3 percent. | The error rate did decrease. |

CE #4: INCREASE IN RESOURCES LEVERAGED

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|---|--|---|---|--|
| <i>Amount of funds leveraged in dollars (increase).</i> | <i>Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.</i> | <i>Expected amount leveraged after implementation of the activity (in dollars).</i> | <i>Actual amount leveraged after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | This information was not tracked previously. | \$1000 per household in additional leveraged resources is expected per household. | This activity has not been fully implemented. | This activity has not been fully implemented. |

2014-9 Increase the Family’s Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs

Description of Activity/Status/Impact

Previously, in the HCV and Public Housing programs, the amount that a participant family paid for rent and utilities (the family share) was based on the highest of: a minimum rent of \$50, ten percent of the family’s monthly gross income, or 30 percent of the family’s monthly adjusted income. Along with other cost saving activities that were planned by the FCRHA, reforming the calculation used to determine the family’s share of rent and utilities, by increasing the percent of the family’s monthly adjusted income from 30 percent to 35 percent, allowed the FCRHA to counteract the financial impacts of federal sequestration. This reform, recommended by the THRIVE Advisory Committee, was implemented to stabilize the Public Housing and HCV programs and help close the operating subsidy shortfall in the Public Housing program.

The FCRHA proposed:

- Increase the percentage from 30 percent to 35 percent of adjusted income.
- Apply the change to all families in both programs, with the exception of families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) and families in the Housing Choice Voucher Veterans Affairs Supportive Housing (VASH) program. These families will continue to pay the highest of (1) 30 percent of adjusted income, (2) 10 percent of gross income, or (3) the FCRHA’s current minimum rent.

This was first approved in an amended FY 2014 MTW Plan. The FCRHA notified affected families and landlords of the change late in FY 2014. The FCRHA began phasing in implementation of this activity with reexaminations starting July 1, 2014 and completed phase in by June 2015.

Activity Metrics

| CE #5: INCREASE IN AGENCY RENTAL REVENUE | | | | |
|--|---|---|---|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Rental revenue in dollars (increase).</i> | <i>Rental revenue prior to implementation of the activity (in dollars).</i> | <i>Expected rental revenue after implementation of the activity (in dollars).</i> | <i>Actual rental revenue after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | FY 2014 HCV estimated HAP disbursements were \$43,389,711. | FY 2015 HCV estimated HAP disbursements are \$42,440,227. | FY 2016 HCV actual HAP disbursements are \$46,931,579. | In the Public Housing program, there was an increase in rental revenue, attributed to this activity. |
| | FY 2014 Public Housing estimate rental revenue was \$5,248,624. | FY 2015 Public Housing estimated rental revenue is \$6,187,194. | FY 2016 Public Housing actual rental revenue is \$5,939,438. | |

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY

| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|---|--|--|---|
| <p><i>Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided</i></p> | <p><i>Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.</i></p> | <p><i>Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i></p> | <p><i>Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).</i></p> | <p><i>Whether the outcome meets or exceeds the benchmark.</i></p> |
| <p>For the purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).</p> | <p>The baseline is zero.</p> | <p>FY 2015 marked the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV).</p> <p>The benchmark is zero.</p> | <p>3 households transitioned to self-sufficiency.</p> | <p>The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio.</p> |

2015-1 Eliminate Flat Rents in the Public Housing Program

Description of Activity/Status/Impact

In the Public Housing program, families have the choice between paying a rent based on 35 percent of their adjusted income, or a “flat rent” that is established by property and bedroom size. These flat rents are set by the FCRHA and are equivalent to what the unit would rent for on the private market. HUD’s flat rent policy is intended to encourage self-sufficiency, but only 20 families in the FCRHA’s Public Housing program have selected the flat rent option. These families are paying less than the 35 percent standard that all other families are paying.

In an amended FY 2015 MTW Plan, the FCRHA proposed to eliminate the flat rent option so that all families currently paying flat rent would be required to pay 35 percent of their adjusted income at their next annual recertification. HUD approved this activity in late 2015 and the FCRHA began implementation of this policy after the amended Plan was approved in January 2016. The FCRHA sent letters to all affected families notifying them that a new rent calculation based on 35 percent of their adjusted income will become effective at their next annual recertification. This activity will be implemented fully by the end of 2016.

Activity Metrics

| CE #1: AGENCY COST SAVINGS | | | | |
|--|---|---|--|--|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Total cost of task in dollars (decrease).</i> | <i>Cost of task prior to implementation of the activity (in dollars).</i> | <i>Expected cost of task after implementation of the activity (in dollars).</i> | <i>Actual cost of task after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | The cost of the FCRHA’s FY 2014 flat rent study was \$1,500. | The FCRHA will eliminate the flat rent study. The benchmark is \$0. | The flat rent study was eliminated. There are only seven households paying flat rent until 12/31/16. | The benchmark was achieved. Flat rents (and its study) have been eliminated. |

| CE #5: INCREASE IN AGENCY RENTAL REVENUE | | | | |
|--|---|---|---|---|
| Unit of Measurement | Baseline | Benchmark | Outcome | Benchmark Achieved? |
| <i>Rental revenue in dollars (increase).</i> | <i>Rental revenue prior to implementation of the activity (in dollars).</i> | <i>Expected rental revenue after implementation of the activity (in dollars).</i> | <i>Actual rental revenue after implementation of the activity (in dollars).</i> | <i>Whether the outcome meets or exceeds the benchmark.</i> |
| | FY 2014 Public Housing estimate rental revenue was \$5,248,624. | No change in rental revenue is expected in FY 2016 as a result of the elimination of flat rents. FY 2015 Public Housing estimated rental revenue is \$6,187,194. | FY 2016 Public Housing actual rental revenue is \$5,939,438. | There was an increase in Public Housing rental revenue from FY 2014 to FY 2016—attributed to the increased share for tenants from 30 to 35 percent. |

IV.B. Approved MTW Activities: Not Yet Implemented

2016-1 Use MTW Funds for Local, Non-Traditional Housing Program

Description of Activity/Status/Impact

The FCRHA is committed to creating a THRIVE Housing Continuum that provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. Through this activity the FCRHA is proposing to create a gateway to the Federal programs for those at the first step of the Housing Continuum, using the Fairfax County Bridging Affordability (BA) program, to define the entry point into the BA program and the Housing Continuum, and to facilitate movement along the Housing Continuum. This activity will address the MTW statutory objectives of assisting families to move to self-sufficiency and increasing housing choice.

Historically, waiting lists for affordable housing in Fairfax County have been lengthy and very low income families can wait seven years or more before receiving a Housing Choice Voucher or Public Housing unit offer. The Fairfax County Department of Housing and Community Development operates the Bridging Affordability program, a locally-funded rental subsidy program for income-eligible households who are either: 1) homeless; or 2) on one of the County's waiting lists for affordable housing. The BA program provides temporary rental subsidies of one to three years to help these families while they wait for permanent housing opportunities and, by partnering with non-profit organizations, the program also provides case management/supportive services to help families with their unique needs.

The program was developed through the collective effort of non-profit organizations, community advocates, the FCRHA, Fairfax-Falls Church Community Services Board (CSB), and the Fairfax County Office to Prevent and End Homelessness. Bridging Affordability is operated by a collaborative of non-profit organizations led by Northern Virginia Family Service (NVFS), under contract with Fairfax County. Fairfax County provides rental subsidies, up to the Fair Market Rent, and NVFS manages the eligibility process, assists families in locating units, and provides services to families in an effort to achieve self-sufficiency. In addition, NVFS leverages resources that cover a wide variety of services, including supporting case managers, employment specialists, and housing locators.

The Bridging Affordability program is modeled after the Housing Choice Voucher program. Like the Housing Choice Voucher program, the Bridging Affordability program can be used across the County, and expands housing options for low-income households, including persons with physical or sensory disabilities and families eligible for services provided by the CSB, which serves persons with mental illness and intellectual and developmental disabilities. Similarly to the current Housing Choice Voucher program, families are phasing in to a 35 percent family share of rent. And like the Housing Choice

Voucher program, all BA units must meet Housing Quality Standards. These similarities have been built into BA to ensure a seamless transition between steps in the Housing Continuum.

In FY 2016 the FCRHA will use MTW block grant funds to pay for security deposits for families entering into the Bridging Affordability program. These families often find it difficult to pay these initial expenses. Northern Virginia Family Services and the other organizations working with these families will determine those most needing security deposits to help them transition to affordable housing. The FCRHA anticipates that this activity will allow the County to provide affordable housing choice to up to 100 families each year, while at the same time assisting these families with their self-sufficiency needs.

Update on Implementation of Activity/Timeline

The FCRHA is currently in contract negotiations with the non-profit service providers of the Bridging Affordability program. It is expected that this activity will be implemented in 2017.

2016-2 **Modify Project-Based Voucher Choice Mobility Criteria**

Description of Activity/Status/Impact

Modifying the PBV Choice Mobility Criteria will allow the FCRHA to prioritize its limited resources to the neediest families and align housing resources with community needs. The FCRHA believes that changing the PBV choice mobility criteria will result in greater housing choice for new families entering the THRIVE Housing Continuum. The goal of this activity is to assist families not yet served while maintaining the stability of families already housed. The FCRHA plans to reserve a majority of the tenant-based voucher opportunities for new families on its waiting list and will promote the stability of families in PBV units by encouraging continued housing assistance at their current residence.

When its voucher program is fully leased, the FCRHA typically has fewer than 200 tenant-based vouchers available yearly due to attrition. Currently, families living in PBV units are given priority to receive tenant-based vouchers after only one year of residency (while keeping the project-based voucher at the original property), thereby reducing the number of tenant vouchers available to new families on the waiting list. Utilizing MTW, the FCRHA is proposing an alternative policy that prioritizes tenant vouchers for new families and limits the number of PBV holders that receive a tenant voucher in any given year. By modifying choice mobility criteria, the FCRHA will reduce the wait time for families on its tenant-based voucher list, thereby expanding affordable housing opportunities for families not currently served.

The FCRHA is proposing to:

- Maintain a waiting list of families that request to convert their project-based voucher to a tenant-based voucher.
- Allow PBV families that request to move, to be added to the “PBV to HCV conversion” waiting list after one year of residency.
- Allow approximately five percent of the projected tenant-based vouchers each fiscal year to be available for choice mobility of PBV holders.

This activity will not apply to RAD projects. In addition, Choice Mobility will be allowed for instances for reasonable accommodations and Violence Against Women Act (VAWA) cases.

Update on Implementation of Activity/Timeline

This activity is expected to be implemented by in FY 2017.

IV.C. Approved MTW Activities: Activities on Hold

2014-4 Streamlined Inspections for Public Housing Residents

Similarly to activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units, the FCRHA believes that streamlining its Public Housing inspections will both reduce costs for the agency and provide another tool for families to engage in their own self-sufficiency. Rather than treat all units and families the same, the FCRHA will focus its inspection efforts on educating families on Uniform Physical Condition Standards (UPCS), monitoring and inspecting at-risk/problematic units, encouraging families to maintain their units, and providing incentives to families that do so. This activity provides the FCRHA the flexibility to better allocate resources and reward committed families.

The activity was first approved in the FCRHA's FY 2014 MTW Plan. The FCRHA is currently converting its Public Housing portfolio to project-based vouchers through the Rental Assistance Demonstration program and these units.

2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

The FCRHA applied for the RAD program and will convert all of its Public Housing stock to long-term Section 8 rental assistance contracts by the end of FY 2017. Therefore, this activity is being placed on hold until the conversion is completed.

2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination

Because of the financial impact on HCV families due to increasing the family share of rent to 35 percent, which was implemented in FY 2015, this activity has been put on hold. The FCRHA currently does not have plans to reactivate this activity.

IV.D. Approved MTW Activities: Closed Out

None

V. MTW Sources and Uses of Fund

MTW Single Fund Flexibility

| Actual Sources and Uses of MTW Funding for the Fiscal Year | |
|---|--|
| PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system | |
| Describe the Activities that Used Only MTW Single Fund Flexibility | |
| <p>In FY 2016, there were two expenditures that utilized MTW Single Fund Flexibility: (1) Filling a PROGRESS Center position to work with the Public Housing Pilot Portfolio/increase capacity of staff to provide self-sufficiency assistance to clients. This position was hired in FY 2016 and \$42,371.41 was utilized; and (2) Budget funds (\$100,000) for enhancements to Yardi for MTW implementation and tracking. \$8,032.12 was utilized in FY 2016.</p> | |

Local Asset Management Plan

| B. MTW Report: Local Asset Management Plan | |
|--|--|
| Has the PHA allocated costs within statute during the plan year? | <input checked="" type="checkbox"/> Yes |
| Has the PHA implemented a local asset management plan (LAMP)? | <input type="checkbox"/> or <input checked="" type="checkbox"/> No |
| <p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p> | |
| Has the PHA provided a LAMP in the appendix? | <input type="checkbox"/> or <input checked="" type="checkbox"/> No |
| N/A | |

Commitment of Unspent Funds

| C. MTW Report: Commitment of Unspent Funds | | | |
|---|--|-----------------|-----------------|
| In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year. | | | |
| Account | Planned Expenditure | Obligated Funds | Committed Funds |
| Other MTW Expense | Software enhancements to accommodate MTW metrics and reports | \$100,000 | \$8,032.12 |
| N/A | N/A | \$ X | \$ X |
| N/A | N/A | \$ X | \$ X |
| N/A | N/A | \$ X | \$ X |
| N/A | N/A | \$ X | \$ X |
| N/A | N/A | \$ X | \$ X |
| N/A | N/A | \$ X | \$ X |
| N/A | N/A | \$ X | \$ X |
| Total Obligated or Committed Funds: | | 100000 | 8032.12 |
| N/A | | | |
| <p>Note : Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.</p> | | | |

VI. Administrative

HUD Reviews, Audits or Physical Inspection Issues

No issues that require the agency to take action have been cited in HUD reviews, audits or physical inspections.

Results of PHA-directed Evaluations

The FCRHA is using the MTW Annual Report to evaluate its approved MTW Activities. The FCRHA is also working with George Mason University to evaluate its rent reform controlled study and its MTW Block Grant.

The FCRHA began implementation of the rent reform activity in early 2015. On-site staffing was instituted at the three Public Housing sites; a reduction in the frequency of reexaminations was started; HCD met with Yardi to develop the specifications for the programming necessary for minimum rent and rent reform; and baseline data on the Public Housing residents was provided to George Mason for the rent reform evaluation.

Unfortunately, after this initial implementation, a technical road block was met. The FCRHA uses Yardi as its software to manage all aspects of its affordable housing operations. Fairfax County—the County Attorney’s Office, the Department of Information Technology, and the FCRHA and Yardi spent over two years negotiating a renewal contact—much of the time dealing the security/protection of the FCRHA’s data when moving to a private cloud. Fortunately, the Yardi contact was finally signed by both parties in June 2016 and the implementation of rent reform continue once the private cloud is set up, the Yardi software is upgraded and programming is complete—likely by January 2017. These negotiations have taken longer than expected and have delayed the full implementation of this evaluation because of the necessity of having Yardi to manage this function.

The Block Grant Evaluation is tied to the Rent Reform Evaluation because funding services for the rent reform experiment group will be the largest use of MTW funding flexibility. The Block Grant Evaluation is expected to begin once the non-profit service provider is contracted for the rent reform experiment. In the meantime, the FCRHA is starting to design the evaluation and contracting with an evaluator.

Certification That the PHA Has Met the Three Statutory Requirements

The Fairfax County Redevelopment and Housing Authority certifies that it has met the three statutory requirements of:

1. Assuring that at least 75 percent of the families assisted by the Agency are very low-income families;

2. Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and
3. Maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.