FAIRFAX COUNTY REDEVELOPMENT AND HOUSING AUTHORITY
Fiscal Year 2020 Moving to Work Report

SUBMITTED OCTOBER 30, 2020

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 the Fairfax County Rental and 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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Table of Contents

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 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 Fairfax County Redevelopment and Housing Authority's (FCRHA) Moving to Work designation 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.

The Moving to Work 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. THRIVE links households to services and programs offered by Fairfax County human services agencies and community non-profit organizations. Such programs support the concept of self-sufficiency ranging from personal money management, job training, language skills, and health services to homeownership.

The FCRHA is using the flexibility that comes with the Moving to Work designation to:

- Create a **housing continuum** that seamlessly couples the County's *local housing program and Federal housing program* and moves 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**. Moving to Work changes such as moving to biennial re-certifications permits 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-Term MTW Goals and Objectives

The Fiscal Year (FY) 2020 Moving to Work Plan furthered the on-going work of the THRIVE Initiative and did not include any new activities. The FCRHA continued implementing several important policies to decrease the cost of assistance to families in the Housing Choice Voucher Program to financially sustain the program. Several activities were amended in FY2020 due to a Technical Amendment provided to the FCRHA by HUD in response to the COVID-19 pandemic. Many of these amendments will be revisited after the pandemic to determine their effectiveness and whether they should be proposed as permanent changes in future MTW Plans. In addition, the FCRHA adopted several waivers provided through PIH Notices 2020-05 and 2020-13 in the wake of the pandemic which provided increased administrative flexibility.

Following is a list of the FCRHA's Moving to Work activities that are discussed in this FY 2020 Report:

IMPLEMENTED	**2014-1**	Reduce Frequency of Reexaminations
	2014-2	Eliminate Mandatory Earned Income Disregard Calculation
	2014-3	Streamline Inspections for Housing Choice Voucher Units
	2014-5	Institute a Minimum Rent
	2014-6	Design and Initiate a Rent Reform Controlled Study
	2014-9	Increase the Family Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Rental Assistance Demonstration Project-Based Voucher Program
	2017-1	Modify the Family Self-Sufficiency Program
	2017-3	Authorization to Establish a Local Moving to Work Project-Based Voucher Program
	2018A-1	Modify the Calculation of the Family Share of Rent
	2018A-2	Establish Shared Housing Program for Rental Assistance Demonstration Project-Based Voucher Program
	2018A-3	Increase Initial Maximum Tenant Rent Burden to 45 Percent
	2019-1	Establish Fairfax County Payment Standards
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
ON HOLD	**2014-8**	Allow Implementation of Reduced Payment Standards at Next Annual Reexamination

CLOSED	**2014-4**	Streamline Inspections for Public Housing Residents
	2014-7	Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance
	2015-1	Eliminate Flat Rents in the Public Housing Program

Highlights of the FCRHA's short-term goals for FY 2020 include:

1. **Fully Implement Cost Saving Measures to Continue the Stabilization of the Housing Choice Voucher Program:** In 2017, the Fairfax County Department of Housing and Community Development (HCD) collaborated with the THRIVE Advisory Committee, the FCRHA, and local leaders to identify strategies that could decrease the average per unit cost of Housing Assistance Payments. The overarching goal during these discussions was to minimize the likelihood of program terminations in the Housing Choice Voucher Program. Policy changes such as eliminating deductions and allowances, increasing the family share of rent for work-able households, and subsidy caps were considered.

   Following rigorous analysis and input from various stakeholders, changes to how the family share of rent is calculated were recommended. These changes were intended to provide long-lasting savings so that the FCRHA can serve existing participants, assist new households, and fund the development, rehabilitation, and preservation of affordable housing units. These changes were implemented in FY 2019 and continued throughout FY 2020.

2. **Rent Reform Controlled Study:** The FCRHA had several FY 2016 Plan activities that continue to be fully implemented in FY 2020, including the rent reform controlled evaluation. These are important activities to make the THRIVE program even more successful for the FCRHA's program participants.

Overview of the FCRHA'S Long-Term MTW Goals

Moving to Work provides the opportunity for the FCRHA to not only focus on its THRIVE Initiative, but to also begin to utilize the block grant flexibility to assist with meeting an important goal of the FCRHA—*to preserve, expand, and facilitate affordable housing opportunities in Fairfax County*. According to the Virginia Center for Housing Research, the total affordable housing gap in Fairfax County for low- and moderate-income renters is approximately 31,630 units. To that end, a long-term Moving to Work goal of the FCRHA is to realize savings through its Federal programs—

both through efficiencies in the programs, as well as ultimately moving families to self-sufficiency—and ***to utilize these savings for the development or redevelopment of affordable housing***. This will continue to be a long-term goal of the FCRHA.

II. General Housing Authority Information

A. Housing Stock Information

i. Actual New Project-Based Vouchers					
Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an AHAP was in place by the end of the Plan Year.					

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
North Hill	60	0	committed	No	Multifamily Property
The Arden	8	0	committed	No	Multifamily Property
Lake Anne	20	0	committed	No	Multifamily Property
	88	0	Planned/Actual Total Vouchers Newly Project-Based		

* Figures in the "Planned" column should match the corresesonding Annual MTW Plan.
** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

AHAPs for the properties have not been executed yet .

ii. Actual Existing Project-Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year.

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
N/A					

Planned	Actual	
0		Planned/Actual Total Existing Project-Based Voucher

* Figures and text in the "Planned" column should match the corresonding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

Examples of the types of other changes can inlcude (but are not limited to): Units held off-line due to relocation or substantial rehabilitation, local non-traditional units to be acquired/developed, etcetera.

Actual Other Changes to MTW Housing Stock in the Plan Year
N/A

iv. General Description of All Actual Capital Expenditures During the Plan Year
Narrative general description of all capital expenditures of MTW funds during the Plan Year.

General Description of All Actual Capital Expenditures During the Plan Year

The FCRHA performed the following rehabilitation work on its federal PBV-RAD (formerly Public Housing) portfolio between July 1, 2019 and June 30, 2020.

•Audubon (46 units, Lee District) – Installed new refrigerators.
•Greenwood (138 units, Mason Dist. #1 District) - Installed new HVAC systems, replaced bath flooring, installed new medicine cabinets, installed new carpeting, and replaced all wood entrance columns.
•Tavenner Lane (8 units, Lee District) - Installed new water heaters for laundry rooms, installed new HVAC systems, replaced gas ranges, and installed new vanities.
•Atrium (37 units, Lee District) - Installed new water heaters, new refrigerators, and replaced electrical panels.
•Kingsley Park (108 units, Providence Dist. #1 District) – Installed new refrigerators and gas ranges.
•Old Mill (47 units, MT Vernon District) - Sealed the parking lot, installed kitchen cabinets and countertops, replaced gas ranges, installed new vanities, and installed sheet vinyl and vinyl composition tile flooring.
•Ragan Oaks (51 units, Springfield District) – Installed new kitchen cabinets and countertops, replaced gas ranges and range hoods, installed new refrigerators, medicine cabinets, and installed sheet vinyl and vinyl composition tile flooring.
•Rosedale (97 units, Mason DIST. #1 District) - installed new carpeting.
•Westford (46 units, MT Vernon DIST. #1 District) – Installed new water heaters and replaced damaged concrete curbs and sidewalks.

B. Leasing Information

i. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned^^	Actual	Planned^^	Actual
MTW RAD	12,720	12,369	1,060	1,031
MTW Housing Choice Vouchers Utilized	42,324	44,859	3,527	3,738
Planned/Actual Totals	55,044	57,228	4,587	4,769

* "Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

Culpepper Gardens (141 vouchers) and Lake Anne (113 vouchers) were not included in the planned figures for MTW HCV, but are included in the final leasing numbers for FY 2020. MTW RAD include vacancy loss.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households to be Served*	
		Planned^^	Actual	Planned^^	Actual
N/A	N/A	N/A	N/A	N/A	N/A
	Planned/Actual Totals	0	0	0	0

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
N/A	N/A	N/A

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Discussion of any actual issues and solutions utilized in the MTW housing program listed.

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	N/A

C. Waitlist Information

i. Actual Waiting List Information				
Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population served.				
Waiting List Name	**Description**	**Number of Households on Waiting List**	**Waiting List Open, Partially Open, or Closed**	**Was the Waiting List Opened During the Plan Year**
Housing Choice Voucher: Tenant-Based	**MTW Housing Choice Voucher Program**	**1887**	**closed**	**no**
Public Housing/RAD	**RAD Project-based Vouchers**	**347**	**closed**	**yes**

Please describe any duplication of applicants across waiting lists:

Applicants have the opportunity to apply to multiple rental assistance programs and often appear on multiple wait lists.

ii. Actual Changes to the Waiting List in the Plan Year	
Please describe any actual changes to the organizational structure or policies of the waiting lists(s), including any opening or closing of a waiting list, during the Plan Year.	
Waiting List Name	**Description of Actual Changes to Waiting List**
Housing Choice Voucher: Tenant-Based	**N/A**
Housing Choice Voucher: Project-Based	**N/A**

D. Information on Statutory Objectives and Requirements

i. 75% of Families Assisted are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	N/A
49%-30% Area Median Income	N/A
Below 30% Area Median Income	N/A
Total Local, Non-Traditional Households Admitted	0

ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW Phas continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

Baseline Mix of Family Sizes Served (upon entry to MTW)

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentage
1 Person	312	1,158	0	1,470	34%
2 Person	275	710	0	985	23%
3 Person	185	493	0	678	16%
4 Person	125	355	0	480	11%
5 Person	86	289	0	375	9%
6+ Person	59	239	0	298	7%
Total	1,042		0	4,286	100%

* Non-MTW Adjustments" are defined as factos that are outside the control of the MTW PHA. An ecxample of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments", a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" give below:

N/A

Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Number	Baseline Mix Percentage**	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
1 Person	1,470	34%	1,990	39%	5%
2 Person	985	23%	1,148	22%	-1%
3 Person	678	16%	700	14%	-2%
4 Person	480	11%	566	11%	0%
5 Person	375	9%	375	7%	-2%
6+ Person	298	7%	368	7%	0%
Total	4,286	100%	5,147	100%	0%

** The "Baseline Mix Percentage" figures given in the "Mix of Family Size Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

N/A

iii. Number of Households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year.

MTW Activity Name/Number	Number of Households Transitioned to Self Sufficiency*	MTW PHA Local Definition of Self Sufficiency
Alternate Recertification/2014-1	38 HCV residents; 4 RAD-PBV residents	No longer receiving subsidy
Minimum Rent/2014-5	38 HCV residents; 4 RAD-PBV residents	No longer receiving subsidy
Rent Contrl Study/2014-6	38 HCV residents; 4 RAD-PBV residents	No longer receiving subsidy
Family Self-Sufficiency/2017-1	38 HCV residents; 4 RAD-PBV residents	No longer receiving subsidy
35% Family Share/2014-9	38 HCV residents; 4 RAD-PBV residents	No longer receiving subsidy
Modify Calculation of Rent/2018A-1	38 HCV residents; 4 RAD-PBV residents	No longer receiving subsidy
	38 HCV residents; 4 RAD-PBV residents	Total Households Transitioned to Self Sufficiency

* Figures should match the outcome reported where metrix SS#8 is used in Section IV of this annual MTW Report.

III. Proposed MTW Activities: HUD Approval Requested

There were no new activities proposed in FY 2020.

IV.A. Approved MTW Activities: Implemented

The following Moving to Work activities are currently implemented. A summary and status update on these activities follows:

ACTIVITY	
2014-1	Reduce Frequency of Reexaminations
2014-2	Eliminate Mandatory Earned Income Disregard Calculation
2014-3	Streamline Inspections for Housing Choice Voucher and Rental Assistance Demonstration Program-based Voucher Units
2014-5	Institute a Minimum Rent
2014-6	Design and Initiate a Rent Reform Controlled Study
2014-9	Increase the Family Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Rental Demonstration Program Project-based Voucher Programs
2017-1	Modify the Family Self-Sufficiency Program
2017-3	Authorization to Establish a Local Moving to Work Project-Based Voucher Program
2018A-1	Modify the Calculation of the Family Share of Rent for the Housing Choice Voucher Program
2018A-2	Establish Shared Housing Program in Project-Based Voucher Program
2018A-3	Increase Initial Maximum Tenant Rent Burden to 45 Percent
2019-1	Establish Fairfax County Payment Standards

2014-1 Reduction in Frequency of Reexaminations

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: FY 2020

Description of Activity

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. This activity allows for the following:

- Reexaminations are conducted every two years. Families that claim to have zero income will continue to meet with FCRHA staff regularly.

- Reexaminations for non work-able households are conducted every three years.

- Interim increases (i.e., increases in income between annual reexaminations) are disregarded until the next scheduled biennial or triennial reexamination.

- Interim decreases (i.e., a reported decrease in income) are limited to one during a calendar year and no interim decreases during the first six months after initial occupancy.

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 (now RAD-PBV) about the biennial/triennial reexamination cycle. In July 2014, the FCRHA began phasing in affected households to the alternate reexamination schedule, which was completely phased in by June 2016. In January 2018, the FCRHA began implementation of the interim policy on reporting increases or decreases in income between reexaminations. In addition, in FY2018 the definitions of work-able and non work-able were clarified.

Update

In FY 2020, this activity was amended in response to the COVID-19 pandemic. Specifically, non work-able households moved to a five-year recertification schedule. This change impacted recertifications beginning June 2020. An estimated 1,225 HCV households with triennial recertifications will be moved to every five years and 297 RAD-PBV households with triennial recertifications will be moved to every five years.

Impact

Due to the timing of the technical amendment, the FCRHA was not able to fully measure the impact of these changes in FY2020. It is expected that the full impact of this change will be determined in FY2021. Initially, it is anticipated the changes will result in 35 fewer RAD-PBV recertifications and 391 fewer HCV household recertifications from June to December 2020.

Activity Metrics

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

CE#2: STAFF TIME SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	This baseline was set using FY 2014 data. Survey of staff revealed that staff spends on average 5 hours processing each reexamination. 5 hours X 3,532 HCV reexaminations=17,660 HCV staff hours + 5 hours X 337 PH Pilot Portfolio reexaminations =1,685 PH staff hours =19,345 total staff hours for reexaminations	5 hours X 3,532 HCV reexaminations = 17,660 HCV staff hours + 5 hours X 337 Pilot PH reexaminations = 1,685 PH staff hours = 19,345 total staff hours dedicated to reexaminations.	In FY2020, there were 1417 HCV reexaminations; there were also 658 RAD-PBV reexaminations for a total of 2075 reexaminations. 5 hours X 2075 total reexaminations = 10,375 total staff hours dedicated to reexaminations.	There was a significant savings of staff time due to this activity.

CE#5: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	FY 2014 HCV estimated HAP disbursements were $43,389,711. FY 2014 Public Housing estimate rental revenue was $5,248,624.	No change in rental revenue is expected in FY 2016 as a result of alternate reexaminations. FY 2015 HCV estimated HAP disbursements are $42,440,227. FY 2015 Public Housing estimated rental revenue is $6,187,194.	FY 2016 HCV actual HAP disbursements was $46,931,597. FY 2016 Public Housing actual rental revenue was $5,939,438.	There was no increase or decrease in agency rental revenue as a result of alternate reexaminations.

SS#1: INCREASE IN HOUSEHOLD INCOME				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	This baseline was set using FY 2014 data. Average earned income of HCV households is $24,504. Average earned income of PH households in the Pilot PH program is $24,993.	Expected average earned income of HCV households was $24,504 in FY 2014. Expected average earned income of PH households was $24,993 in FY 2014. Update for FY 2016: Data used was total annual income previous. The metric is now being calculated using earned income.	The average earned income of Public Housing households in the Pilot properties was $21,533. The average earned income of HCV households in FY 2020 was $22,977; average earned income of RAD-PBV households in FY 2020 was $24,744.	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?**
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	N/A	N/A	N/A

	together under (6) below.			
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.	In FY2020, 75 HCV residents were enrolled in an education or training program; 48 RAD-PBV residents were enrolled in an education or training program.	A change in enrollment in education or training programs is not expected due to this activity.
4. Enrolled in Job Training Program	This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	FY 2015 marked the beginning of this activity (FY 2015 for the PH Pilot Portfolio and FY 2016 for HCV).	In FY2020, 75 HCV residents were enrolled in an education or training program; 48 RAD-PBV residents were enrolled in an education or training program.	A change in enrollment in education or training programs is not expected due to this activity.
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 as result of alternate reexaminations. The total number of families in HCV program/PH Pilot portfolio with a head of household that is neither elderly nor disabled and has no	In FY2020, there were 882 HCV residents who were work-able and had no earned income; there were 244 RAD-PBV residents who were work-able and had no earned income.	No additional outcome is expected.

		earned income is 664 in FY 2014.		
6. Other: Employed Part- or Full-Time	The total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495 in FY 2015.	No change in the number of employed heads of households is expected as a result of alternate reexaminations. The total number of families with a head of household that is neither elderly nor disabled and has earned income in FY 2015 is 1,495.	In FY2020, there were 1283 HCV residents who were work-able and had earned income; there were 430 RAD-PBV residents who were work-able and had earned income.	No additional outcome is expected.

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).	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.	In FY2020, there were 128 HCV residents receiving TANF; there were 43 RAD-PBV residents receiving TANF.	The number of households receiving TANF has decreased; however, a change in TANF enrollment is not necessarily due to this activity.

SS#8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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.	In FY2020, 38 HCV residents transitioned to self-sufficiency; 4 RAD-PBV residents transitioned to self-sufficiency.	A change in the number of households transitioning to self-sufficiency is not expected due to this activity.

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 impacted by the reduction in the frequency of reexaminations are subject to the FCRHA's Hardship Policy. There were fewer than 15 hardship requests in FY 2020.

Actual Non-Significant Changes

There were no non-significant changes in FY2020.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity in FY2020.

Actual Significant Changes

This activity was amended in FY2020 in response to the COVID-19 pandemic.

Challenges to Achieving Benchmarks and Possible Strategies

As previously stated, the COVID-19 pandemic has significantly impacted HCV and RAD-PBV households in terms of health and employment. Like other jurisdictions, the full repercussions of the pandemic will most likely be felt for many months to come. Due to the technical amendment, the changes to this activity were authorized in April 2020, with implementation in May and June of 2020. The FCRHA therefore expects to be able to report on the impact of these changes in the FY 2021 MTW Report.

2014-2 Eliminate Mandatory Earned Income Disregard Calculation

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended
- Year Approved: FY 2014
- Implemented: FY 2014
- Amended: N/A

Description of Activity

As part of the HUD-mandated EID calculation, any family in the Public Housing or 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 the FY 2014 Moving to Work Plan, the FCRHA proposed eliminating the HUD-mandated EID calculation and in February 2014 began notifying affected families. To allow families to prepare for any potential changes in rent, families that received notification within three months of their reexaminations were phased out at their second annual reexamination. The FCRHA completed this activity and eliminate all use of the EID calculation in Fiscal Year 2015.

Update

This activity is fully implemented. There were no updates in FY2020.

Impact

There was no impact on households due to this activity in FY2020, as the EID calculation was eliminated in FY 2015.

Activity Metrics

CE#1: AGENCY COST SAVINGS				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	$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?
Total time to complete the task in staff hours (decrease).	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?
Average error rate in completing a task as a percentage (decrease).	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?
Rental revenue in dollars (increase).	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.

Actual Non-Significant Changes

There are no changes regarding this activity.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity.

Challenges to Achieving Benchmarks and Possible Strategies

There are no challenges expected to achieve the benchmarks related to this activity. This activity is fully implemented.

2014-3 Streamlined Inspections for Housing Choice Voucher and Rental Assistance Demonstration Project-based Voucher Units

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: FY 2020

Description of Activity

As part of the FY 2020 MTW Plan, the FCRHA has move to biennial inspections in the Housing Choice Voucher (HCV) and Rental Assistance Demonstration-Project Based Voucher (RAD-PBV) programs, with limited exceptions. Furthermore, based on relief provided by HUD in response to the COVID-19 pandemic, all HCV units are inspected on a triennial basis, with limited exceptions.

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. HUD regulations currently mandate that housing authorities inspect every HCV unit at least annually to ensure it meets Housing Quality Standards (HQS).

Tenants, owners, or a third-party continue to have the option to request Special Inspections at any time. Additionally, all HCV units are subject to Quality Control Inspections and the FCRHA specifically focuses inspections on households less likely to report unsafe or unsanitary conditions. Inspection staff follow HQS protocol using HUD Form 52580 for all inspections.

The FCRHA implemented streamlined inspections in Fiscal Year 2015. Because this activity is allowed through current regulation, this activity was closed out in FY 2018, but amended in FY 2020.

Update

Changes were made to this MTW activity in FY2020 in response to the COVID-19 pandemic. Inspections were modified by:

1. Moving from annual or biennial to triennial inspection of units, which have a history of passing last two annual or biennial inspections or, if one or more of the two previous inspections failed, the unit only failed for non-life-threatening conditions. In

between regularly scheduled inspections, program participants can call and request a special inspection.

2. Development and implementation of a remote video inspection (RVI) process that enables an HQS inspection to be conducted using a smart mobile device. The RVI is a collaborative effort between an FCRHA HQS certified inspector and a proxy inspector (usually a tenant or landlord) that has been offered as an alternative to an in-person inspection during the COVID-19 pandemic. The communication technology platform for RVIs is either FaceTime or Microsoft TEAMS. RVIs have been utilized by the department for move-in, re-inspections, and special inspections.

Impact

Due to the COVID-19 pandemic, the regularly scheduled HQS inspections of HCV and RAD-PBV units were suspended beginning March 17, 2020. This resulted in 1,507 inspections that were not completed in FY 2020. Adjusting HQS workload to move annual and biennial inspections to triennial will enable FCRHA inspections staff to resume a modified HQS workload beginning in November 2020. Staff will begin inspecting housing units whose regularly scheduled inspections were delayed due to COVID-19 if those units were not able to be moved to a triennial inspection schedule. Inspections will be either offered using remote video inspections (RVI) or in-person using pre-screening questions before entering the unit, wearing appropriate personal protective equipment (PPE) and adhering to social distancing protocols.

Activity Metrics

CE#1: AGENCY COST SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	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 5,280 total staff hours = $154,809.60 total cost of HCV inspections in FY 2020. This outcome is based on HCV inspectors conducting a normal workload from July - February 2020; Staff conducted move-in	Although there is a cost decrease from FY14, this was largely due to the suspension of HQS inspections beginning March 17, 2020.

			inspections and reconciliation work from March – June, 2020 due to the COVID-19 pandemic.	

CE#2: STAFF TIME SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	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.	Approximately 5,280 staff hours were spent conducting inspections in FY 2020.	Staff time decreased due to the COVID-19 pandemic which suspended HQS inspections on March 17, 2020.

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).	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.

Actual Non-Significant Changes

There were no non-significant changes in FY2020.

Actual Significant Changes

This activity was amended in FY2020 in response to the COVID-19 pandemic.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Challenges to Achieving Benchmarks and Possible Strategies

The most significant challenge in achieving HQS activity benchmarks in FY 2020 has been the COVID-19 global pandemic. The FCRHA suspended all HQS inspections (except for initial and special inspections) on March 17 resulting in over 1,500 inspections that were not completed. This created a reduction in staff work hours related to performing inspections. In response to the pandemic and not being able to physically perform HQS inspections, staff developed and have now implemented a remote video inspection (RVI) process. This has enabled HQS inspections to be completed during the pandemic with the use of a smart mobile device and collaboration between the HQS inspector and a proxy inspector. As the FCRHA begins safely conducting HQS inspections, beginning in November 2020, the RVI process will provide staff and program participants an option in ensuring housing units are safe and sanitary.

2014-5 Institute a New Minimum Rent

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Reproposed: FY 2016
- Implemented: FY 2018
- Amended: FY 2018

Description of Activity – has been implemented; applies to HCV and RAD

To encourage families to seek employment and stay employed, the FCRHA set a new minimum rent based on working wages. Specifically, the FCRHA increased the minimum rent from $50 to $220 per month for work-able 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.

Annual Reevaluation of Rent Reform Initiative

Outcomes will be measured and reviewed annually using standard metrics and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria

Families eligible for the minimum rent are subject to the FCRHA's Hardship Policy. In FY2020, there were fewer than 15 hardship requests.

Update

The FCRHA began implementation of the minimum rent activity in 2015. Technical delays and the conversion of public housing units to Rental Assistance Demonstration - Project-Based Vouchers resulted in a delay in implementation of this activity. In 2020, this activity was fully implemented among work-able HCV and RAD-PBV households. In addition, the minimum rent is applied in the rent reform controlled study.

Activity Metrics

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).	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 HCV households in FY 2020 was $22,977; the average earned income of RAD-PBV households was $24,744 in FY 2020.	No. The impact of the COVID-19 pandemic and related factors have impacted the ability of households to obtain and retain employment.

SS#3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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	No change in the number of heads of households	In FY 2020, there were 75 HCV residents enrolled in an education or	Yes, but most likely not only because of this activity

	required the addition of a new data element to the database. The initial baseline is zero.	enrolled in an educational program is expected. This will be tracked in the Public Housing Pilot. The benchmark is zero.	training program and there were 48 RAD-PBV households enrolled in an education or training program.	
4. Enrolled in Job Training Program	This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	No change in the number of heads of households enrolled in a training program is expected.	In FY 2020, there were 75 HCV residents enrolled in an education or training program and there were 48 RAD-PBV households enrolled in an education or training program.	Yes, but most likely not only because of this activity
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.	In FY2020, there were 882 HCV residents who were work-able and had no earned income; there were 244 RAD-PBV residents who were work-able 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.	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	In FY2020, there were 1283 HCV residents who were work-able and had earned income; there were 430 RAD-PBV residents who were work-able and had earned income.	No additional outcome is expected.

		was 1495 in FY 2015.		

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).	Total number of Public Housing and HCV households receiving TANF assistance is 181.	No change in the number of households receiving TANF is expected. Total number of Public Housing and HCV households receiving TANF assistance is 181.	In FY2020, there were 128 HCV and 43 RAD-PBV households receiving TANF	The total number of households receiving TANF have decreased, but most likely not exclusively due to this activity.

SS#6: REDUCING PER UNIT SUBSIDY COSTS FOR PARTICIPATING HOUSEHOLDS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	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.	The Covid-19 pandemic has affected the economic status of households; therefore the outcome of this activity is unknown for FY 2020.	Undetermined due to the impact of Covid-19 pandemic

SS#7: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
PHA rental revenue in dollars (increase).	In FY 2015, the actual rental revenue was $5,467,446.	In FY 2016, the estimated rental revenue is $6,228,558.	The Covid-19 pandemic has affected the economic status of households; therefore the outcome of this activity is unknown for FY 2020.	Undetermined due to the impact of Covid-19 pandemic

SS#8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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.	The benchmark is zero.	In FY2020, 38 HCV and 4 RAD-PBV households transitioned to self-sufficiency.	Yes, but most likely this was due to a combination of factors and not exclusively to this activity.

Actual Non-Significant Changes

There are no non-significant changes regarding this activity.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity.

Challenges to Achieving Benchmarks and Possible Strategies

As previously stated, the COVID-19 pandemic has significantly impacted HCV and RAD-PBV households in terms of health and employment. Like other jurisdictions, the full repercussions of the pandemic will most likely be felt for many months to come. The FCRHA will closely monitor the ability of residents to meet their rent because of the pandemic and adjust as necessary.

2014-6 Design and Initiate a Rent Reform Controlled Study

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Reproposed: FY 2016
- Implemented: FY 2018
- Amended: FY 2018

Description of Activity

The Rent Reform Controlled Study, a HUD requirement for the FCRHA's designation as an MTW agency, 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 Work Stabilization Deduction equals 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 that focus on moving families toward self-sufficiency and assistance with employment;
- Providing incentives for families that meet self-sufficiency goals; and
- Implementing a minimum rent to further encourage families to work.

The FCRHA anticipates rent reform activities will result in the following:

- an increase in average household income;
- an increase in average household savings;
- fewer households on TANF; and
- a reduction in the average unit subsidy of households.

The FCRHA began initial implementation of the rent reform controlled study in 2015, including applying the minimum rent activity and identifying an initial pilot group of residents at three public housing properties. Unfortunately, a technical roadblock occurred in updating the Yardi system. While the contract negotiations were occurring with Yardi, the three public housing sites were converted to Rental Assistance Demonstration – Project-Based Voucher units (RAD-PBV). The combination of the RAD-PBV conversion and delay in the Yardi upgrade resulted in a pause on the full implementation of this activity. The FCRHA now has a contract with Virginia Tech to evaluate the rent reform controlled study which began piloting in late 2019.

Impact Analysis

The FCRHA does not anticipate that the rent reform study will disproportionately affect households in any specific group; elderly and disabled households are not a part of the study. 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 are measured and reviewed annually using standard metrics and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria

Families in the pilot are subject to the FCRHA's Hardship Policy. There were fewer than 15 hardship requests in FY 2020.

Transition Period

All families in the pilot received at least a ninety-day notice prior to implementation of the new reform policies.

Update on Implementation of Activity/Timeline

The FCRHA is currently conducting the rent reform controlled evaluation which started in late FY 2019. Rent reform, together with the minimum rent, is being implemented with a pilot group of RAD-PBV participants. HCD has contracted with Virginia Tech to conduct the evaluation. They have selected the "control" and "study" groups. All potential participants were notified, offered the opportunity to participate, and households determined whether they would participate. Those that agreed to participate have met with the Rent Reform Housing Service Specialist for their recertification. This outreach was finalized in early 2020.

Impact

The FCRHA is amid the rent reform evaluation, therefore the impact has yet to be determined. The COVID-19 pandemic has also impacted households in terms of health and employment status. Importantly, many RAD-PBV residents have lost jobs or have had changes in employment due to the COVID pandemic, making the impact of the rent reform evaluation difficult to determine at this time. A more robust determination of the impact of this activity will be determined in the future once the evaluation has continued for a longer period.

Activity Metrics

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).	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. In FY 2020, the average earned income of HCV households was $22,977; the average earned income of RAD-PBV households was $24,744.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

SS #3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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	N/A	N/A	N/A

	reported together under (6) below.			
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.	In FY 2020, there were 75 HCV residents enrolled in an education and/or training program; there were 48 RAD-PBV residents enrolled in an education and/or training program as well.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.
4. Enrolled in Job Training Program	This data was not previously tracked prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	No change in the number of heads of households enrolled in a training program is expected.	In FY 2020, there were 75 HCV residents enrolled in an education and/or training program; there were 48 RAD-PBV residents enrolled in an education and/or training program as well.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.
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. In FY 2020, there were 882 HCV households that were work-able who did not have any earned income; there were 244	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

			RAD-PBV households who were work-able with no earned income during this time as well.	
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. In FY 2020, there were 1283 HCV residents who were work-able and had earned income; likewise, there were 430 RAD-PBV residents who were work-able and had earned income.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

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).	Total number of Public Housing and HCV households receiving TANF assistance is 181.	No change in the number of households receiving TANF is expected. Total number of Public Housing and HCV households receiving TANF assistance is 181.	In FY 2020, there were 128 HCV households on TANF and 43 RAD-PBV households on TANF.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

SS #6: REDUCING PER UNIT SUBSIDY COSTS FOR PARTICIPATING HOUSEHOLDS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	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.	The Covid-19 pandemic has affected the economic status of households; therefore the outcome of this activity is unknown for FY 2020.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

SS #7: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
PHA rental revenue in dollars (increase).	In FY 2015, the actual rental revenue was $5,467,446	In FY 2016, the estimated rental revenue is $6,228,558.	The Covid-19 pandemic has affected the economic status of households; therefore the outcome of this activity is unknown for FY 2020.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
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.	In FY 2020, there were 38 HCV residents who transferred to self-sufficiency and 4 RAD-PBV residents who transferred to self-sufficiency.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

Actual Non-Significant Changes

There were no non-significant changes regarding this activity in FY 2020.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity in FY 2020.

Challenges to Achieving Benchmarks and Possible Strategies

There are no challenges expected to achieve the benchmarks related to this activity.

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

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: FY 2018

Description of Activity

Along with other enacted cost saving activities, reforming the calculation used to determine the family's share of rent and utilities has allowed the FCRHA to counteract fiscal constraints and close potential operating shortfalls.

This activity:

- Increased the percentage from 30 percent to 35 percent of adjusted income.
- Applied the change to all families in both HCV and RAD-PBV programs, except for families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources). 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 Moving to Work 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.

Update

The activity has been fully implemented. Participants who have difficulty paying the minimum rent are informed of their ability to request a hardship; in FY2020 there were fewer than 15 hardship requests.

Impact

Changes to the family share of rent have helped to increase cost efficiencies of the MTW program and avoid budget shortfalls. The ability of households to pay rent will continue to be closely monitored, particularly as many households are now facing economic hardships due to the COVID-19 pandemic.

Activity Metrics

CE#5: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	FY 2014 HCV estimated HAP disbursements were $43,389,711. FY 2014 Public Housing estimate rental revenue was $5,248,624.	FY 2015 HCV estimated HAP disbursements are $42,440,227. FY 2015 Public Housing estimated rental revenue is $6,187,194.	FY 2016 HCV actual HAP disbursements were $46,931,579. FY 2016 Public Housing actual rental revenue was $5,939,438.	In the Public Housing program, there was an increase in rental revenue, attributed to this activity.

SS#8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.	The benchmark is zero.	In FY 2020, there were 38 HCV residents who transferred to self-sufficiency and 4 RAD-PBV residents who transferred to self-sufficiency.	Yes but this outcome is not attributable solely to this activity.

Actual Non-Significant Changes

There are no non-significant changes regarding this activity.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity.

Challenges to Achieving Benchmarks and Possible Strategies

There are no challenges expected to achieve the benchmarks related to this activity.

2017-1 Modifications to Family Self-Sufficiency Program

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Year Approved: FY 2017
- Implemented: FY 2017
- Amended: N/A

Description of Activity

The FSS program for both HCV and RAD-PBV is an important component of the FCRHA's THRIVE program and ultimately moving to self-sufficiency. The FSS program currently provides an opportunity for 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 is operating a diverse and inclusive program, this activity allows participants to opt out of accruing interest on their escrow.

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.

2. Modify the Family Self-Sufficiency Escrow Structure

The ability to build assets is a key component of the FSS program. Upon graduation the escrow a household accumulates during their participation in the program is disbursed to them to be used as they wish. To eliminate inequalities in the growth of escrow accounts, the following changes were made:

1. Participants must pay 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 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.

Participants can continue to participate in the FSS program until they reach the established income limits for RAD-PBV and HCV participation.

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

This activity establishes 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 are 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.

Participants are required to document and verify employment at their quarterly progress meetings. Program extensions remain an option for participants who are in good standing and are left to the discretion of the service coordinator.

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

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

Specifically:

- When the head of the FSS Household is enrolled full-time in an accredited and approved education program, 100 percent of the individuals earned income is excluded during months 1 through 12. During months 13 through 21, 50 percent of the individual's income is excluded.
- Participation is limited to a first degree. For example, an individual with a bachelor's degree will not be approved for an income exclusion to enroll in a second bachelor's degree program, however the exclusion could apply if the individual enrolls in an advanced certification/graduate certificate or graduate degree program.

Activity Metrics

CE#1: AGENCY COST SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease). Activity 1: Opt-Out of Interest Payment ***This activity was not intended as a cost saving measure.*	$0 *(No baseline cost was associated; households simply would not participate.)*	$0 *(It is anticipated that there may be an increase in cost as more households elect to participate.)*	$0 Zero FY18 graduates have requested to opt-out of escrow interest.	Meets
Activity 2: Modify Escrow Structure ***This activity was not intended as a cost saving measure.*	$4,979 average escrow balance *(It is anticipated that there may be an increase in cost as more households elect to participate.)*	$8,000 average escrow balance **FY18 Revision: $30,000 listed as original benchmark for Initial Yardi Programming costs.*	$1005 average escrow balance Only 42 of the 92 FSS participants are enrolled under these MTW changes.	
Activity 3: 32-Hour Work Requirement ***This activity was not intended as a cost saving measure.*	$0 *(No baseline cost existed. Verification of employment was previously established as part of case management.)*	$0	$0	Meets
Activity 4:	$0	$120,000	$36,000	Meets

Student Income Exclusion ***This activity was not intended as a cost saving measure.*	*(It is anticipated that there may be an increase in cost as more households elect to participate.)*	Calculation: 20 households x average exclusion of $20,000/30%.	Calculation: 4 households participating x average exclusion of $30,000/30%.	

CE#2: STAFF TIME SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease). Activity 1: Opt-Out of Interest Payment ***This activity was not intended as a staff time saving measure.*	0 Hours *(There is no baseline for staff time associated with this activity; households simply would not participate, therefore staff time was not impacted. An initial increase in staff time is anticipated, due to more households enrolling and subsequently graduating.)*	3 Hours Calculation: 0.5 hours per household auditing and manually deducting interest.	0 Hours	0 Hours Participating households have not yet completed their contracts
Activity 2: Modify Escrow Structure	450 Hours 1.5 hours/ transaction *(3-Level review and approval required before escrow is credited to an account)*	.25 hours/ transaction *(3-Level review and approval required before escrow is credited to an account)*	10.5 Hours 42 participants x 5 transactions (annual average) x .25 (three reviewers at 5 minutes each)	Meets
Activity 3: 32-Hour Work Requirement ***This activity was not intended as a staff time saving measure.*	136 Hours *(based on 2 face-to-face meetings per year at 60 minutes each)*	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).	408 Hours staff has been able to spend more time than anticipated (on average, they are meeting face-to-face every 2 months)	Exceeds

Activity 4: Student Income Exclusion ***This activity was not intended as a staff time saving measure.*	0 Hours There was no cost associated prior to implementation of this activity.	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.	84 Hours 4 participants x 21 hours minimum (Quarterly meetings, 6 hours; Review of additional monthly documentation, 12 hours; annual review, 3hrs)	Exceeds

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). Activity 1: Opt-Out of Interest Payment	0% There are no error reports associated with this task.	0% (3-Level review and approval process that prevents errors)	0%	Meets
Activity 2: Modify Escrow Structure	0% There are no error reports associated with this task.	0% (3-Level review and approval process that prevents errors)	0%	Meets
Activity 3: 32-Hour Work Requirement	0% There are no error reports associated with this task.	0% (3-Level review and approval process that prevents errors)	0%	Meets
Activity 4: Student Income Exclusion	0% There are no error reports associated with this task.	0% (3-Level review and approval process that prevents errors)	0%	Meets

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). Activity 3: 32-Hour Work Requirement	$21,726 Average earned income of FSS households (FY16)	$25,000 Expected FY17 average earned income of FSS households (90).	$34,048 Average earned income of FSS participants (42 under new program)	Exceeds

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). Activity 2: Modify Escrow Structure **applies ONLY to new participants as of February 1, 2017*	$4,979 The average escrow balance of FSS households.	$5,000 The FCRHA expects any average household assets increase to be negligible.	$1005 Decrease represents calculation of 42 households under the new program rather than all 92.	

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:	*Head(s) of households in FSS prior to implementation of **Activity 3**. This number may be zero.*	*Expected head(s) of households in FSS after implementation of **Activity 3**.*	*Actual head(s) of households in FSS after implementation of **Activity 3**.*	*Whether the outcome meets or exceeds the benchmark.*
1. Employed Full-Time	47 of 90 HoH	50% HoH	67% *(28 of 42 Households)*	
2. Employed Part-Time	21 of 90 HoH	25% HoH	17% *(7 of 42 Households)*	
3. Enrolled in an Educational Program	90 of 90 HoH	35% HoH *(parameters have been redefined to include*	31% *(13 of 42 Households)*	

		accredited educational programs, including certificate, diploma, and degree programs only)		
4. Enrolled in Job Training Program	3 of 90 FSS HoH	5% HoH	7% *(3 of 42 Households)*	
5. Unemployed	11 of 90 HoH	10% HoH	14% *(6 of 42 Households)*	
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?**
Number of households receiving TANF assistance (decrease).	2 HoH	5 HoH	0 HoH	Exceeds

SS#5: HOUSEHOLDS ASSISTED BY SERVICES THAT INCREASE SELF-SUFFICIENCY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	90 FSS households	125 FSS households	42 FSS households fell under these activities.	

SS#6: REDUCING PER UNIT SUBSIDY COSTS FOR PARTICIPATING HOUSEHOLDS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease). Activity 4: Student Income Exclusion	$1,144.	$1,100.	$1,059	Exceeds

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. Activity 4: Student Income Exclusion	0%	50% of graduates	N/A: Outcomes are not anticipated until January 2022 at the earliest, as this measure did not apply to participants enrolling prior to February 2017.	N/A: Outcomes are not anticipated until January 2022 at the earliest, as this measure did not apply to participants enrolling prior to February 2017.

Actual Non-Significant Changes

There were no non-significant changes for FY 2020.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There have been no significant changes to this activity.

Challenges to Achieving Benchmarks and Possible Strategies

There are no challenges expected to achieve the benchmarks related to this activity.

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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2017
- Implemented: FY 2019
- Amended: FY 2019

Description of Activity

To increase affordable housing options for residents and preserve affordable units, the FCRHA requested authorization to establish a local project-based voucher program. There are three key components of this authorization.

1. This authorization allows 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 a locally administered procurement process, for:

    a. Development or redevelopment by the FCRHA of FCRHA- or Fairfax County-owned housing units or land;
    b. Development or redevelopment by private developers of FCRHA- or Fairfax County-owned housing units or land;
    c. Development or redevelopment by private developers utilizing FCRHA financing.

    The establishment of a Moving to Work project-based voucher program provides the FCRHA with the flexibility to work with private developers and commit valuable assets to potentially close financing gaps in affordable housing projects.

2. Second, this authorization allows the FCRHA to utilize project-based vouchers for its own Fairfax County Rental Program units. Specific authorization from the FCRHA is requested for the commitment of project-based voucher projects under this authority. There continues to be a project-based voucher competition for other projects, as vouchers are available. Further, in accordance with the previously approved Activity 2014-3 Streamline Inspections for Housing Choice Voucher Units, the FCRHA also inspects 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 Housing Choice Voucher units.

3. This authorization includes allowing a different subsidy standard for project-based vouchers than tenant-based vouchers. The subsidy standard for project-based vouchers continues to be:

- One bedroom for the head of household (and spouse or cohead, if applicable);
- One bedroom for each two household members of the same sex, regardless of age or relationship;
- Persons of the opposite sex (other than spouse or cohead, if applicable) are allocated a separate bedroom; and
- Any live-in aide (approved by the FCRHA to reside in the unit to care for a family member who is disabled or is at least 50 years of age) is allocated a separate bedroom.

Update:

There are no updates to this Activity for FY 2020.

Impact

The local project-based voucher program continues to be utilized as needed. In FY 2019, the FCRHA awarded eight PBVs to Arrowbrook Centre Apartments and in FY 2020, the FCRHA awarded eight PBVs to Wesley Housing for The Arden. Both projects are new construction projects that were awarded the PBVs via the FCRHA's MTW authority and will serve households at or below 50 percent of the Area Median Income.

Activity Metrics

CE#4: INCREASE IN RESOURCES LEVERAGED				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Amount of funds leveraged in dollars (increase).	0	PBVs are being utilized on projects in conjunction with LIHTC, Virginia Housing Trust Fund funding, CDBG funds, and other funding sources.	TBD after projects are completed	TBD

HC#1: ADDITIONAL UNITS OF HOUSING MADE AVAILABLE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a	0	8 PBV	8 PBVs were awarded in FY20	Meets

specific type of household, give that type in this box.				

HC#5: INCREASE IN RESIDENT MOBILITY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better units and/or neighborhood of opportunity as a result of the activity (increase)).	0	8 PBVs were issued in FY19 under this Activity	TBD after projects are completed	TBD

Actual Non-Significant Changes

There are no planned non-significant changes regarding this activity.

Actual Changes to Metrics/Data Collection

There are no planned changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There are no planned significant changes to report regarding this activity.

Challenges to Achieving Benchmarks and Possible Strategies

There were no identified challenges to achieving benchmarks in FY 2020.

2018A-1 Modify the Calculation of the Family Share of Rent for the Housing Choice Voucher Program

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2018
- Implemented: FY 2018
- Amended: FY 2020

Description of Activity

In FY 2018, three strategies were implemented to provide savings to the Housing Choice Voucher program which are as follows:

1. *Increase the Minimum Rent from $50 to $220 for Work-Able Households*.

The amount that a household pays for rent and utilities (i.e., the family share of rent) in the Housing Choice Voucher Program is based on the higher of the following: $220; ten percent of the family's monthly gross income; or 32 or 35 percent of the family's adjusted gross income. The minimum rent of $220 is based on the family share of rent that a household would pay if one work-able member of the household worked 20 hours per week earning $7.25 per hour. The increased rent has been expanded to all RAD-PBV communities. There are households that are provided an exemption to the $220 minimum rent due to little or no income; these households pay a minimum rent of $50.

2. *Increase the Family Share of Rent from 30 to 32 percent for Non Work-Able Households and Implement a 35 Percent Family Share of Rent for All Work-Able Households*.

An increase in the percentage of the family share of rent from 30 to 35 percent was approved through the Amended FY 2014 Moving to Work Plan. The Amended FY 2018 Moving to Work Plan proposed to increase the family share of rent for non work-able families from 30 to 32 percent. With the implementation of these policies, all households in the Housing Choice Voucher Program pay either 32 percent for their family share (non work-able households) or 35 percent (work-able households).

3. *Revise the Utility Allowance for All Families*.

When calculating a family share of rent, households currently pay either 32 or 35 percent of their adjusted income toward the rent and utilities for their unit. When utilities are not included in the rent charged by the landlord, a flat allowance is provided for utilities that the household must pay directly to the utility provider. The utility allowance provided to the household is based on average consumption rates and costs by unit type, size and fuel source (electric, natural gas, oil, etc.) and is updated annually. In some cases, when a family share of rent is less than the utility allowance, a utility reimbursement check is sent to the household to assist them with paying for the utilities.

Project-based Vouchers and Housing Choice Voucher Homeownership participants are exempt from Strategy #2 and #3. However, participants living in project-based voucher units who are work-able households continue to pay 35 percent of their income for rent and utilities as approved by Moving to Work Activity 2014-9 Increase the Family Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Rental Assistance Demonstration Project-based Voucher Programs.

Update

Changes were made to this MTW Activity in FY2020 in response to the COVID-19 pandemic. These were approved through a Technical Amendment to the FCRHA FY 2020 MTW Plan, as well as through HUD Notice PIH 2020-05 and Notice PIH 2020-13. The Activity was modified as follows:

1. Excluded asset income from income calculations for families with assets under $50,000 and accepting self-certifications from households with these assets. If a household has assets above $50,000, they can provide documentation of assets up to 120 days old.
2. Simplified income verification by: Accepting documentation that is up to 120 days old (instead of a maximum of 60 days old); and accepting self-certifications from program participants with income decreases during the COVID-19 pandemic. Program participants are contacted after 90 days and asked to verify their on-going income decrease.
3. Simplified medical/disability expense deductions by allowing for self-certification of expenses up to $1,000; if a household has more than $1,000 in expenses, the household is required to provide verification of these expenses.

Impact

HCD developed several strategies to support families impacted by these policy changes. Prior to the COVID-19 pandemic and ensuing changes in practice, in FY 2020 residents were offered:

1. Workshops on finding employment and referrals to the job readiness and employment programs; and

2. Financial literacy classes and referrals to credit counseling and budgeting programs.

Furthermore, HCD set aside a small portion of the Housing Assistance Payment and administrative savings from these strategies to help participants with emergency utility assistance, moving assistance, and housing locator assistance. These activities have not been implemented to date but are planned for future implementation.

The overall fiscal impact of these strategies is difficult to measure, however, due to a host of factors that have occurred in FY2020 due to the COVID-19 pandemic. Changes in rent, household income levels, and employment status of work-able households have significantly altered the fiscal outlook of programs.

Activity Metrics

CE#1: AGENCY COST SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars.	There are no agency savings regarding to implementing this activity; these saving are captured in CE #5	There are no agency savings regarding to implementing this activity; these saving are captured in CE #5.	There are no outcomes expected.	Meets

CE#2: STAFF TIME SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	There is no staff savings associated with this activity.	There is no staff savings associated with this activity.	There are no outcomes expected.	Meets

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).	There is no baseline data associated with the error rate of rent calculation.	There will not be any change in error rate related to this activity.	There are no outcomes expected related to the error rate.	Meets

CE #5: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	The expected HCV HAP savings is expected to be $860,000 at	The expected HCV HAP savings is expected to be $860,000 at	Cost savings are not realized yet.	TBD

	the end of 2021 because of this activity.	the end of 2021 because of this activity.		

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).	In FY 2017, the average earned income of HCV households was $25,089.	In FY 2018, the expected average earned income of HCV households will be $26,000.	In FY 2020 the average earned income for HCV residents was $22,977 and $24,744 for RAD-PBV residents.	No – most likely due to the affects of the Covid-19 pandemic

SS#3: INCREASE IN POSITIVE OUTCOMES IN EMPLOYMENT STATUS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
1. Employed Full-Time	N/A	N/A	N/A	N/A
2. Employed Part-Time	N/A	N/A	N/A	N/A
3. Enrolled in an Educational Program	In FY 2017, 578 HCV participants where in school or job training program.	In FY 2018, 590 HCV participants will be in school or job training program.	In FY 2020, there were 75 HCV residents enrolled in an education and/or training program; there were 48 RAD-PBV residents enrolled in an education and/or training program as well.	No
4. Enrolled in Job Training Program	In FY 2017, 578 HCV participants where in school or job training program.	In FY 2018, 590 HCV participants will be in school or job training program.	In FY 2020, there were 75 HCV residents enrolled in an education and/or training program; there were 48 RAD-PBV residents enrolled in an education	No

			and/or training program as well.	
5. Unemployed	In FY 2017, 2297 HCV participants did not have earned income.	In FY 2018, 2227 HCV participants will not have earned income.	In FY 2020, there were 882 HCV households that were work-able who did not have any earned income; there were 244 RAD-PBV households who were work-able with no earned income during this time as well.	Yes (Please note, however, residents could be both employed and unemployed during the fiscal year and therefore counted in both this figure and #6 below)
6. Other: Employed Part- or Full-Time	In FY 2017, 1230 HCV participants had earned income.	In FY 2018, 1300 HCV participants will have earned income.	In FY 2020, there were 1283 HCV residents who were had earned income; likewise, there were 430 RAD-PBV residents who had earned income.	Yes (Please note, however, residents could be both employed and unemployed during the fiscal year and therefore counted in both this figure and #6 below)

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).	In FY 2017, 173 HCV households received TANF.	In FY 2018, the expected number of households receiving TANF is 173.	In FY 2020, there were 128 HCV households on TANF and 43 RAD-PBV households on TANF.	Yes

SS #8: HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
For purposes of collecting this metric only, the	The baseline is zero.	In FY 2018, 0 households are	In FY 2020, there were 38 HCV	Yes

FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV).		expected to no longer receive HCV subsidies because of this activity.	residents who transferred to self-sufficiency and 4 RAD-PBV residents who transferred to self-sufficiency.	

Annual Reevaluation of Rent Reform Initiative

Outcomes will be measured and reviewed annually and, if necessary, the activity will be revised to mitigate negative impacts.

Hardship Case Criteria

Families impacted by the revised calculation of the family share of rent are subject the FCRHA's Hardship Policy. In FY2020, there were fewer than 15 hardship requests for this activity.

Actual Non-Significant Changes

There were no non-significant changes regarding this activity.

Actual Changes to Metrics/Data Collection

There were no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

This activity was amended in FY2020 in response to the COVID-19 pandemic.

Challenges to Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic has had a significant impact on HCV and RAD-PBV households in terms of health and employment. Like other jurisdictions, the full repercussions of the pandemic will most likely be felt for many months. Due to the technical amendment, the changes to this activity were authorized in April 2020 with implementation beginning in May and June of 2020. The FCRHA therefore anticipates reporting on the impact of these changes in the FY 2021 MTW Report.

2018A-2 Establish Shared Housing Program in Project-Based Voucher Program

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: N/A

Description of Activity

Since 1987, the FCRHA has had approval from HUD to administer the Supported Shared Housing Program (SSHP) in its Public Housing program. SSHP is a specialized housing program cooperatively administered by HCD and the Fairfax-Falls Church Community Services Board (CSB). The program is designed to provide long-term affordable housing opportunities to adults who are disabled and meet the prescribed level of services established by CSB. The program allows two or more assisted individuals to live together in a single Public Housing unit. The shared unit consists of both common space for use by the occupants of the unit and a separate private space for each assisted individual.

As the FCRHA converted its Public Housing portfolio to PBVs via the RAD program, there was a need for Moving to Work authorization to continue this critical program. In the PBV program, PHAs are not allowed to attach or pay assistance for "shared housing" units (24 CFR 983.53). Until Moving to Work authorization was received, instead of being treated as two separate households living in one unit as was requested with this activity, the tenants in these units were considered one household, with one tenant as the head of household and other tenant as a member of the household. Their income is combined for the purpose of calculating rent and they have one lease, which is difficult to manage since these participants are not operating as a household, but as individual households sharing a unit.

Under this activity rents are calculated using the unit gross rent divided by the number of household members. Since there are no payment standards in the PBV program, the individual gross rent is used for the rent calculation for each individual. If the individual's total tenant payment (TTP) exceeds the individual rent, that person pays their entire pro-rated portion. If the individual's TTP is less than the pro-rated rent, then the Housing Assistance Payment subsidy makes up that difference, as done in the voucher program.

Update

There are no updates to this Activity for FY 2020.

Impact

This activity continues to benefit participants through the Shared Housing program as well as the FCRHA by providing an accurate number of households served through the RAD-PBV program. There were no specific impacts of this Activity in FY 2020.

Activity Metrics

HC #1: ADDITIONAL UNITS OF HOUSING MADE AVAILABLE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% MAI as a result of the activity (increase).	In FY 2018, 22 households receive this benefit.	In FY 2018, the expected number of households receiving this benefit will remain at 22.	22 households received this benefit in FY 2018.	Yes

Actual Non-Significant Changes

There are no non-significant changes regarding this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Challenges to Achieving Benchmarks and Possible Strategies

There are no challenges expected to achieve the benchmarks related to this activity.

2018A-3 Increase Cap on Maximum Family Contribution to Rent from 40 to 45 Percent

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2018
- Implemented: FY 2019

Description of Activity

This activity allows Housing Choice Voucher Program participants to rent higher-cost units, up to a maximum amount of 45 percent of their adjusted income. This cap only applies to new leases. HUD currently places a cap on initial leases of up to 40 percent of a family's adjusted income to be paid toward rent and utilities so that households do not overextend themselves paying a disproportionate amount of income on rent. However, because of Fairfax County's overall high-cost rental market, and specifically high-cost rents in higher opportunity areas of Fairfax County, rent and utilities are often more than the FCRHA's payment standards. This activity allows Housing Choice Voucher Program participants, when entering a new lease with a new landlord, the option to pay more than the proposed 32 to 35 percent of their adjusted income on rent, up to 45 percent. The intent of this activity is to increase housing options to HCV participants.

Update

There are no updates to this activity for FY 2020.

Impact

The FCRHA will continue to monitor the number households that are moving towards paying 45% of their adjusted income on rent, particularly considering the COVID-19 pandemic, and will modify if needed.

Activity Metrics

HC #5: INCREASE IN RESIDENT MOBILITY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	It is expected that this increase will allow 25 families increased opportunity.	To be provided in the FY 2021 Annual MTW Report; this activity was just implemented.	To be provided in the FY 2021 Annual MTW Report.

Actual Non-Significant Changes

There are no non-significant changes to report regarding this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Challenges to Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic has made it difficult to measure the exact impact of this strategy on residential mobility. In particular, the volatility in the rental housing market coupled with the loss of employment made it challenging to discern patterns of mobility among HCV households in FY 2020. The FCRHA will continue to research and evaluate the impact of this activity on resident mobility and housing choice in FY 2021.

2019-1 Establish Fairfax County Payment Standards

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2019
- Implemented: FY 2019

Description of Activity

In November 2016, HUD published a final rule implementing Small Area Fair Market Rents (SAFMR) to promote residential mobility and equity as well as deconcentrate poverty. The Fairfax County Department of Housing and Community Development (HCD) analyzed the potential impact of SAFMRs in Fairfax County, and concluded that implementation of SAFMRs as written would have had a significant negative financial impact to the program. The FCRHA was approved in its FY 2019 MTW Plan to de-couple from the SAFMR and to develop payment standards based on local rental market data.

The initiative is being implemented in two phases:

- **Phase 1** included decoupling from the Washington-Arlington-Alexandria, DC-VA-MD U.S. Department of Housing and Urban Development (HUD) Small Area Fair Market Rents (SAFMR). The FCRHA set a local, countywide payment standard, which is being utilized beginning March 2019.

- **Phase 2** includes evaluating the Fairfax County rental market to determine sub-markets for additional payment standards that will promote positive residential mobility. This activity is expected to create equitable opportunities for program participants by allowing residential mobility to areas which have higher rents, currently not as affordable with existing payment standards. This activity is expected to deconcentrate poverty and promote racial equity.

Update

Due to the COVID-19 pandemic, Phase 2 of this activity was not implemented in FY 2020. The FCRHA believed it would not be prudent to implement new payments standards during a national recession and global health crisis, given the potential for a more volatile rental market. The FCRHA will seek approval to fully implement the new payment standards at a later point in time based on the stability of the housing market and signs of economic recovery from the COVID-19 pandemic.

Impact

The updated countywide payment standard was effective in FY 2020. Further impact of this activity on residential mobility will be monitored once Phase 2 is implemented.

Activity Metrics

CE#1: AGENCY COST SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Average HAP in June 2018 was $1,160	Phase 1: It is expected that there will be between 0 to 10 percent increase in average cost because of this activity (average HAP will be between $1,160 to $1,276) Phase 2: TBD as submarkets are finalized.	The average HAP was $1,202 in FY 2020. Because this activity is only partially implemented, the outcome is unknown.	TBD

CE#2: STAFF TIME SAVINGS				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	It took 0 hours to utilize the HUD-established FMRs/	Establishing the Fairfax County Payment Standard will take approximately 1,040 hours over the next year to complete analysis on and implement Phase 1 and 2.	TBD once Phase 2 is complete.	TBD

CE#5: INCREASE IN AGENCY RENTAL REVENUE				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	To implement SAFMRs would have resulted in an increase of $255 per unit cost.	Phase 1 is expected to increase the per unit cost by no greater than $116.	TBD once Phase 2 is complete.	TBD

HC#5: INCREASE IN RESIDENT MOBILITY				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0—currently opportunity neighborhoods have higher rents than current payment standards.	Under Phase 1, it is expected that 0 households will move to a higher opportunity area. It is expected that 50 families (new and transfers) will move to higher opportunity areas because of Phase 2.	TBD	TBD

Actual Non-Significant Changes

There are no changes to report regarding this activity.

Actual Changes to Metrics/Data Collection

There are no changes to the metrics or data collection to report for this activity.

Actual Significant Changes

There are no significant changes to report regarding this activity.

Challenges to Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic has significantly impacted HCV and RAD-PBV households in terms of health and employment. Like other jurisdictions, the full repercussions of the pandemic will most likely be felt for many months to come. Achieving benchmarks in this activity will depend on how the Fairfax County economy is able to rebound from the pandemic. The FCRHA anticipates utilizing several strategies when this activity is fully implemented including landlord outreach and communications efforts so that households fully understand new payment standards and opportunities for mobility. Source of income is now a protected class under Virginia law, which will also assist in reducing some barriers for households who seek to move.

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

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

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2016
- Implemented: N/A

Description of Activity/Impact/Update

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 Moving to Work statutory objectives of assisting families to move to self-sufficiency and increasing housing choice.

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.

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 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 can be used across the County, and expands housing options for low-income households, including persons with disabilities and families eligible for services provided by the Fairfax-Falls Church Community Services Board, which serves persons with mental illness and intellectual and developmental disabilities. Like 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.

Planned Non-Significant Changes

This use of this activity's flexibility may be explored in the future. The Bridging Affordability program is currently being redesigned, and the use of Federal funding may be explored to augment the local funding.

2016-2 Modify Project-Based Voucher Choice Mobility Criteria

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: N/A

Description of Activity/Impact/Update

Utilizing Moving to Work, the FCRHA allows 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.

This activity allows for the following:

- 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 does not apply to RAD-PBV projects. In addition, Choice Mobility is allowed for instances for reasonable accommodations and Violence Against Women Act (VAWA) cases.

Planned Non-Significant Changes

There are currently no plans to implement this activity; however, the flexibility of this activity may be needed in the future.

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

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: N/A

Description of Activity/Impact/Update

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 because of a reasonable accommodation or some other reason.

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 currently funded, 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 through a preference for priority on the HCV waiting list to ensure that these families continue to receive affordable housing assistance.

Because HOME has continued to be funded at a level to allow the FCRHA to continue the TBRA program, this activity has been be implemented yet.

Planned Non-Significant Changes

There are no planned non-significant changes regarding this activity. The flexibility provided by this activity has not been needed; however, it is possible it will be needed in the future.

IV.C. Approved MTW Activities: Activities on Hold

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

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: N/A

Because of the financial impact on Housing Choice Voucher 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 Fairfax County Redevelopment and Housing Authority currently does not have plans to reactivate this activity.

Planned Non-Significant Changes

There are no planned non-significant changes regarding this activity.

IV.D. Approved MTW Activities: Closed Out

2014-4 Streamlined Inspections for Public Housing Residents

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: N/A
- Closed Out: FY 2018

Similar to activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units, the FCRHA believed that streamlining its Public Housing inspections would both reduce costs for the agency and provide another tool for families to engage in their own self-sufficiency. However, because the FCRHA was going through a RAD conversion of its Public Housing stock, this activity was never implemented.

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

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: N/A
- Closed Out: FY 2018

The Fairfax County Redevelopment and Housing Authority applied for the RAD program and successfully converted all Public Housing stock to long-term Section 8 rental assistance contracts in FY 2018. Therefore, this activity is closed out.

2015-1 Eliminate Flat Rents in the Public Housing Program

Approved/Implemented/Amended

- Approved: FY 2015
- Implemented: FY 2015
- Closed Out: FY 2018

In an amended FY 2015 Moving to Work Plan, the Fairfax County Redevelopment and Housing Authority (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 received the new rent calculation at their second annual recertification.

Because the FCRHA has converted its Public Housing to the RAD Project-Based Vouchers, this activity is no longer needed.

V. Sources and Uses of Funds

A. Sources and Uses of MTW Funds

i. Actual Sources of MTW Funds in the Plan Year
The FCRHA submitted unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System (FASPHA).
The FCRHA will submit unaudited and audited FY 2020 information through the FASPHA; The FCRHA was provided an extension on the dealine due to the COVID-19 pandemic.
ii. Actual Uses of MTW Funds in the Plan Year
The FCRHA submitted unaudited and audited information in the prescribed FDS format through the FASPHA.
same as above
iii. Describe Actual Use of MTW Single Fund Flexibility
The FCRHA used MTW single fund flexibility to implement and operate programs for HCV program participants.
In FY 2020, there were several expenditures that utilized MTW Single Fund Flexibility: 1. A PROGRESS Center position to work with partners and contractors to help residents obtain their highest level of self-sufficiency; 2. Contract with non-profit organization to provide services on FCRHA properties (Neighborhood Initiative Program); 3. Supported rent reform activities for stipends, employment services; 4. NVFS contract to provide tenant services; and 5. On-going work to improve Yardi.

B. Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?	**Yes**
ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?	**No**
iii. Did the MTW PHA provide a LAMP in the appendix?	**No**

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

N/A

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.

Update on PHA Directed Evaluations

The FCRHA moved forward with several components in the evaluation of the rent reform controlled study in FY 2020. RAD-PBV participants are now actively engaged in the evaluation, including control and study groups. The FCRHA is working closely with Virginia Tech to address any questions and ensure data is collected, cleaned, and provided in a timely manner for the evaluation. In some cases, the COVID-19 pandemic has impacted the evaluation due to a loss or change in employment for many residents. The FCRHA will continue to work very closely with Virginia Tech to gain a greater understanding of the impact of the rent reform study versus any changes in economic status due to the COVID-19 pandemic.

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) that are served, as would have been provided had the amounts not been used under the demonstration.

MTW Energy Performance Contract Flexibility Data

N/A