

Fairfax County Redevelopment and Housing Authority



THRIVE

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



Moving to Work Report

Fiscal Year 2017

Submitted: September 30, 2017

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.

It is the goal of the FCRHA's THRIVE initiative that every person and family in the FCRHA's programs do more than survive, the FCRHA wants them to THRIVE. The MTW Plan – as part of the THRIVE Initiative – is designed to ensure that individuals and families are provided not only affordable and attractive housing, but are connected to services and support that help them succeed and become self-sufficient. The MTW Plan will link households to services and programs offered by Fairfax County human services agencies and community non-profit organizations. Such programs will support the concept of self-sufficiency ranging from personal money management, job training, language skills, and health services to even homeownership.

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; receive services aimed at addressing basic self-sufficiency barriers, such as identifying child/elder care needs and assessing health needs; and receive assistance finding employment.

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.

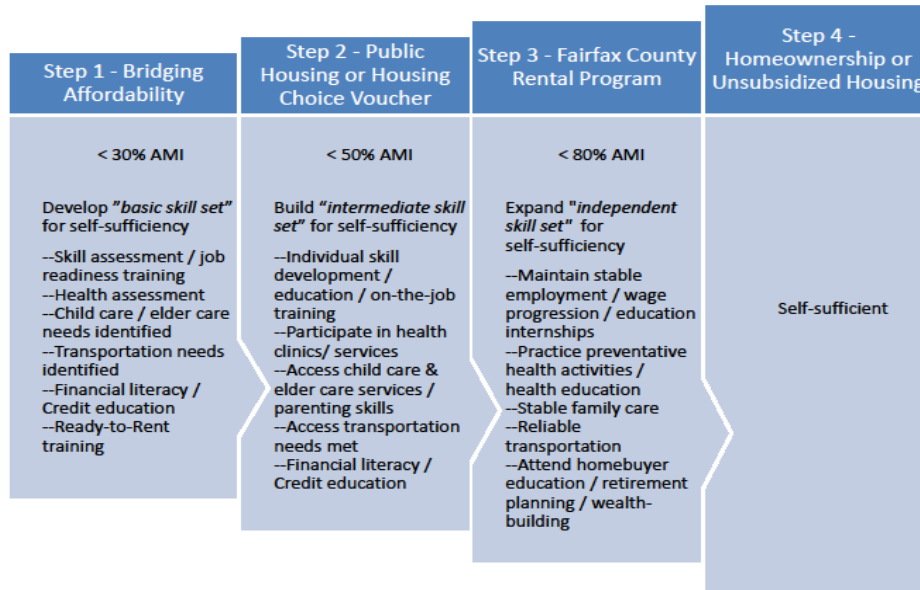
Step Four – Homeownership or Unsubsidized Housing. At Step Four, individuals and families will be considered self-sufficient. Staff will refer tenants to the FCRHA's First-Time Homebuyers Program.

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

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

THRIVE Housing Continuum

A Stepped Approach that Provides Work Incentives, Service Supports, and Permanent Housing



Note: Elderly/disabled households may choose their level of participation in many aspects of the THRIVE/MTW program.

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

Highlights of the FCRHA's short term goals in FY 2017 included:

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 were converted in 2017, with the remaining units being converted in FY 2018. 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.

The FCRHA requested authorization in FY 2017 MTW Plan to establish a local MTW Section 8 project-based voucher program. The FCRHA was authorized to utilize the advantages of project-based voucher assistance in the development/redevelopment of housing by providing a commitment of vouchers in projects being developed by the FCRHA or private developers using FCRHA or Fairfax County land or units or FCRHA financing utilizing an **alternative competitive process**, such as the Public-Private Educational Facilities Infrastructure Act or another locally-administered procurement process. Further, the authorization allows the FCRHA to utilize project-based vouchers for its own FCRP units without competition.

2. **Enhancements to the Family Self-Sufficiency Program:** The FCRHA contracted with True Purpose Leadership to evaluate the Family Self-Sufficiency (FSS) program. Because of several key issues raised during focus groups, interviews, and surveys of current and past FSS participants, several modifications to the FSS program were approved in the FY 2017 Plan intended to enhance participant experience and the overall efficacy of the program to further incentivize moving to homeownership. These include restructuring the escrow component of the program, allowing participants to opt out of accruing interest on their escrow, establishing a work requirement, and to exclude all but \$480 of a head of household's income for the purpose of calculating rent when they are enrolled in a full time education program. These activities are making the FSS program stronger and more effective at moving families to self-sufficiency.

Long-term, the FCRHA will evaluate the effectiveness of these modifications and determine if there are elements of these modifications that could expand self-sufficiency efforts with residents beyond those enrolled in FSS.

3. **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. The FY 2017 MTW Plan created a gateway from the HOME Investment Partnership (HOME) funded Tenant-Based Rental Assistance (TBRA) Program to the HCV Program. With nearly 50 TBRA program participants, the FCRHA is dedicated to ensuring these families have permanent affordable housing should funding for the TBRA program be threatened.

Long term, the FCRHA is continuing to expand the gateway of the housing continuum. In the future, the FCRP is connected through this gateway to the Bridging Affordability, HVC, and Public Housing programs.

4. **Rent Reform:** The FCRHA has several FY 2016 Plan activities that continued to be implemented in FY 2017. 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 2017, it is expected that the results of the evaluation will provide valuable information for self-sufficiency programs for other MTW activities.

Following is a complete list of the FCRHA's MTW activities--those that are already implemented, those that have not be implemented, and those that are on hold:

IMPLEMENTED	2014-1	Reduction in Frequency of Reexaminations
	2014-2	Eliminate Mandatory Earned Income Disregard Calculation
	2014-3	Streamlined Inspections for Housing Choice Voucher Units
	2014-5	Institute a Minimum Rent
	2014-6	Design and Initiate a Rent Control Study
	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
	2015-1	Eliminate Flat Rents in the Public Housing Program
	2017-1	Modifications to Family Self-Sufficiency Program
NOT YET IMPLEMENTED	2016-1	Use Moving to Work Funds for Local, Non-Traditional Housing Program
	2016-2	Modify Project-Based Voucher Choice Mobility Criteria
	2017-2	Establish a Gateway to Housing Choice Voucher Program from the Tenant-Based Rental Assistance Program
	2017-3	Authorization to Establish a Local Moving to Work Project-Based Voucher Program
ON HOLD	2014-4	Streamlined Inspections for Public Housing Residents
	2014-8	Allow Implementation of Reduced Payment Standards at Next Annual Reexamination
	2014-7	Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

II. General Housing Authority 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			
All FCRHA Public Housing		1060			299			To be converted under RAD to Project-based Voucher Subsidy			
Cornerstones		2			2			Scattered-site Units			
Good Shepherd Housing		3			3			Scattered-site Units			
Pathways		4			4			Scattered-site Units			
								Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant 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			1069		1069	
		1069			308			Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year		Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year	
								308		308	
* From the Plan											

Other Changes to the Housing Stock that Occurred During the Fiscal Year		
N/A		
N/A		
N/A		
<p>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.</p>		
General Description of Actual Capital Fund Expenditures During the Plan Year		
<ul style="list-style-type: none"> • VA1903 Robinson Square-replace HVAC systems-\$211,165 • VA1940 Reston Town Center-paint exterior & replace privacy fencing-\$104,700 • VA1935 Barros Circle-replace failing concrete walks, site lighting & kitchen appliances-\$115,195 • VA1930 Greenwood Apts-replace site lighting & kitchen appliances-\$291,820 • VA1903 Rosedale Manor-install GFCI receptacles in kitchens, replace kitchen appliances, install smoke detectors in all bedrooms, install carbon monoxide detectors in each apartment, replace commercial water heaters with high efficiency units, replace balcony decking, replace timber retaining wall & repair walks-\$522,150 • VA1951 Tavenner Lane- replace HVAC systems -\$45,620 • VA1938 Kingsley Park- replace kitchen appliances-\$111,820 • VA1901 Audubon Apts- replace kitchen appliances-\$82,000 		
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	
<p>* 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.</p>		
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			
<p>* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.</p> <p>** 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.</p>									
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									
<p>*** 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.</p> <p>**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.</p>									
					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								
<p>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:</p>								
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	0	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	0	0	0	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	0	0	0	X

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of "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" is being achieved, the PHA will provide information in the following formats:

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	316	1108	0	1424	34.19%
2 Person	280	681	0	961	23.04%
3 Person	188	473	0	661	15.87%
4 Person	128	340	0	468	11.22%
5 Person	88	279	0	367	8.80%
6+ Person	60	227	0	287	6.88%
Totals	1060	3108	0	4168	100%

Explanation for
Baseline Adjustments
to the Distribution of
Household Sizes
Utilized

RAD Conversion and the Addition of Units to Moving to Work Baseline

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%	8.80%	6.88%	100.00%
Number of Households Served by Family Size this Fiscal Year ***	1607	1037	710	541	360	333	4588
Percentages of Households Served by Household Size this Fiscal Year ****	35.03%	22.60%	15.48%	11.79%	7.85%	7.26%	100.00%
Percentage Change	1%	0%	0%	1%	-1%	0%	0%
Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages	Additional units were moved to the Moving to Work Portfolio during Fiscal Year 2017 which has changed the baseline.						
* “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.							
** 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.”							
*** 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.							
**** 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.							

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	84	No longer receiving subsidy
35% Family Share/2014-9	84	No longer receiving subsidy
N/A	N/A	N/A
N/A	N/A	N/A
Households Duplicated Across Activities/Definitions	0	* The number provided here should match the outcome reported where metric SS #8 is used.
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	84	

Waitlist 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	135	Partially Open	Yes
Federal MTW Public Housing	Other-Area Based	899	Partially Open	No

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: HUD Approval Requested

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

IV.A. Approved MTW Activities: Implemented

The following MTW activities are currently being implemented. A summary and status update on these activities follows:

ACTIVITY	
2014-1	Reduction in Frequency of Reexaminations
2014-2	Eliminate Mandatory Earned Income Disregard Calculation
2014-3	Streamlined Inspections for Housing Choice Voucher Units
2014-5	Institute a Minimum Rent
2014-6	Design and Initiate a Rent Control Study
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
2015-1	Eliminate Flat Rents in the Public Housing Program
2017-1	Modification to the Family Self Sufficiency Program

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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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 it was completely phase in by June 2016. The FCRHA has temporarily postponed its new interim policy but intends to implement it in FY 2018.

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 was 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>
	<p>This baseline was set using FY 2014 data. Survey of staff revealed that staff spends on average 5 hours processing each reexamination.</p> <p>5 hours X 3,532 HCV reexaminations = 17,660 HCV staff hours</p> <p>+ 5 hours X 337 PH Pilot Portfolio reexaminations = 1,685 PH staff hours</p> <p>= 19,345 total staff hours for reexaminations</p>	<p>5 hours X 3,532 HCV reexaminations = 17,660 HCV staff hours</p> <p>+ 5 hours X 337 PH Pilot reexaminations = 1,685 PH staff hours</p> <p>= 19,345 total staff hours dedicated to reexaminations.</p>	<p>5 hours X 1,326 HCV reexaminations conducted in FY 2016 = 6,630 HCV staff hours</p> <p>+ 5 hours X 63 Pilot PH reexaminations conducted in FY 2016 = 315 PH staff hours</p> <p>= 6,945 total staff hours dedicated to reexaminations.</p>	<p>There was a significant savings of staff time due to this activity. Once the interim policy is fully implemented, it is expected these savings will increase.</p>

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>
	<p>FY 2014 HCV estimated HAP disbursements were \$43,389,711.</p> <p>FY 2014 Public Housing estimate rental revenue was \$5,248,624.</p>	<p>No change in rental revenue is expected in FY 2016 as a result of alternate reexaminations.</p> <p>FY 2015 HCV estimated HAP disbursements are \$42,440,227.</p> <p>FY 2015 Public Housing estimated rental revenue is \$6,187,194.</p>	<p>FY 2016 HCV actual HAP disbursements was \$46,931,597.</p> <p>FY 2016 Public Housing actual rental revenue was \$5,939,438.</p>	<p>There was no increase or decrease in agency rental revenue as a result of alternate reexaminations.</p>

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>	A change in earned income is not expected due to this activity.

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: 1. Employed Full-Time 2. Employed Part-Time 3. Enrolled in an Educational Program 4. Enrolled in Job Training Program 5. Unemployed 6. Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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.	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.	5 household members entered an educational/training 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	FY 2015 marked the beginning of this activity (FY 2015 for the PH	5 household members entered an educational/training program in FY 2016.	The number was larger than expected because of the quick start-up

	data element to the database. The initial baseline is zero.	Pilot Portfolio and FY 2016 for HCV).		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.	<p>No change in the number of unemployed heads of households is expected as result of alternate reexaminations.</p> <p>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.</p>	At the end of FY 2016, there were 497 families with a head of household that was neither elderly nor disabled and had no earned income.	No additional outcome is expected.
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.	<p>No change in the number of employed heads of households is expected as a result of alternate reexaminations.</p> <p>The total number of families with a head of household that is neither elderly nor disabled and has earned income in FY 2015 is 1,495.</p>	<p>7 heads of household gained employment due to the Public Housing Pilot Portfolio increase in service coordination.</p> <p>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.</p>	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 Public Housing 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 Public Housing 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.</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 2015 as a result of Alternate Reexaminations since FY 2015 will mark 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 in FY 2016—the first year this activity was fully implemented.	The number was larger than expected because of the quick start-up of the Public Housing Pilot Portfolio. Until the interim policy is fully (FY 2018) implemented, this activity will not impact self-sufficiency.

2014-2 **Eliminate Mandatory Earned Income Disregard Calculation**

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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 are being phased out at their second annual reexamination. The FCRHA will complete this activity and eliminate all use of the EID calculation in Fiscal Year 2015. No new families will receive the disregard in FY 2016; that is, the EID calculation will no longer be included as part of any rent calculation. There were no changes or modifications to this activity during FY 2017.

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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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.

It is anticipated that this will be implemented in FY 2018.

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 in FY 2016.	There has been no decrease in cost savings because the activity has not been implemented.

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 2017.

2014-5 Institute a New Minimum Rent

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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. 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.

Additional Rent Reform Activity Information

Impact Analysis: Instituting a New Minimum rent is being implemented with eligible households in three Public Housing properties: Greenwood, The Park, and West Ford, a total of 267 units. The anticipated impacts and the metrics that will be used to assess the impacts of this reform can be found above. Although the FCRHA does not anticipate that instituting a new minimum rent will disproportionately affect households in any specific group, raising the minimum rent may have the unintended consequence of increasing the number of families that are not able to make full and timely rent payments. In FY 2015 in all Public Housing units, 46 "workable" families are paying the current minimum rent, with 15 households living at Greenwood, The Park and West Ford communities. If minimum rent was raised to \$220 from \$50 beginning July

1, 2016 and none of the families' gain additional employment, 39 households living in the three Public Housing communities Greenwood, West Ford and The Park will be impacted. However, all families affected by the minimum rent activity will have access to case management services and incentives that focus on moving families toward self-sufficiency including access to employment services.

Annual Reevaluation of Rent Reform Initiative: Outcomes will be measured and reviewed annually using the metrics described above and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria: Families eligible for the minimum rent are subject the FCRHA's Hardship Policy. This policy is the following:

The FCRHA will grant an exemption to minimum rent in Public Housing if a family is unable to pay the new rent because of a financial hardship. The family must submit a request for a hardship exemption in writing. The request must explain the nature of the hardship and how the hardship has affected the family's ability to pay rent.

Financial hardship includes:

1. The family has lost eligibility for or is awaiting an eligibility determination for a Federal, state, or local assistance program.
 - a. A hardship will be considered to exist only if the loss of eligibility has an impact on the family's ability to pay the higher rent.
 - b. For a family waiting for a determination of eligibility, the hardship period will end as of the first of the month following (1) implementation of assistance, if approved, or (2) the decision to deny assistance. A family whose request for assistance is denied may request a hardship exemption based upon one of the other allowable hardship circumstances.
2. The family would be evicted because it is unable to pay the rent. The cause of the eviction must be the family's failure to pay rent.
3. Family income has decreased because of changed family circumstances, including loss of employment.
4. A death has occurred in the family. The family must describe how the death has created a financial hardship.

Transition Period: All families will receive at least one year advance notice prior to implementation of the new minimum rent. During this transition period all affected families will have access to case management services aimed at improving self-sufficiency.

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 (DIT), and the FCRHA—and Yardi spent over two years negotiating a renewal contact—much of the time dealing with 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. Once the contract was signed, DIT, HCD and Yardi worked together and moved Yardi to the cloud for the FCRHA by November 2016. Currently, DIT, HCD and Yardi are working to upgrade the Yardi software. The Yardi software upgrade and rent reform programming is expected to be completed by April 2017. These negotiations, movement to the cloud, and software upgrades 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>
	This baseline was set using FY 2014 data. Average earned income of HCV households is \$24,504. Average earned income of Public Housing households is \$24,993.	Expected average earned income of HCV households is \$24,504. Expected average earned income of Public Housing households is \$24,993. This benchmark is being adjusted to look at earned income, not annual income.	The average earned income of Pilot Portfolio Public Housing households was \$21,533. The average earned income of HCV households was \$20,046.	This activity has not been fully implemented.

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: 7. Employed Full-Time 8. Employed Part-Time 9. Enrolled in an Educational Program 10. Enrolled in Job Training Program 11. Unemployed 12. Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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.	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.	5 household members entered an educational/training program in FY 2016.	This activity has not been fully implemented and therefore this outcome is not attributable to it.
4. Enrolled in Job Training Program	This data was not previously tracked prior to FY 2015 and required the addition of a new	No change in the number of heads of households enrolled in a training	5 household members entered an educational/training program in FY 2016.	This activity has not been fully implemented and therefore this outcome is

	data element to the database. The initial baseline is zero.	program is expected.		not attributable to it.
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 disabled and has no earned income is 664.	At the end of FY 2016, there were 497 families in the Public Housing Pilot portfolio and the HCV program with a head of household that was neither elderly nor disabled and had no earned income.	This activity has not been fully implemented.
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.

SS #4: HOUSEHOLDS REMOVED FROM TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number).	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Total number of Public Housing and HCV households receiving TANF assistance is 181.	<p>No change in the number of households receiving TANF is expected.</p> <p>Total number of Public Housing and HCV households receiving TANF assistance is 181.</p>	At the end of FY 2016, 199 families were receiving TANF.	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 yearly 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.	This activity has not been fully implemented.	This activity has not been fully implemented.

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The benchmark is zero.	This activity has not been fully implemented.	This activity has not been fully implemented.

2014-6 Design and Initiate a Rent Control Study

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status/Impact

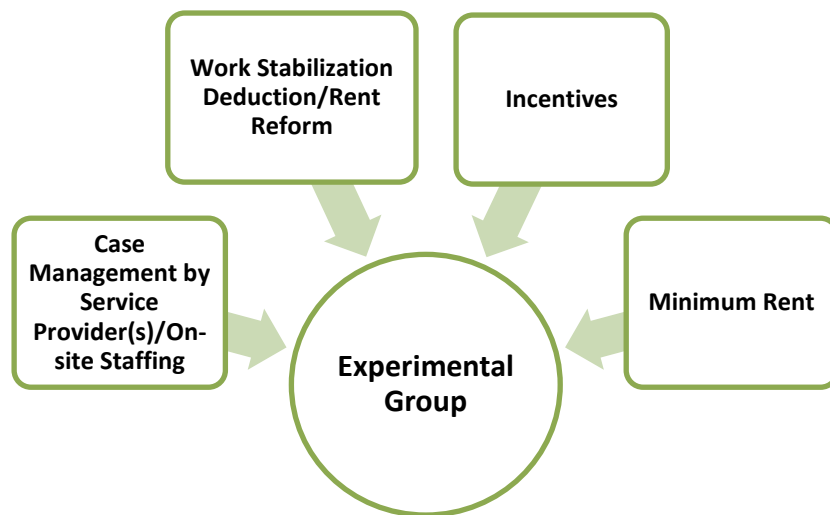
The activity was first approved in the FCRHA's 2014 MTW Plan and was repropose and approved for HUD approval in the FY 2016 MTW Plan.

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 below).

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.

Additional Rent Reform Activity Information

Impact Analysis: A description of this rent reform initiative to institute a new minimum rent, its anticipated impacts and the metrics that will be used to assess the impacts of this reform are discussed above. The FCRHA does not anticipate that the rent reform study will disproportionately affect households in any specific group; elderly and disable households will not be part of study. In FY 2015, 618 families will be paying an average rent of approximately \$632 based on 35 percent share of rent. The average deduction

for these families is anticipated to be approximately \$1,258. Under the proposed rent reform, the new work stabilization deduction will increase to approximately \$4,148 and the average family share of rent will decrease to approximately \$566. The FCRHA anticipates that the reduced rent, coupled with incentives and case management services, will result in increased household savings, achievement of family self-sufficiency goals and movement of families along the Housing Continuum.

Annual Reevaluation of Rent Reform Initiative: Outcomes will be measured and reviewed annually using the metrics described above and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria: Families eligible for rent control study will be subject the FCRHA's Hardship Policy. This policy is the following:

The FCRHA will grant an exemption to Rent Reform if a family is unable to pay the new rent because of a financial hardship. The family must submit a request for a hardship exemption in writing. The request must explain the nature of the hardship and how the hardship has affected the family's ability to pay rent.

Financial hardship includes:

1. The family has lost eligibility for or is awaiting an eligibility determination for a federal, state, or local assistance program.
 - a. A hardship will be considered to exist only if the loss of eligibility has an impact on the family's ability to pay the higher rent.
 - b. For a family waiting for a determination of eligibility, the hardship period will end as of the first of the month following (1) implementation of assistance, if approved, or (2) the decision to deny assistance. A family whose request for assistance is denied may request a hardship exemption based upon one of the other allowable hardship circumstances.
2. The family would be evicted because it is unable to pay the rent. The cause of the eviction must be the family's failure to pay rent.
3. Family income has decreased because of changed family circumstances, including loss of employment.
4. A death has occurred in the family. The family must describe how the death has created a financial hardship.

Transition Period: All families in properties selected for participation in the rent reform experiment group, specifically Greenwood, West Ford, and The Park, will receive at least a ninety-day notice prior to implementation of the new reform policies.

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 (DIT), 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. Once the contract was signed, DIT, HCD and Yardi worked together and moved Yardi to the cloud for the FCRHA by November 2016. Currently, DIT, HCD and Yardi are working to upgrade the Yardi software. The Yardi software upgrade and rent reform programming is expected to be completed by April 2017. These negotiations, movement to the cloud, and software upgrades 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.</p> <p>Average earned income of HCV households is \$24,504.</p> <p>Average earned income of Public Housing households is \$24,993.</p>	<p>Expected average earned income of HCV households is \$24,504.</p> <p>Expected average earned income of Public Housing 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?
Report the following information separately for each category: 13. Employed Full-Time 14. Employed Part-Time 15. Enrolled in an Educational Program 16. Enrolled in Job Training Program 17. Unemployed 18. Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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.	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.	5 household members entered an educational/training program in FY 2016.	This activity has not been fully implemented and therefore this outcome is not attributable to it.
4. Enrolled in Job Training Program	This data was not previously tracked prior to FY 2015 and required the addition of a new	No change in the number of heads of households enrolled in a training	5 household members entered an educational/training program in FY 2016.	This activity has not been fully implemented and therefore this outcome is

	data element to the database. The initial baseline is zero.	program is expected.		not attributable to it.
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 disabled and has no earned income is 664.	At the end of FY 2016, there were 497 families in the Public Housing Pilot portfolio and the HCV program with a head of household that was neither elderly nor disabled and had no earned income.	This activity has not been fully implemented.
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.

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: 19. Employed Full-Time 20. Employed Part-Time 21. Enrolled in an Educational Program 22. Enrolled in Job Training Program 23. Unemployed 24. Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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.	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.	5 household members entered an educational/training program in FY 2016.	This activity has not been fully implemented.
	This data was not previously tracked prior to FY 2015 and required the addition of a new	No change in the number of heads of households enrolled in a training	5 household members entered an educational/training program in FY 2016.	This activity has not been fully implemented,

	data element to the database. The initial baseline is zero.	program is expected.		
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 disabled and has no earned income is 664.	At the end of FY 2016, there were 497 families in the Public Housing Pilot portfolio and the HCV program with a head of household that was neither elderly nor disabled and had no earned income.	This activity has not been fully implemented.
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.

SS #4: HOUSEHOLDS REMOVED FROM TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number).	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Total number of Public Housing and HCV households receiving TANF assistance is 181.	<p>No change in the number of households receiving TANF is expected.</p> <p>Total number of Public Housing and HCV households receiving TANF assistance is 181.</p>	At the end of FY 2016, 199 families were receiving TANF.	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 yearly 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.	This activity has not been fully implemented.	This activity has not been fully implemented.

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The benchmark is zero.	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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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?
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	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 were \$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 was \$5,939,438.	

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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 2015 as a result of Alternate Reexaminations since FY 2015 will mark 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.

2015-1 Eliminate Flat Rents in the Public Housing Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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. 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. They were given at least a 90-day notice. Families whose recertification fell less than 90 days from notification will receive the new rent calculation at their second annual recertification.

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.

2017-1 **Modifications to Family Self-Sufficiency Program**

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status/Impact

The FSS program for both HCV and Public Housing is an important component of the FCRHA's THRIVE program and ultimately moving to self-sufficiency. The FSS program currently provides an opportunity for 75 HCV participants and 50 Public Housing residents to set individualized goals that will assist them in moving toward increased self-sufficiency within a five-year period. The FCRHA proposed several changes to the FSS program in FY 2017. These modifications included:

1. Allowing FSS Participants to Opt Out of Interest Payments on Escrow

In addition to case management and service coordination, an important component of the program is the participant's ability to grow assets – in the form of an escrow – over five years. The escrow accrues based on increases in a participant's TTP (total tenant payment) due to increases in the participant's earned income. To ensure that the FCRHA can maintain ongoing enrollment of 125 total participants and to ensure that we are operating a diverse and inclusive program, this activity removes an issue that has deterred some participants from enrolling in the program: allowing participants to opt out of accruing interest on their escrow.

Over the last four years, at least ten potential FSS participants have declined the offer to enroll in our program because the escrow earns a small interest as it accrues, which would ultimately be paid out to the participant upon graduation. These potential participants cited religious reasons for not being able to accept accrued interest. For this reason, the FCRHA is giving participants the option to build their escrow and opt out of interest payments at the end of their participation.

Interest is calculated as normal throughout participation. Upon graduation or at an interim disbursement, participants can choose whether they would like to opt out or receive interest in their escrow disbursements.

This activity began in FY 2017 for new and existing program participants.

2. Modify the Family Self-Sufficiency Escrow Structure

The ability to build assets is a key component of the FSS program. Upon graduation, when FSS participants achieve the goals they have established for themselves at the beginning of the program, the escrow they accumulated during their participation in the program is disbursed to them to be used as they wish. As of December 31, 2015, the average monthly escrow credit of those escrowing participants was \$401. The average escrow balance of all participants was \$4,979.

Escrows grow based on increases in a participant's TTP due to increases in the participant's earned income. There are inequalities in the growth of the escrow because participants starting off with no or very low-incomes can build this asset at a greater rate than those starting out in the FSS program with low- to moderate-incomes. In addition, the amount that a family can escrow is based on a formula that decreases as a family exceeds the extremely low-income threshold (30 percent AMI) and reaches very low (50 percent AMI). Families that reach the low- income threshold of 80 percent AMI stop escrowing immediately, therefore further limiting the asset building potential of families that have higher incomes. Since higher income earners have a stronger potential for moving out of subsidized housing, this program seeks to help make that a possibility by equalizing their opportunity to escrow rather than penalizing them.

To address this inequality and to provide an incentive for low- and moderate-income participants, the FCRHA proposed to modify the escrow structure, which has only impacting FSS participants enrolled after February 1, 2017. There are three major components to this new escrow structure:

1. Participants must be paying **a minimum of \$220 in rent** before they can begin to escrow (this is called the rent "strike point").
2. Once the participant reaches the rent strike point, the FCRHA will set up an escrow account and allocate a \$2,000 Homeownership Incentive Award each year the participant is escrowing and up to a maximum of \$10,000, contingent upon purchasing a home after the participant is eligible for graduation or for up to six months after graduation. **If the participant does not purchase a home, this money will be forfeited.**
3. In addition, once the rent strike point rent is met, monthly escrow will be calculated using a tiered system based on **earned income**. This money will be disbursed to the participant once they have completed all of their contract goals and are eligible for graduation from the FSS program. If the participant is purchasing a home utilizing their accrued Homeownership Incentive Award, they will receive both this escrow amount and the Homeownership Incentive Award when they are closing on their new home.

The escrow tiers are as follows:

Income Range	Escrow Amount
\$10,000 - \$14,999	\$50
\$15,000 - \$19,999	\$100
\$20,000 - \$24,999	\$125
\$25,000 - \$29,999	\$150
\$30,000 - \$34,999	\$175
\$35,000 - \$39,999	\$200
\$40,000 - \$44,999	\$225

Income Range	Escrow Amount
\$45,000 - \$49,999	\$250
\$50,000 - \$54,999	\$275
\$55,000 - \$59,999	\$300
\$60,000 - \$64,999	\$325
\$65,000 - \$69,999	\$350
\$70,000 - \$74,999	\$375
\$75,000 - \$79,999	\$400

FSS participants can continue to participate in the FSS program until they reach the established income limits for Public Housing and HCV participation.

The benefits of this modified escrow program include:

- Creating a more equitable system across all income levels, encouraging both low- and more moderate-income earners to participate and move to self-sufficiency.
- Rewarding homeownership as an ultimate goal of the program.
- Encouraging families to see the benefit of working immediately and progressing in employment and training to reach the next tier.
- Fixing a loophole in the program to discourage participants from quitting a job just prior to enrollment and starting another shortly after enrollment in order to escrow more immediately.
- Reducing staff time in calculating, auditing and posting escrow based on the current process.

This activity began in February 1, 2017 for new program participants.

3. Establish a Work Requirement for Family Self-Sufficiency Participants

In addition to meeting their established self-sufficiency goals within the five-year timeframe, participants must “maintain suitable employment” for at least 12 consecutive months prior to graduation. HUD regulations do not specify criteria for “suitable employment,” leaving it up to the PHA to determine the criteria on its own. This activity will clarify this definition and increase the expectation of families to be engaged in workforce activities critical to achieving self-sufficiency.

The FCRHA sought authorization to establish a 32-hour work requirement for FSS participants. During the first four years of participation in the FSS program, all participants who have signed a service plan are required to engage in any combination of employment/training/education totaling 32 hours per week. Further, the participants are required to work 32-hours per week for at least 12 consecutive months prior to graduation.

The FCRHA's FSS program does not discriminate based on age, education or ability level. All interested applicants are encouraged to apply, including elderly and disabled residents. In cases when participants are receiving SSI, SSDI, or who are elderly or disabled, work eligibility and appropriate hours will be determined through assessments with the Ticket to Work program (administered by the Northern Virginia Workforce Development Board and the SkillSource Group, Inc.), the Virginia Department of Aging and Rehabilitative Services, and the Fairfax County Department of Family Services.

Because FSS is a voluntary program, no waivers are necessary. Families who volunteer to participate and, in accordance with general FSS guidance, participants who are not in compliance and do not participate in supportive services will be terminated from the FSS program. Participants will be required to document and verify employment at their quarterly progress meetings. Program extensions will remain an option for participants who are in good standing and will be left to the discretion of the service coordinator.

The benefits to the work requirement include:

- Participants have clear and defined expectations for work, eliminating a vague policy that previously allowed families to disengage from these activities.
- Participants will increase their opportunity for building assets through their escrow accounts.
- Participants gain valuable work experience to help them move to self-sufficiency and meet requirements for homeownership. We will work with the Northern Virginia Workforce Development Board and other partners to connect the participants with work experience.
- FSS staff will no longer need to define "suitable employment."

This activity began February 1, 2017 for new program participants.

4. Exclude Income of Family Self-Sufficiency Head of Household Participants Who Are Enrolled Full Time in School

Education, in addition to employment, is very important to the success of FSS participants in achieving their self-sufficiency goals. FSS participants develop goals to reach self-sufficiency within five years. During the first several years of participation, obtaining additional education in order to improve employment outcomes is often a high priority goal. Our program encourages participants to remain active in the workforce while they are enrolled in school because we understand the unique challenges of raising families and surviving financially in Fairfax County. Participants often refuse training and educational opportunities because they feel they cannot afford the expense and need to focus on earning income to meet the expense of daily life.

The FCRHA excludes all but \$480 income from certain working adults in a household who are enrolled full-time in school—but this benefit **does not apply** to heads of household. All FSS participants are the heads of households. This is a critical benefit so that participants can cover both educational expenses and daily expenses.

The purpose of this activity was to request authorization to apply FCRHA's current income exclusion policy to a FSS head of household participant who chooses to remain employed and pursue educational opportunities on a full time basis. All but \$480 is excluded. This exclusion applies for up to two years. This increases their motivation to both work and participate in education full time. In the evaluation of the FSS program conducted by True Purpose Leadership in December 2015, current and past FSS participants overwhelmingly said that there was a disincentive to increase income or work additional jobs. This activity addresses this by providing an incentive for participants to both enroll in education and work.

Full time status is defined by each institution, and students will be responsible for providing these documents for verification purposes. This is consistent with current FCRHA policy.

This activity began February 1, 2017 for all current and new program participants.

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>Interest Payment: \$0: There is no baseline cost savings associated with this activity; households simply would not participate.</p> <p>Escrow Structure: There is no cost savings expected with this activity.</p> <p>Work Requirement: \$0: There is no cost savings associated with this activity.</p> <p>Income Exclusion: There was no cost associated prior to implementation of this activity.</p>	<p>Interest Payment: \$0: There may be an increase in cost initially, if more households chose to participate.</p> <p>Escrow Structure: \$30,000 programming costs</p> <p>Work Requirement: \$0: There is no cost savings associated with this activity.</p> <p>Income Exclusion: \$120,000: 20 households x an average exclusion of \$20,000/30%. This is an increased cost.</p>	<p>Interest Payment: \$0: Individuals have not graduated, therefore no interest has been deducted to date.</p> <p>Escrow Structure: No funds have been spent yet.</p> <p>Work Requirement: \$0</p> <p>Income Exclusion: \$36,000: 4 households participating x average exclusion of \$30,000/30%. This is an increased cost.</p>	<p>Interest Payment: \$0 interest deducted to date; enrollment increased, however it is too early to determine the amount of interest deducted</p> <p>Escrow Structure: Meets</p> <p>Work Requirement: Meets</p> <p>Income Exclusion: This does not save money.</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>
	Interest Payment: 0 Hours: There is	Interest Payment: 3	Interest Payment: 0 Hours	Interest Payment 0

	<p>baseline for staff time associated with this activity; households simply would not participate, therefore staff time was not impacted.</p> <p>Escrow Structure: 450 Hours: 1.5 hours per transaction resulting in an escrow credit; three levels of review and approval before escrow is credited to accounts.</p> <p>Work Requirement: 136 Hours (based on 2 face-to-face meetings per year at 60 minutes each)</p> <p>Income Exclusion: There was no cost associated prior to implementation of this activity.</p>	<p>Hours: There may be an increase in staff time initially, due to more households enrolling and subsequently graduating. It is anticipated that staff will spend 0.5 hours per household auditing and manually deducting interest. To date, only 6 households for which this would apply at graduation. This may increase or decrease at time of contract expiration.</p> <p>Escrow Structure: .25 hours per transaction resulting in an escrow credit (this is still three levels of review and approval before escrow is credited to an account)</p> <p>Work Requirement: 272 Hours: Staff time is expected to increase by double with this activity (minimum requirement is 60 minute face-to-face on a quarterly basis).</p>	<p>Escrow Structure: 75 Hours: 60 participants x 5 transactions (annual average) x .25 (three reviewers at 5 minutes each)</p> <p>Work Requirement: 408 Hours: staff has been able to spend more time than anticipated (on average, they are meeting face-to-face every 2 months)</p> <p>Income Exclusion: 84 Hours: 4 participants x 21 hours minimum (Quarterly meetings, 6 hours; Review of additional monthly documentation, 12 hours; annual review, 3hrs)</p>	<p>Hours; households have not yet completed their contracts:</p> <p>Escrow Structure: Meets</p> <p>Work Requirement: Exceeds</p> <p>Income Exclusion: Exceeds</p>
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		Income Exclusion: 10 Hours: In addition to the 4 quarterly meetings. Staff will need to spend more hours ensuring that income not being paid to rent is utilized for self-sufficiency related goals.		
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CE #3: DECREASE IN ERROR RATE OF TASK EXECUTION				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	<p>Interest Payment: The baseline error rate is 0 percent; there are no error reports associated with this task.</p> <p>Escrow Structure: The baseline error rate is 0 percent; there are no error reports associated with this task.</p> <p>Work Requirement: The baseline error rate is 0 percent; there are no error reports associated with this task.</p> <p>Income Exclusion: The baseline error rate is 0 percent; there are no error reports associated with this task.</p>	<p>Interest Payment: 0%: Three tiers of review and approval that are intended to prevent errors.</p> <p>Escrow Structure: 0%: Three tiers of review and approval that are intended to prevent errors.</p> <p>Work Requirement: 0%: Three tiers of review and approval that are intended to prevent errors.</p> <p>Income Exclusion: 0%: Three tiers of review and approval that are intended to prevent errors.</p>	<p>Interest Payment: 0 percent</p> <p>Escrow Structure: 0 percent</p> <p>Work Requirement: 0 percent</p> <p>Income Exclusion: 0 percent</p>	<p>Interest Payment: Met</p> <p>Escrow Structure: Met</p> <p>Work Requirement: Met</p> <p>Income Exclusion: Met</p>

SS #1: INCREASE IN HOUSEHOLD INCOME				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	In FY 2016, the average earned income of FSS I households was \$21,726.	In FY 2017, the expected average earned income of FSS households is \$25,000.	The average increase in earned income for FSS graduates was \$27,405 in FY 2017.	This shows the cumulative impact on program participants.

SS #2: INCREASE IN HOUSEHOLD SAVINGS				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	As of 12/31/2015, the average asset (non-escrow savings) of households in FSS program was \$4,660. The average escrow balance of FSS households is \$4,979.	The FCRHA expects any average household assets increases (non-escrow savings) in FY 2017 to be negligible.	The average escrow balance increased to \$16,430 in FY 2017.	There was a significant increase in the average escrow balance.

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<i>Report the following information separately for each category:</i>	<i>Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.</i>	<i>Expected head(s) of households in <<category name>> after implementation of the activity (number).</i>	<i>Actual head(s) of households in <<category name>> after implementation of the activity (number).</i>	<i>Whether the outcome meets or exceeds the benchmark.</i>
1. Employed Full-Time	As of 12/31/2015, 47 of 90 FSS heads of household were employed full-time.	In FY 2017, the expected heads of households employed Full-Time is 50.	38 FSS participants were employed full time in FY 2017.	The FSS program is enrolling new families regularly and this number will continue to increase.
2. Employed Part-Time	As of 12/31/2015, 21 of 90 FSS heads of household were employed part-time.	In FY 2017, the expected heads of households employed Full-Time is 35.	25 FSS participants were employed part time in FY 2017.	The FSS program is enrolling new families regularly and this number will continue to increase.
3. Enrolled in an Educational Program	As of 12/31/2015, 20 of 90 FSS heads of household were enrolled in an educational program.	In FY 2017, the expected heads of households enrolled in an educational program is 35.	22 FSS participants enrolled in educational programs in FY 2017.	The FSS program is enrolling new families regularly and this number will continue to increase.
4. Enrolled in Job Training Program	As of 12/31/2015, 3 of 90 FSS heads of household were enrolled in a job training program.	In FY 2017, the expected heads of households enrolled in a job training program is 6.	100 percent of the FSS graduates participate in job training.	All FSS graduates participate in a variety of job training activities.
5. Unemployed	As of 12/31/2015, 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 11.	In FY 2017, the expected number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has no earned income is 13.	Seven FSS families had no earned income in FY 2017.	This number is expected to increase as additional families are enrolled in the program.
6. Other: Employed Part- or Full-Time	N/A	N/A	N/A	N/A

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>
	As of 12/31/2015, only two FSS households were receiving TANF assistance.	In FY 2017, the expected number of households receiving TANF is 0.	No FSS participants received TANF.	All graduates must not be receiving Federal assistance.

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>
	90 FSS households are receiving self-sufficiency services prior to implementation.	In FY 2017 the expected number of households receiving self-sufficiency services is 125.	The number of households receiving self-sufficiency services in FY 2017 was 99.	New FSS participants are continuing to enroll in the program.

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>
	Average HAP per FSS (HCV) household prior to implementing this policy was \$1,144.	In FY 2017, the FCRHA expects the average HAP per FSS (HCV) household after implementing this policy to be \$1,100.	The average HAP in FY 2017 was \$1,123.	The HAP is expected to remain stable while additional households are added to the program.

SS #7: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase)	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	In FY 2016, the estimated rental revenue is \$6,228,558.	In FY 2017, the estimated rental revenue is \$6,055,568.	This activity does not impact rental revenue.	This activity does not impact rental revenue.

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency >>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For 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.	Of the new enrollments in FY 2017, zero are expected to transition to self-sufficiency.	0 households moved to self-sufficiency who enrolled in FY 2017.	14 households graduated in FY 2017.

IV.B. Approved MTW Activities: Not Yet Implemented Activities

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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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 2018 the FCRHA may 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.

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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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.

This activity may be implemented in FY 2018.

2017-2 **Establish Gateway to Housing Choice Voucher Program from the Tenant-Based Rental Assistance Program**

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity/Status/Impact

The FCRHA has nearly 50 TBRA vouchers which provide housing assistance to formerly homeless households, non-elderly disabled households, and families that were not able to be served through the Public Housing program because of a reasonable accommodation or some other reason Public Housing was no longer suitable. The average bedroom size for this assistance is two bedrooms and the average yearly housing assistance payment for these families is \$54,000. All of these families will require long-term affordable housing assistance.

TBRA is funded through the Federal HOME Investments Partnership Program. During each Federal budget negotiation, the FCRHA is regularly concerned about a loss of funding for this program. While HOME is funded currently, the FCRHA would like to establish a gateway between the TBRA program and HCV, similar to the locally-funded Bridging Affordability program. Thus, should it be necessary to decrease the number of TBRA households funded through HOME, the gateway will be established by establishing a preference for priority on the HCV waiting list to ensure that these families continue to receive affordable housing assistance.

This activity was approved in the FY 2017 MTW Plan. However, because HOME has continued to be funded at a level to allow the FCRHA to continue the TBRA program, this activity has been implemented yet.

2017-3 Authorization to Establish a Local Moving to Work Project-Based Voucher Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Description of Activity

The FCRHA and Fairfax County own affordable housing units as well as land which could provide additional affordable housing units throughout Fairfax County. Further, the FCRHA is currently converting its Public Housing units to project-based assistance under the Rental Assistance Demonstration program. The FY 2016 Strategic Plan for the FCRHA and HCD includes several strategies to increase affordable housing options for residents, as well as to preserve the existing affordable units. To be in a better position to do so—to be able to be opportunity driven—the FCRHA, is requesting authorization to establish a local project-based voucher program. There are two key components of this authorization.

First, this authorization will allow the FCRHA to provide a commitment of project-based vouchers utilizing an alternative competitive process, such as the Public-Private Educational Facilities Infrastructure Act or locally-administered procurement process, for:

1. Development or redevelopment by the FCRHA of FCRHA- or Fairfax County-owned housing units or land;
2. Development or redevelopment by private developers of FCRHA- or Fairfax County-owned housing units or land;
3. Development or redevelopment by private developers utilizing FCRHA financing.

The establishment of a MTW project-based voucher program will provide the FCRHA with the flexibility to work with private developers and commit a valuable asset to potentially close the financing gap in affordable housing projects.

Second, this authorization will allow the FCRHA to utilize project-based vouchers for its own Fairfax County Rental Program units. Specific authorization from the FCRHA would be requested for the commitment of project-based voucher projects under this authority. There will continue to be a project-based voucher competition for other projects, as vouchers are available. Further, in accordance with the previously approved activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units, the FCRHA will also inspect its own project-based voucher units, with requests for special inspections allowed from the occupants. The same Housing Quality Standards are used on FCRHA-owned units as with HCV units. The FCRHA's Inspection and Compliance Branches are in different branches of HCD, as well as the Maintenance Department. This provides separate duties and authorities to ensure strong management of the inspection process.

Leveraging the experience of the FCRHA as both the owner and contract administrator of over 73 project-based voucher units and a long track record with these units, the establishment of this local MTW project-based voucher program will allow the FCRHA to have the flexibility to be responsive to potential development or redevelopment opportunities, to continue to provide safe, affordable and attractive housing, and to increase the housing choices of Fairfax County residents.

This activity was approved in the FY 2017 MTW Plan. The authorization received from the activity was not needed in FY 2017. No project-based vouchers were committed without competition or to the Fairfax County Rental Program during the Fiscal Year.

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 revising the PH housekeeping streamlined inspection process and the activity is currently on hold.

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.

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.

IV.D. Approved MTW Activities: Closed Out

None

V. Sources and Uses of Funds

MTW Single Fund Flexibility

<p align="center">Actual Sources and Uses of MTW Funding for the Fiscal Year</p> <p>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</p>
<p align="center">Describe the Activities that Used Only MTW Single Fund Flexibility</p> <p>In FY 2017, there were several expenditures that utilized MTW Single Fund Flexibility: (1) A PROGRESS Center position to work with parnters to assist Moving to Work participants and to increase capacity of staff to provide self-sufficiency assistance to clients. This position was hired in FY 2016; (2) Contract for community building activities in RestON: Opportunity Neighborhood sites.</p>

V.4.Report.Local Asset Management Plan	
B. MTW Report: Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input type="text" value="Yes"/>
Has the PHA implemented a local asset management plan (LAMP)?	<input type="text"/> or <input type="text" value="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="text"/> or <input type="text" value="No"/>
N/A	

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 report	\$100,000.00	\$8,032.12
Other MTW Expense	Contract with Non-Profit Organizaton--RestON	\$108,000.00	\$53,636.03
Other MTW Expense	PROGRESS Center Staff	\$102,000.00	\$45,701.75
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:		\$310,000.00	\$107,369.90

N/A

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.

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 has been 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 contract—much of the time dealing with the security/protection of the FCRHA's data when moving to a private cloud. Fortunately, the Yardi contract was finally signed by both parties in June 2016 and the implementation of rent reform continues once the private cloud is set up, the Yardi software is upgraded and programming is complete—which has recently been completed in September 2017. These negotiations and upgrade 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.

HCD has solicited a new proposal to conduct the evaluation from the Urban Affairs and Planning Department, Virginia Tech. Based on this new proposal, work on the evaluation will begin in September 2018. An update will be provided in the FY 2018 MTW Report.

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.