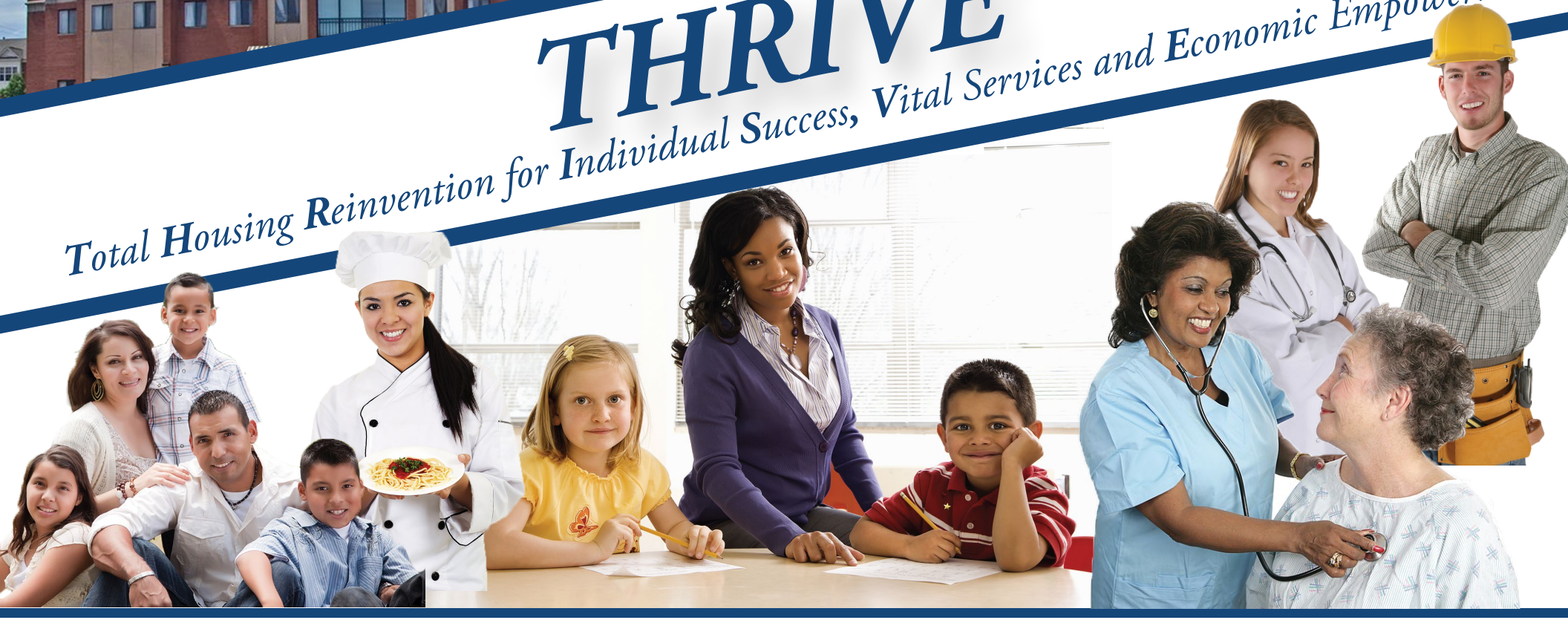
Fairfax County Redevelopment and Housing Authority

THRIVE

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



Moving to Work Plan

Fiscal Year 2015

Submitted: 6/13/2014

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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 HUD. The purposes of the MTW program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish three primary goals:

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

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

It is the goal of the FCRHA's THRIVE initiative that every person and family in the FCRHA's programs do more than survive, the FCRHA wants them to thrive. The MTW Plan – as part of the THRIVE Initiative – is designed to ensure that individuals and families are provided not only affordable and attractive housing, but are connected to services and support that help them succeed and become self-sufficient.

In addition to providing housing options, the Plan will link households to services and programs offered by other Fairfax County human services agencies and community non-profit organizations. Such programs will support the concept of self-sufficiency ranging from personal money management, job training, language skills, and health services to perhaps even homeownership.

Moving Along the Housing Continuum

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

- **Step One – Bridging Affordability[1].** The County's Bridging Affordability rental subsidy program is designed to serve extremely low-income households earning 30% of the Area Median Income (AMI) and below, including those who are homeless. In Step One, participating households will focus on building basic self-sufficiency skills such as job readiness and financial literacy; they will receive "ready to rent" training, and receive services aimed at addressing basic self-sufficiency barriers, such as identifying child/elder care needs and assessing health needs.

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

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

- **Step Four – Homeownership or Unsubsidized Housing.** At Step Four, individuals and families will be considered self-sufficient.

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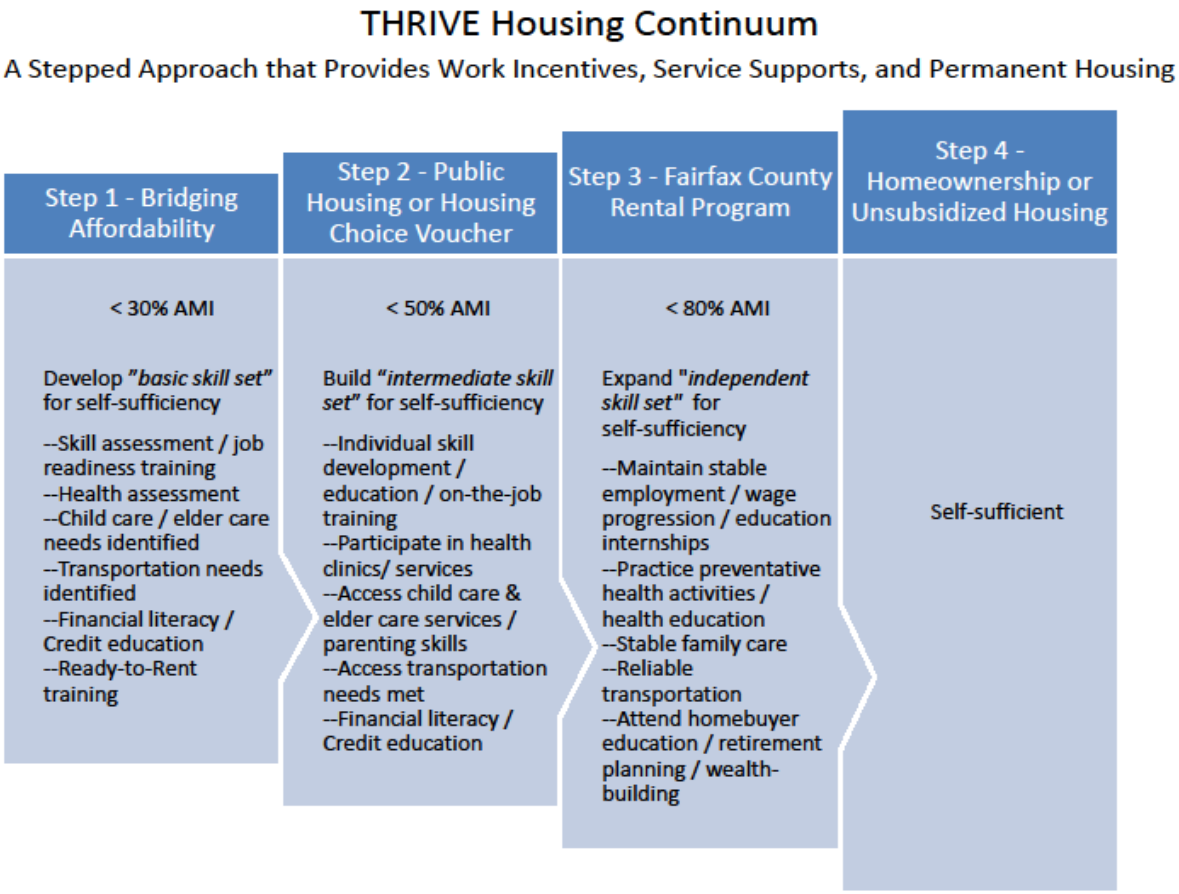
[1] Bridging Affordability is a locally-funded rental assistance program that is subject to annual appropriations by the Fairfax County Board of Supervisors.

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



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

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

1) Create a **housing continuum** that seamlessly couples the County's *local and federal* housing programs and establishes skills-based benchmarks to move customers toward the greatest level of self-sufficiency they are able to attain.

2) Expand its already **strong community partnerships** with non-profit organizations to provide self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond.

3) Reduce the regulatory burden both on staff and customers, to allow a greater focus on **people – not paperwork**. MTW changes such as moving to biennially re-certifications will permit FCRHA staff to concentrate on facilitating access to self-sufficiency services and opportunities, such as job training and higher education.

4) **Align housing resources with community needs**, consistent with the county's recently-adopted "Housing Blueprint".

> "Moving to Work is **a great opportunity** for people in the FCRHA's Public Housing and Housing Choice Voucher programs – people like me – to have the housing and services we need to build a better tomorrow for our families."
>
> *Paulette Whiteside,*
>
> *FCRHA Resident*

OVERVIEW OF THE FCRHA'S MTW GOALS AND OBJECTIVES FOR THE YEAR

Due to the timing of the HUD's approval of the FCRHA as an MTW agency – halfway through the FCRHA's Fiscal Year (FY) 2014 – most of the MTW Activities proposed in its FY 2014 MTW Plan will be implemented in FY 2015. In FY 2015, the FCRHA will focus on implementing the following MTW Activities, designed to increase the self-sufficiency outcomes of its assisted households; relieve staff administrative burdens; and maintain operations during an uncertain federal funding climate:

- 2014-1: Reduction in Frequency of Reexaminations
- 2014-2: Eliminate Mandatory Earned Income Disregard (EID) Calculation
- 2014-3: Streamlined Inspections for Housing Choice Voucher Units
- 2014-4: Streamlined Inspections for Public Housing Residents
- 2014-5: Institute a New Minimum Rent
- 2014-6: Design and Initiate a Rent Control Study
- 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
- 2014-9: Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs
- 2015-1: Eliminate Flat Rents in the Public Housing Program
- Establish Pilot Portfolio of Public Housing properties to incorporate on-site management and targeted services to improve health, education and self-sufficiency.
- Develop a framework to utilize the locally-funded Bridging Program as a gateway to HCV and Public Housing.

II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

HOUSING STOCK INFORMATION

Planned New Public Housing Units to be Added During the Fiscal Year											
AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	0	N/A	0	0
Total Public Housing Units to be Added									0		

* **Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: Not Applicable

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
PIC Dev. # /AMP PIC Dev. Name	0	Not Applicable
Total Number of Units to be Removed	0	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year		
Property Name	**Anticipated Number of New Vouchers to be Project-Based ***	**Description of Project**
Property Name	0	Not Applicable
Anticipated Total New Vouchers to be Project-Based	0	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year: 0 Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year: 0

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

The following changes to the housing stock are anticipated during fiscal year 2015:

UNITS DESIGNATED FOR UNIFORM FEDERAL ACCESSIBILITY STANDARDS (UFAS) CONVERSION
There are 28 units, of a total UFAS Conversion of 51, to be converted; of which the following are anticipated in fiscal year 2015

AMP - VA019000001 / Audubon
3429 Holly Hill Road #105 – Already taken Off Line
3429 Holly Hill Road #101

AMP - VA019000004 / Ragan Oaks
12101 Ragan Oaks Court, T1
12105 Ragan Oaks Court, 103
12113 Ragan Oaks Court, 101
12113 Ragan Oaks Court, 104

AMP - VA019000008 / Old Mill
5800 St Gregory's Lane #1B - Already taken Off Line
5820 St Gregory's Lane #1B
5816 St. Gregory's Lane #1B

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

General Description of All Planned Capital Fund Expenditures During the Plan Year

AMP – VA019000001

VA1904 Newington Station –Exterior Rehab – Replace siding, windows, entrance doors, exterior trim and privacy fences. Estimated cost $650,000

VA1913 The Atrium – UFAS Conversion & Resurface Parking Lot – Modify one unit to meet Uniform Federal Accessibility Standards (UFAS). Estimated cost $40,000; Remove existing asphalt, re-pave and stripe parking lot. Estimated cost $28,404

AMP – VA019000002

VA1926 Heritage Woods I – Replace Windows & HVAC Systems – Remove existing and install Energy Star rated replacement windows. Estimated cost $82,959; Remove existing and install higher efficiency HVAC systems. Estimated cost $130,959

VA1928 Heritage South – Replace Windows & HVAC Systems – Remove existing and install Energy Star rated replacement windows. Estimated cost $56,540; Remove existing and install higher efficiency HVAC systems. Estimated cost $96,540

VA1929 Sheffield Village – Replace Windows – Remove existing and install Energy Star rated replacement windows. Estimated cost $23,404

AMP – VA019000004

VA1935 Barros Circle – Replace Failing Sidewalks – Remove and replace all damaged/failing concrete sidewalks. Estimated cost $56,950

VA1945 Ragan Oaks – UFAS Conversion & Resurface Parking Lot – Modify four units to meet Uniform Federal Accessibility Standards (UFAS). Estimated cost $160,000 at $40,000 each; Remove existing asphalt, re-pave and stripe parking lot. Estimated cost $90,165

AMP – VA019000006
VA1938 Kingsley Park – Replace Attic Stairs – Remove existing, failing wooden folding stairs with aluminum telescoping stairs. Estimated cost $56,950

AMP – VA019000008
VA1936 Belleview Condos – Replace Windows – Remove existing and install Energy Star rated replacement windows. Estimated cost $103,165

VA1939 Colchester Towne – Replace Windows & HVAC Systems – Remove existing and install Energy Star rated replacement windows. Estimated cost $28,633; Remove existing and install higher efficiency HVAC systems. Estimated cost $58,633

VA1942 Old Mill – UFAS Conversions – Modify two units to meet Uniform Federal Accessibility Standards (UFAS). Estimated cost $80,000

AMP – VA0191000009
VA1939 Heritage North – Replace windows and HVAC Systems – Remove existing and install Energy Star rated replacement windows. Estimated cost $57,000; Remove existing and install higher efficiency HVAC systems. Estimated cost $84,000

LEASING INFORMATION

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/ Leased***
Federal MTW Public Housing Units to be Leased	1042	12504
Federal MTW Voucher (HCV) Units to be Utilized	3187	38248
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	0	0
Total Households Projected to be Served	4229	50752

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements
If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.
Not Applicable

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions	
Housing Program	**Description of Anticipated Leasing Issues and Possible Solutions**
Housing Choice Voucher	New leasing activities were ceased during FY 2014 due to reduced funding as a result of sequestration. Possible solution is the restoration of federal funding back to previous level, which will allow new leasing to recommence.

WAITLIST INFORMATION

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	**Wait List Type****	**Number of Households on Wait List**	**Wait List Open, Partially Open or Closed*****	**Are There Plans to Open the Wait List During the Fiscal Year**
Federal MTW Public Housing Program	Community-Wide	4726	Closed	No
Federal MTW Housing Choice Voucher Program	Community-Wide	1380	Partially Open	No

Rows for additional waiting lists may be added, if needed.

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

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

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

Housing Choice Voucher- when leasing resumes the wait list is partially open to homeless families who are referred by our local Office to Prevent and End Homelessness.

If Local, Non-Traditional Housing Program, please describe:

Not Applicable

If Other Wait List Type, please describe:

Fairfax County Rental Program (Community Wide)- locally funded program providing housing to moderate income families

Coan Pond (Community-wide)- Single Room Occupancy (SRO) units

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

While the Public Housing wait list is not actually "site-based", it is still divided into three separate lists by bedroom size and geography. The agency is still considering merging the three lists into one to decrease the administrative burden and increase efficiency in wait list management.

III. PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

2015-1 ELIMINATE FLAT RENTS IN THE PUBLIC HOUSING PROGRAM

Activity Description

In the Public Housing program, a family has the choice between paying a rent based on 35% of their adjusted income, or a "flat rent" that is established by property and bedroom size. These flat rents are set by the FCRHA and are equivalent to what the unit would rent for on the private market. HUD's flat rent policy is intended to encourage self-sufficiency, but only 20 families in the FCRHA's Public Housing program have selected the flat rent option. These families are paying less than the 35% standard that all other families are paying. The FCRHA proposes to eliminate the flat rent option so that all families currently paying flat rent would be required to pay 35% of their adjusted income at their next annual recertification.

Statutory Objectives

This activity addresses the MTW statutory objective to reduce cost and achieve greater cost effectiveness.

Anticipated Impacts

Eliminating the flat rent option for families is expected to have a minimal impact on the Public Housing program overall. The following impacts are anticipated:

- Approximately 20 families in the Public Housing program may see an increase in their rent after their next annual recertification.
- Because these families are currently paying less than 35% of their adjusted income in rent, the FCRHA should receive additional rental income if the families decide to remain in Public Housing.

- As an unintended impact of this policy change, some families may elect to move out of Public Housing if they can find more affordable housing in the private market.

Anticipated Schedules

The FCRHA will send letters to all affected families notifying them that a new rent calculation based on 35% of their adjusted income will become effective at their next annual recertification. All affected families will be given at least a 90-day notice. Families whose recertification falls less than 90 days from notification will receive the new rent calculation at their second annual recertification.

The proposed implementation of this policy will begin as soon as reasonably possible after the amended Plan is approved.

Standard HUD Metrics

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2014 Public Housing estimated rental revenue is $5,248,624.	FY 2015 Public Housing estimated rental revenue is $6,187,194.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	The cost of the FCRHA's FY 2014 flat rent study was $1,500.	The FCRHA will eliminate the flat rent study. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Need / Justification for MTW Flexibility

The FCRHA requests HUD authorization to implement this activity under Section C.11 of its MTW Agreement. Section C.11 states that, "the Agency is authorized to determine family payment, including the total tenant payment, the minimum rent, utility reimbursements and tenant rent."

IV. APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

Implemented Activities

2014-2 ELIMINATE MANDATORY EARNED INCOME DISREGARD (EID) CALCULATION -

Plan Year and Description

Eliminating the Mandatory Earned Income Disregard (EID) calculation is an opportunity for cost effectiveness and allows staff to reallocate resources toward self-sufficiency development. EID regulations are cumbersome to apply yet affect only 1percent of families in the Public Housing and Housing Choice Voucher programs. The FCRHA believes the time spent on complying with this relatively obscure calculation is better used to help families with Individual Development Plans and goal-setting.

The FCRHA initially proposed eliminating the HUD-mandated EID calculation in its FY 2014 MTW Plan. As part of the HUD-mandated EID calculation, any family in the Public Housing program, and any family in the HCV program that included a member(s) with disabilities, was eligible for EID when an unemployed or under-employed family member obtained a job or increased their wages. The resulting income increase was fully excluded for 12 months and 50 percent excluded for an additional 12 months. In FY 2011, only 52 families in the FCRHA's Public Housing and Housing Choice Voucher programs benefited from the EID calculation.

Updated Implementation Plan

In its 2014 Plan, the FCRHA proposed eliminating the HUD-mandated EID calculation and in February 2014 began notifying affected families. No new families will receive the disregard and families currently receiving the disregard will be phased out; that is, the EID calculation will no longer be included as part of the rent calculation at their next regular reexamination. In order to allow families to

prepare for any potential changes in rent, families receiving notification within three months of their reexaminations will be phased out at their second annual reexamination.

Timeline for Implementation

The FCRHA implemented activity 2014-2 Eliminate Mandatory EID Calculation in Fiscal Year 2014.

Explanation of Non-Significant Changes

The FCRHA will continue to phase out EID throughout Fiscal Year 2015. The FCRHA does not anticipate changes or modifications to this activity during the 2015 Plan year.

Standard HUD Metrics

The FCRHA will use the following HUD Standard Metrics to measure the outcomes of this activity; metrics originally submitted with the Fiscal Year 2014 MTW Plan will not be used.

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	$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	EID calculation will be eliminated. The benchmark is a cost savings of $3,931.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	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	EID calculation will be eliminated. The benchmark is a time savings of 130 staff hours.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2014 HCV estimated HAP disbursements are $43,389,711. FY 2014 Public Housing estimated rental revenue is $5,248,624.	Due to the limited number of families benefiting from the EID calculation, a negligible increase in rental revenue is anticipated. FY 2015 HCV estimated HAP disbursements are $42,440,227. FY 2015 Public Housing estimated rental revenue is $6,187,194.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Not Yet Implemented Activities

2014-1 Reduction in Frequency of Reexaminations

Plan Year and Description

Reducing the frequency of required reexaminations in the federal Public Housing and Housing Choice Voucher programs will allow the FCRHA to implement its "people not paperwork" approach. The FCRHA believes that families in its housing programs will be better able to focus on self-sufficiency and movement through the THRIVE Housing Continuum if staff – both Department of Housing and Community Development (HCD) and other Fairfax County agencies – are able to focus their efforts on working directly with families on their self-sufficiency needs. Although families will still be required to report any income and family composition changes to the FCRHA, staff will only process a reexamination every two years (for all working families) or three years (for elderly and/or disabled families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources)). This change is critical to ensuring that families can build their skill sets and work on challenges such as child care, elder care, wage progression, and reliable transportation; and have access to the full spectrum of resources available throughout Fairfax County. The FCRHA believes that it can have a significant impact on the lives of all families in its housing if staff has the time and training to refocus their efforts on people, and less on paperwork.

The activity 2014-1 Reduction in Frequency of Reexaminations was first approved in the 2014 MTW Plan Year. This activity's main objective is to provide a work incentive for all families and to reduce the burden on staff and families by reducing the frequency of income reexaminations. The FCRHA proposed the following changes:

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

The reduction in the frequency of reexaminations provides an incentive to work for all families—including elderly families and/or people with disabilities who wish to be employed—who will not be subject to a rent increase when their income increases as a result of self-sufficiency successes such as new employment or job promotion. Through this activity, the FCRHA also expects to reduce the regulatory burden both on the participant families and staff to allow a greater focus on people—not paperwork. This program change will allow staff to dedicate additional time to facilitating self-sufficiency services for program participants, such as job training, higher education, and employment. The FCRHA believes that families in its housing programs will be more able to focus on self-sufficiency and movement through the THRIVE Housing Continuum if staff – both Department of Housing and Community Development (HCD) and other Fairfax County agencies – are able to focus their efforts on working directly with families on their self-sufficiency needs.

Updated Implementation Plan

Due to reduced sequestration funding, combined with the complexity of implementing large scale changes to its programs, the FCRHA is starting the implementation of this activity with all HCV households and a select group of properties in its Public Housing portfolio (Pilot Portfolio). The FCRHA plans to begin implementation in late spring of 2014 by informing HCV households and all those households in the Public Housing "pilot" portfolio about the biennial/triennial reexamination cycle.

Timeline for Implementation

March 2014	Notify residents
July 2014	Begin phasing in pilot public housing to an alternate reexamination schedule
June 2016	Complete phase in

Explanation of Non-Significant Changes

Although originally proposed as a comprehensive activity in its FY 2014 MTW Plan, the FCRHA will begin implementing the alternate reexaminations schedule for all HCV and its Public Housing pilot portfolio in July 2014, but may elect to temporarily postpone its new interim policy (described above in **Plan Year and Description**).

Standard HUD Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	$30.2386 average hourly pay of reexamination specialists X 19,345 total staff hours for reexaminations (see CE#2 baseline) = $584,965 total cost for reexaminations	**HCV:** No HCV cost savings is anticipated in FY 2015 as a result of Alternate Reexaminations since this activity will be phased in and not fully implemented until FY 2016. **PH:** The alternate reexamination schedule will apply immediately to the Pilot PH Portfolio. Reduced PH staff time will yield reduced cost to process PH reexaminations. $30.2386 average hourly pay of reexamination specialists X 18,334 total staff hours for reexaminations (see CE#2 benchmark) = $554,394 total cost for reexaminations	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	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 Pilot PH reexaminations = 1,685 PH staff hours) = 19,345 total staff hours for reexaminations	**HCV:** No savings in HCV staff time is anticipated in FY 2015 as a result of Alternate Reexaminations since this activity will be phased in and not fully implemented until FY 2016. **PH:** The alternate reexamination schedule will apply immediately to the Pilot PH Portfolio. Staff anticipate spending 2 hours processing each PH reexamination in FY 2015. (5 hours X 3,532 HCV reexaminations = 17,660 HCV staff hours) + (2 hours X 337 Pilot PH reexaminations = 674 PH staff hours) = 18,334 total staff hours dedicated to reexaminations.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average earned income of HCV households is $24,504. Average earned income of PH households is $24,993.	No change in average earned income is expected in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). Average earned income of HCV households is $24,504. Average earned income of PH households is $24,993.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households enrolled in an educational program prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households enrolled in an educational program after implementation of the activity (number).	Actual head(s) of households enrolled in an educational program after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full-Time	Full-time employment is not tracked separately from part-time employment. They will be reported together under (6) below.	n/a	n/a	n/a
(1) 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 is not currently tracked and thus requires the addition of a new data element to the database. This information will be provided in the Annual MTW Report. The initial baseline is zero.	No change in the number of heads of households enrolled in an education program is expected in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report
(4) Enrolled in Job Training Program	Head(s) of households enrolled in a job training program prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households enrolled in a job training program after implementation of the activity (number).	Actual head(s) of households enrolled in a job training program after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	This data is not currently tracked and thus requires the addition of a new data element to the database. This information will be provided in the Annual MTW Report. The initial baseline is zero.	No change in the number of heads of households enrolled in a job training program is expected in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

(5) Unemployed	Head(s) of households unemployed prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households unemployed after implementation of the activity (number).	Actual head(s) of households unemployed after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	The total number of families with a head of household that is neither elderly nor disabled (i.e."employable"), and has no earned income is 664.	No change in the number of unemployed heads of households is expected in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The total number of families with a head of household that is neither elderly nor disabled and has no earned income is 664.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

	Head(s) of households in other activities prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in other activities after implementation of the activity (number).	Actual head(s) of households in other activities after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(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 in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The total number of families with a head of household that is neither elderly nor disabled and has earned income is 1495.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Total number of PH and HCV households receiving TANF assistance is 181.	No change in the number of households receiving TANF is expected in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). Total number of PH and HCV households receiving TANF assistance is 181.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2015 as a result of Alternate Reexaminations since FY 2015 will mark the beginning of this activity (FY 2015 for the Public Housing Portfolio and FY 2016 for HCV). The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

2014-3 Streamlined Inspections for Housing Choice Voucher Units

Plan Year and Description

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

The activity 2014-3 Streamlined Inspections for Housing Choice Voucher Units was first approved in the FCRHA's 2014 MTW Plan. HUD regulations currently mandate that housing authorities inspect every HCV unit at least annually to ensure it meets Housing Quality Standards (HQS). While the FCRHA intends to uphold HUD's high standards of decent, safe, and sanitary housing for all HCV families, the FCRHA believes it can maintain these standards more cost-effectively through regular biennial, quality control and special inspections. The FCRHA proposed the following policy changes:

- In the first MTW year, all applicants/current participants and owner/landlords will receive information explaining Housing Quality Standards and be required to certify that they understand these standards.
- All units will undergo their last annual inspection and start the biennial inspection process in the first MTW year.
- In the year between biennial inspections, tenants and owners will self-certify that the unit continues to meet HQS standards or request an inspection.
- The FCRHA will start inspecting its own units occupied by HCV participants.
- The FCRHA will start inspecting its own project-based HCV properties.

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

Updated Implementation Plan

Although originally proposed as an activity in its FY 2014 MTW Plan, the FCRHA will implement its streamlined HCV inspections process in FY 2015.

Timeline for Implementation

The FCRHA plans to begin implementation of streamlined inspections at the beginning of Fiscal Year 2015. As presented in the originally proposed activity, the FCRHA will start the process of streamlining inspections by informing owners and participants about the Housing Quality Standards. All units that qualify will be phased in to the biennial inspection in Fiscal Year 2015. Beginning July 1, and each month thereafter, qualified units due for inspection will receive their last annual inspection.

Explanation of Non-Significant Changes

Rather than allowing all HCV units to transition to biennial inspections after one passed inspection and self-certification by the household and the landlord, the FCRHA will also rely on its inspectors to determine if the unit and both parties are prepared for biennial inspections. The FCRHA will develop the criteria to make this determination in FY 2015.

Standard HUD Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	$29.56 average hourly pay of HCV inspectors X 7,280 total staff hours (see CE#2) = $215,197 total cost of HCV inspections	No savings in staff time is expected in FY 2015 as a result of streamlined HCV inspections, since all units that qualify will be phased into the biennial inspection process and receive their last annual inspection in FY 2015. The benchmark is $215,197.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	3.5 HCV inspectors X 2080 hours = 7,280 total staff hours	No savings in staff time is expected in FY 2015 as a result of streamlined HCV inspections, since all units that qualify will be phased into the biennial inspection process and receive their last annual inspection in FY 2015. The benchmark is 7,280 total staff hours.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	Error rate on inspections must be tracked manually, therefore no data is currently available. This information will be provided in the Annual MTW Report.	No change in error rate is expected in FY 2015 as a result of streamlined HCV inspections, since all units that qualify will be phased into the biennial inspection process and receive their last annual inspection in FY 2015. The benchmark will equal the baseline that will be provided in the Annual MTW Report.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

2014-4 Streamlined Inspections for Public Housing Residents

Plan Year and Description

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

The activity 2014-4 Streamlined Inspections for Public Housing Residents was first approved in the FCRHA's FY 2014 MTW Plan. The FCRHA proposed the following policy changes:

- The applicant/participant family will receive information about UPCS and will be required to certify that they understand these standards.
- All units will undergo their last annual inspection (subject to approval by FCRHA inspectors) and start the biennial inspection process in the first MTW year.
- In the year between biennial inspections, tenants will self-certify that the unit continues to meet UPCS standards or request an inspection.
- Public Housing applicants and participants will have an opportunity to receive a rebate of their rent, by attending UPCS training, passing its most recent inspection and receiving a good housekeeping certification.
- Participants that have a unit that fails UPCS through their fault will have their unit inspected a second time within the year by the property manager to ensure compliance with UPCS.

Tenants and third-parties will have the option to request Special Inspections at any time, and any complaints received by the FCRHA from a tenant or third-party may revert certain units back to an annual inspection cycle. Additionally, all PH units will be subject to Quality

Control Inspections and the FCRHA will specifically focus these inspections on households that may be less likely to report unsafe or unsanitary conditions.

Updated Implementation Plan

Although originally proposed as an activity in its FY 2014 MTW Plan, the FCRHA will implement its streamlined PH inspections process in FY 2015. The FCRHA will first implement this activity with its Public Housing pilot portfolio in FY 2015.

Timeline for Implementation

The FCRHA plans to begin implementation of streamlined inspections in Fiscal Year 2015.

Explanation of Non-Significant Changes

Rather than allowing all Public Housing units to transition to biennial inspections after one passed inspection and self-certification by the household, the FCRHA will also rely on its inspectors to determine if the unit and the household is prepared for biennial inspections. Although originally described as a rebate of one month's rent, the FCRHA is changing the amount of its rebate to families after a financial analysis revealed that the original concept is not feasible. Instead, the FCRHA will offer a $100 rebate to families who meet the previously-defined rebate criteria.

Standard HUD Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	$24.90 average hourly pay of PH inspectors X 2,080 total staff hours (see CE#2) = $51,792 total cost of PH inspections	No savings in staff time is expected in FY 2015 as a result of streamlined PH inspections, since all units that qualify will be phased into the biennial inspection process and receive their last annual inspection in FY 2015. The benchmark is $51,792.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	1 PH inspector X 2080 hours = 2,080 total staff hours	No savings in staff time is expected in FY 2015 as a result of streamlined PH inspections, since all units that qualify will be phased into the biennial inspection process and receive their last annual inspection in FY 2015. The benchmark is 2,080 total staff hours.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	Error rate on inspections must be tracked manually, therefore no data is currently available. This information will be provided in the Annual MTW Report.	No change in error rate is expected in FY 2015 as a result of streamlined PH inspections, since all units that qualify will be phased into the biennial inspection process and receive their last annual inspection in FY 2015. The benchmark will equal the baseline that will be provided in the Annual MTW Report.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

2014-5 INSTITUTE A NEW MINIMUM RENT

Plan Year and Description

Along with its "people not paperwork" focus, the FCRHA is committed to creating a THRIVE Housing Continuum that provides the right housing at the right time, based on a household's income and skill set – and allows participating households to move through the different steps of the Housing Continuum as they become more self-sufficient. In order to achieve the next level of self-sufficiency and move through the Housing Continuum, families that are able to work must be engaging in some type of self-sufficiency activity. Families will need to be working, looking for work, in school, in a job training program, etc., if they are to have a reasonable chance to move through the Housing Continuum. The FCRHA has long-standing relationships with job trainers and providers, like the Northern Virginia Workforce Investment Board and the Northern Virginia Community College. This activity will be further supported by the "paperwork relief" achieved through other activities (less frequent reexaminations, more streamlined inspections, etc.) in the FCRHA's MTW Plan.

The activity 2014-5 Institute a New Minimum Rent was first approved in the FCRHA's 2014 MTW Plan. The FCRHA proposed the following policy changes

- Every adult family member will be expected to work if the member is not:
  - 62 years or older;
  - Disabled or handicapped according to the Social Security definition;
  - The only adult in the household and the primary caretaker of a disabled dependent; or
  - A full-time student (A student's exclusion from the working requirement will be capped after four years)
- For initial implementation, adult family members that are able to work (not excluded by the above criteria) and are not currently working 30 hours per week, will have six months to gain employment (defined as 30 hours of work per week).
- If after six months the member is not yet employed, they will be expected to work with The SkillSource Group, Inc. (SkillSource) for no more than an additional six months to gain employment or they will be expected to participate in the Training Futures or other similar job training program.
- After this 12-month grace period, the minimum rent for the family will adjust to a rent based on a minimum wage income.
- The new minimum rent will be set according to the number of non-exempt family members that are able to work.

Updated Implementation Plan

The FCRHA is continuing to evaluate the number of hours that a family will be expected to work (originally proposed as 30 hours per week), and if the minimum rent will be based on the minimum wage income from all eligible members in the household. The FCRHA expects to repropose this activity in an amended FY 2015 MTW Plan or in its FY 2016 MTW Plan.

Timeline for Implementation

Once the FCRHA has completed its evaluation of this activity, it will be reproposed and implemented first with the FCRHA's Public Housing pilot portfolio.

Explanation of Non-Significant Changes

Not applicable.

Standard HUD Metrics

Standard HUD Metrics will be provided when the activity is reproposed.

2014-6 Design and Initiate a Rent Control Study

Plan Year and Description

The FCRHA, in collaboration with George Mason University (GMU), originally designed an alternate rent strategy that will afford families an opportunity to pay less than 30% of their income in rent, build a savings account, and experience rent increases that are predictable and manageable. Coupled with more access to FCRHA staff and other county and nonprofit self-sufficiency resources, the FCRHA believed this strategy will more effectively support self-sufficiency than HUD's current rent calculation. Additionally, the FCRHA's partnership with two centers at George Mason University – the Center for Regional Analysis and the Center for Social Science Research – will ensure the FCRHA can implement this study while maintaining the agency's financial solvency, serving the same number of families, and accurately evaluating the impact of the rent reform efforts.

The activity 2014-6 Design and Initiate a Rent Control Study was first approved in the FCRHA's 2014 MTW Plan. As originally discussed in the 2014 MTW Plan, the FCRHA will re-propose this Activity once it develops the specifics of the rent strategy.

The FCRHA's plan is to develop an alternate rent strategy for incentivizing families to increase their income and savings through:

1. A simplified approach to calculating a family's adjusted income by (1) continuing to exclude income directly related to achieving self-sufficiency, such as income from training programs and student financial assistance, and (2) utilizing a "self-sufficiency" deduction based on family composition to replace all existing deductions. This self-sufficiency deduction will be based on costs associated with working while raising a family in Fairfax County, including child care expenses, transportation costs, health insurance expenses, and taxes;

2. Conducting income reexaminations every two years so families can take advantage of income increases without a resulting rent increase;

3. A reduction in the family's share of rent (less than 30% of adjusted income) during the first two years of participation in the controlled study, with incremental increases in the family share every two years thereafter;

4. Investment of a proportion of the family share in an escrow savings account that can be accessed as families achieve self-sufficiency goals in their Individual Development Plans (IDPs); and investment of a proportion of the family share appropriated

for the cost of self-sufficiency services such as debt management classes, credit counseling, and job training provided by Fairfax County nonprofit partners.

The FCRHA is partnering with GMU to develop specific components of the rent reform policy and to design and conduct a rigorous, random assignment evaluation of the program. This partnership with GMU builds on a long-standing relationship with the institution and will ensure that any positive results the FCRHA observes among its participants can be directly attributable to the policy changes.

Updated Implementation Plan

Staff from the Fairfax County Department of Housing has been meeting regularly with George Mason University's Center for Regional Analysis and Center for Social Science Research on the design of the study. The FCRHA plans to initiate the Rent Control Study after re-proposing the specifics of the rent strategy. An updated implementation plan will be provided at that time.

Timeline for Implementation

An updated timeline for initiating the Rent Control Study has not been established. The FCRHA will provide an updated timeline when this activity is re-proposed.

Explanation of Non-Significant Changes

Not applicable.

Standard HUD Metrics

Standard HUD Metrics will be provided when the activity is reproposed.

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

Plan Year and Description

Along with other activities that produce cost efficiencies for the FCRHA, implementing reduced Housing Choice Voucher payment standards at the first annual re-examination rather than the second annual re-exam will result in significant savings for the FCRHA. Families can elect to take on the additional burden above the payment standard if landlords do not elect to reduce their rent. Or, the family can use the mobility feature of the voucher to move to a more affordable unit in line with their self-sufficiency goals. For FY 2014 reduced payment standards will not apply to two-bedroom units.

The activity 2014-8 Allow Implementation of Reduced Payment Standards at Next Annual Reexamination was first proposed in an amended FY 2014 MTW Plan.

Updated Implementation Plan

The FCRHA has begun to inform HCV families and landlords of the change. Affected families will have at least 90 days before the new payment standards are effective.

Timeline for Implementation

The FCRHA plans to begin phasing in implementation of this activity with reexaminations starting July 1, 2014.

Explanation of Non-Significant Changes

Not applicable.

Standard HUD Metrics

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2014 HCV estimated HAP disbursements are $43,389,711.	A negligible change in HAP disbursements is anticipated in FY 2015 as the reduced payment standards will not become effective for a majority of HCV families until FY 2016. The benchmark is $42,440,227.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Data Source**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	
	Average HAP per HCV household affected by reduced payment standards prior to implementing this policy was $1,118.	A negligible change in average HAP is anticipated in FY 2015 as the reduced payment standards will not become effective for the majority of HCV families until FY 2016. The benchmark is $1,115.		

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH).	The baseline is zero.	No households are expected to transition to self-sufficiency as a result of this policy. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

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

Plan Year and Description

Along with other cost saving activities planned by the FCRHA, reforming the calculation used to determine the family's share of rent and utilities, by increasing the percent of the family's monthly adjusted income from 30% to 35%, will allow the FCRHA to counteract the financial impacts of federal sequestration. This reform, recommended by the THRIVE Advisory Committee; will stabilize the Public Housing and HCV programs and is also projected to be sufficient to close the operating subsidy shortfall in the Public Housing program.

In the Housing Choice Voucher and Public Housing programs, the amount that a participant family pays for rent and utilities (the family share) is based on the highest of: a minimum rent of $50, 10 percent of the family's monthly gross income, or 30 percent of the family's monthly adjusted income.

The FCRHA proposed to change the way the majority of program participants have their rent calculated which is based on 30 percent of their monthly adjusted income. The FCRHA proposed to:

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

The activity 2014-9 Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs was first proposed in an amended FY 2014 MTW Plan.

Updated Implementation Plan

The FCRHA has begun to inform HCV families and landlords of the change. Affected families will have at least 90 days before changes in the family share of rent are effective.

Timeline for Implementation

The FCRHA plans to begin phasing in implementation of this activity with reexaminations starting July 1, 2014.

Explanation of Non-Significant Changes

No changes are anticipated at this time.

Standard HUD Metrics

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2014 estimated HAP disbursements equal $43,389,711. FY 2014 Public Housing estimated rental revenue is $5,248,624.	FY 2015 estimated HAP disbursements equal $42,440,227. FY 2015 Public Housing estimated rental revenue is $6,187,194.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Data Source**
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	
	Average HAP per HCV household affected by an increase in family share to 35% prior to implementing this policy was $1,118.	Expected average HAP per HCV household affected by an increase in family share to 35% after implementing this policy is $1,115.		

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
For purposes of collecting this metric only, the FCRHA is defining self-sufficiency as a household that is no longer receiving subsidy (in HCV) or is at 100% AMI (in PH)	The baseline is zero.	No households are expected to transition to self-sufficiency in FY 2015 as a result of the policy to increase the family share to 35%. The benchmark is zero.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Activities On Hold

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

Plan Year and Description

Along with other activities that produce cost efficiencies for the FCRHA, converting its scattered-site Public Housing units to project-based Section 8 assistance will result in significant savings for the FCRHA. Families in those units will also have more mobility options because they will have access to a tenant-based voucher after a certain period of time. This additional mobility ties in with the THRIVE Housing Continuum, which is based on providing the most flexibility possible for families to move to different steps.

The activity 2014-7 Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance was first approved in the FCRHA's FY 2014 MTW Plan. The FCRHA owns and operates 209 Public Housing units that are considered "scattered" or within properties not wholly-owned by the FCRHA. Generally these are townhouse units that operate within homeownership association covenants. The FCRHA proposed the following:

- Consider a plan to dispose of scattered-site Public Housing units to an FCRHA-affiliated entity, and
- Convert those units to project-based Section 8 assistance to allow for more efficient management and possible designation for special populations occupancy by the elderly or persons with disabilities.

The FCRHA requested MTW flexibility to project base these Public Housing units without a local competitive process and exceed the percentage of housing voucher assistance that it is permitted to project-base.

Reason Activity Placed On Hold

The FCRHA is applying for the Rental Assistance Demonstration (RAD), which will allow conversion of its Public Housing stock to long-term Section 8 rental assistance contracts. Pending determination of its RAD Application, the FCRHA has put activity 2014-7 on hold.

Plan for Reactivating the Activity

The FCRHA does not have any current plans to reactivate this activity.

Timeline for Re-Implementation

Not applicable.

Explanation of Non-Significant Changes

Not applicable.

Standard HUD Metrics

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2014 HCV estimated HAP disbursements are $43,389,711. FY 2014 Public Housing estimated rental revenue is $5,248,624.	Because this activity is currently On Hold, no increase in rental revenue is anticipated as a result of this policy.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

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).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	For PH the number of households able to move to a better unit utilizing a voucher is currently zero.	Because this activity is currently On Hold, no change in PH resident mobility is anticipated in FY 2015.	To be provided in the Annual MTW Report	To be provided in the Annual MTW Report

Closed Out Activities

Not Applicable

V. SOURCES AND USES OF FUNDS

A. SOURCES AND USES OF MTW FUNDS

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	**FDS Line Item Name**	**Dollar Amount**
70500 (70300+70400)	Total Tenant Revenue	6,187,194
70600	HUD PHA Operating Grants	49,506,220
70610	Capital Grants	489,767
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	1,425,279
71100+72000	Interest Income	39,264
71600	Gain or Loss on Sale of Capital	0
71200+71300+71310+71400+71500	Other Income	8,782,235
70000	**Total Revenue**	$66,429,959

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	**FDS Line Item Name**	**Dollar Amount**
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	$5,156,916
91300+91310+92000	Management Fee Expense	$1,425,279
91810	Allocated Overhead	$0
92500 (92100+92200+92300+92400)	Total Tenant Services	$259,219
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	$2,322,962
93500+93700	Labor	$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	$5,150,796
95000 (95100+95200+95300+95500)	Total Protective Services	$0
96100 (96110+96120+96130+96140)	Total insurance Premiums	$0
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	$139,709
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	$0
97100+97200	Total Extraordinary Maintenance	$0
97300+97350	Housing Assistance Payments + HAP Portability-In	$50,379,359
97400	Depreciation Expense	$1,524,562
97500+97600+97700+97800	All Other Expenses	$0
90000	**Total Expenses**	$66,358,802

Describe the Activities that Will Use Only MTW Single Fund Flexibility

In Fiscal Year 2015, the FCRHA expects to implement the following MTW Block Grant Plan:

• Action 1 – Broaden the scope of exemptions to the 35 percent family share policy. As previously approved by the FCRHA in Activity 2014-9, the tenant share of rent in both the Public Housing and HCV programs will increase from 30 to 35 percent of income. In its approval of the 35 percent family share policy, the FCRHA authorized an exemption from the policy for all elderly or disabled families on fixed incomes. Fixed income was defined as an income of only Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI). As the FCRHA conducted its communication with residents, many residents advocated for the expansion of this definition to also include those only on Social Security income or pensions. The FCRHA anticipates that this change will cost an additional $200,000 in FY 2015.

• Action 2 – Close the funding gap in the Public Housing program in FY 2014. The FCRHA is anticipating a funding gap of approximately $300,000 in the Public Housing program by the end of FY 2014. Reallocating $300,000 under the block grant will enable the FCRHA to close the gap.

• Action 3 – Increase the HCV Housing Assistance Payment (HAP) reserve. Due to sequestration level funding in the HCV program, the FCRHA has been drawing on HAP reserves to meet its monthly rental assistance obligations for existing families in the program. A one-week HAP reserve of $960,000 is already allocated to begin leasing again in the HCV program and to fund other recommended actions in the MTW Block Grant Plan. Reallocating an additional $960,000 from the fungible reserve balance will result in a two-week HAP reserve of $1,920,000.

• Action 4 – Establish Bridging Affordability as the Gateway to the THRIVE Housing Continuum. The FCRHA expects to be able to issue approximately 180 Housing Choice Vouchers to new families in FY 2015. An additional 100 vouchers can be provided to existing Bridging Affordability families in FY 2015 to establish the local housing program as the "gateway" into the THRIVE Housing Continuum. The FCRHA anticipates that this change will cost an additional $800,000 in FY 2015. This approach will allow the gateway concept to be developed and tested.

• Action 5 – Fill a PROGRESS Center position in the Pilot Portfolio. The FCRHA has established a Pilot Portfolio of Public Housing and Fairfax County Rental Program (FCRP) properties, where it will begin to test and implement its THRIVE initiative. FCRHA Pilot Portfolio staff will be located on-site, rather than in administrative offices, to work directly with residents on their self-sufficiency needs. To date, this effort has not involved any additional staff, but only a redeployment. However, since services and intervention is central to the THRIVE concept, an additional PROGRESS Center position is needed. Funding for an additional PROGRESS Center position will bring the Center's proven service-connection approach to the property level, and will cost an additional $110,000 in FY 2015.

• Action 6 – Budget for Yardi program enhancements. Yardi is the database software used by the FCRHA to perform all transactions in the HCV and Public Housing programs. Several MTW agencies also use Yardi and MTW system enhancements have already been made to the software. However, due to the specificity of the FCRHA's MTW Activities, it is anticipated that additional enhancements will be necessary at a cost to the FCRHA. The FCRHA will budget for $100,000 in Yardi program enhancements including software and hardware over the next several years.

B. Local Asset Management Plan

B. MTW Plan: Local Asset Management Plan		
Is the PHA allocating costs within statute?	Yes	
Is the PHA implementing a local asset management plan		No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?		No

Not Applicable

VI. ADMINISTRATIVE

A. Board Resolution adopting the Annual MTW Plan Certifications of Compliance

See Appendix B for a copy of the Board Resolution adopting the Annual MTW Plan Certifications of Compliance. See Appendix C for a copy of the signed Certifications of Compliance. See Appendix D for a certification by the County that the Fiscal Year 2015 MTW Plan is consistent with the Consolidated Plan.

B. Proof PHA Met the Requirements of the Standard Agreement

The FCRHA's draft Moving to Work Plan for Fiscal Year 2015 was made available for public review beginning April 4, 2014 and ending May 5, 2014.

A public hearing was held on April 10, 2014 at the FCRHA's board room, located at 4500 University Drive, Fairfax, Virginia. Other than FCRHA Commissioners and staff, there were no other attendees at the public hearing for the draft Moving to Work Plan for Fiscal Year 2015.

See Appendix E for documentation of the Public Hearing.

C. PHA-Directed Evaluations of the Demonstration

MTW evaluation efforts will build on and be coordinated with the Results –Based Accountability (RBA) framework currently being implemented throughout the Fairfax County human services system. RBA, based on the work of Mark Friedman in *Trying Hard Is Not Good Enough*, provides a common approach to measuring results. RBA starts by specifying clearly the ends or results targeted by a particular policy or program (e.g. specific conditions of well-being for children, adults, families and communities) and then critically assesses the links between what is being done (means) to what should be done (ends) in order to objectively measure whether or not desired outcomes have been achieved.

Fairfax County human services agencies have adopted the RBA framework to measure impact across the system, foster joint accountability, and collectively strengthen programs and services. Key components of RBA include measuring "how much" work is done; "how well" work is completed; and whether clients are "better off" as a result of efforts. The RBA framework enhances communications and helps the human services system understand where greater involvement is needed to improve client outcomes. In addition, RBA will help improve interactions with other Fairfax County agencies (e.g., the Economic Development Authority and Fairfax County Public Schools); other organizations that share in the delivery of human services, but do not necessarily receive County resources for those services; and organizations that provide in-kind resources in the delivery of human services.

From the RBA perspective, success in the provision of human services is related to targeting appropriate services to clients and moving clients towards self-sufficiency. In today's economic environment, fewer available resources require targeted and more efficient delivery of programs and services. In this framework, evaluation is not an end in itself, but a means to moving toward desired policy outcomes. RBA requires evaluation to determine the impact services are having on the clients, but just as importantly, it also requires a clear articulation of the intended outcomes of the services. Through coordination across the entire human services system, RBA seeks to maximize the County's overall return on investments.

Consistent with the proposed MTW Plan, the County's RBA framework fosters an evaluation perspective that links proposed activities to the countywide human services system. As part of this effort, the FCRHA will work primarily on relieving staff and families from administrative burdens and identifying already-available service resources. The HUD Standard Metrics associated with MTW activities, merges well with the RBA approach, including determining whether families are able to save more of their income, access services they were eligible for but unaware of, or increase their level of education. The RBA approach is ideal for evaluating the block grant initiative for the MTW proposal. In years two through five, the RBA framework will be used to evaluate the MTW activities within the context of the six results targeted by the County human services system as a whole:

1. Affordable housing
2. Healthy people
3. Connected Individuals
4. Positive living for older adults and individuals with disabilities
5. Economic self-sufficiency
6. Successful children and youth

In addition, the County has partnered with two research centers at George Mason University, which has its main campus in Fairfax County, VA: The Center for Regional Analysis (CRA) and the Center for Social Science Research (CSSR).

Center for Regional Analysis, GMU School of Public Policy

The Center for Regional Analysis provides research and analytical services to local governments, non-profits and businesses in the Washington region focusing on economic, housing, demographic, transportation, and fiscal trends and forecasts.

The Center's staff conducts regular research on the performance of the Washington area economy, issues regular reports on the region's housing and demographic conditions, and participates in local meetings and conferences sponsored by governments, non-profit organizations, chambers of commerce and like organizations.

The Center for Regional Analysis has become the "go-to" organization for economic, demographic and housing data and analysis within the Washington and Baltimore regions and is cited locally and nationally as the source of information for the media, research scholars, and investors interested in understanding the Washington area's economy. The Center posts research reports, presentations, data and other information on its website (cra.gmu.edu.) This ready availability of research and analysis and the Center's location within George Mason University have made the Center for Regional Analysis the primary source of public information about the region.

CRA worked with Fairfax County in 2007 to develop a needs assessment for affordable/workforce housing in the County to 2030. CRA also helped the County develop a definition of "moderate income" for its housing programs. More recently, CRA has prepared forecasts of residential development in the County's emerging Metrorail station areas and produced County-level, employment-driven housing demand forecasts.

The CRA effort is led by Professor Lisa Sturtevant, whose primary areas of research include housing, demographics, economic development, and residential mobility and migration.

The Center for Social Science Research, College of Humanities and Social Sciences

CSSR is a multidisciplinary research center within the College of Humanities and Social Sciences at GMU. Established in 1987 as the Northern Virginia Survey Research Laboratory, the center draws on faculty from various disciplines—sociology, anthropology, public policy, psychology, communication, and others—who bring their expertise to bear on some of the most pressing social, behavior, and political problems facing contemporary society. CSSR provides a platform that brings together social science theories and methods to conduct state-of-the-art research on important social problems and basic social science questions. Studies conducted by the center employ a range of quantitative and qualitative research methods including survey research, focus groups, interviews, analysis based on leading social indicators, and the exploration of virtual world environments.

CSSR works closely with local governments, schools, and non-profit organizations around the D.C. metro/northern Virginia area. CSSR specializes in collaborative research, more specifically in community based/participatory research, which cultivates a space that allows academics and stakeholders to work together towards common community goals and actively engages stakeholders in the entire research process.

CSSR's ongoing collaboration with a broad range of County organizations will serve the overall evaluation efforts by helping to coordinate the MTW evaluation effort with those of other elements of the County human service system. In addition, CSSR's experience with primary data collection using both quantitative and qualitative methods, within a community based/participatory research perspective, fits well with the RBA emphasis on getting "the story behind the numbers." The aim here is to understand the conditions and causes that set the stage for quantitative measures and do so in a manner that is accessible to the public at large.

The CSSR effort is led by Professor James C. Witte, Director of CSSR. His primary areas of research include survey research, the development and use of Internet-based tools for social science research, and the impact of information and communication technologies on society and immigration.

D. Annual Statement / Performance and Evaluation Report

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name:	Grant Type and Number	FFY of Grant:
Fairfax County Redevelopment and Housing Authority	Capital Fund Program Grant No: VA39P01950114 Replacement Housing Factor Grant No: Date of CFFP:	2014 FFY of Grant Approval:

Type of Grant
☒ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements	$85,000			
4	1410 Administration (may not exceed 10% of line 21)	$151,354			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	$423,000			
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures	$854,191			
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 – 19)	$1,513,545			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities	$250,000			
23	Amount of line 20 Related to Security – Soft Costs				
24	Amount of line 20 Related to Security – Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part I: Summary

PHA Name:	Grant Type and Number	FFY of Grant:
Fairfax County Redevelopment and Housing Authority	Capital Fund Program Grant No: VA39P01950114 Replacement Housing Factor Grant No: Date of CFFP: _____	2014 **FFY of Grant Approval:**

Type of Grant
☒ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended

Signature of Executive Director	Date	Signature of Public Housing Director	Date

Part II: Supporting Pages

PHA Name: Fairfax County Redevelopment and Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950114 CFFP (Yes/ No): Replacement Housing Factor Grant No:	**Federal FFY of Grant:** 2014

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated [2]	Funds Expended [2]	
VA19-45 Ragan Oaks	UFAS Conversion-two units	1460	51	$100,000				
VA19-13 The Atrium	UFAS Conversion- one unit	1460	37	$50,000				
VA19-42 Old Mill	UFAS Conversion-two units	1460	47	$100,000				
VA19-38 Kingsley	Rewiring 60% to 70% of the units	1460	108	$604,191				

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

Part II: Supporting Pages

PHA Name: Fairfax County Redevelopment and Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: VA39P01950114 CFFP (Yes/ No): Replacement Housing Factor Grant No:	**Federal FFY of Grant:** 2014

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated [2]	Funds Expended [2]	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

Part III: Implementation Schedule for Capital Fund Financing Program

PHA Name: Fairfax County Redevelopment and Housing Authority					Federal FFY of Grant: VA39P01950114
Development Number Name/PHA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates [1]
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End Date	
VA19-45 Ragan Oaks	9/2016		9/2018		
VA19-13 The Atrium	9/2016		9/2018		
VA19-42 Old Mill	9/2016		9/2018		
VA19-38 Kingsley Park	9/2016		9/2018		

[1] Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Part III: Implementation Schedule for Capital Fund Financing Program

PHA Name: Fairfax County Redevelopment and Housing Authority					Federal FFY of Grant: 2014
Development Number Name/PHA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Funds Expended (Quarter Ending Date)		Reasons for Revised Target Dates [1]
	Original Obligation End Date	Actual Obligation End Date	Original Expenditure End Date	Actual Expenditure End Date	

[1] Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

APPENDICES

A. Comprehensive List of FCRHA Activities

B. Board Resolution Adopting Annual Plan

C. Annual MTW Certifications of Compliance

D. Certification of Consistency with the Consolidated Plan

E. Documentation of Public Hearing

APPENDIX A: COMPREHENSIVE LIST OF FCRHA ACTIVITIES

ACTIVITY		STATUS
2014-1	**Reduction in Frequency of Reexaminations**	**Not Yet Implemented**
2014-2	**Eliminate Mandatory Earned Income Disregard Calculation**	**Implemented**
2014-3	**Streamlined Inspections for Housing Choice Voucher Units**	**Not Yet Implemented**
2014-4	**Streamlined Inspections for Public Housing Residents**	**Not Yet Implemented**
2014-5	**Institute a New Minimum Rent**	**Not Yet Implemented**
2014-6	**Design and Initiate a Rent Control Study**	**Not Yet Implemented**
2014-7	**Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance**	**On Hold**
2014-8	**Allow Implementation of Reduced Payment Standards at Next Annual Reexamination**	**Not Yet Implemented**
2014-9	**Increase the Family's Share of Rent from 30 Percent to 35 Percent of Family Income in the Housing Choice Voucher and Public Housing Programs**	**Not Yet Implemented**
2015-1	**Eliminate Flat Rents in the Public Housing Program**	**Proposed**

APPENDIX B: BOARD RESOLUTION ADOPTING ANNUAL PLAN

Adopted June 12, 2014

RESOLUTION NUMBER 23-14

Approval to Submit to the U.S. Department of Housing and Urban Development (HUD) the Fairfax County Redevelopment and Housing Authority (FCRHA) Moving to Work (MTW) Plan for Fiscal Year 2015

BE IT RESOLVED THAT the Fairfax County Redevelopment and Housing Authority (FCRHA) approves the submission to the U.S. Department of Housing and Urban Development of the Moving to Work Plan for Fiscal Year 2015, as contained in the Action item presented to the FCRHA at its meeting on June 12, 2014, and authorizes the FCRHA Chairman to sign all HUD-required certifications for the Plan.

I hereby certify that the foregoing is a true and accurate copy of Resolution No. 23-14 passed by the Fairfax County Redevelopment and Housing Authority on June 12, 2014, and that I remain an Assistant Secretary and Deputy Executive Director of the Fairfax County Redevelopment and Housing Authority.

6·12·14
Date

John Payne, Assistant Secretary, Fairfax County Redevelopment and Housing Authority

COMMONWEALTH OF VIRGINIA)
) To-wit:
COUNTY OF FAIRFAX)

The foregoing instrument was acknowledged before me by John Payne, an Assistant Secretary of the Fairfax County Redevelopment and Housing Authority, on behalf of the Fairfax County Redevelopment and Housing Authority this 12th day of June, 2014.

Notary Public

My Commission expires: 05-31-2015.

EVA TEOFILA CARDENAS
NOTARY PUBLIC
REG # 7390209
MY COMMISSION EXPIRES
COMMONWEALTH OF VIRGINIA

APPENDIX C: ANNUAL MTW CERTIFICATIONS OF COMPLIANCE

OMB Control Number: 2577-0216
Expiration Date: 5/31/2016

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Certifications of Compliance

Annual Moving to Work Plan
Certifications of Compliance

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning **July 1, 2014**, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.

6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

OMB Control Number: 2577-0216
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13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Fairfax County Redevelopment and Housing Authority	VA019
PHA Name	PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Elisabeth Lardner	Chairman
Name of Authorized Official	Title
Elizabeth Lardner	6/12/14
Signature	Date

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

Attachment B
2

APPENDIX D: Certification of Consistency with the Consolidated Plan

OMB Approval No. 2506-0112 (Exp. 7/31/2012)

Certification of Consistency with the Consolidated Plan

U.S. Department of Housing and Urban Development

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Con solidated Plan.

(Type or clearly print the following information:)

Applicant Name: Fairfax County Redevelopment and Housing Authority

Project Name: THRIVE: Moving to Work

Location of the Project: Fairfax County, Virginia

Name of the Federal Program to which the applicant is applying: Moving to Work

Name of Certifying Jurisdiction: Fairfax County, Virginia

Certifying Official of the Jurisdiction Name: Edward L. Long, Jr.

Title: County Executive

Signature: Edward L. Long Jr.

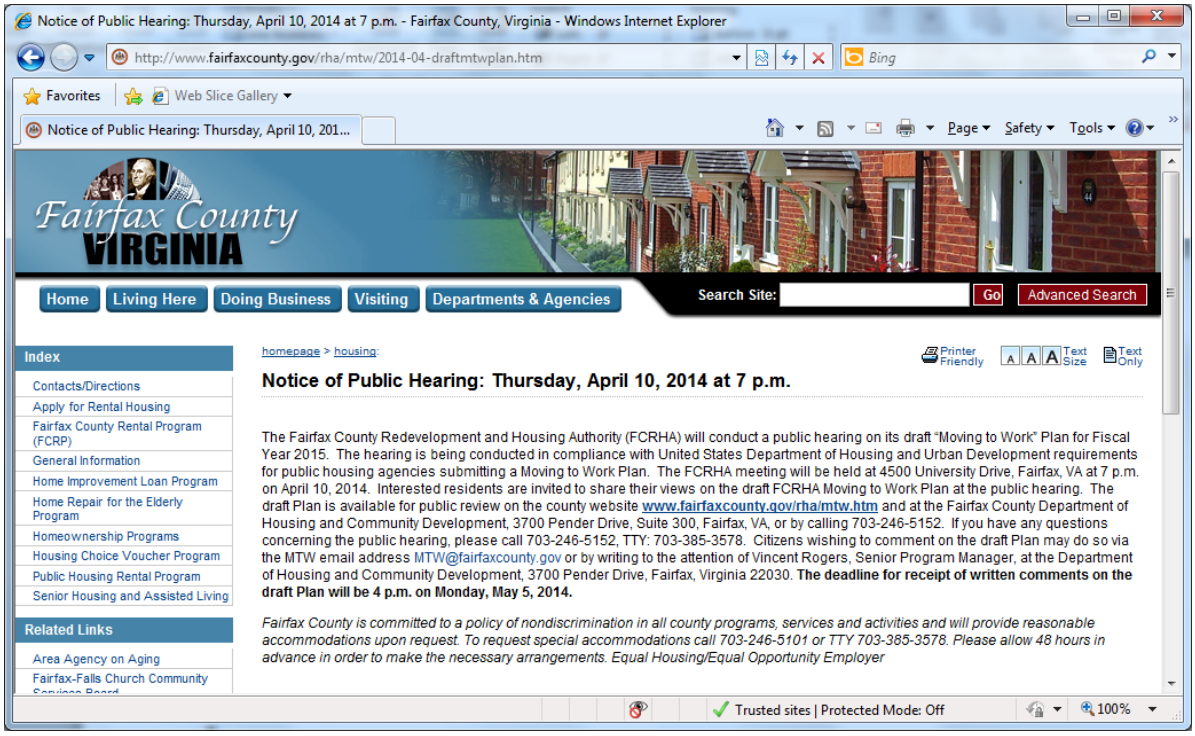
Date: 6/3/2014

Page 1 of 1

form HUD-2991 (3/98)

APPENDIX E: DOCUMENTATION OF PUBLIC HEARING

From the FCRHA website:



Notice of Public Hearing: Thursday, April 10, 2014 at 7 p.m. - Fairfax County, Virginia - Windows Internet Explorer

http://www.fairfaxcounty.gov/rha/mtw/2014-04-draftmtwplan.htm

Fairfax County VIRGINIA

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Index

- Contacts/Directions
- Apply for Rental Housing
- Fairfax County Rental Program (FCRP)
- General Information
- Home Improvement Loan Program
- Home Repair for the Elderly Program
- Homeownership Programs
- Housing Choice Voucher Program
- Public Housing Rental Program
- Senior Housing and Assisted Living

Related Links

- Area Agency on Aging
- Fairfax-Falls Church Community

homepage > housing

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Notice of Public Hearing: Thursday, April 10, 2014 at 7 p.m.

The Fairfax County Redevelopment and Housing Authority (FCRHA) will conduct a public hearing on its draft "Moving to Work" Plan for Fiscal Year 2015. The hearing is being conducted in compliance with United States Department of Housing and Urban Development requirements for public housing agencies submitting a Moving to Work Plan. The FCRHA meeting will be held at 4500 University Drive, Fairfax, VA at 7 p.m. on April 10, 2014. Interested residents are invited to share their views on the draft FCRHA Moving to Work Plan at the public hearing. The draft Plan is available for public review on the county website www.fairfaxcounty.gov/rha/mtw.htm and at the Fairfax County Department of Housing and Community Development, 3700 Pender Drive, Suite 300, Fairfax, VA, or by calling 703-246-5152. If you have any questions concerning the public hearing, please call 703-246-5152, TTY: 703-385-3578. Citizens wishing to comment on the draft Plan may do so via the MTW email address MTW@fairfaxcounty.gov or by writing to the attention of Vincent Rogers, Senior Program Manager, at the Department of Housing and Community Development, 3700 Pender Drive, Fairfax, Virginia 22030. **The deadline for receipt of written comments on the draft Plan will be 4 p.m. on Monday, May 5, 2014.**

Fairfax County is committed to a policy of nondiscrimination in all county programs, services and activities and will provide reasonable accommodations upon request. To request special accommodations call 703-246-5101 or TTY 703-385-3578. Please allow 48 hours in advance in order to make the necessary arrangements. Equal Housing/Equal Opportunity Employer

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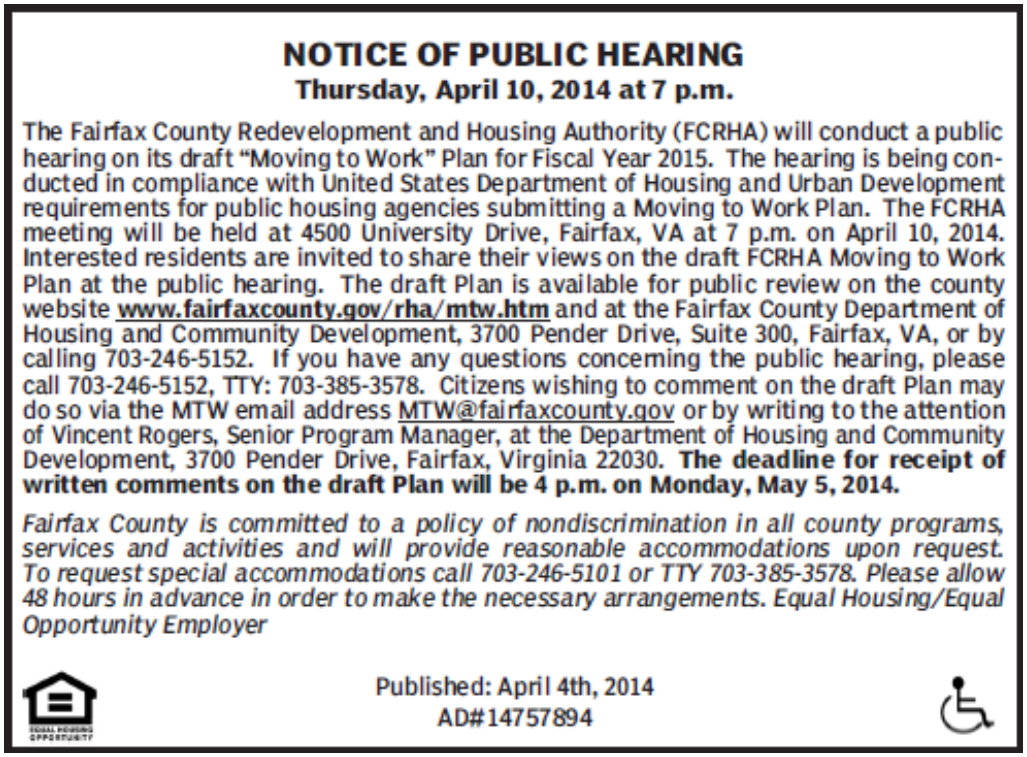
As published in the Washington Times:



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Published: April 4th, 2014
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