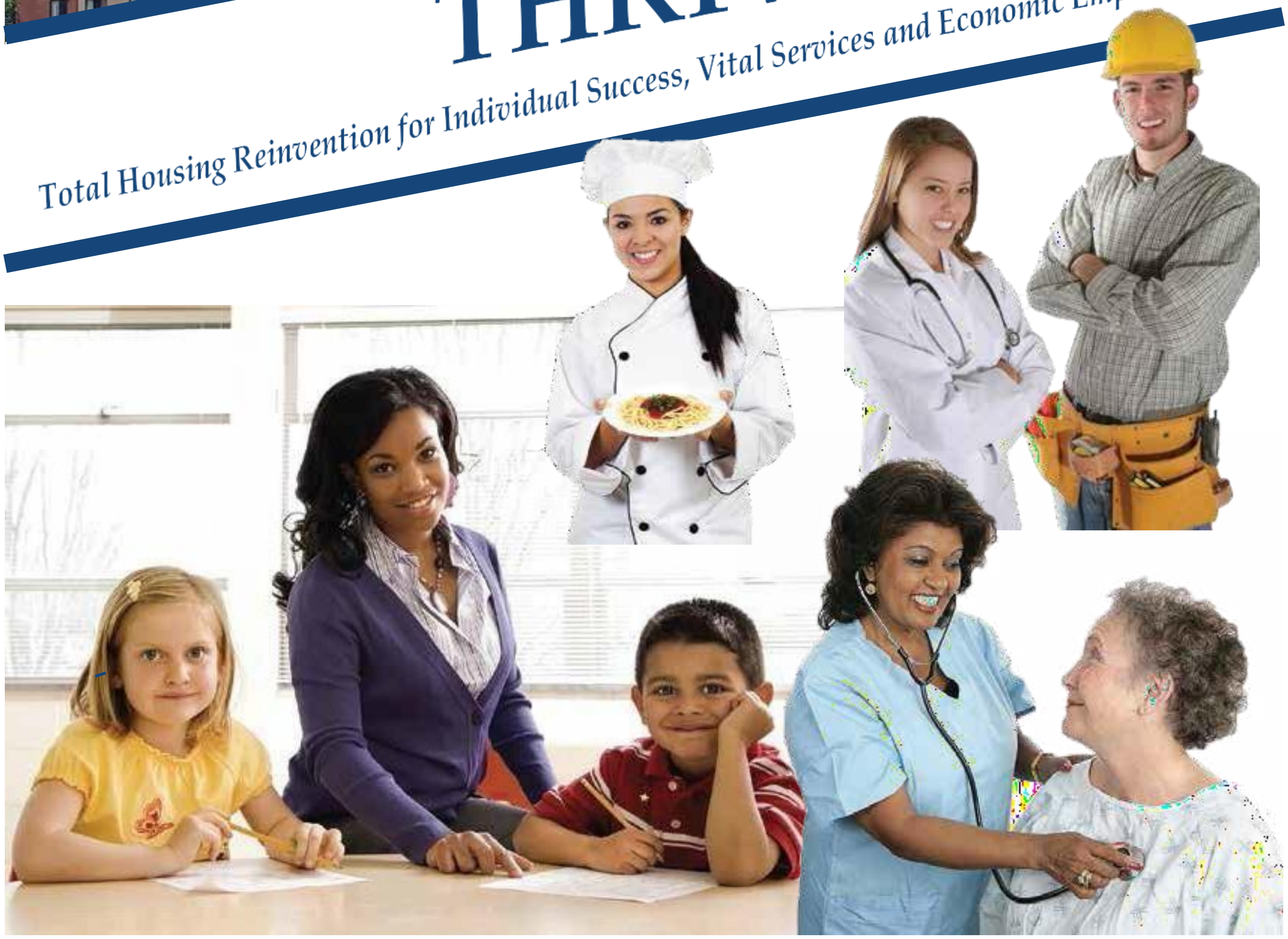
THRIVE

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



Moving to Work Report

Fiscal Year 2021

Submitted September 30, 2021

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*.

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I. Introduction

Moving to Work (MTW) is a demonstration program that offers Public Housing Authorities (PHAs) the opportunity to design and test innovative, locally designed housing and self-sufficiency strategies for low-income families by allowing exemptions from existing Public Housing and tenant-based Housing Choice Voucher 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 in federal programs. The Moving to Work Plan is designed to ensure that individuals and families are provided not only affordable and attractive housing but are also connected to services and supports that help them succeed and become self-sufficient.

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 programs and Federal housing programs* and moves customers toward the greatest level of self-sufficiency they can attain.
- Expand its **strong community partnerships** with non-profit organizations to provide self-sufficiency services.
- Reduce the regulatory burden both on staff and customers, to allow a greater focus on **people – not paperwork**.
- **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) 2021 Moving to Work Plan furthered on-going work and included two new activities as well as changes to three existing activities. In addition, the FCRHA continued to implement several important policies to the Housing Choice Voucher Program to financially sustain the program. Due to the long-term nature of the COVID-19 pandemic, during FY 2021 the FCRHA continued to implement several waivers provided through HUD which granted administrative flexibilities to both residents and staff. In addition, several MTW activities that were amended in response to the COVID-19 pandemic in the previous fiscal year were continued throughout FY 2021 to better serve residents. These amendments will be revisited after the pandemic to determine their effectiveness.

Following is a list of the FCRHA's Moving to Work activities that are discussed in this 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
	2016-2	Modify Project-Based Voucher Choice Mobility Criteria
	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
	2021-1	Affordable Housing Acquisition and Development
	2021-2	Rental Assistance Demonstration Project-Based Voucher Program Admissions Policy
NOT YET IMPLEMENTED	**2016-1**	Use Moving to Work Funds for Local, Non-Traditional Housing Program
CLOSED	**2014-4**	Streamline Inspections for Public Housing Residents
	2014-7	Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance
	2014-8	Allow Implementation of Reduced Payment Standards at Next Annual Reexamination
	2015-1	Eliminate Flat Rents in the Public Housing Program
	2017-2	Establish a Gateway to Housing Choice Voucher Program from the Tenant-Based Rental Assistance Program

Highlights of the FCRHA's short-term goals for FY 2021 include:

1. **Utilizing MTW Authority to Increase Housing Options for Households**. In FY 2021, the FCRHA was granted authority to implement two new MTW activities, both of which are designed to increase housing choices for low-income families. The first new activity allows the FCRHA to utilize MTW funding to help offset the costs of acquisition and development for affordable housing. Although the FCRHA was not able to dedicate MTW funds through this authority in FY 2021 due to the timing of various projects, it is anticipated that MTW funds will be utilized in FY 2022. This authority will have a substantial positive impact on the FCRHA's ability to continue to increase the stock of affordable housing in Fairfax County.

   The second change was to the RAD-PBV admissions policy. The FCRHA now allows new applicants, who meet all eligibility requirements except they did not generate a Housing Assistance Payment, to lease up in the RAD-PBV program. The FCRHA anticipates that over time this policy shift will help more low-income families become stably housed through the RAD-PBV program by increasing the range of income levels that the program can now serve.

2. **Rent Reform Controlled Study**: The FCRHA continued to implement the rent reform controlled study in FY 2021. As with other MTW Activities, the COVID-19 pandemic has affected the study for some participants due to the economic downturn. The FCRHA will continue to work closely with the contracted evaluation team from Virginia Tech to understand the impact of the rent reform controlled study compared to changes in self-sufficiency due to the pandemic.

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 -income renters is approximately 37,535 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**			
Arrowbrook	8	8	Committed	No	Multifamily Property
	8	8	**Planned/Actual Total Vouchers Newly Project-Based**		

** Figures in the "Planned" column should match the corresponding 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:
N/A

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**			
North Hill	68	68	Committed	No	Multifamily Property
Lake Anne	122	122	Committed	No	Multifamily Property
The Arden	8	8	Committed	No	Multifamily
	198	198	**Planned/Actual Total Vouchers Newly Project-Based**		

** Figures in the "Planned" column should match the corresponding 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:
N/A

iii. Actual Other Changes to MTW Housing Stock in the Plan Year
Examples of the types of other changes can include (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.
N/A – MTW Funds were not used for capital expenditures in FY 2021

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	12,624	1,060	1,052
MTW Housing Choice Vouchers Utilized	45,372	45,086	3,781	3,757
Planned/Actual Totals	58,092	57,710	4,841	4,809

** 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 differences between the Planned and Actual households served:

MTW RAD figures include vacancy loss; Two properties were not fully leased in FY 2021. Efforts are underway to successfully increase leasing at these properties.

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**
HCV: Tenant-Based	MTW Housing Choice Voucher Program	1,844	Closed	No
Public Housing/RAD	RAD Project-Based Vouchers	278	Closed	Yes
Please describe any duplication of applicants across waiting lists:				
Applicants can 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 organization 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**
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	238	0	298	7%
Total	1,042	3,244	0	4,286	100%

** Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example 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" given below:

N/A

Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Number	Baseline Mix Percentage**	# of Households Served in Plan Year^	% of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
1 Person	1,470	34%	2,059	43%	8%
2 Person	985	23%	945	20%	-3%
3 Person	678	16%	630	13%	-3%
4 Person	480	11%	490	10%	-1%
5 Person	375	9%	352	7%	-1%
6+ Person	298	7%	336	7%	0%
Total	4,286	100%	4,812	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:

There are several reasons why the variance for 1-person households has increased between the plan and baseline years. Recently, the FCRHA added two senior properties to the MTW baseline, both of which are serving more single person households compared to other types of properties. Also, the overall population in Fairfax County is aging, which is resulting in more single-person households than in the past.

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	40 HCV residents; 8 RAD-PBV residents	No longer receiving subsidy
Minimum Rent / 2014-5	40 HCV residents; 8 RAD-PBV residents	No longer receiving subsidy
Rent Control Study / 2014-6	40 HCV residents; 8 RAD-PBV residents	No longer receiving subsidy
Family Self-Sufficiency / 2017-1	40 HCV residents; 8 RAD-PBV residents	No longer receiving subsidy
35% Family Share / 2014-9	40 HCV residents; 8 RAD-PBV residents	No longer receiving subsidy
Modify Calculation of Rent / 2018A-1	40 HCV residents; 8 RAD-PBV residents	No longer receiving subsidy
	40 HCV residents; 8 RAD-PBV residents	Total Households Transition to Self Sufficiency

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

III. Proposed MTW Activities: HUD Approval Requested

All proposed and reproposed MTW Activities that were granted approval by HUD are reported in Section IV as Approved Activities.

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 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
2016-2	Modify Project-Based Voucher Choice Mobility Criteria
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
2021-1	Affordable Housing Acquisition and Development
2021-2	Rental Assistance Demonstration Project-Based Voucher Program Admissions Policy

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 households by reducing the frequency of income reexaminations. This activity allows for the following:

- Reexaminations are conducted every two years for work-able households. Families that claim to have zero income continue to meet with FCRHA staff regularly.
- Reexaminations for non work-able households are conducted every five years.
- Interim increases (i.e., increases in income between reexaminations) are disregarded until the next scheduled 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.

The FCRHA began to implement this activity in FY 2014 by informing HCV households and households in the Public Housing Pilot Portfolio (now RAD-PBV) about the new reexamination cycle. These changes were 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 FY 2018 the definitions of work-able and non work-able were clarified. In FY 2020, this activity was updated through a Technical Amendment 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.

Update

Changes in the reexamination cycle, implemented during the COVID-19 pandemic, continued to be implemented throughout FY 2021. Extending the non work-able households to a five-year reexamination cycle allowed for administrative relief for staff and participants.

Impact

In FY 2021, the FCRHA was able to reduce the number of RAD-PBV reexaminations by 372 (from 701 reexaminations in FY 2020 to 329 reexaminations in FY 2021). However, reexaminations for HCV households did not decline. The FCRHA is currently studying the data to gain a better understanding and adjust if needed (in FY 2020 there were 1,362 HCV reexaminations; in FY 2021 there were 1,711 reexaminations).

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	This activity was initially implemented in FY 2016. $30.2386 average hourly pay of reexamination specialists X 18,334 total staff hours for reexaminations = $554,394 total cost for reexaminations	$41.77 average hourly pay of reexamination specialists X 10,200 total staff hours for reexaminations (see CE#2 benchmark) = $426,054 total cost for reexaminations	There was a 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 FY 2021, there were 1,711 HCV reexaminations; there were also 329 RAD-PBV reexaminations for a total of 2040 reexaminations. 5 hours X 2040 total reexaminations = 10,200 total staff hours dedicated to reexaminations.	There was 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 2021 HAP disbursements were $53,703,078. 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 due to public housing being converted to RAD-PBV.

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 HCV households in FY 2021 was $18,295; average earned income of RAD-PBV households in FY 2021 was $17,496.	Both HCV and RAD-PBV households did not increase their average earned income in FY 2021. 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 together under (6) below.	N/A	N/A	N/A
3. Enrolled in an Educational Program	This data was not tracked previously prior to FY 2015 and required the addition of a new data element to the database. The initial baseline is zero.	No change in the number of heads of households enrolled in an educational program is expected as a result of Alternate Reexaminations. This will be tracked in the PH Pilot. The benchmark is zero.	In FY 2021, 48 HCV residents were enrolled in an education or training program; 21 RAD-PBV residents were enrolled in an education or training program.	A change in education or training enrollments are not expected due to this activity. Efforts are underway to develop a better method in Yardi to determine educational enrollment.
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 FY 2021, 48 HCV residents were enrolled in an education or training program; 21 RAD-PBV residents were enrolled in an education or training program.	A change in education or training enrollments are not expected due to this activity. Efforts are underway to develop a better method in Yardi to determine educational enrollment.
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	In FY 2021, there were 798 HCV residents who were work-able and had no earned income; there were 236 RAD-PBV residents who were work-	No additional outcome is expected.

		families in HCV program/PH Pilot portfolio with a head of household that is neither elderly nor disabled and has no earned income is 664 in FY 2014.	able and had no earned income.	
6. Other: Employed Part- or Full-Time	The total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495 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 FY 2021, there were 1178 HCV residents who were work-able and had earned income; there were 384 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 FY 2021, there were 70 HCV residents receiving TANF; there were 30 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 because of alternate reexaminations. The benchmark is zero.	In FY 2021, 40 HCV residents transitioned to self-sufficiency; 8 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 2021.

Actual Non-Significant Changes
There were no non-significant changes in FY 2021.

Actual Changes to Metrics/Data Collection
There are no changes to the metrics or data collection to report for this activity in FY 2021.

Actual Significant Changes
There were no significant changes in FY 2021.

Challenges to Achieving Benchmarks and Possible Strategies
Although Fairfax County appears to be rebounding overall from the pandemic, many households served by the FCRHA have not recovered in terms of health and employment. For these households, the full repercussions and impact of the pandemic will be felt for many months ahead. As such, the FCRHA will continue to closely monitor the number of households who are rent burdened, particularly among non work-able families. If a household's portion of rent and utilities increases to a level greater than 42% of their adjusted gross annual income, the most current payment standards will be applied prior to the five-year recertification.

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 are no updates in FY 2021.

Impact

There was no impact on households due to this activity in FY 2021, 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.

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: FY 2014 and FY 2018
- Amended: FY 2020 and FY 2021

Description of Activity

This activity reduces costs associated with conducting inspections, encourages owners to maintain their units, and incentivizes families to employ good housekeeping practices. The following applies:

- HCV units are inspected on a triennial basis. When this activity was first approved, HCV inspections were changed from annual to biennial; this change was then permitted through regulation and therefore the activity was closed out in FY 2018. The activity was later amended due to the COVID-19 pandemic and the need to reduce in-person meetings. In FY 2021 the activity was amended again for all HCV units to be inspected on a triennial basis.
- RAD-PBV units are inspected biennially by property. Approximately 50 percent of RAD-PBV properties are inspected in one calendar year (all units in those properties) and the other 50 percent are inspected in the next calendar year (all units in those properties).

Tenants, owners, or a third-party continue to have the option to request Special Inspections at any time, and any complaints received by the FCRHA from a tenant, owner or third-party may revert a unit back to an annual inspection cycle. Additionally, all units are subject to Quality Control Inspections and the FCRHA specifically focuses those inspections on households less likely to report unsafe or unsanitary conditions. Inspection staff follow HQS protocol including using HUD Form 52580 for all inspections. Streamlining inspections reduces staff time spent on inspections of units that are historically of high-quality and provides an incentive for families to maintain their units via less frequent inspections.

Update

Changes were made to this MTW activity in FY 2021 to allow HCV units to be inspected on a triennial basis and RAD-PBV units to be inspected biennially by property. In FY 2021, the FCRHA adopted several waivers, made available through the CARES Act, which reduced the number of inspections.

Impact

Due to the COVID-19 pandemic, inspections during FY 2021 were comprised of move-ins and special inspections. The FCRHA anticipates that inspections will resume for RAD-PBV units and homeownership in the second quarter of FY 2022.

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 590 total staff hours = approximately $17,300 total cost of HCV inspections in FY 2021. This outcome is based on HCV inspectors conducting a restricted workload due to the COVID-19 pandemic; Staff only conducted move-in inspections and special inspections during the fiscal year.	Although there is a cost decrease from FY14, this was due to the suspension of most inspections 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 590 staff hours were spent conducting inspections in FY 2021.	Staff time decreased significantly due to the COVID-19 pandemic.

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.	In FY 2021, the error rate of inspections was less than 1 percent.	Yes, but the outcome for FY 2021 was based on a reduced number of inspections due to the COVID-19 pandemic.

Actual Non-Significant Changes
There were no non-significant changes in FY 2021.

Actual Significant Changes
This activity was amended in FY 2021. The FCRHA was granted authority to inspect HCV units on a triennial basis and RAD-PBV units biennially by property.

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
Due to the COVID-19 pandemic, the normal cycle of HQS inspections of HCV and RAD-PBV units were modified. The FCRHA also enacted several waivers provided through the CARES Act which allowed for modified inspections procedures. The FCRHA anticipates improved outcomes for this activity in the upcoming fiscal years as the pandemic recedes and inspections resume as they have in the past.

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

2014-5 Institute a New Minimum Rent

Approved/Implemented/Amended

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

Description of Activity

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 FY 2021, 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 2021 was $18,295; the average earned income of RAD-PBV households was $17,496 in FY 2020.	No. It is believed that 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 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 an educational program is expected. This will be tracked in the Public Housing Pilot. The benchmark is zero.	In FY 2021, 48 HCV residents were enrolled in an education or training program; 21 RAD-PBV residents were enrolled in an education or training program.	A change in education or training enrollments are not expected due to this activity. Efforts are underway to develop a better method in Yardi to determine educational enrollment.
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 2021, 48 HCV residents were enrolled in an education or training program; 21 RAD-PBV residents were enrolled in an education or training program.	A change in education or training enrollments are not expected due to this activity. Efforts are underway to develop a better method in Yardi to determine educational enrollment.
5. Unemployed	In FY 2014, the total number of families with a head of household that was neither elderly nor	No change in the number of unemployed heads of households is expected.	In FY 2021, there were 798 HCV residents who were work-able and had no earned income; there were 236 RAD-PBV residents who were	No additional outcome is expected.

	disabled (i.e. “employable”), and had no earned income is 664.	The total number of families with a head of household that is neither elderly nor disabled and has no earned income is 664.	work-able and had no earned income.	
6. Other: Employed Part- or Full-Time	The total number of families with a head of household that is neither elderly nor disabled (i.e. "employable"), and has earned income is 1495.	No change in the number of employed heads of households is expected. The total number of families with a head of household that is neither elderly nor disabled and has earned income was 1495 in FY 2015.	In FY 2021, there were 1178 HCV residents who were work-able and had earned income; there were 384 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. Total number of Public Housing and HCV households receiving TANF assistance is 181.	In FY 2021, there were 70 HCV and 30 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 as a result of this activity.	The COVID-19 pandemic affected the economic status of households in FY 2021; the average assistance was $1,191 in FY 2021.	Yes, but the impact of the COVID-19 pandemic makes this difficult to determine.

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.	N/A since the FCRHA no longer operates Public Housing.	N/A since the FCRHA no longer operates Public Housing.

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 2021, 40 HCV and 8 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
The COVID-19 pandemic continues to impact 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 continue to closely monitor the ability of residents to meet their rent, identify whether more households are rent burdened, and adjust this activity as necessary. This will remain important, particularly for HCV households, as market rents begin to return to levels prior to the COVID-19 pandemic.

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 currently is contracted with Virginia Tech to evaluate the rent reform controlled study which began 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 study are subject to the FCRHA's Hardship Policy. There were fewer than 15 hardship requests in FY 2021.

Transition Period
All families in the study 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 study group of RAD-PBV households. HCD has contracted with Virginia Tech to conduct the evaluation. "Control" and "study" groups have been selected. 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.

Analysis of the impacts of a 20 percent earned income deduction (EID) that was initiated with household consent was conducted during FY 2021. Control households received a stipend to participate, whereas study households receive the potential benefits of the EID. The research team tracked individual and household outcomes since the quarter ending June 2020 regarding average changes to three variables: monthly household earned income, current Total Tenant Payment (TTP), and assets. Average decreases among these three variables occurred more frequently among study households, though not to a significant degree. Most study participants consistently reported that they were motivated by the EID to increase income and/or employment. Confounding factors include household reconfigurations, the interaction of multiple housing policies at play simultaneously, and COVID-19. However, a majority of both study and control participants consistently reported that their income and/or employment changes were not directly related to COVID-19. Further analysis will occur in FY 2022, with a complete assessment of the impact of the activity to be undertaken following the last household income recertifications in the first quarter of calendar year 2022.

Impact
A conclusive assessment cannot be done at the current time. A determination of the impact of this activity will be made after the household income recertifications are conducted, ending the first two years of the Rent Reform Evaluation period. These recertifications will be conducted from December 1, 2021, to March 1, 2022, when the last recertifications will be completed.

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 2021, the average earned income of HCV households was $18,295; the average earned income of RAD-PBV households was $17,496.	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 reported together under (6) below.	N/A	N/A	N/A
3. Enrolled in an Educational Program	This data was not tracked previously prior to FY 2015 and required the addition of a new data element to the database.	No change in the number of heads of households enrolled in an educational program is expected. This will be tracked in the	In FY 2021, there were 48 HCV residents enrolled in an education and/or training program; there were 21 RAD-PBV residents enrolled	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

	The initial baseline is zero.	Public Housing Pilot. The benchmark is zero.	in an education and/or training program as well.	
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 2021, there were 48 HCV residents enrolled in an education and/or training program; there were 21 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 2021, there were 798 HCV households that were work-able who did not have any earned income; there were 236 RAD-PBV households who were work-able with no earned income during this time as well.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.
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 2021, there were 1178 HCV residents who were work-able and had earned income; likewise, there were	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

			384 RAD-PBV residents who were work-able and had earned income.	

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 2021, there were 70 HCV households on TANF and 30 RAD-PBV households on TANF.	The rent reform evaluation is not complete; therefore, this outcome is not attributable to this activity to date.

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 FY 2021 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 and utilities will continue to be closely monitored, particularly as households continue to face 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 2021, there were 40 HCV residents who transferred to self-sufficiency and 8 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.

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: FY 2021

Description of Activity

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 reduces 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 two years of residency.
- One project-based voucher for every four tenant-based vouchers is processed per year (capped at 20 percent of the total vouchers issued per year).

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.

Update

In FY 2021, the FCRHA adopted limiting the number of tenant-based vouchers issued to PBV participants to 5% of available vouchers.

Impact

Due to the requirement to issue a minimum 75% of available tenant-based vouchers to RAD-PBV, it was necessary to place this limit to ensure that applicants on the HCV Waiting List would be eligible for up to 20% of the available vouchers.

Activity Metrics

CE#1: AGENCY COST SAVINGS				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	This data was not previously tracked.	There is no agency cost savings expected with this activity.	TBD – this activity was implemented in the later part of FY21; data is not available yet.	TBD

CE#2: STAFF TIME SAVINGS				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	This data was not previously tracked.	There is no staff time savings expected with this activity.	TBD – this activity was implemented in the later part of FY21; data is not available yet.	TBD

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
This activity was amended in FY 2021.

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 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. Allow 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 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. Prior to implementing this change, collecting interest on escrow accounts was cited as a barrier to participating in the program due to religious reasons for some residents.

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. The escrow structure is as follows:

- Participants must pay a minimum of $220 in rent before they can begin to escrow (this is called the rent "strike point").
- 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.
- 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 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

FSS participants have a 32-hour work requirement. 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 Virginia Career Works - formerly the Northern Virginia Workforce Development Board and 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

Education, along with employment, is critical to the success of FSS participants in achieving their self-sufficiency goals. The following applies to FSS Head of Household members who are both working and enrolled in approved education programs:

- When the head of the FSS Household is enrolled full-time in an accredited and approved education program, 100 percent of the individual's earned income is excluded during months one 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.

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.

Update

This activity is fully implemented. There were no updates in FY 2021.

Impact

Like other MTW Activities, the COVID-19 pandemic continued to impact FSS households throughout FY 2021. The FCRHA will continue to closely monitor the economic status of FSS participants, particularly as CARES Act waivers expire and regular operations and policies are re-instated.

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.)*	N/A	N/A Agency cost savings are not expected due to this activity.
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.*	N/A	N/A Agency cost savings are not expected due to this activity.
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	N/A	N/A Agency cost savings are not expected due to this activity.
Activity 4: Student Income Exclusion ***This activity was not intended as a cost saving measure.*	$0 *(It is anticipated that there may be an increase in cost as more households elect to participate.)*	$120,000 Calculation: 20 households x average exclusion of $20,000/30%.	N/A	N/A Agency cost savings are not expected due to this activity.

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.	N/A	N/A Staff time savings are not expected due to this activity.
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)*	N/A	N/A Staff time savings are not expected due to this activity.
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).	N/A	N/A Staff time savings are not expected due to this activity.
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.	N/A	N/A Staff time savings are not expected due to this activity.

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)	N/A	N/A Changes to error rates are not expected due to this activity.
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)	N/A	N/A Changes to error rates are not expected due to this activity.
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)	N/A	N/A Changes to error rates are not expected due to this activity.
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)	N/A	N/A Changes to error rates are not expected due to 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). 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).	$35,388 in FY 2021 Average earned income of FSS participants (67 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.	$2,998 in FY 2021	The average escrow amount decreased in FY 2021, mostly likely because of the COVID-19 pandemic. In general, family savings decreased while funds set aside for escrow remained flat or decreased.

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	52% in FY 2021 *(47 of 91 Households)*	Exceeds
2. Employed Part-Time	21 of 90 HoH	25% HoH	16% in FY 2021 *(15 of 91 Households)*	Many of the FSS participants who were employed full time were able to work from home during the year, with employers making accommodations to allow remote work due to the COVID-19 pandemic. However, FSS participants who were employed part-time were often in positions that were hourly/seasonal and were not able to work in a remote environment due to the pandemic.
3. Enrolled in an Educational Program	90 of 90 HoH	35% HoH	12% in FY 2021	Many participants were not able to remain enrolled in an

			(11 of 91 Households)	education program due to the COVID-19 pandemic. In addition, the FCRHA is reviewing whether an updated benchmark can be used in the future to measure FSS household participation in education/training programs.
4. Enrolled in Job Training Program	3 of 90 FSS HoH	5% HoH	7% in FY 2021 *(6 of 91 Households)*	Exceeds
5. Unemployed	11 of 90 HoH	10% HoH	32% in FY 2021 *(29 of 91 Households)*	A larger percentage of FSS participants were unemployed during FY 2021 due to the COVID-19 pandemic.
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	6 HoH in FY 2021	Compared to previous years, a higher percentage of FSS participants were receiving TANF cash assistance during FY 2021, most likely due to the COVID-19 pandemic.

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	107 FSS households fell under these activities in FY 2021.	Due to staffing shortage, enrollments in the FSS program were not conducted in FY 2021. Staffing issues were due to the COVID-19 pandemic.

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.	$1,193 3 of 91 participants are utilizing this exclusion in FY 2021.	This benchmark will likely fluctuate as new participants move onto the program and older participants transition off.

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 2021.

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. The FCRHA is, however, reviewing the possible inclusion of additional metrics that will further reflect the intent of the FSS program. Most changes that have been made to the FSS program were implemented to encourage self-sufficiency and better serve participants, not realize program cost savings. Metrics such as the amount of debt participants can pay off; changes related to credit scores; changes to education status; and length of stay in housing are all issues that are currently being explored for potential inclusion in future MTW reports.

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 2021. This activity is fully implemented.

Impact

The local project-based voucher program continues to be utilized as needed. In FY 2021, the FCRHA committed 68 project-based vouchers to North Hill, 122 project-based vouchers to New Lake Anne House, and 8 project-based vouchers to the Arden. All projects were awarded the PBVs via the FCRHA's MTW authority and will serve households at or below 60 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.	Although AHAP have been finalized, none of the projects have been delivered as of the end of FY 2021	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 specific type of household, give that type in this box.	0	198 PBVs were issued in FY21 under this activity	Although AHAP have been finalized, none of the projects have been delivered as of the end of FY 2021	TBD

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	198 PBVs were issued in FY21 under this activity	Although AHAP have been finalized, none of the projects have been delivered as of the end of FY 2021	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 2021.

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. 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, for work-able households, from 30 to 35 percent was approved through the Amended FY 2014 Moving to Work Plan. The Amended FY 2018 Moving to Work Plan increased the family share of rent for non work-able families from 30 to 32 percent.

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

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. In some cases, when a family's 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 continue to pay 35 percent of their income for rent and utilities as approved by Moving to Work Activity 2014-9.

Changes were made to this activity in FY 2020 in response to the COVID-19 pandemic through a Technical Amendment. 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.

Update

Changes made through the Technical Amendment in FY 2020 have simplified processes for households and reduced administrative burden for staff during the COVID-19 pandemic. In addition, waivers provided under the CARES Act have been utilized to streamline processes and provide relief to residents in FY 2021. The FCRHA will continue to apply many of the CARES Act waivers in FY 2022 (as allowable) as the effects of the pandemic are still being felt among many households. The FCRHA will also review modifications made to this activity to determine if any further changes should be requested.

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 FY 2021 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. Many households served by the FCRHA lost their income due to the pandemic.

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 end of 2021 because of this activity.	The expected HCV HAP savings is expected to be $860,000 at the end of 2021 because of this activity.	Cost savings are not realized yet.	TBD

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 2021 the average earned income for HCV residents was $18,295 and $17,496 for RAD-PBV residents.	No – most likely because 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 2021, there were 48 HCV residents enrolled in an education and/or training program; there were 21 RAD-PBV residents enrolled in an education and/or training program as well.	No. Efforts are underway to develop a better method in Yardi to determine educational enrollment.
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 2021, there were 48 HCV residents enrolled in an education and/or training program; there were 21 RAD-PBV residents enrolled in an education and/or training program as well.	No. Efforts are underway to develop a better method in Yardi to determine educational enrollment.
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 2021, there were 798 HCV households that were work-able who did not have any earned income; there were 236 RAD-PBV households who were work-able with no earned income during this time as well.	Yes (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 2021, there were 1178 HCV residents who were had earned income; likewise, there were 384 RAD-PBV residents who had earned income.	Yes (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 2021, there were 70 HCV households on TANF and 30 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 FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV).	The baseline is zero.	In FY 2018, 0 households are expected to no longer receive HCV subsidies because of this activity.	In FY 2021, there were 40 HCV residents who transferred to self-sufficiency and 8 RAD-PBV residents who transferred to self-sufficiency.	Yes

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 FY 2021, 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
There were no significant changes to this activity.

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. The FCRHA is closely monitoring households in terms of rent burdened and other signs of economic hardship, particularly as the local housing market begins to rebound from the pandemic.

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

The FCRHA gained approval from HUD in 1987 to administer the Supported Shared Housing Program (SSHP). 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 with a disability and meet the prescribed level of services established by CSB. The program allows two or more assisted individuals to live together in a single unit.

As the FCRHA converted its Public Housing portfolio to project-based vouchers (PBV) 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 pay assistance for "shared housing" units (24 CFR 983.53). Prior to MTW authorization, the tenants in these units were considered one household, with one tenant as the head of household and the other tenant as a member of the household. Their income was combined for the purpose of calculating rent and they had one lease, which was difficult to manage since these participants were not operating as a household.

Under this activity, rents are now 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 person. 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

This activity continued to be implemented throughout FY 2021.

Impact

This activity continues to benefit participants through the Supported 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 2021.

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 2021.	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.

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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

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

This activity continued to be implemented in FY 2021.

Impact

The FCRHA will closely monitor the number of households whose share of rent is at 45 percent to ensure that families do not become overly cost burdened. This is critical as the cost of renting in Fairfax County is beginning to rise as the local economy is re-opening from the COVID-19 pandemic.

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.	157 households were paying up to 45% of their adjusted income on rent in FY 2021.	The FCRHA will carefully monitor the number of households over 35% to ensure families to not become overly housing cost burdened.

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
Throughout FY 2021, the effects of the COVID-19 pandemic continued to make difficult to measure the exact impact of this strategy on residential mobility. The FCRHA will continue to research and evaluate resident mobility and housing choice in FY 2022, particularly on how this activity facilitates access to higher opportunity areas of the county.

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 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 activity is being implemented in two phases:

- **Phase 1** included decoupling from the Washington-Arlington-Alexandria, DC-VA-MD U.S. SAFMRs. The FCRHA set a local, countywide payment standard effective 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 the 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 2021. The FCRHA believed it would not be prudent to implement new payments standards during a global health crisis and related economic conditions. Importantly, the rental housing market was not stable throughout FY 2021, rendering it difficult to effectively determine sub-market payment standards. In addition, administrative changes were minimized as much as possible throughout FY 2021 as both staff and residents were required to adjust to new policies and practices due to the COVID-19 pandemic. The FCRHA will 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

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 $1,191 in FY 2021. 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. 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 and military status are now protected classes under Virginia law, which help to reduce some barriers for households who seek to move.

Cost Effectiveness
Self-Sufficiency
Increase Housing Choice

2021-1 Affordable Housing Acquisition and Development

Approved/Implemented/Amended

- Approved: FY 2021
- Implemented: FY 2021

Description of Activity

This activity allows the FCRHA to commit MTW funds for affordable housing acquisition and development to augment investment tools available when projects are identified. This activity allows the FCRHA to provide an investment commitment for the:

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

Prioritization of MTW funds will be given to the development and acquisition of housing units in areas which offer high opportunity for residents, as guided by the One Fairfax policy. Use of these funds for a specific commitment requires a thorough financial analysis to ensure sufficient funds and reserves for the ongoing operation of the MTW program. Further, use of these funds will be approved by the FCRHA in each of the projects' financing plans.

Update

MTW funds for affordable housing acquisition and development were not used in FY 2021 due to the timing of development projects and the initial approval of this activity. The FCRHA expects to utilize this authority in FY 2022 to support the local non-traditional development of a senior housing project.

Impact

There was no impact of this activity in FY 2021, due to the delay in utilizing this authority. The FCRHA anticipates utilizing MTW funds for development in FY 2022.

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% AMI as a result of the activity (increase).	0 as of FY 2021	To be provided when MTW Funds are used for local, non-traditional activities under this activity MTW funds were not used for this purpose in FY 2021.	N/A for FY 21	N/A for FY 21

HC #2: UNITS OF HOUSING PRESERVED				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0 as of FY 2021	To be provided when MTW Funds are used for local, non-traditional activities under this activity MTW funds were not used for this purpose in FY 2021.	N/A for FY 21	N/A for FY 21

HC #5: ADDITIONAL UNITS OF HOUSING MADE AVAILABLE				
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 as of FY 2021	To be provided when MTW Funds are used for local, non-traditional activities under this activity MTW funds were not used for this purpose in FY 2021.	N/A for FY 21	N/A for FY 21

CE #4: INCREASE IN RESOURCES LEVERAGED				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	0 as of FY 2021	To be provided when MTW Funds are used for local, non-traditional activities under this activity MTW funds were not used for this purpose in FY 2021.	N/A for FY 21	N/A for FY 21

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

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

2021-2 Project-Based Vouchers Rental Assistance Demonstration Admissions Policy

Approved/Implemented/Amended

- Approved: FY 2021
- Implemented: FY 2021

Description of Activity

This activity modifies the admission requirement so that new, otherwise eligible RAD-PBV participants are allowed to lease a unit, even if they do not generate a housing assistance payment (HAP). However, the FCRHA is still required to serve 75 percent extremely low-income (below 30 percent AMI) households in the RAD-PBV Program. The tenant's share of rent for all RAD-PBV participants will continue to be 32 or 35 percent of the household's income, depending on whether the household is work-able or non work-able, consistent with the FCRHA's rent calculation policy.

This activity may result in lower future HAP eligibility for leasing to households that do not generate a HAP. However, the FCRHA is committed to this cost trade off to reduce administrative burden and assist a broader spectrum of households. Thus, this activity will be monitored to ensure it is cost neutral to the program.

Update

Due to the extension on submitting the FCRHA's FY 2021 MTW Plan, this activity was not authorized until late in the fourth quarter of the fiscal year. The activity was therefore not implemented as anticipated in FY 2021 but will be in FY 2022.

Impact

The impact of this activity will be closely monitored in FY 2022 due to the economic impacts of the COVID-19 pandemic on households.

Activity Metrics

CE #4: INCREASE IN RESOURCES LEVERAGED				
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).	0 as of FY 2021	50 households with zero HAP will now be eligible for a RAD-PBV	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
There are no challenges expected to achieve the benchmarks related to this activity.

IV.B. Approved MTW Activities: Not Yet Implemented

Cost Effectiveness

Self-Sufficiency

Increase Housing Choice

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

Approved/Implemented/Amended

- Approved: FY 2016
- Implemented: N/A

Description of Activity/Impact/Update

Through this activity the FCRHA proposed creating a gateway to federal housing programs for those at the first step of the housing continuum, using the Fairfax County Bridging Affordability (BA) program as the entry point into both the BA program and the housing continuum. This activity was developed to address the Moving to Work statutory objectives of assisting families to move to self-sufficiency and increasing housing choice.

However, in FY 2021, the Bridging Affordability program ended and was replaced with a local program known as the Rental Subsidy and Services Program (RSSP). The RSSP is a locally funded rental assistance program for Fairfax County residents. The program offers time-limited rental assistance with supportive services - modeled after medium to long-term rapid rehousing programs (6 to 24 months). The goal of RSSP is for households to graduate to market rate housing after nine months of assistance. Participants have household income levels under 50% AMI, but income is not required to participate.

Since the Bridging Affordability program has ended, the FCRHA anticipates closing this activity in FY 2023 as the MTW authority is no longer need. This activity was never implemented.

IV.C. Approved MTW Activities: Activities on Hold

There are no activities on hold at the close of FY 2021.

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

Like 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 FCRHA 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.

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

Approved/Implemented/Amended

- Approved: FY 2014
- Implemented: N/A
- Closed Out: FY 2021

This activity was initially placed on hold due to the combined potential financial impact that other implemented activities could have on families. In particular, Activity 2014-9 and Activity 2018A-1 increased the family share of rent to 35 percent for work-able households and to 32 percent for non work-able households. With the implementation of these two activities, households began to assume a greater share of rent. A reduction in payment standards, combined with increases in family share of rent, could have resulted in more families being rent burdened. As this activity was never implemented, it is being 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 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 would 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 converted its Public Housing to the RAD Project-Based Vouchers, this activity is no longer needed.

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

Approved/Implemented/Amended

- Approved: FY 2017
- Implemented: N/A
- Closed Out: FY 2021

The FCRHA has over 50 TBRA vouchers which provide housing assistance to formerly homeless households, non-elderly disabled households, and families that are not able to be served because of a reasonable accommodation or some other reason. TBRA is funded through the Federal HOME Investments Partnership Program. In the past, the FCRHA was concerned that funding would be reduced or eliminated for this program during Federal budget cycles. The original intent of this activity was to establish a gateway between the TBRA program and HCV. Thus, if it were ever necessary to decrease the number of TBRA households funded through HOME, the gateway would be established through a preference for priority on the HCV waiting list to ensure that these families continued to receive affordable housing assistance.

Because HOME has continued to be funded at a level that has allowed the FCRHA to continue the TBRA program, this activity was never implemented. Therefore, this activity is being closed out.

V. Sources and Uses of Funds

A. Sources and Uses of MTW Funds

Section V (A). Sources and Uses of MTW Funds
i. Available MTW Funds in the Plan Year
The FCRHA submitted unaudited and audited FY 2021 information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System (FASPHA).
ii. Expenditures of MTW Funds in the Plan Year
The FCRHA submitted unaudited and audited information in the prescribed FDS format through the FASPHA.
iii. Application of MTW Funding Flexibility
The FCRHA used MTW single fund flexibility to implement and operate programs for HCV and RAD-PBV program participants. In FY 2021, there were several expenditures that utilized MTW Single Fund Flexibility: 1) funds were used to enhance Yardi so that it could be better utilized for the rent reform controlled study, as well as tracking metrics; 2) contract with Cornerstones, a local non-profit organization, to provide community building and case management services to FCRHA households in Reston, VA; 3) contract with a non-profit organization to provide case management services to HCV households including hiring a housing locator; and 4) fully implement the rent reform controlled study, including utilizing a "work stabilization" deduction to encourage families to work. In addition, funding was set aside in FY 2021 to provide organization/clean-out services to assist households with hoarding disorders. Due to the pandemic, the FCRHA was unable to start providing these services but plans to do so in FY 2022 and will utilize MTW single fund flexibility at that point.

B. Local Asset Management Plan

Section V (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 act have been cited in HUD reviews, audits, or physical inspections.

Update on PHA Directed Evaluations
The FCRHA continued in the evaluation of the rent reform controlled study in FY 2021. RAD-PBV participants are actively engaged in the evaluation, including control and study groups. Virginia Tech has been hired to conduct the evaluation and to ensure that data is collected, cleaned, and provided in a timely manner for the evaluation. 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 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