Fairfax County Redevelopment and Housing Authority

THRIVE

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

Application for Designation as a Moving to Work Agency

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EQUAL HOUSING OPPORTUNITY

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 order to make the necessary arrangements.

EXECUTIVE SUMMARY

The Vision

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

The FCRHA has created the THRIVE initiative – ***T****otal* ***H****ousing* ***R****einvention for* ***I****ndividual Success,* ***V****ital Services and* ***E****conomic Empowerment*. It is our belief that by reinventing the way we do business through MTW, by connecting individuals and families to the services they need to overcome health and personal barriers, and by providing opportunities for work – every person can find individual success.

The FCRHA envisions a housing continuum which allows individuals and families to move from homelessness to subsidized housing to moderately priced living and finally move out on their own to market rate housing or even homeownership. The continuum provides a clear path and motivation for individuals and at the same time allows more individuals to be served by the same limited resources.

Moving to Work

MTW is critical to the FCRHA in its effort to achieve this vision. Already one of the best performing and most innovative housing authorities in the country, the FCRHA is applying for the MTW designation. MTW will be the critical building block in the FCRHA THRIVE initiative. Through the rent reforms we intend to pursue under MTW, we will motivate working families to become job-ready, improve their skills, increase their income and eventually become self-sufficient. We will assist them in designing life goals and help them reach their goals by escrowing part of their newly earned income toward savings and a nest egg.

MTW regulatory change will allow housing staff to redirect their time and effort to interacting with individuals and families, helping to ensure they are connected to the services they need to address health, disability or other issues that have prevented them from becoming independent in the past.

MTW will allow the FCRHA to be more cost effective. By addressing the barriers that keep families from moving to self-sufficiency and by moving them along the housing continuum, households should need deep subsidies for less time and by freeing up those deeply subsidized units, more individuals can take advantage of the supply of housing and resources. The MTW designation will allow for further leveraging of federal resources by greater access to local services, housing programs and affordable housing stock.

The Housing Blueprint

The FCRHA is uniquely positioned to be successful as an MTW-designated agency. The FCRHA is not only an independent local housing authority, but is an integral part of the local

county government at the same time. This integration, along with well-established partnerships with community non-profits, creates the framework necessary to seamlessly connect services and supports to affordable housing. Through its affordable housing stock and federal and local rental subsidy programs, as well as its capacity to develop and finance affordable housing, the FCRHA provides a key portion of the affordable housing continuum.

Fairfax County has already established an affordable housing "blueprint" which establishes housing priorities and allocates resources. The MTW block grant will align perfectly with this existing plan. The MTW block grant will provide the flexibility needed to bridge gaps in the blueprint and ensure that federal resources are leveraged with local programs in a synergistic and replicable way.

Experienced and Innovative

The FCRHA has a track record of proven success in managing federal housing programs, and in developing and implementing innovative ideas to help people have a place to call home. The FCRHA was established in 1966 following a voter referendum, and has grown from a small authority serving a bedroom community into a multifaceted organization serving one of the most dynamic, rapidly urbanizing communities in the United States. The FCRHA manages 1,060 Public Housing units, and over 3,500 Housing Choice Vouchers, as well as more than 1,900 multifamily units in a local rental program, and a wide variety of senior and specialized housing.

The FCRHA is a highly-respected housing financing agency, having financed $567 million in bonds for for-profit and non-profit housing developers. The FCRHA played the central role in Fairfax County's Affordable Housing Preservation initiative, purchasing or providing financing for the purchase of over 2,400 affordable units by private affordable housing developers – far exceeding the county's original goal of preserving 1,000 units.

The FCRHA has a very unique partnership with Fairfax County: the county's Department of Housing and Community Development (HCD) serves as the administrative arm of the FCRHA. This partnership, by which a department of the local government acts as staff to the housing authority, allows for an unprecedented level of coordination and cooperation between the FCRHA and the county's human services system.

The FCRHA is a widely-recognized innovator, and its programs regularly win awards from industry groups. Most recently, the FCRHA's PROGRESS Center – a critical component of the MTW Plan – won 2012 awards from both the National Association of Housing and Redevelopment Officials (NAHRO) and the National Association of Counties (NACo).

The Plan

The FCRHA has developed an MTW Plan that if approved by HUD, will allow it to provide a new level of service to families in its housing programs. Specifically, in its first year of designation as an MTW agency, the FCRHA will immediately begin to implement initiatives that will reinvent the way it does business and interacts with extremely low-income families, such as:

1. **A new focus on "people not paperwork."** The FCRHA is requesting the authority to reduce the frequency of reexaminations, eliminate the Mandatory Earned Income Disregard Calculation, and streamline its Housing Choice Voucher and Public Housing inspections process – all efforts to reduce the staff time spent on process-related activities and in turn, more time to focus on the needs of families.
2. **A comprehensive assessment of the needs of all families.** With the staff time available as a result of reducing process-related activities, the FCRHA will utilize its vast network of partners, both other Fairfax County human services agencies and local non-profits, to assess the self-sufficiency needs of all families in its programs and begin to connect them with available resources.
3. **An innovative rent reform policy that encourages savings.** The FCRHA is proposing a rent reform policy that will enable families to pay less than 30% of their income when entering the FCRHA's programs. As income increases, rather than the increase resulting in a rent increase, the difference will be invested in savings and self-sufficiency services.
4. **The creation of a THRIVE Housing Continuum.** The FCRHA operates two local rental housing programs – Bridging Affordability and the Fairfax County Rental Program. Along with the federal Housing Choice Voucher and Public Housing programs, the FCRHA provides affordable housing to families with no income up to families earning 80% of the local Area Median Income. The FCRHA is requesting the authority to link these four programs together in a continuum that provides the right housing at the right time for each family, and provides distinct skill sets at each step of the continuum to allow families to progress through and out to homeownership or unsubsidized rental housing.

Conclusion

The Fairfax County Redevelopment and Housing Authority is high performing agency with a track record of innovation and creativity in managing and operating federal housing resources, and in creating housing programs using local resources. Its application represents a strategic and collaborative process that will allow it, with the help of community partners, to provide families with more opportunities to *thrive.*

A. ELIGIBILITY CERTIFICATION

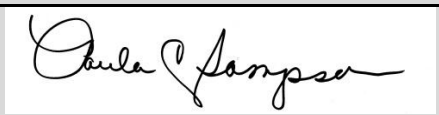
(1) Certification to the eligibility requirements

Eligibility Worksheet - MTW Designation - PIH Notice 2012-16 (HA)			
Instructions: In order to determine if your agency is eligible to submit an application under this notice, please respond to the following questions by marking an "X" in the applicable cell. If a cell turns red when you answer a question, your agency is not eligible to apply under for an MTW designation under this notice.			
	Yes	**No**	**N/A**
Statutory Eligibility Requirements			
(1) Does your agency administer 5,000 or less combined public housing and Housing Choice Voucher units?	X		
(2) Is your agency designated by HUD as a High Performer under the Public Housing Assessment System (PHAS)?	X		
Additional Eligibility Requirements			
(3) Is your agency meeting the 95% reporting threshold in the IMS-PIC system for both the public housing and Housing Choice Voucher programs?	X		
(4) Is your Agency in compliance with its reporting into the Voucher Management System (VMS)?	X		
(5) Did your agency report into the Financial Assessment Sub-System (FASS-PH), Financial Data Schedule (FDS), as required, for its last three completed fiscal years?	X		
(6) Does your agency have, an absence of unaddressed findings from IG audits, IPA audits, FHEO reviews, Tier I or II reviews, RIM reviews, American Reinvestment and Recovery Act (ARRA) monitoring, litigation, or from any other on-site or remote reviews? "Unaddressed findings" are findings not resolved to the satisfaction of HUD, not under a corrective action plan agreed to by HUD, not part of an approved management decision, or in a corrective action plan which in HUD"s sole judgment the PHA is not compliant.	X		
(7) Has your agency met all applicable obligation and expenditure deadlines during its administration of the last three Capital Fund Program grants?	X		
(8) Does your agency utilize EIV for income verifications, as per the Final Rule published by HUD on December 29, 2009?	X		
(9) Has your agency met all applicable obligation and expenditure deadlines related to its award of competitive and/or formula funds under the American Reinvestment and Recovery Act (ARRA)?	X		
(10) If your agency has an outstanding repayment agreement with the Department, are payments being made according to the agreement?			X
(11) Does your agency meet requirements under Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and implementing regulations at 24 CFR part 135.	X		

Additional Assurances			
(13) Did your agency provide a certification as to compliance with fair housing and civil rights laws as required by Section 4.A(2) of this notices?	X		
(14) Did your agency provide a certification as to consistency of the applicant's PHA Plan, amendments to the PHA Plan, and MTW Plan with the Consolidated Plan as required by Section 4.A(3) of this notices?	X		
Agreement to Test Policy Priorities			
(15) Rent Reform Controlled Study: The Department is interested in rigorously testing the effects of alternate rent strategies. By submitting an application in response to this notice, your agency certifies commitment to design and implement an alternate rent strategy via MTW. Is your agency certifying it will design and test such a policy within two years of the execution of its MTW Agreement, and to institute a random assignment of participants to treatment and control groups, in order to meet research standards on the effects of such a rent policy change?	X		
(16) Testing of One Additional Policy Priority: By submitting an application in response to this notice, your agency certifies commitment to design and test one of the following policies, of interest to the Department: a) *Housing Choice Mobility Demonstration* - To further the third statutory objective of the MTW Demonstration, increasing housing choice, applicants will be required to design and test an activity that uses MTW flexibility to increase housing choices for residents through mobility programs. The study does not need to encompass the PHA"s entire public housing and/or Housing Choice Voucher portfolio, but if a subset of the portfolio is used, HUD requires that the PHA establish statistically valid treatment and control groups that will enable a rigorous evaluation of the activity's outcomes. OR b) *Detailed MTW Block Grant Evaluation* - Applicants will be required to propose and design a method that measures and evaluates those aspects of the MTW block grant that result in quantifiable cost savings and other direct measurable outcomes, including additional families served and other quantifiable outputs that support the MTW statutory objectives. The MTW block grant evaluation strategy should make adjustments for any cost increases incurred as a result of the rent reform controlled study and the costs of the MTW block grant evaluation itself, so that an accurate picture of cost savings from streamlining initiatives can be provided.	X		

PHA NAME: FAIRFAX COUNTY REDEVELOPMENT AND HOUSING AUTHORITY

NAME OF AUTHORIZED OFFICIAL: PAULA C. SAMPSON

SIGNATURE 

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)

(2) Compliance with Fair Housing and Civil Rights Laws

a. Compliance with all applicable laws, federal, state and local

The Fairfax County Redevelopment and Housing Authority (FCRHA) hereby certifies that it does, and will, comply with all applicable fair housing and civil rights requirements in 24 CFR 5.105(a), including, but not limited to, the Fair Housing Act; Title VI of the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; Title II of the American with Disabilities Act; and Section 109 of the Housing and Community Development Act of 1974. Virginia law does not include source of income, gender identity or sexual orientation as protected classes.

b. Compliance with specific state or local jurisdiction laws

Virginia law does not include source of income, gender identity or sexual orientation as protected classes.

(3) Consistency with the Consolidated Plan and Analysis of Impediments to Fair Housing Choice

The Fairfax County Redevelopment and Housing Authority (FCRHA) certifies that its Moving to Work (MTW) Plan, Public Housing Authority (PHA) Plan, and all amendments to the PHA Plan are consistent with the most recent Fairfax County Consolidated Plan and the Analysis of Impediments to Fair Housing Choice on December 22, 2010.

The FCRHA's MTW Plan is consistent with Fairfax County's Consolidated Plan in that "the philosophy driving the priority needs in the Consolidated Plan is that affordable housing is a continuum ranging from the needs of the homeless to first-time buyers."[1] The regulatory relief and administrative flexibility available to the FCRHA as an MTW agency will allow the FCRHA to create a housing continuum that more effectively meets the needs of all the families served by its housing programs. Several of the housing objectives in the Consolidated Plan are in lockstep with the design of the FCRHA's MTW Plan, including:

- Providing housing units affordable to homeless individuals and families; persons with physical or mental disabilities; and other special needs populations
- Preserving existing Public Housing
- Promoting resident self-sufficiency
- Fostering coordination and partnerships

The location of the activities proposed in the FCRHA's MTW Plan are consistent with the geographic areas identified in the Consolidated Plan - Fairfax County and jurisdictions for which the county has cooperation agreements to participate in community development programs and affordable housing activities – City of Fairfax and towns of Herndon, Clifton and Vienna. Fairfax County's homeless service programs are provided for these jurisdictions and

[1] Fairfax County Department of Housing and Community Development, *"Five-Year Consolidated Plan for FY 2011-2015."* *http://www.fairfaxcounty.gov/rha/consplan/fy20112015fiveyearcond_plan_hud_submission_final.pdf*.

for the City of Falls Church, which contracts with the county for the provision of various human services, including emergency shelters and services for homeless families and individuals.

Listed below are those impediments identified in the Analysis of Impediments to Fair Housing Choice that will be addressed through the FCRHA's MTW Plan:

Impediment to Fair Housing Choice	MTW Description
Impediment 1. People of color are projected to be a majority in Fairfax County by 2030. This demographic shift of an increasing minority population and a decreasing white population may require continued planning and outreach and continued monitoring to avoid possible community tension.	Over 60% of the families in the FCRHA's Housing Choice Voucher (HCV) program and over 65% of the families in the Public Housing program identify themselves as something other than "White." The FCRHA will continue to be proactive in marketing its programs to different populations as it establishes the THRIVE (**T**otal **H**ousing **R**einvention for **I**ndividual Success, **V**ital Services and **E**conomic Empowerment) housing continuum.
Impediment 2. There are a limited number of accessible assisted housing units available in Fairfax County. Low income families and individuals who are in need of affordable and accessible housing may have a difficult time finding housing which meets their needs.	Fairfax County's Bridging Affordability program, which is Step One in THRIVE continuum and is designed based on the HCV program, represents new housing opportunities for very low-income families in Fairfax County. Families in this program can lease a unit anywhere in the county and they receive housing location assistance from the county's nonprofit partners. Additionally, at least 10% of the funds in the program are dedicated to households with physical disabilities and another 10% is set aside for households eligible for services provided by the Fairfax-Falls Church Community Services Board (CSB), which serves persons with mental illness and intellectual and developmental disabilities. In years two through five of the MTW Plan, the FCRHA plans on using its MTW flexibility to allow agencies like the CSB to administer an allocation of FCRHA housing resources to serve their clients.
Impediment 3. While the County has been acknowledged by HUD for its efforts in deconcentrating poverty through the Housing Choice Voucher program, housing options for voucher holders may still be limited due to landlord resistance, poor credit and rental references.	The FCRHA is already working on a partnership with private landlords to pledge a number of rental units for households in the THRIVE housing continuum. Additionally, the administrative relief available through the FCRHA's MTW Plan will allow staff to focus more on barriers to locating rental housing, such as poor credit, poor housekeeping, late rent payments, etc.

Impediment to Fair Housing Choice	MTW Description
Impediment 4. Blacks and Hispanics are disproportionately served by high cost lending to a degree that cannot be explained by risk. More must be done to address and eliminate the disparities in high cost lending and access to mainstream mortgage credit by minorities and minority communities.	The FCRHA's Homeownership Division provides homebuyer counseling, hosts homebuyer education classes, and has programs that offer affordably priced homes and mortgage, down payment and closing cost assistance. Families in the MTW THRIVE housing continuum will have access to these resources if they are interested in purchasing a home.
Impediment 5. Substandard housing units in the County create unsafe conditions for low-income residents and overcrowding issues appear to disproportionately affect Hispanics and new immigrants.	The FCRHA's HCV inspection process ensures that assisted families lease units that are decent, safe and sanitary. The FCRHA uses Housing Quality Standards (HQS) in the Bridging Affordability program and is consistently rated a High Performer in HUD's Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP).
Impediment 6. People with disabilities have limited housing choice in seeking housing that meets their needs, that is accessible and with access to any needed community based services. Those individuals with disabilities who face these issues are not able to age in place in the County in housing of their choice.	The FCRHA's THRIVE concept is based on enabling families, whether working, elderly or disabled, to access the most appropriate housing for their circumstances. Once in the housing continuum, the regulatory relief provided by MTW will allow the FCRHA to focus on connecting families to the services they need. The Fairfax County Department of Housing and Community Development (HCD) is the administrative arm of the FCRHA and is embedded in the Fairfax County human services system.
Impediment 7. Elderly renters are likely to face significant difficulty when seeking affordable and accessible housing and elderly homeowners are likely to face serious barriers to maintaining their homes.	See Impediment 6 above.

B. EVIDENCE OF CAPABILITY

(1) Relevant experience and skills of personnel with primary responsibility for implementing the FCRHA's MTW demonstration

Paula C. Sampson, Director of Fairfax County Department of Housing and Community Development (HCD), Director of Fairfax County Redevelopment and Housing Authority (FCRHA)

Paula Sampson has led the FCRHA as its Director for over 12 years. Under her leadership, the FCRHA has consistently been rated as a high performer and has been nationally recognized as an innovative and effective public housing authority. Her success in directing both the local PHA as well as a department of county government makes her uniquely qualified to lead the MTW effort. She has a strong track record in integrating the work of the FCRHA in the county's human services system; creating long-standing collaborative partnerships with community non-profit organizations, and developing public-private partnerships with builders, developers, lenders and investors. She has extensive experience in affordable housing, economic development and federal programs – all key to the proposed FCRHA MTW initiative which is centered on a housing continuum and self-sufficiency for individual and families participating in federal programs.

Paula Sampson began her association with the Fairfax County Department of Housing and Community Development (HCD) and the FCRHA over 25 years ago as the Director of Real Estate Finance. Following a successful tenure as President and Chief Executive Officer of Connecticut Housing Investment Fund, Inc., a statewide housing finance agency, Ms. Sampson returned to HCD and has served as Director for the last 12 years. As Director, Ms. Sampson leads both the PHA and the county's Department of Housing and Community Development. She is responsible for administering a variety of federal, state and local programs on behalf of both the FCRHA and the Fairfax County Board of Supervisors. Ms. Sampson oversees more than 3,000 federal Housing Choice Vouchers, and a portfolio of over 3,000 housing units, including 1,000 units of Public Housing. Throughout her tenure as Director, Ms. Sampson has led a variety of innovative projects and important, nationally-recognized affordable housing initiatives. Ms. Sampson oversaw Fairfax County's groundbreaking Affordable Housing Preservation Initiative, which more than doubled its original goal by preserving 2,400 units. Ms. Sampson has also been an innovator in affordable housing policy and public-private partnerships, creating Fairfax County's "Housing Blueprint", which now guides the county's housing policies and investments. Ms. Sampson is a member of the Board of Directors of the National Association of Local Housing Finance Agencies and has served on the Board of the National Community Development Association, the workforce Investment Board and the Freddie Mac Affordable Housing Advisory Council. As Director of HCD, she leads a staff of 221 and manages a budget of over $110 million. During her tenure, the FCRHA has consistently been rated by HUD as a high performer and recognized nationally for its innovation through numerous awards. Ms. Sampson has been a leader in national housing policy in her work as a Congressional liaison of the National Association of Counties (NACo). Ms. Sampson holds degrees in Political Science and History from University of Michigan and an MBA from George Mason University.

John Payne, Deputy Director, Real Estate and Development
As Deputy Director for Real Estate, John Payne has been responsible for the development of a range of affordable housing, which will serve as the foundation for the proposed MTW housing continuum. Mr. Payne has developed and built much of the agency's award-winning Public Housing stock. In addition, he has overseen the construction, acquisition and renovation of an extensive stock of affordable housing – designed to serve a mix of incomes, ages and physical capabilities.

John Payne is a licensed Architect in the Commonwealth of Virginia and his role as Deputy Director of Real Estate with HCD includes responsibilities for four Divisions including Design Development and Construction, Real Estate Finance and Grants Management, Property Improvement and Maintenance, and Homeownership. Mr. Payne has over 30 years of experience in affordable housing development. He is a graduate of Virginia Tech, a member of The American Institute of Architects (AIA), and has extensive experience in the construction, rehabilitation, purchase and preservation of affordable multi-family housing. Mr. Payne has been involved with Fairfax County's inclusionary zoning Affordable Dwelling Unit program for over twenty years. John recently served as Housing staff for the development of Fairfax County's Workforce Housing Policy, designed to provide inclusionary housing in high density developments such as Tysons Corner. Mr. Payne is responsible for several key federal programs, including the Community Development Block Grant (CDBG) and HOME Investment Partnership program.

Robert C. Easley, Interim Deputy Director and Financial Management Division Director
Robert Easley joined HCD in 2011 as the Director of Financial Management and was appointed Acting Deputy Director of Operations at HCD in 2012. As the Acting Deputy Director, he has responsibility for the Administration, Information Systems and Services, Financial Management, Rental Services and Property Management Divisions. Mr. Easley is an experienced financial manager who served as Deputy Finance Director for the City of Manassas Park, VA. He has also held financial positions with AOL/Time Warner and Fairfax County Public Schools. Mr. Easley has a Bachelor of Science degree in Business Administration from the University of Tennessee and a Master's Degree from the University of North Carolina at Chapel Hill. He has professional memberships in International City/County Management Association (ICMA), Government Finance Officers Association (GFOA) and Virginia Government Finance Officers' Association (VGFOA).

Carol C. Erhard, Rental Services Division Director
The FCRHA MTW proposal involves changing the way we do business – building on the foundation of the FCRHA's successful Housing Choice Voucher (HCV), Public Housing (PH), Family Self-Sufficiency (FSS) and Section 3 programs and moving toward a newly designed approach that will result in efficiency in our programs and self-sufficiency, opportunity and choice for resident and participants. Carol Erhard, as Director for Rental Services, is uniquely positioned to lead the change. Ms. Erhard has overseen the FCRHA's highly performing HCV, PH, and FSS programs. Under her leadership, the FCRHA has performed extraordinarily well, been in full compliance, and has been recognized for its good management. In addition, her successful experience in managing these key federal programs for the past seven years, Carol brings her unique experience in process redesign and change management. These skills will be critical to the success of the MTW changes proposed as part of this plan.

Ms. Erhard has served as the Rental Services Division Director for HCD in 2005. Prior to her work with HCD, Ms. Erhard was a facilitator and coordinated three business process improvement redesigns with the agency in the area of wait list administration, annual re-examinations of income, and property management and maintenance. She has a certification from George Mason University in Process Management. She was a key player in the design and implementation of HCD's online application process. HCD's online application process is being used as a model to gather business requirements for HUD's Online Recertification System (ORS) as part of HUD's Next Generation Management System (NGMS) initiative. Ms. Erhard was selected by HUD to participate in the ORS/NGMS redesign, with a goal to absorb and/or automate the Voucher Management System (VMS), PIH Information Center (PIC), the Enterprise Income Verification (EIV) system, and HUD's Central Accounting and Program System (HUDCAPS). She is currently part of the team preparing the MTW application, and has been meeting with staff and community partners for input and feedback on recommended policy initiatives. Ms. Erhard oversees the staff that will be primarily responsible for implementation of HCD's MTW program. Ms. Erhard has a Bachelor of Science degree from the University of Maryland. She has Nan McKay Executive Management certifications in both the Public Housing and Housing Choice Voucher programs.

Curtis Hall, Information Systems and Services Division Director

It is the intent of the FCRHA MTW Plan to undertake a rent reform controlled study and detailed MTW Block Grant evaluation. While George Mason University will be engaged to undertake these two efforts, it should be noted that the FCRHA has in place state-of-the-art software (Yardi), which will provide the date and key information. Curtis Hall, Director of the HCD Information Systems and Services Division has extensive experience in information management. He oversees the FCRHA's Yardi software system and interacts with Fairfax County's Department of Information Technology, which provides additional technical support and enhancements.

Curtis Hall has worked in the information technology field for forty years with experience in military, NASA research, corporate, and local government. Mr. Hall began his IT career during the Vietnam War as an Avionics Computer Specialist, worked at NASA Langley during the Space Shuttle development years maintaining wind tunnel systems, and worked as a mainframe service technician and manager for Wang Laboratories. In 1993, Mr. Hall began working for Fairfax County government. Mr. Hall attended Thomas Nelson College, Community College of The Air Force, University of South Carolina, and Saint Leo College, earning degrees in Business Administration Management and Liberal Arts.

Leonise LeDuc, Acting Property Management Division Director

Ms. Leduc was appointed as the Acting Director of HCD's Property Management Division in April 2012. Ms. LeDuc is responsible for the day to day property management of the FCRHA's affordable housing portfolio. Ms. LeDuc joined HCD's Real Estate Finance Division in April 2008 and has been responsible for the overall physical and financial monitoring of 11 properties/1,100 units funded through the Affordable Housing Partnership Program. She has more than 27 years-experience in property management, and held the title of Senior Regional Property Manager for KSI Management Corp. (now Kettler), Apartment Investment Management Company (AIMCO) and Home Properties. She has managed large portfolios which consisted of as many as 21 properties and 5,000 units.

James A. Speight III, Property Improvement and Maintenance Division Director
James Speight has directed HCD's Property Improvement and Maintenance Division for 11 years, and has more than 28 years of experience in design, renovation, repair and construction management of commercial and residential facilities. Mr. Speight joined HCD in 1987 as a Housing and Community Developer and was responsible for overseeing the design, construction and repair of numerous multi- family, townhouse and office projects. As the Director of the Property Improvement and Maintenance, he is responsible for directing the maintenance, repair and renovation of over 3000 housing units as well as overseeing the management of the Capital Fund Program for Public Housing. Mr. Speight has a Bachelor of Science in Architecture from Howard University. Under his leadership, the FCRHA's properties have been consistently highly rated in their REAC scores.

Aseem K. Nigam, Real Estate Finance & Grants Management Division Director
HCD's Real Estate Finance & Grants Management (REFGM) Division is directed by Aseem Nigam. REFGM has been responsible for meeting and exceeding the Fairfax County Board of Supervisors goal of preserving 1,000 units through its Affordable Housing Preservation Initiative. Mr. Nigam serves as a member of HCD's senior management team which plans, implements, administers and evaluates county-wide housing and community development/revitalization strategies including tax-increment financing, workforce housing, and other programs and services. Mr. Nigam supervises staff with responsibility for multiple programs and establishes financing policies and procedures in accordance with FCRHA, county, federal (CDBG, HOME), State and Lender/Investor requirements, including establishing underwriting procedures and overseeing the issuance of tax-exempt bonds and the syndication of low-income housing tax credits. Besides managing the FCRHA's tax-exempt bond portfolio, Mr. Nigam is responsible for managing and disbursing federal and local funds. He is on the Virginia Housing Development Authority Multi-family Advisory Board and the Northern Virginia Advisory Board. Prior to joining HCD in August 2004, Mr. Nigam was Senior Manager with the Office of the Deputy Mayor for Planning & Economic Development, District of Columbia, where he managed day-to-day operations of the Revenue Bond Program portfolio aggregating $5 billion, including transactional analysis, regulatory review process, and overall management of projects involving the issuance of 501(C) (3) and Enterprise Zone Facility Bonds. Mr. Nigam was responsible for closing the District's first tax-increment/Enterprise Zone Facility bond transaction, The International Spy Museum. He was a member of the Mayor's Blue Ribbon Incentives Group and was on the board of the Council of Development Finance Agencies. Mr. Nigam holds an MBA in Finance and M.S. (Information Systems) from The University of Baltimore, Maryland.

Patricia J. Schlener, Administration Division Director
Patti Schlener worked for local governments in Corning, New York and the City of Alexandria, Virginia before she began her career at HCD in 1979 as Relocation Supervisor. She served in the capacity of Chief of Relocation Services and later as Chief of Relocation and Homeownership Services until 2002. In 2002, she was promoted to Director of Administration and holds a key leadership position responsible for multiple business areas that positively impact service delivery. She directs Human Resources fundamentals for 221 employees including: payroll, compensation, employee relations management, recruitment, talent management, FMLA, ADA, and EEO. She has served in a lead agency role with several teams including Personally Identifiable Information (PII), Emergency Planning and COOP, Human Capital Business Readiness, Performance Awards Program, 360 Degree Reviews,

Annual Professional Development Day, Agency Mentoring program, and the Good to Great Mission Team. Ms. Schlener has a Bachelor of Arts degree from the State University College at Oneonta. In addition, she is a Certified Public Manager, having completed the certification program through the Council of Governments and George Washington University. She also holds the Senior Professional Human Resource Professional (SPHR) designation.

Barbara Silberzahn, Homeownership and Relocation Services Division Director
Barbara Silberzahn currently serves as the overall Division manager for several ongoing homeownership initiatives and programs. These include the marketing and administration of the First-Time Homebuyers Program, a program offering moderately priced homes provided through proffers and the County Zoning Ordinance to income-qualified first-time homebuyers who live or work in Fairfax County; the administration of various financing loan programs to first–time homebuyers; the administration of the Housing Choice Voucher Homeownership program; and marketing strategies for various homeownership initiatives for new immigrants, minorities, and persons with disabilities. The Division is also responsible for providing relocation services to families displaced under federal, state or locally funded initiatives due to acquisition, demolition, rehabilitation, or conversion. Ms. Silberzahn has worked with HCD for 22 years in the Homeownership and Relocation Services Division in various positions. She has a Master's Degree from Virginia Tech in Management, Housing and Family Development.

Russell Lee, Rental Services Division Associate Director
Russell Lee has worked with HCD for over 21 years. Mr. Lee was promoted to the position of Associate Director of the Rental Services Division in 2008. In this position he is responsible for supervision of the Branch Chiefs who oversee the administration of the agency's affordable housing rental programs. He also co-chairs the agency's Personally Identifiable Information Team, served on the Good to Great Leadership Team, and is the agency representative on the countywide, interagency Disproportionality and Disparity Prevention and Elimination Team. Mr. Lee was selected by HUD to participate in the Online Recertification System (ORS) / Next Generation Management System (NGMS) redesign, with a goal to absorb and/or automate the Voucher Management System (VMS), PIH Information Center (PIC), the Enterprise Income Verification (EIV) system, and HUD's Central Accounting and Program System (HUDCAPS). Russell is currently assisting with the preparation of the MTW application and has met with staff and residents providing information about the MTW process and planned activities. Russell holds a Bachelors of Science degree in Business Administration from Virginia State University.

Vincent Rogers, Rental Services Division, Senior Program Manager
Vincent Rogers is the program manager for Fairfax County's Bridging Affordability program, and has been a member of the Rental Services Division for six years. Bridging Affordability, which is Step One of the FCRHA's THRIVE Housing Continuum, is a new rental housing program that is 100 percent funded by Fairfax County, and provides rental subsidies to homeless individuals and families and households on county affordable housing waiting lists. Mr. Rogers manages a $5.3 million Bridging Affordability contract with Northern Virginia Family Service (NVFS) and will oversee an additional $7 million request for proposals (RFP) process for new Bridging Affordability contracts. He previously worked at Quadel Consulting, where he provided infrastructure support to the company's three Section 8 project-based contracts, and he has a Bachelor of Science degree in Public Policy and a Master's degree in Public

Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University.

Elisa Johnson, Director, The PROGRESS Center
Elisa Johnson is the Director of the newly formed PROGRESS Center. She has been responsible for moving the PROGRESS Center from a concept to a reality. The PROGRESS Center is responsible for providing assistance to HCD clients—connecting them with services, resources, and self-sufficiency opportunities. She has worked with HCD for over 10 years. Her responsibilities have included developing partnerships with local non-profit organizations and County agencies, writing grant applications, and overseeing a housing program—Magnet Housing—for newly hired teachers, nurses, fire and rescue trainings, police, etc.

Prior to joining HCD, Ms. Johnson was Director of Partnerships for The Welfare to Work Partnership, a national organization started to mobilize the business community to hire welfare recipients. She also worked for United Way, and was a Peace Corps volunteer in Mali, West Africa. Ms. Johnson has a Bachelor of Arts from The American University in International Relations and Economics.

Lending additional leadership to the FCRHA's THRIVE initiative and MTW program, the FCRHA Board is comprised of the following commissioners:

Elisabeth B. Lardner, Chairman
Elisabeth Lardner is a principal of Lardner/Klein Landscape Architects, P.C., in Alexandria, Virginia, and has been practicing landscape architecture, planning, and urban design for thirty years. She is a graduate of Harvard University's Urban Design department with the honor of distinction, and the University of Oregon's Landscape Architecture department. Ms. Lardner's work in developing innovative implementation techniques has helped community groups such as the Village of Midlothian Volunteer Coalition improve community appearance by utilizing small incremental projects – geared towards the annual fund-raising capabilities of the organization and apply for grants to fully construct a park such as in Chincoteague, Virginia. Ms. Lardner's work on the Community Design Initiative in Hindman, Kentucky was honored by Places Magazine and the Environmental Design Research Association. Ms. Lardner is currently serving as the author of several natural resource management plans for Fairfax County Parks as well as a plan to help Prince George's County, Maryland guide growth and development towards the existing villages of its emerging Rural Tier. Ms. Lardner has served on the FCRHA since 2001, and has served as FCRHA Chairman since July 2011.

Richard C. Sullivan, Jr., Vice Chairman
Rip Sullivan has been in private practice as an attorney for 25 years with Reed Smith LLP (formerly Hazel and Thomas, P.C.), and has extensive experience in trial and appellate work in Virginia and around the country. Ms. Sullivan has wide ranging experience in in commercial litigation, with particular experience and expertise in products liability, construction and real estate-related litigation, employment, intellectual property, contract disputes and business torts. Mr. Sullivan also has more than 10 years of experience as Litigation Department Chairman/Practice Group Leader for Reed Smith, with responsibility for managing all aspects of the litigation practice, including recruiting, associate development, workload management, budgeting, strategic planning and business development. Mr. Sullivan is a graduate of the

University of Virginia Law School (J.D.) and Amhurst College. Mr. Sullivan was appointed to the FCRHA in 2009, and has served as its Vice Chairman since July 2011.

Robert C. Carlson
Robert C. Carlson is editor of the monthly newsletter, *Retirement Watch*, and is the managing member of Carlson Wealth Advisors, LLC. Mr. Carlson is Chairman of the Board of Trustees of the Fairfax County Employees Retirement System, which has over $2.8 billion in assets, and was a member of the Board of Trustees of the Virginia Retirement System, which oversaw $42 billion in assets, from 2001 to 2005. Mr. Carlson is also a published author, having written such books as Invest Like a Fox… Not Like a Hedgehog and The New Rules of Retirement, in addition to articles in publications such as *The Wall Street Journal, Money,* and *The Washington Post.* Mr. Carlson is an attorney. He received his J.D. and a M.S. in accounting from the University of Virginia and received his B.S. in financial management from Clemson University. Mr. Carlson was appointed to the FCRHA in 2008, and currently serves as the Chairman of the FCRHA's Planning and Development Committee.

Christopher T. Craig
Christopher T. Craig, an attorney, is a member of the Virginia State Bar and the District of Columbia Bar. Mr. Craig earned a B.A. in Political Science from the State University of New York at Binghamton, his Masters in Public Administration from the Nelson A. Rockefeller School of the State University of New York at Albany, and his law degree at George Mason University. Mr. Craig is a member of the Virginia State Bar and the District of Columbia Bar. He is also a member of the Bar of the Virginia Supreme Court, the US Court of Appeals for the District of Columbia Circuit, the Third and Fourth US Circuit Court of Appeals, the US District Court for Eastern District of Virginia and the US District Court for the District of Columbia. He is currently a partner in the law firm of Cook, Craig & Francuzenko, PLLC. Mr. Craig served as Legislative Sub-Group Chairman of the Braddock Magisterial District Transportation and Land Use Dialog, and represented his community association in the Braddock District Council of Homeowners Associations. Mr. Craig was a 10-year member of the Danbury Forest Community Association (1996-2006), three times serving as president. In Danbury Forest, he spearheaded several local traffic-calming and parking projects, as well as a joint DFCA/Fairfax Park Authority projects. Mr. Craig serves as a member of the Fairfax Bar Association Law-Related Education Committee and regularly serves as a judge in the GMUSL Moot Court competition. Mr. Craig was appointed to the FCRHA in 2011.

Willard O. Jasper
Willard O. Jasper retired in 1980 from the Army Medical Service Corps as a Lieutenant Colonel. Following his retirement from the military, Mr. Jasper worked with the International Business Service, Inc. as Director of Operations and most recently he served as Vice President and Director of Human Resources with DICHROMA, Inc. Mr. Jasper earned a Bachelor of Science Degree in Mathematics from West Virginia State University and received his Master of Science Degree in Management Information Systems from The American University in Washington, DC. Mr. Jasper has a long record of community service. Among his many public service accomplishments, he was the founder of Project MANHOOD, which mentors boys between the ages 7 and 17; is a former member of the Trustee Assembly of the United Way of the National Capital Area; is a former member of the Executive Committee for Fairfax County United Way; former Vice President, Route One Corridor Housing, Inc.; and is a former member of Big Brothers of the National Capital Area. Mr. Jasper was appointed to the

FCRHA in 1997, and currently serves as the Chairman of the FCRHA's Housing Ownership, Management and Security Committee.

John E. Betts
John E. Betts is an attorney in private practice. Mr. Betts' primary legal work is in the areas of employment and business law, and includes but is not limited to forming corporations, drafting licenses for software use, writing sales contracts, briefing employees on corporate Equal Employment Opportunity policies, and advising clients on personnel/employment legal issues. Mr. Betts also served in a variety of federal positions, including as a presidential appointee with the U. S. Department of Housing and Urban Development, as a legislative counsel and staff member in the U.S. Congress, and as an attorney with the Federal Mine Safety and Health Review Commission. Mr. Betts has thirty years of service in the Air Force and Air Force reserve with extensive experience as an intelligence office and air attache. Mr. Betts held numerous leadership and command positions, and retired in the grade of colonel. Mr. Betts has a long record of community service, including providing *pro bono* legal work for the West Springfield Civic Association and the South Run Homeowners' Association, and previous service on the FCRHA in the 1990s. Mr. Betts was appointed to his current term on the FCRHA in 2011. Mr. Betts is a graduate of Georgetown University, the University of Baltimore Law School (J.D.), and the George Washington University School of Law (L.L.M.), and he received a diploma from the Industrial College of the Armed Forces.

H. Charlen Kyle
Charlen Kyle has a long record of community involvement, including in western New York, where she participated in the Orleans Community Action Committee, the Oak Orchard Community Health Center, Fingerlakes Regional Comprehensive Health Planning Board, the Rochester and Monroe County Welfare Department Advisory Board. Ms. Kyle, a former VISTA volunteer, previously served Fairfax County's Community Action Advisory Board. Ms. Kyle was appointed to the FCRHA in 2000.

Richard J. Kennedy
Richard J. Kennedy was the Director of HUD's Office of Block Grant Assistance (OBGA) from 1995 to 2007 and a member of the Senior Executive Service since 2002. As Director of OBGA, he had responsibility for the overall direction and implementation of the multi-billion dollar Community Development Block Grant (CDBG) program and the related Section 108 loan guarantee program. He was appointed Acting Deputy Assistant Secretary for Grant Programs in August 2007. In that position he represented the Assistant Secretary in all matters for 3 offices overseeing the CDBG program, the HOME program and the Department's responsibilities for compliance with environmental requirements. Mr. Kennedy worked with the State and Small Cities CDBG program from 1978 to 1994 as both Assistant Director and, ultimately, Director. From 1970 through 1978, Mr. Kennedy held several HUD positions with significant assignments as a community planning and development representative in HUD's Buffalo (NY) field office and a special assistant to HUD's Assistant Secretary for Administration. He initially joined HUD in 1966 through the HUD Intern program and began his career with the HUD's Public Housing Administration in New York. Mr. Kennedy's service with HUD was put on hold in 1967 as he entered the United State Marine Corps, attending officer candidate school and receiving flight training en route to becoming a Naval Flight Officer and service in Viet Nam. Upon his retirement, Mr. Kennedy received HUD's highest honor, the

Distinguished Service Award. Mr. Kennedy is a graduate of the University of Notre Dame, earning his BS degree in mechanical engineering in 1966.

Albert J. McAloon
Albert J. McAloon is a Portfolio Manager with The Burney Company of Falls Church and a retired Naval Officer. He holds a B.A. in Government from Marquette University and an M.A. in Political Science from St. John's University. He initiated the Central Springfield Area Revitalization Council (CSPARC) in 1984 and has a long history of community involvement including membership on the boards of Celebrate Fairfax, the Northern Virginia Community College Educational foundation and the Fairfax County Economic Advisory Council. In addition to safe and decent housing for all, he has a particular interest in providing accessible housing for the physically disabled. Mr. Mc Aloon was appointed to the FCRHA in 1995. Previously, Mr. McAloon served two terms as FCRHA Vice Chairman, and also chaired the FCRHA's Revitalization Committee. Mr. McAloon has actively promoted communication and coordination among the many public and private entities involved in Fairfax County's revitalization efforts. During his FCRHA service, Mr. McAloon was the driving force behind the FCRHA's Housing Accessibility Policy.

Robert H. Schwaninger
Robert Schwaninger, an attorney, has been practicing before the Federal Communications Commission since 1982, and began his own firm in 1986. Since that time, he has represented hundreds of businesses, licensees, tower owners, and persons before the FCC, the U.S. Court of Appeals, and various federal agencies and offices. Mr. Schwaninger has been a featured speaker before several trade organizations, including the Site Owners and Managers Association; International Bridge, Tunnel and Turnpike Association; and the National Surveillance Association among others. Mr. Schwaninger has written numerous articles on various telecommunications and regulation issues which have been published in industry journals such as *Communications*, *Compliance Engineering*, *Popular Communications*, and *Mobile Radio Technology* (MRT). He also served as Regulatory Consultant to MRT for nine years, and wrote a monthly column for that publication entitled "In the Public Interest." Mr. Schwaninger is the co-author of Fryer's Market Report – a comprehensive evaluation and overview of the radio tower industry and the financial opportunities that it holds for investors and operators. Mr. Schwaninger has been quoted often in national publications, such as *Newsweek*, *The Wall Street Journal*, and various local news outlets, including providing interviews on nationally syndicated radio talk shows. Mr. Schwaninger is a graduate of the University of Missouri School of Law (J.D.); he also holds a Bachelor's Degree in Journalism from the University of Missouri. Mr. Schwaninger was appointed to the FCRHA in 2006.

Rod Solomon
Rod Solomon, an attorney, joined Hawkins Delafield & Wood LLP in June 2003 as a veteran administrator with almost 30 years' experience in the public housing and Section 8 voucher programs at the local, state and federal level. Mr. Solomon represents housing authorities, underwriters, financial institutions, state and local governments, and non-profit and for-profit entities attempting to expand and improve affordable housing through the public housing, tenant-based, and project-based voucher programs, as well as other HUD or governmental initiatives. Prior to joining Hawkins, Mr. Solomon completed an eight-year tenure with HUD where he served as Deputy Assistant Secretary for Policy during a period when the federal government's commitment to its massive public housing stock and Section 8 voucher program

underwent a thorough overhaul. His responsibilities during this period included oversight and implementation of the MTW program. During these years (1994-2003), the legislation governing the public housing and Section 8 housing voucher programs was substantially revised. Prior to his HUD service, Solomon held a number of positions with large urban public housing authorities, including serving for two years as chief operating officer of the Atlanta Housing Authority. He gained national recognition for the 12 years in which he served the Boston Housing Authority, including stints as General Counsel as well as planning/development director. Mr. Solomon is a graduate of Amherst College, Harvard Law School (J.D.), and the John F. Kennedy School of Government at Harvard University (M.P.A.). Mr. Solomon was appointed to the FCRHA in 2008.

(2) FCRHA's experiences, activities, or accomplishments

The FCRHA is a High Performing agency with a rich history of housing programs that help families succeed and become self-sufficient

The Fairfax County Redevelopment and Housing Authority (FCRHA) is a perennial High Performing agency and is a nationally-recognized affordable housing innovator. The FCRHA has gone beyond simply using its resources to provide a roof over the heads of low-income families, to designing programs that combine housing with services to help families move from poverty to self-sufficiency. In this sense, the FCRHA is not starting from scratch with its Moving to Work (MTW) application, but using the flexibility offered in the MTW demonstration to create more opportunities to build upon its successful programs. The MTW designation, and the regulatory relief and flexibility it provides, is critical to ensuring that the FCRHA can continue its THRIVE (Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment) initiative and make an even bigger difference in the lives of the families it serves. The FCRHA's vision– allowing the Fairfax County Department of Housing and Community Development (HCD) to reallocate resources to work more with families and less on paperwork – can only truly be attained with the regulatory relief it proposes in its MTW Plan. The FCRHA believes this approach, of providing both housing and services and skills, and its experience in developing successful programs doing just that, make the Fairfax County Redevelopment and Housing Authority an excellent choice as one of the next MTW agencies.

Described below are two programs designed and implemented by the FCRHA that illustrate our ability to move families beyond surviving and into "thriving" – the Partnership for Permanent Housing and Bridging Affordability.

Partnership for Permanent Housing

Fairfax County's Partnership for Permanent Housing (PPH) was a well-structured, successful model for moving homeless households into permanent housing while at the same time creating a foundation of sustainable self-sufficiency. The objective of PPH was to assist homeless families living in shelters address challenges that can prevent them from attaining stable housing and self-sufficiency with the ultimate goal of moving participating families into homeownership. PPH served as a component to Fairfax County's overall Plan to Prevent and End Homelessness within ten years.

PPH was designed to assist 25 households to move from homelessness into homeownership or permanent housing within a five-year period. Case management and other services are provided to the families along with rental subsidies funded through federal HOME-funded Tenant Based Rental Assistance (TBRA) vouchers and Housing Choice Vouchers. All

homeless families living in Fairfax County in either homeless shelters or transitional housing programs were eligible to apply for PPH.

Similar to the FCRHA's planned approach to MTW, the PPH program was designed to provide a comprehensive array of services to participants, provided both by county staff and a network of non-profit organizations, with the goal of moving households toward self-sufficiency. Fairfax County's Partnership for Permanent Housing program won a National Association of Redevelopment and Housing Officials (NAHRO) Award of Merit in 2009. PPH has provided a workable model for the THRIVE and MTW initiative.

Bridging Affordability

Fairfax County's new Bridging Affordability program, which began operation in FY 2012, is a locally-funded rental subsidy program for income-eligible households who are either:
1) homeless; or 2) on one of the county's waiting lists for affordable housing. The program was developed through the collective effort of non-profit organizations, community advocates, the FCRHA, Fairfax-Falls Church Community Services Board, and the Fairfax County Office to Prevent and End Homelessness. Bridging Affordability is operated by a collaborative of nine non-profit organizations led by Northern Virginia Family Service (NVFS), under contract with Fairfax County. Fairfax County provides rental subsidies, up to the Fair Market Rent, similar to HUD's Housing Choice Voucher program. Non-profit organizations manage the eligibility process, assist families in locating units, and provide services to families in an effort to achieve self-sufficiency and preparation for permanent unassisted housing. In the first Bridging Affordability project, NVFS leveraged over $6.5 million in cash, non-cash and volunteer resources. These resources cover a wide variety of services, including supporting case managers, employment specialists, and housing locators. Resources all include transportation, health services, and additional subsidies, etc. Like the FCRHA's Housing Choice Voucher program, the Bridging Affordability Program can be used across the county, and expands housing options for low-income households, including persons with disabilities.

It is anticipated that the first allocation of Bridging Affordability funds will provide rental subsidies to over 300 homeless individuals and families over the three year contract with NVFS. Of the funds provided to NVFS, 10% are dedicated to families with physical or sensory disabilities and another 10% to families eligible for services provided by the Fairfax-Falls Church Community Services Board (CSB). The CSB serves households with or at risk of developmental delay, intellectual disabilities, mental illness, and alcohol or drug use or dependency. The locally-funded Bridging Affordability Program is contemplated to provide a gateway to federal housing programs under the FCRHA's MTW Plan.

The FCRHA has a track record of working with partners, both Fairfax County government agencies and nonprofit organizations, to leverage resources and create innovative programs

The FCRHA MTW Plan provides a framework to connect services and supports from the private, non-profit and government sectors – the foundation of the THRIVE initiative. The FCRHA is in the unique position of being not only an independent local housing authority but an integral part of local county government at the same time. This integration, along with well-established partnerships with non-profit providers, creates the framework necessary to connect services and supports to affordable housing. Through its affordable housing stock and federal and local rental subsidy programs as well as its capacity to develop and finance affordable housing, the FCRHA provides a key portion of the affordable housing continuum of the MTW Plan.

Especially significant to the success of the MTW Plan is the FCRHA's close relationship with the county government, and particularly its integrated operations with the county's Department of Housing and Community Development. Because HCD is part of the County's highly successful human services system, the FCRHA will be able to tap the resources, services, programs and supports available through the County's many human services agencies. They include: programs for seniors, those with disabilities, children, adult protective services, women and victims of domestic violence (through the Department of Family Services); services for those with mental health, alcohol and drug problems and developmental disabilities (through the Community Services Board); programs to prevent and end homelessness (through the Office to Prevent and End Homelessness); preventive health and clinic services (through the Health Department); and teen, community and therapeutic programs (through the Department of Neighborhood and Community Services). The FCRHA understands that "success" will have have different meanings for different families – for some, it may be homeownership or market-rate housing, for others, it may mean a safe place to call home coupled with supportive services. The services in the FCRHA's MTW Plan are expected to help all of the FCRHA's residents – regardless of age or disability – work toward achieving greater independence.

The FCRHA has deep roots in the community with long-standing partnerships with non-profit organizations. The non-profits provide a range of key services and supports that underlie a successful MTW effort, including housing locator assistance, child care, job readiness training and job placement; after-school programs and other critical help and services.

The FCRHA recognizes the importance of evaluating all the activities proposed in its MTW Plan, and has built a partnership with George Mason University's Center for Regional Analysis and its Center for Social Science Research. The Center for Regional Analysis, which is the "go to" organization for economic, demographic and housing data and analysis within the Washington and Northern Virginia regions, will lead the effort to evaluate all activities proposed by the FCRHA, and the Center for Social Science Research will design and evaluate the innovative rent reform controlled study described in the FCRHA's MTW Plan.

The FCRHA already has the right technology to implement its Moving to Work Plan

The FCRHA's Public Housing, Housing Choice Voucher, Multi-Family, and Fairfax County Rental Programs are supported by Yardi Systems Voyager PHA Software. Yardi Voyager™ PHA software is a comprehensive solution for subsidized housing that integrates compliance, accounting, and property management in a single, centralized database. The web-based system guides PHAs through regulatory procedures, automates workflows, and eliminates redundant data entry which increases staff productivity, improves operational efficiency, and helps reduce costs.

The following MTW-designated PHAs currently use Yardi Voyager PHA to manage their MTW programs:

- Alaska Finance Housing Corporation
- Boulder Housing Partners
- Charlotte Housing Authority
- Chicago Housing Authority
- Portage Housing Authority
- Housing Authority of Portland
- San Mateo County Housing Authority

In addition, Yardi is currently working with the following MTW-designated PHAs to implement their MTW programs:

- Atlanta Housing Authority
- San Diego Housing Commission
- Seattle Housing Authority

Whenever possible, Yardi is an active participant in MTW specific meetings or conferences and participates in all conference calls hosted by HUD. When needed, Yardi works directly with the MTW agency and HUD on client specific issues.

(3) FCRHA's innovation and creativity within HUD's Programs

Innovation and creativity in Resident Opportunities and Supportive Services and Family Self Sufficiency

The Fairfax County Department of Housing and Community Development (HCD), under the guidance of the FCRHA, established the Partnership for Resident Opportunities, Growth, Resources and Economic Self-Sufficiency (PROGRESS) Center - a resource to assist some of the most vulnerable tenants of and applicants to Fairfax County affordable housing programs and to assist others achieve self-sufficiency. The PROGRESS Center – a 2012 winner of awards from both the National Association of Housing and Redevelopment Officials (NAHRO) and the National Association of Counties (NACo) – houses the Resident Opportunities and Supportive Services (ROSS) and Family Self-Sufficiency (FSS) programs, among many other activities. Staffed by existing employees with a rich background and experience in HUD housing programs and human services, the PROGRESS Center's approach includes:

The PROGRESS Center of the Fairfax County Department of Housing & Community Development

- Intervention to address difficult resident crises and client issues;
- Collaboration with human services agencies and non-profits to coordinate needed services and assistance;
- Efforts to give residents who may be facing eviction a second chance by showing them practical ways to resolve their issues and linking them to ongoing supportive services;
- Job training and placement opportunities;
- Connections to the local community college and other educational resources; and
- Special supportive services such as Earned Income Tax assistance, financial literacy and budgeting classes, healthy living seminars for seniors, summer lunch programs and community gardens.

Fairfax County is blessed with a wide range of human service agencies and non-profit organizations which offer a wealth of programs and resources. As comprehensive as the network is, it can be complex and daunting to a resident who may be overwhelmed by their language skills, health, and time or transportation barriers. The PROGRESS Center takes an innovative approach to self-sufficiency and housing success in the way it "connects the dots" by linking residents in crisis with existing supportive services. Service Coordinators at the PROGRESS Center, primarily funded through the ROSS Service Coordinator program, connect the resident to appropriate supportive services, sometimes by just leading the way

(3) FCRHA's innovation and creativity within HUD's Programs

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and other times by hand-holding the client. This approach saves money in that the FCRHA does not need to re-create existing services, but rather tap into them in the most effective and efficient manner.

In addition to connecting residents with existing supportive services, Service Coordinators help individuals in need of employment and better job skills to access the resources of the SkillSource Group, Inc. – the job training and placement services arm of the local Workforce Investment Board and facilitate training for FCRHA staff on critical skills and topics that help to provide better customer service. Trainings have included a simulation of the life of a family in poverty, resources for elderly and disabled populations, and identifying and working with hoarders.

HUD's FSS Program is a structured approach to helping individuals and families succeed with an emphasis on transitioning out of subsidized housing. Participants in the FCRHA's FSS program are prepared for graduation through regular case management, progress assessments, and resource coordination. FCRHA FSS staff coordinates with the Northern Virginia Community College for education and job training opportunities and has a direct link to the Fairfax County homeownership programs, helping FSS graduates to qualify for the County's affordable homeownership programs and reach the American Dream. Through a wide variety of other community partnerships, FSS is able to provide participants with services such as:

- Credit counseling and budget preparation;
- Computer literacy and keyboarding;
- GED and ESL training;
- Job readiness and skills training;
- Entrepreneurship and small business creation;
- Health and wellness services; and
- Basic needs referrals.

The list of innovative and creative partnerships managed by the PROGRESS Center is long and wide reaching. There are recreation programs through the Neighborhood Community Services agency, including computer training, teen clubs and after-school programs – many of which are facilitated on our Public Housing properties. There are programs for seniors, including some native language programs. There are services for victims of domestic violence; mentoring programs for children and a variety of other opportunities and assistance, all designed to create a supportive environment that encourages independence, resourcefulness and self-sufficiency among FCRHA residents.

Innovation and creativity in Mixed-Finance Transactions

The FCRHA has been a leader in mixed-finance transactions for the past 20 years. The high cost of housing development in Northern Virginia compelled the FCRHA to seek creative ways to mix a variety of financing sources in order to achieve quality housing that is affordable.

While the FCRHA is a PHA, its portfolio has expanded beyond the federal Public Housing Program. The FCRHA owns 1,060 Public Housing units and another 2,564 units of housing

funded through a diverse array of other programs. The FCRHA is the managing general partner for 994 units of Low Income Housing Tax Credit (LIHTC) housing; owns and operates 194 units under FHA 236 financing; and 1,134 units of bond-financed housing.

The FCRHA is a local housing finance agency with extensive experience in issuing tax-exempt bonds. In the 1990s, the FCRHA was one of the first PHAs in the country to undertake mixed-finance projects which combined Public Housing and LIHTC. One of these properties preceded the HOPE VI program and may have laid the groundwork for that program. Both properties continue to operate today. The FCRHA has financed $567,862,000 in bonds, funding both for-profit and non-profit developers of housing. The FCRHA is creative in combining the county's HOME and CDBG allocations along with project-based vouchers to fund the "gap" and to ensure that the lowest income levels are proportionately served in each project.

In 2005, Fairfax County established a local affordable housing preservation fund, then known as the "Penny for Affordable Housing Fund" because the annual allocation was equal to one cent of the real estate tax rate. The Penny Fund was the centerpiece of Fairfax County's Affordable Housing Preservation Initiative. In total this fund has produced over $123 million in affordable housing. The county set a goal to preserve 1,000 units of affordable housing at a time when the real estate market was intense and affordable housing was being lost to speculators and condo conversions. The FCRHA not only achieved the 1,000 unit goal, but surpassed it, preserving over 2,400 units of affordable housing as of the end of FY 2011. One of the most innovative Penny Fund endeavors was the purchase of a 670-unit development, Wedgewood Manor, in Annandale, Virginia. The FCRHA used the Penny Fund along with government bonds to purchase this significant resource. The FCRHA entered into a long-term payment agreement with the County which covers the debt service on the property. The cash flow generated from the property's operations is subsequently dedicated to funding a rental subsidy program (Bridging Affordability).

The FCRHA has been a leader in public/private partnerships. By joining forces with private for-profit partners, the FCRHA has been able to develop affordable assisted living for seniors and affordable workforce housing. One of the most exciting projects is the upcoming Residences at the Government Center – a 270-unit development being built by a private developer on public land adjacent to county headquarters. The FCRHA was instrumental in providing the land through a ground lease and expects to finance the project through tax exempt bonds and 4% tax credits. Other impressive public/private partnerships are anticipated, including the redevelopment of The Crescent Apartments at Lake Anne in Reston, Virginia. The FCRHA will provide land through a ground lease and will allow the existing 180 units at the site to be redeveloped as approximately 900 units of residential, urban scale housing. This transaction will involve FCRHA financing, Low Income Housing Tax Credits, a ground lease, potential land consolidation and a mix of other financing tools.

It should also be noted that the Fairfax County Housing Blueprint, adopted by the Fairfax County Board of Supervisors in 2010, helps to guide the county's investment of affordable housing development funds, ensuring that the county's limited housing resources go to address the community's priorities.

Innovation and creativity in the use of Capital Fund Resources

The Fairfax County Redevelopment and Housing Authority has a long and successful track record in managing resources granted under the federal Capital Fund Program. This was most clearly demonstrated in 2009, when the FCRHA received an additional $2,294,177 for Public Housing modernization via the American Recovery and Reinvestment Act of 2009 (ARRA). Because the FCRHA had carefully planned for the renovation of its Public Housing stock, it had a list of literally "shovel ready" projects where ARRA funds could be immediately used. As a result of this planning, a total of five Public Housing properties containing nearly 300 units received rehabilitation, and the FCRHA's entire ARRA Capital Fund allocation was expended in about one year. The following rehabilitation projects were completed using ARRA Capital Fund Program resources:

- **Rosedale** (96 units; Mason District): Replaced HVAC system and central hot water heaters.
- **West Ford III** (59 units; Mount Vernon District): Replaced HVAC system; renovated community center to make the offices, bathrooms and laundry facilities handicapped accessible.
- **Barros Circle** (44 units; Sully District): Replaced roofing, HVAC system, hot water heaters, refrigerators, ranges, exhaust fans, and kitchen cabinets and siding.
- **Robinson Square** (46 units; Braddock District): Replaced siding.
- **Atrium** (37 units; Lee District): Replaced roofs.

(4) Most recent Public Housing Assessment System (PHAS) score and sub-scores

PHAS Score for Fiscal Year End 6/30/2011		
PHAS Indicators	**Score**	**Maximum Score**
Physical	33	40
Financial	25	25
Management	24	25
Capital Fund	10	10
Late Penalty Points	0	
PHAS Total Score	**92**	**100**
PHAS Designation	**High Performer**	

A copy of the letter with scores issued by the HUD Office of Public and Indian Housing, Real Estate Assessment Center is included as Attachment A.

(5) Most recent Section Eight Management Assessment Program (SEMAP) score

SEMAP Score Report for Fiscal Year End 6/30/2011	
Points Earned	148
Total Possible Points	145
Overall Score (in %)	102%
Overall Rating	High

A copy of the letter issued by the District of Columbia Field Office of Public Housing is included as Attachment B.

(6) HCV utilization rate and percent of HCV budget authority utilized

The Fairfax County Redevelopment and Housing Authority's Housing Choice Voucher (HCV) utilization rate as of June 1, 2012 was 97.33%. The FCRHA's HCV budget authority utilized in calendar year 2010 was 96.8%.[2]

(7) Public housing occupancy rate

The PHA's public housing occupancy rate as of June 1, 2012 is 98.6%.

(8) Certification that the last three Agency Plans were submitted on time

The Fairfax County Redevelopment and Housing Authority certifies that it has submitted the last three Agency Plans on time.

(9) Certification of compliance with HUD's asset management policy

The Fairfax County Redevelopment and Housing Authority certifies that it is in compliance with HUD's asset management policy.

(10) Request for authority to use and combine Section 8 and 9 assistance

The Fairfax County Redevelopment and Housing Authority does hereby request the authority to use and combine assistance received under Sections 8 and 9 of the 1937 Act to the extent necessary to implement its MTW Plan.

[2] The FCRHA received the maximum 20 points for SEMAP Indicator 13 (Lease-up) for fiscal year ending June 30, 2011."

C. MTW Plan

(1) MTW Plan for the PHA's first year of operation under the MTW demonstration, **following the order and format set forth in Attachment B of this Notice.**

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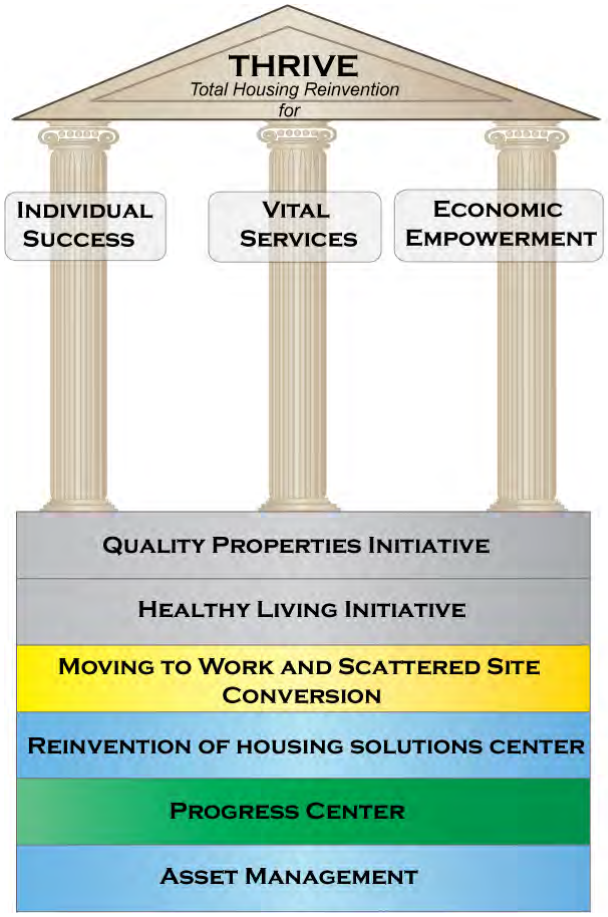
I. Introduction and Overview of the Agency's MTW goals and objectives for the year

Reinventing Housing: *Moving to Work and the THRIVE Initiative in Fairfax County, Virginia*



The Fairfax County Redevelopment and Housing Authority (FCRHA) serves one of the most dynamic and diverse jurisdictions in the nation, and is uniquely positioned – both in terms of past performance and community capacity – to implement Moving to Work (MTW). The FCRHA envisions MTW as the keystone of its 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 MTW Plan that every person and family in the FCRHA's programs do more than survive, the FCRHA wants them to thrive. The Plan 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 MTW Plan – as part of the THRIVE Initiative – 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.

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.

> "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*

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 – Bridging Affordability, Housing Choice Voucher or Public Housing, the Fairfax County Rental Program and Homeownership or Unsubsidized Housing – provide a range of housing types and subsidy levels, each tied to the attainment of certain self-sufficiency skills.

Moving Along the Housing Continuum

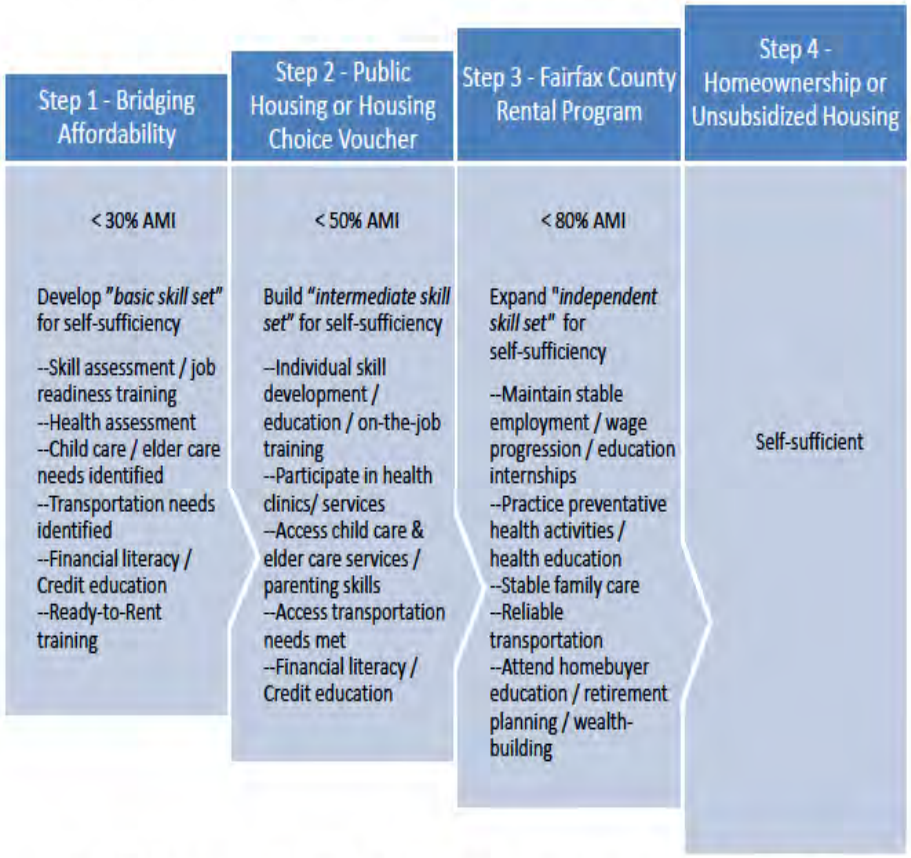
- **Step One - Bridging Affordability.** The County's Bridging Affordability rental subsidy program, is designed to serve extremely low-income households earning 30% of the Area Median Income (AMI) and below, including those who are homeless. In Step One, participating households will focus on building 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. To ensure long term success, the FCRHA is engaging private landlords to offer initial discounts on their market rate housing as a way to ease this transition.

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.

The MTW designation would allow 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, proposes to use 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 biannual 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".

A number of critical components of the THRIVE Initiative are already in place or underway:

FCRHA Partnerships in Action: Mondloch House

Mondloch House, a 45-bed homeless shelter owned by the FCRHA, is slated for renovation to create 20 much-needed affordable efficiency units. The Fairfax County Department of Housing and Community Development is developing the "Residences at Mondloch" in partnership with the FCRHA, the Fairfax County Office to Prevent and End Homelessness (OPEH), New Hope Housing (a local non-profit), and other community partners.

Mondloch House is currently operated by New Hope Housing under contract with OPEH. Both New Hope Housing and OPEH expressed an interest in upgrading the building and improving its functionality to provide efficiency units for formerly homeless adults under a Housing First Program. The project is expected to renovate the existing 8,463 square foot building and add 2,953 square feet of new floor space.

Renovation of Mondloch House is expected to begin in June 2012 with an anticipated completion date of June 2013. An estimated $3,353,204 will be used for substantial renovation of the existing homeless shelter facility and conversion to residential studio units for "Housing First."

The PROGRESS Center: This new unit, staffed by dedicated professionals with a broad array of cross-cutting skills, provides crisis intervention for residents, access to self-sufficiency programs and resources, and coordinates the FCRHA's Section 3 compliance. The PROGRESS Center would be expanded under MTW.

Asset Management Division: Established in response to HUD's asset-based management requirements, this new division provides professional management for the "business" aspects of the FCRHA's federal Public Housing and local Fairfax County Rental Program portfolio – critical in this time of diminishing resources.

Housing Solutions Center: The FCRHA is also in the process of reinventing the public "face" of its housing programs, making its housing application process more customer-driven and geared toward finding holistic affordable housing solutions – not just processing paperwork.

Quality Properties and Healthy Living Initiatives: The FCRHA plans to implement two other initiatives to enhance property maintenance and healthy living choices for residents.

MTW will allow the FCRHA to significantly enhance the impact it has on its families and the community as a whole. For the FCRHA's residents, the benefits include:

- **Less intrusion, less paperwork:** Most customers will only need to go through the full recertification process every other year, instead of annually. Elderly and disabled families on a fixed income will only need to recertify every three years.
- **Saving for the Future:** Residents and voucher participants may have an opportunity to have a portion of their income

FCRHA Partnerships in Action: Christian Relief Services Transitional Housing Program

Christian Relief Services, the FCRHA and Fairfax County have a long-standing, successful partnership to provide housing and services to homeless families. Christian Relief Services (CRS), a non-profit organization, uses Community Development Block Grant (CDBG) and other federal funding provided by Fairfax County for its Homeless Transitional Housing program. The goal of this program is to bridge the gap when permanent housing is not available at the time the household leaves an emergency shelter. The program provides opportunities for motivated participants to obtain the necessary skills, income, and services to obtain permanent housing and achieve self-sufficiency. As a part of the program, CRS provides clients with case management, support services, budgeting and financial management counseling.

CRS provides transitional housing for formerly homeless households exiting emergency shelters, including seniors, persons with disabilities and victims of domestic violence. Most recently, the FCRHA has used federal funding to finance the acquisition and/or rehabilitation by CRS of three properties, which provide seven beds of permanent supportive housing.

CRS also receives CDBG funding through Fairfax County's Consolidated Community Funding Pool (CCFP) to provide case management support, financial management training, and housing counseling and advocacy services.

Since 1993, CRS has received $1,079,018 in CDBG support under the Consolidated Community Funding Pool, which CRS has leveraged with over $9.7 million in resources, including over $3.5 million in cash and more than $6.2 million in non-cash and volunteer resources to provide these public services - a leveraging ratio of 9:1.

increases go into a savings account instead of paying more rent, giving them an opportunity to save for goals including education, buying a home or retirement.

- **Opportunities to Grow:** Families will be provided the services they need to pursue opportunities, such as finding a better job, more education, and English language skills.
- **Focusing on Customer Needs:** FCRHA staff will be able to spend less time on paperwork and verifications and more time focusing on families. This new relationship will help families in setting their own goals and in connecting them to the right services and support networks.
- **Rebates for Good Housekeeping:** Families who maintain their homes well help reduce the maintenance costs to the FCRHA. Good housekeepers will be rewarded with a rebate at the end of each year.
- **New Options for Persons with Special Needs:** Residents who have a disability or are elderly may choose their level of participation in many aspects of the THRIVE/MTW program.
- **A Path to Recovery:** For individuals with health problems or substance abuse issues, or those with disabilities, the FCRHA's THRIVE/MTW program will provide a connection to services from other County agencies and non-profit organizations – services aimed at helping with recovery and being successful in housing.
- **Getting on the Road to Self-Sufficiency:** The FCRHA will work with residents to move them from dependency on public subsidies and programs to becoming self-sufficient. THRIVE/MTW will assist residents every step of the way through services, resources and support. The goal will be to move ahead in every aspect of life – most especially in housing. The goal is to have the FCRHA's families move along the Housing Continuum from deeply subsidized housing (the local rental subsidy program, Housing Choice Voucher and Public Housing) on to moderate priced housing (the Fairfax County Rental Program) and eventually on to market rate rental housing or homeownership.

The FCRHA's Housing Continuum will move families toward self-sufficiency and, for those who are able, serve as a gateway to homeownership and market rental housing. By fostering self-sufficiency, attrition will create new opportunities for households with the greatest needs to be served; households moving off of the program will have enhanced skills that make them – and the Fairfax County community – economically stronger.

The designation of the FCRHA as an MTW agency will result in an even stronger partnership between the FCRHA and HUD:

- **Leverage:** The MTW designation will allow for further leveraging of federal resources by greater access to local services and housing programs. The Bridging Affordability program, a locally-funded rental subsidy program intended to serve as the first step in the Housing Continuum - brings more than $4 million to the table each year in rental subsidies. The current Bridging Affordability contract is expected to leverage nearly $7 million in non-profit services and rental housing over three years. In addition, as part of the Housing Continuum, the FCRHA will provide access to the Fairfax County Rental Program for households moving off of the federal programs as they achieve greater self-sufficiency.
- **Replicability:** The THRIVE model is one that can be replicated by other PHAs and communities around the country. PHAs that operate local rental housing and tenant

subsidy programs can replicate the Housing Continuum by creating a gateway into the federally-subsidized programs, and a "soft landing" as they move off those programs and toward self-sufficiency. In addition, the FCRHA's unique rent strategy concept for incentivizing families to increase their income can be reproduced by other PHAs. This alternate rent strategy proposes a short term reduction in family share with incremental increases in the family share every two years; a portion of the family share is invested in a an escrow savings account accessible as families achieve self-sufficiency goals and a portion of the family share is appropriated for the cost of services.

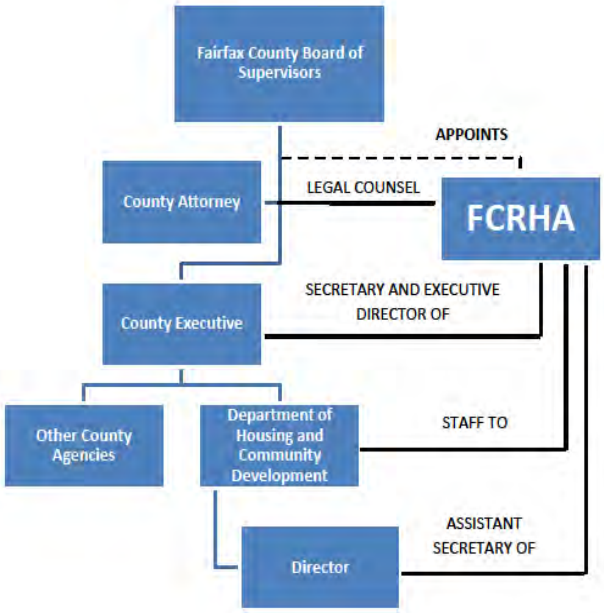
- **Cost Effectiveness:** The THRIVE model relies on a local program, Bridging Affordability – as a gateway to ready families to be responsible tenants and to start their path to self-sufficiency. Bridging Affordability provides services and other supports, allowing households to increase household income; move through the Housing Continuum, and make available deep-subsidy housing resources for new low-income families.

Positioned for Success

The FCRHA MTW Plan provides a framework to connect services and supports from the private, non-profit and government sectors – the foundation of the THRIVE initiative. The FCRHA is in the unique position of being not only an independent local housing authority but an integral part of local county government at the same time. This integration, along with well-established partnerships with non-profit providers, creates the framework necessary to connect services and supports to affordable housing. Through its affordable housing stock and federal and local rental subsidy programs as well as its capacity to develop and finance affordable housing, the FCRHA provides a key portion of the Housing Continuum.

Especially significant to the success of the MTW Plan is the FCRHA's close relationship with the County government, and particularly its integrated operations with the county's Department of Housing and Community Development (HCD). Because HCD is part of the County's highly successful human services system, the FCRHA will be able to tap the resources, services, programs and supports available through the County's many human services agencies. They include: programs for seniors, those with disabilities, children, adult protective services, women and victims of domestic violence through the Department of Family Services; services for those with mental health, alcohol and drug problems and

Fairfax County and the FCRHA: A Seamless Partnership



developmental disabilities through the Community Services Board; programs to prevent and end homelessness through the Office to Prevent and End Homelessness; preventive health and clinic services through the Health Department; and teen, community and therapeutic programs through the Department of Neighborhood and Community Services.

The FCRHA has deep roots in the community with long-standing partnerships with non-profit organizations. The non-profits provide a range of key services and supports that underlie a successful MTW effort, including housing locator assistance, child care, job readiness training and job placement; after-school programs and other critical help and services.

The MTW Plan connects the dots among the array of providers throughout the County, making a direct link between affordable housing, services and self-sufficiency. The key impact to the community will be the synergy and efficiency that will result from this new and important framework.

A well-grounded approach *consistent with HUD's MTW goals*

This application is the result of many years of working to re-invent how the FCRHA manages its federal and local housing programs, to make them more customer-friendly, sustainable, and, most critically, focused on moving to self-sufficiency.

The FCRHA's MTW Goals and Objectives

The FCRHA's MTW approach addresses the three mandatory MTW statutory goals and additional objectives, which include:

- Achieving greater cost effectiveness in the use of federal resources;
- Increasing housing choice for eligible low-income families;
- Giving incentives for 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;
- Piloting rent policies that will encourage self-sufficiency and assure accurate reporting of income;
- Leveraging local and federal resources to serve the same or larger number of families while preserving, transforming, and revitalizing Public Housing; and
- Changing or eliminating existing local preferences to better align resources with community needs.

The FCRHA's First-Year Activities under MTW:

- Create a gateway to the federal programs for those at the first step of the Housing Continuum, using the Fairfax County Bridging Affordability Program.
- Develop a basic skill set for self-sufficiency including skills assessment/job readiness training; health assessment and services referrals; identified transportation needs; training in basic financial literacy and credit education; and ready-to-rent training.
- Utilize an assessment tool for all participating MTW households and match them to the right fit for housing assistance and services.
- Renew existing partnerships with the Northern Virginia Workforce Investment Board and its affiliate, SkillSource Group, Inc. for skills assessments, job training and certification and placement into employment.
- Expand existing partnerships with non-profits, such as Northern Virginia Family Service, for job readiness training.
- Expand partnerships with the Fairfax-Falls Church Community Services Board and the Fairfax County Health Department for mental and other health services, clinics and education.

- Undertake an alternate rent strategy that will allow participating residents to establish escrow accounts using a portion of rising income for this purpose, as an incentive for wage progression and increasing self-sufficiency.
- Imbed the PROGRESS Center model for all FCRHA operated federal programs.
- Reduce frequency of reexaminations to allow more staff time to be devoted to helping families set goals and connecting them with services.
- Eliminate mandatory Earned Income Disregard calculation.
- Streamline Housing Choice Voucher and Public Housing inspection processes that will encourage good housekeeping by providing rebates.
- Institute a work requirement for all non-exempt families in Public Housing and Housing Choice Voucher programs.
- Design and initiate a rent reform controlled study.
- Evaluate the Moving to Work block grant.
- Dispose of scattered-site Public Housing units to an FCRHA-affiliated entity and implement project-based Section 8 assistance at those units to facilitate rehabilitation needs of the units, deconcentrate poverty, and streamline management efficiencies at those widely-dispersed units.
- Train staff in the new MTW model.

See Section V for detailed explanations of each activity.

FCRHA Partnerships in Action: George Mason University

The principal mission of the George Mason University Center for Regional Analysis is to provide research and analytical services to local governments, community organizations and businesses in the Washington DC region focusing on economic, housing, demographic, transportation, and fiscal trends and forecasts. Over the past two decades, the Center for Regional Analysis has become the "go to" organization for economic, demographic and housing data and analysis within the Washington and Northern Virginia regions and is cited locally and nationally as the source of information for the media, research scholars, and investors interested in understanding the region.

The Center for Regional Analysis has a long-standing relationship with Fairfax County and has partnered with the County government on a number of research projects. For 12 years, the Center published monthly the Fairfax Economic Index, a measure of the current and near-term future performance of the County's economy. More recently, the Center has provided research support and policy analysis on a number of housing-related issues in Fairfax County, working closely with FCRHA staff. In 2006, the Center helped develop a definition of "moderate income" for the County's housing programs. In 2007, the Center produced an analysis of issues affecting the availability of affordable housing in the County and produced forecasts of the workforce housing needed out to 2025, with a breakdown of housing demand by tenure and income level.

The Center, and George Mason's Center for Social Science Research (CSSR), will continue this effective partnership throughout the FCRHA's MTW designation. Specifically, the Center for Regional Analysis will lead the effort to evaluate all activities proposed by the FCRHA in this application, and the CSSR will design and evaluate the rent reform controlled study described in detail in Section V of the MTW Plan.

<u>Fairfax County:</u> *A sound investment of HUD's <u>first</u> MTW designation in the Commonwealth of Virginia.*

<u>About Fairfax County:</u> Fairfax County, Virginia is an ideal community to participate in HUD's Moving to Work (MTW) program because it can provide evidence of how innovative housing strategies can have positive outcomes in communities undergoing demographic and economic change. Fairfax County can serve as a prototype for the types of changes many other communities across the country will be experiencing over the next decade. Other communities that are earlier in the period of transition could learn from the strategies Fairfax County is proposing to implement before they find themselves in the middle of major demographic and economic transitions. With a population of 1,081,726[1], Fairfax County is the most populous jurisdiction in Virginia, and is a rapidly urbanizing, highly diverse community. Fairfax County has a high median income but also a high cost of living, particularly housing. The county has a comparatively strong job market thanks in part to its proximity to the national capital. However, Fairfax County is a community with <u>many</u> housing needs.

In spite of the slow pace of the economic recovery, Fairfax County remained one of the highest cost areas for housing in the nation in 2011. The County has more than 55,000 people living below the poverty level – more than the entire population of most of Virginia's 134

[1] US Census Bureau: "QuickFacts"; 2011 population estimate.

jurisdictions.[2] According to the Virginia Tech Center for Housing Research, Fairfax County has an affordable housing gap of more than 28,000 units for low- and moderate-income renters.

According to the *2010 US Census Bureau American Community Survey*, there were an estimated 78,662 households in Fairfax County earning less than $50,000 per year, or about 48 percent of the Area Median Income (AMI) for a family of four of $103,100. In Fairfax County, the National Low Income Housing Coalition's Out of Reach 2011 report found that the annual salary needed to afford a two-bedroom apartment at the HUD Fair Market Rent (FMR) of $1,461 was $58,440 – nearly 60 percent of the AMI for a family of four. According to the report, a minimum wage earner would have to work nearly four full time jobs to afford a two-bedroom unit at the FMR in Fairfax County.

The recent decrease in housing prices associated with the recession may have relieved some of the pressure in the sales market; however, tighter credit standards, a continued reasonably healthy job market and above average housing prices compared to the rest of the country, continue to make Fairfax County a profoundly challenging housing market for low- and moderate-income working households. This is particularly true for new entrants into the housing market who are coming to pursue new jobs in Fairfax County. Based on job growth and housing data prepared by the Center for Regional Analysis at George Mason University, it is estimated that Fairfax County will need approximately 50,206 net new housing units affordable to low and moderate income working households earning up to approximately 120 percent of

Fairfax County: On the Leading Edge of the Changing Face of America

The US Census Bureau predicts that by 2042, the United States will be majority-minority. According to recent Census data, minorities accounted for more than 50 percent of all births for the first time in 2011. **Fairfax County is at the leading edge of these compelling demographic changes.** While Fairfax County is still majority white, the share of the white (non-Hispanic) population dropped from 64.4% of the population in 2000 to 54.6% a decade later. This Hispanic/Latino population grew from 11.0% in 2000 to 15.6% in 2010; the Asian population grew from 13.0% in 2000 to 17.5% in 2010.

Fairfax County will likely be majority-minority within the decade. Currently, a majority (52.4%) of the county's under 18 population is minority. These demographic trends are playing out in jurisdictions across the country, and Fairfax County can serve as a leading indicator of these changing racial and ethnic patterns.

The racial/ethnic composition of the County's renters has already shifted to majority-minority. In 2000, non-Hispanic whites accounted for 56.7% of all occupied rental units in the County. By 2010, non-Hispanic whites were just 47.1% of all renters in Fairfax County. The share of renters that is Hispanic grew from 11.8% in 2000 to 17.% in 2010, an increase of over 9,100 households. The share of renters that are Asian also increased from 13.0% in 2000 to 16.1% in 2010.

Fairfax County provides a preview of what's to come in many other jurisdictions across the country because of its rapidly changing demographics. **Fairfax County is also a leader in terms of the recovery of the housing market.** Fairfax County experienced the housing boom and bust like the rest of the country. But the housing market is in full recovery mode, with average home prices up every month for more than two years. While affordability has disappeared from discussions in many housing markets, Fairfax County has been acutely aware of affordability issues that will only exacerbate as the housing market continues to improve and upward pressure is put on both home prices and rents. **Fairfax County can be a leader with innovative housing strategies that other communities can use as their housing markets strengthen and affordability issues move back to the forefront.**

[2] US Census Bureau: "QuickFacts; 2011 poverty estimate; 2009 population estimates.

the AMI.[3] This gap in housing affordability can affect the ability of employers, including the county, to attract employees crucial to the health and safety of the community, as well as to the county's continued economic success. (**Note:** The GMU Center for Regional Analysis is Fairfax County's program evaluation partner for its MTW application.)

As of September 2011, the total unduplicated households (families and individuals) on the waiting list for the county's three principal affordable housing programs – the federal Housing Choice Voucher and Public Housing programs, and the local Fairfax County Rental Program – was 12,113. There are additional households on the waiting lists for homeless shelters and Fairfax-Falls Church Community Services Board services.

Affordable housing has enjoyed significant support in Fairfax County in recent years, including a substantial investment of local dollars by the Board of Supervisors. Fairfax County has made significant investments of local dollars in the preservation and production of affordable housing and rental subsidies. This has been particularly the case over the last eight years, as the stock of privately-owned subsidized units and non-subsidized rental housing with modest rents in the County has been declining due to owners repositioning their properties in the market, prepaying their federally subsidized mortgages, and other factors. In response to these conditions, the Board of Supervisors created an Affordable Housing Preservation Initiative, with a goal of preserving 1,000 units. The centerpiece of this initiative was the creation of a local affordable housing fund, which has produced more than $123 million for affordable housing preservation, development and rental subsidies. The County's Preservation Initiative has preserved more than 2,400 units of affordable housing since 2004.

About the FCRHA: The Fairfax County Redevelopment and Housing Authority has a long history of successful innovation and creativity. The FCRHA, established in 1966 following a voter referendum, has been recognized nationally for its innovative approaches to affordable housing through numerous awards.

The FCRHA provides a diverse array of affordable housing programs.

The FCRHA operates three principal affordable housing programs: the federal Public Housing and Housing Choice Voucher programs, and the Fairfax County Rental Program. The following describes the FCRHA's recent (Fiscal Year 2011) performance with these programs:

- Housing Choice Voucher Program: Average household income served in FY 2011 was $20,032, or approximately 21% of AMI for an average family size of three. Most new households leasing earn approximately 30% AMI. A total of 3,537 vouchers are authorized; a total of 9,103 individuals were housed in FY 2011. HUD High Performer.
- Public Housing Program: Average household income served in FY 2011 was $22,334, or approximately 23% of AMI for an average family size of three. Most new households leasing earn approximately 30% AMI. The FCRHA operates 1,060 Public Housing units; a total of 2,839 persons were housed in FY 2011. HUD High Performer.

[3] George Mason University, Center for Regional Analysis, *"Housing the Region's Future Workforce: Policy Challenges for Local Jurisdictions"*, October 2011

- Fairfax County Rental Program

  - ***Multifamily:*** Includes rental property owned by the FCRHA and developed with funds other than Public Housing or Housing Choice Voucher funds, such as Low Income Housing Tax Credits (LIHTC). FCRP generally serves working households with incomes slightly higher than those households living in Public Housing and or participating in the Housing Choice Voucher program. Housing managed under the FCRP include multifamily housing, magnet workforce housing for police, firefighters, Fairfax County Public Schools (FCPS) teachers and bus drivers, housing for families, single persons, seniors, and supportive housing for special populations. The FCRP generally serves a range of household incomes from the low teens up to 80% of AMI, depending on the program component and the property. Average household income served in FY 2011 was $36,290, or approximately 38% of the AMI for an average family size of three. There are a total of 1,929 multifamily units and 19 residential studio units in the FCRP; a total of 5,578 persons were housed in FY 2011.

  - ***Senior Housing:*** Includes eight independent senior living properties included in the Fairfax County Rental Program and the two assisted living facilities. Average income served in FY 2011 in assisted living was $16,783, or 23% of AMI for a family of one. The average in independent living was $17,121, or 23% of AMI for a family of one. The FCRHA owns a total of 112 beds of assisted living, and 504 independent living units.

The average household income served in these programs in FY 2011 was $25,905, or approximately 27 percent of the AMI for a family of three; this meets the federal definition of "extremely low income".

Fairfax County's new **"Bridging Affordability" program**, which began operation in FY 2012, is a locally-funded rental subsidy provided to income-eligible households who are either 1) homeless; or 2) on one of the County's waiting lists for affordable housing. The program was developed through the collective effort of non-profit organizations, community advocates, the FCRHA, Fairfax-Falls Church Community Services Board, and the Fairfax County Office to Prevent and End Homelessness. Bridging Affordability is operated by a collaborative of nine non-profit organizations led by Northern Virginia Family Service (NVFS), under contract with Fairfax County. It is expected that, under MTW, Bridging Affordability will become the gateway into the FCRHA's affordable housing programs – the first step in the Housing Continuum. Bridging Affordability is currently funded through an annual allocation by the Board of Supervisors. It is anticipated that the first allocation of Bridging Affordability funds will provide rental subsidies to over 300 homeless individuals and families over the three year contract with NVFS.

The FCRHA is a nationally-recognized affordable housing innovator.

DRAFT HOUSING BLUEPRINT: AT A GLANCE – FY 2013 REV. 1-31-2012

GOAL

NEED

NEW OPPORTUNITIES FY 2013

BRIDGING AFFORDABILITY PROGRAM

COUNTY FUNDING NEEDED

FY 2013 TARGET

196	84	485	435

COMMUNITY CHALLENGE TO CLOSE FY 2013 GAP

OTHER COUNTY EFFORTS IN CONCEPT

CROSS-CUTTING INITIATIVES – FY 2013 AND BEYOND

The FCRHA's application for designation as an MTW agency is further demonstration of the agency's creative approach to serving its residents and providing affordable housing. Examples of the FCRHA's innovative approach to managing affordable housing programs include:

- **Innovation in Planning – *The Housing Blueprint:*** In January of 2010, the Fairfax County Board of Supervisors adopted a "Housing Blueprint" which established the County's affordable housing policy direction for FY 2011 and beyond. The Housing Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time homebuyers. The goals and priorities set forth in the Housing Blueprint were the product of input gathered through the process of bringing together the FCRHA, county officials and staff, representatives from the non-profit community and for-profit development sector, and the citizens of Fairfax County and supplemented by data compiled from local sources, HUD, and the U.S. Census.

The Housing Blueprint established four principal housing goals for Fairfax County:

1) To prevent and end homelessness in 10 years;
2) To provide affordable housing options for persons with special needs;
3) To streamline and reduce the county's waiting lists by half in ten years; and
4) To increase workforce housing through creative partnerships and public policy.

Each year, with the leadership of the FCRHA, the community develops specific metrics for each goal and allocates resources to accomplish those metrics. Most of the resources invested through the Blueprint are managed by or derived from the FCRHA, including the Housing Choice Voucher and Public Housing programs.

The Housing Blueprint represents a consensus on priorities in Fairfax County, and has become the common "housing language" of the FCRHA, elected officials, advocates and the public.

Housing Blueprint Awards

In FY 2011, Fairfax County's Housing Blueprint was selected for two national awards: the **2011 National Association for County Community and Economic Development (NACCED) Award of Excellence** and the **2011 National Association of Counties Achievement Award**. In 2012, the Blueprint received a **National Award of Merit** from the **National Association of Housing and Redevelopment Officials**.

- **Innovation in Resident Supportive Services and Self Sufficiency Programming – *The PROGRESS Center:*** The Fairfax County Department of Housing and Community Development (HCD), under the guidance of the FCRHA, established the *Partnership for Resident Opportunities, Growth, Resources and Economic Self-Sufficiency (PROGRESS) Center* - a resource to assist some of the most vulnerable tenants of and applicants to Fairfax County affordable housing programs and to assist others achieve self-sufficiency. The PROGRESS Center houses the Resident Opportunities and Supportive Services (ROSS) and Family Self Sufficiency (FSS) programs, among many other activities. Staffed by existing employees with a rich background and experience in HUD housing programs and human services, the PROGRESS Center's approach includes:
  - ***Intervention*** to address difficult resident crises and client issues;
  - ***Collaboration*** with human services agencies and non-profits to coordinate needed services and assistance;
  - Efforts to give residents who may be facing eviction ***a second chance*** by showing them practical ways to resolve their issues and linking them to ongoing supportive services;
  - ***Job training*** and placement opportunities;
  - ***Connections*** to the local community college and other educational resources; and
  - ***Special supportive services*** such as Earned Income Tax assistance, financial literacy and budgeting classes, healthy living seminars for seniors, summer lunch programs and, community gardens.

  Fairfax County is blessed with a wide range of human service agencies and non-profit organizations which offer a wealth of programs and resources. As comprehensive as the network is, it can be complex and daunting to a resident who may be overwhelmed by their language skills, health, and time or transportation barriers. The PROGRESS Center takes an innovative approach to self-sufficiency and housing success in the way it "connects the dots" by linking residents in crisis with existing supportive services. Service Coordinators at the PROGRESS Center connect the resident to appropriate supportive services, sometimes by just leading the way and other times by hand-holding the client. This approach saves money in that the FCRHA does not need to re-create existing services, but rather tap into them in the most effective and efficient manner.

  For example, the FCRHA's PROGRESS Center typically becomes involved in a resident's life at the request of property managers, housing specialists, and occasionally agency finance staff when an issue is identified. In most cases, the presenting problem is non-payment of rent, however, as Service Coordinators work with the resident, there are many other contributing factors that emerge. Service Coordinators work to address each of these issues to stabilize the family and help preserve their housing.

  The PROGRESS Center helps individuals in need of employment and better job skills to access the resources of the SkillSource Group, Inc. – the job training and placement services arm of the local Workforce Investment Board. The FCRHA also taps into the hiring power of its contractors and other vendors by imposing and encouraging hiring requirements under the Section 3 program. The PROGRESS Center provides outreach and training to local contractors and vendors.

When a tenant faces a mental health crisis, the PROGRESS Center not only has an experienced mental health worker on staff, but can quickly access the mobile crisis team of the Community Services Board (CSB). The PROGRESS Center also works routinely with the residents and their CSB caseworkers. Through a close relationship with Northern Virginia Family Services, families who experience trauma or are in need of counseling and mental health treatment services can be referred to Multicultural Human Services for ongoing comprehensive care.

The PROGRESS Center also facilitates training for FCRHA staff on critical skills and topics that help to provide better customer service. Trainings have included a simulation in the life of families and individuals in poverty, resources for elderly and disabled populations, and identifying and working with hoarders.

The FSS Program is a structured approach to helping individuals and families succeed with an emphasis on transitioning out of subsidized housing. Participants are prepared for graduation through regular case management, progress assessments, and resource coordination. FSS coordinates with the Northern Virginia Community College for education and job training opportunities and has a direct link to the Fairfax County homeownership programs, helping FSS graduates to qualify for the County's affordable homeownership programs and reach the American Dream. Through a wide variety of other community partnerships, FSS is able to provide participants with services such as:

- Credit counseling and budget preparation;
- Computer literacy and keyboarding;
- GED and ESL training;
- Job readiness and skills training;
- Entrepreneurship and small business creation;
- Health and wellness services; and
- Basic needs referrals.

The list of innovative and creative partnerships managed by the PROGRESS Center is long and wide reaching. There are recreation programs through the Neighborhood Community Services agency, including computer training, teen clubs and after-school programs – many of which are facilitated on the FCRHA's Public Housing properties. There are programs for seniors, including some native language programs. There are services for victims of domestic violence; mentoring programs for children and a variety of other opportunities and assistance, all designed to create a supportive environment that encourages independence, resourcefulness and self-sufficiency among FCRHA residents.

FCRHA PROGRESS Center Awards

The partnerships and resources managed and coordinated by the FCRHA's PROGRESS Center are a unique model for capacity-building, and will play an essential role in implementing MTW and the THRIVE Housing Continuum in Fairfax County. In 2012, the PROGRESS Center received a **National Award of Merit from the National Association of Housing and Redevelopment Officials** and a **National Achievement Award** from the **National Association of Counties.**

- **Innovation in Mixed Finance Transactions – *A Historical Review:*** The FCRHA has been a leader in mixed finance transactions for the past 20 years. The high cost of housing development in Northern Virginia compelled the FCRHA to seek creative ways to mix a variety of financing sources in order to achieve quality housing that is affordable.

  While the FCRHA is a public housing authority, the Authority's portfolio has expanded beyond the federal Public Housing Program. The Authority owns 1,060 Public Housing units and another 2,564 units of housing funded through a diverse array of other programs. The Authority is the managing general partner for 994 units of Low Income Housing Tax Credit (LIHTC) housing; owns and operates 194 units under FHA 236 financing; and 1,134 units of bond-financed housing.

  The FCRHA is a local housing finance agency with extensive experience in issuing tax exempt bonds. The FCRHA has financed $567,862,000 in bonds, funding both for-profit and non-profit developers of housing. The FCRHA is creative in combining the county's HOME and CDBG allocations along with project-based vouchers to fund the "gap" and to ensure that the lowest income levels are proportionately served in each project. In the 1990s, the FCRHA was one of the first PHAs in the country to undertake mixed finance projects which combined Public Housing and LIHTC. One of these properties preceded the HOPE VI program and may have laid the groundwork for that program. Both properties continue to operate today.

  In 2005, Fairfax County established a local affordable housing preservation fund, then known as the "Penny for Affordable Housing Fund" because the annual allocation was equal to one cent of the real estate tax rate. The Penny Fund was the centerpiece of Fairfax County's Affordable Housing Preservation Initiative. In total this fund has produced over $123 million in affordable housing. The County set a goal to preserve 1,000 units of affordable housing at a time when the real estate market was intense and affordable housing was being lost to speculators and condo conversions. The FCRHA not only achieved the 1,000 unit goal, but surpassed it, preserving over 2,400 units of affordable housing as of the end of FY 2011. One of the most innovative Penny Fund endeavors was the purchase of a 670-unit development, Wedgewood Manor, in Annandale, Virginia. The FCRHA used the Penny Fund along with government bonds to purchase this significant resource. The FCRHA entered into a long-term payment agreement with the County which covers the debt service on the property. The cash flow generated from the property's operations is subsequently dedicated to funding a rental subsidy program (Bridging Affordability) for the homeless and disabled.

  The FCRHA has been a leader in public/private partnerships. By joining forces with private for-profit partners, the FCRHA has been able to develop affordable assisted living for seniors and affordable workforce housing. One of the most exciting projects is the upcoming Residences at the Government Center – a 270 unit development being built by a private developer on public land adjacent to county headquarters. The FCRHA was instrumental in providing the land through a ground lease and expects to finance the project through tax exempt bonds and 4% tax credits. Other impressive public/private partnerships

are anticipated, including the redevelopment of The Crescent Apartments at Lake Anne in Reston, Virginia. The FCRHA will provide land through a ground lease and will allow the existing 180 units at the site to be redeveloped as approximately 900 units of residential, urban scale housing. This transaction will involve FCRHA financing, Low Income Housing Tax Credits, a ground lease, potential land consolidation and a mix of other financing tools.

It should also be noted that the Housing Blueprint, discussed in detail earlier, helps to guide the county's investment of affordable housing development funds, ensuring that the county's limited housing resources go to address the community's priorities.

- **Innovation in Creating New Housing Programs with Federal Resources – *The Partnership for Permanent Housing Program:*** Fairfax County's Partnership for Permanent Housing (PPH) was a well-structured, successful model for moving homeless households into permanent housing while at the same time creating a foundation of sustainable self-sufficiency. The objective of PPH was to assist homeless families living in shelters address challenges that can prevent them from attaining stable housing and self-sufficiency with the ultimate goal of moving participating families into homeownership. PPH served as a component to Fairfax County's overall Plan to Prevent and End Homelessness within ten years.

Partnership for Permanent Housing: A Success Story

Luella Brown and her son Orlando

Luella Brown sought to overcome a life of abuse and indebtedness which had left her and her son homeless. Working with the PPH Program, Ms. Brown started on the path to self-sufficiency. With the support and guidance of PPH, Ms. Brown and her son completed their sweat equity hours and became homeowners at Habitat for Humanity's Maple Ridge community in Fairfax in 2010.

PPH was designed to assist 25 households move from homelessness into homeownership within a five-year period. Case management and other services are provided to the families along with rental subsidies which are provided through federal HOME-funded Tenant Based Rental Assistance (TBRA) vouchers and Housing Choice Vouchers. All homeless families living in Fairfax County in either homeless shelters or transitional housing programs were eligible to apply for PPH.

Similar to the FCRHA's planned approach to MTW, the PPH program was designed to provide a comprehensive array of services to participants, provided both by county staff and a network of non-profit organizations, with the goal of moving households toward self-sufficiency. PPH included many of the same supportive service elements included in the FCRHA MTW approach:

- **Case management** for participating families to meet regularly with their case manager, often weekly or as the needs of the families dictate;
- **Financial education** classes such as Out of Poverty, Credit Smart, and VHDA Homeownership education. Out of Poverty is a program with a curriculum that is taught by trained staff at Reston Interfaith and New Hope Housing. The program is geared toward serving individuals whose lives are habituated and sustained in poverty, assisting those clients to break unhealthy habits and develop new ones.
- **Credit Smart**, a financial literacy curriculum developed by Freddie Mac, is offered by a number of community organizations including Reston Interfaith, Our Daily Bread, the Northern Virginia Urban League, and the Fairfax County Department of Housing and Community Development.
- Virginia Housing Development Authority (VHDA) **homeownership education** was developed by the VHDA and is delivered by certified VHDA Homeownership volunteer trainers, many of whom are lenders.
- **Budgeting** and **credit repair** guidance;
- Eligibility for Fairfax County's First Time Homebuyers Program;
- Virginia **Individual Development Accounts**;
- In-kind resources from non-profits, such as Education Institute, backpacks, school supplies, and employment searches.

Fairfax County's Partnership for Permanent Housing program won a National Association of Redevelopment and Housing Officials Award of Merit in 2009. Lessons learned from this effort will be an important foundation for the FCRHA MTW Plan.

- **Innovation in Local Land Use – *Fairfax County Workforce Housing Policy and Affordable Dwelling Units Program:***

  - Workforce Housing Policy: Created in 2007 by the Board of Supervisors, with the leadership and guidance of the FCRHA, Fairfax County's Workforce Housing policy is a proffer-based incentive system designed to encourage the voluntary development of new housing affordable to a range of moderate-income workers in Fairfax County's high-rise/high-density areas. The county's Comprehensive Plan provides for a density bonus of up to one unit for every workforce unit provided by a developer, with the expectation that at least 12 percent of units in new developments be affordable or workforce housing. The Workforce Housing policy also provides for the administrative tools for the long-term administration of proffered workforce units, and addresses issues such as unit specifications, price and financing controls, covenants and occupancy. As of the end of FY 2011, approximately 1,286 Workforce Dwelling Units (WDU) had been committed by private developers in rezoning actions approved by the Board of Supervisors. A total of 14 rental workforce units had been constructed as of the end of FY 2011. Fairfax County's Workforce Housing Program was selected as winner of the Virginia Housing Award for the Best Housing Program in 2008.

  - Affordable Dwelling Unit Program: In addition to the Workforce Housing policy described above, the county also has an Affordable Dwelling Unit (ADU) program, adopted in 1990 as part of the Zoning Ordinance. The ADU program, which is

administered jointly by the FCRHA and the county, requires developers of certain housing developments to set aside up to 12.5 percent of the units as affordable housing (6.25 percent for multifamily rentals) in return for additional density granted at the time the development is built. The FCRHA has the right to acquire one-third of the ADUs for sale and to lease up to one-third of the rental units. The remaining units are sold or rented to moderate income households. As of January 2012, a total of 2,448 units (1,112 rentals and 1,336 for-sale condominiums) have been produced under the ADU program; the FCRHA has acquired 147 of the for-sale units, which are maintained as permanent affordable rental housing.

Fairfax County and the FCRHA: A unique partnership

The Fairfax County Redevelopment and Housing Authority (FCRHA) was approved by voter referendum in 1965 and established in 1966; in 1973, the Fairfax County Board of Supervisors established the Department of Housing and Community Development (HCD). HCD serves as the administrative arm of the FCRHA – an arrangement that is not found elsewhere in the Commonwealth of Virginia.

HCD administers the FCRHA's housing programs, including the federal Public Housing and Housing Choice Voucher programs, and the Fairfax County Rental program. HCD also manages housing and community development programs for the Board of Supervisors, including programs funded with federal Community Development Block Grant (CDBG) and HOME Investment Partnership funds, the first-time homebuyers program, and the Bridging Affordability program. Fairfax County provides not only staff to the FCRHA, but vital professional services such as legal counsel and financial management.

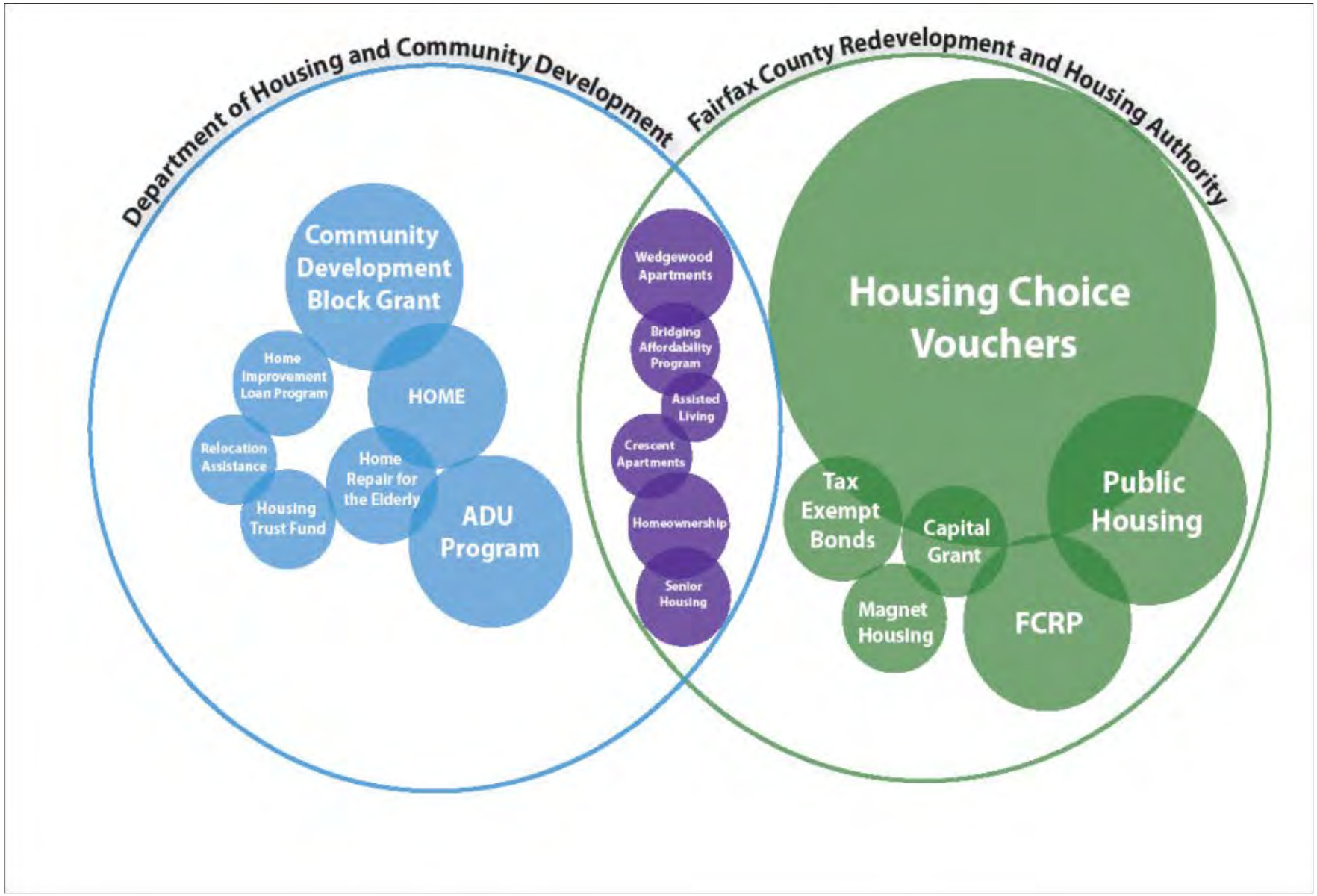
This highly unique partnership, by which a department of the local government acts as staff to the housing authority, allows for an unprecedented level of collaboration and integration for all of Fairfax County's housing programs. This collaboration and integration are essential elements of the approach proposed under THRIVE. Because the FCRHA's programs are staffed by an agency of local government, its programs are truly integrated into the rest of the county's human services delivery system. Designation as a Moving to Work agency would allow for even greater integration of the FCRHA's and the county's housing programs, and enhanced access to the County's human services offerings for participants in housing programs.

There are many examples of how this unique partnership between the FCRHA and Fairfax County provides added value and enhances the impact of the county's combined housing programs. Examples include Fairfax County's Lincolnia Senior Complex. The complex includes a senior living community comprised of 26 affordable rental apartments and 52 beds of assisted living. The rental apartments are affordable to low and moderate income seniors age 62 and over; the assisted living portion of the property serves seniors age 62 and over and persons with disabilities aged 55 and over. The Lincolnia senior residences are operated by the FCRHA. The property also includes a senior center, operated by the County's Department of Neighborhood and Community Services, which offers exercise classes, table games and

other social activities and cultural enrichment events; and an Adult Day Health Care Program operated by the county's Health Department, which serves residents of housing and the surrounding community. In addition to operating the housing and assisted living, HCD is responsible for managing and maintaining the entire facility. The Lincolnia complex is located in a former elementary school, which was renovated by HCD for housing and senior recreation purposes.

Another example of the unique partnership between the FCRHA, the county and their common non-profit partners is the Partnership for Permanent Housing (PPH) program. PPH was designed to help homeless families move from shelters, to stable housing and, if practical, homeownership. HCD provided rental assistance using HOME Tenant Based Rental Assistance (TBRA) and the Housing Choice Voucher Program. The entities involved were the FCRHA, HCD, the County's Department of Family Services, and non-profits Northern Virginia Family Service; New Hope Housing and Reston Interfaith. In addition to the main partners, a number of other public and private entities brought essential services to the program, including the Fairfax County Park Authority, Habitat for Humanity, local mortgage lenders, and Vehicles for Change. PPH is an important example of the unique collaboration between the FCRHA, Fairfax County and its non-profit partners as it was the template for the THRIVE model: a holistic approached aimed at moving people toward self-sufficiency through programs delivered seamlessly by a combination of county and non-profit agencies.

The graphic on the following page illustrates the variety of programs and properties owned, managed and/or operated by the FCRHA and HCD.


Department of Housing and Community Development
Fairfax County Redevelopment and Housing Authority
Community Development Block Grant
Home Improvement Loan Program
HOME
Relocation Assistance
Home Repair for the Elderly
Housing Trust Fund
ADU Program
Wedgewood Apartments
Bridging Affordability Program
Assisted Living
Crescent Apartments
Homeownership
Senior Housing
Housing Choice Vouchers
Tax Exempt Bonds
Capital Grant
Public Housing
Magnet Housing
FCRP

II. General Housing Authority Operating Information

A. Housing Stock Information

Housing Stock Information - Public Housing	
(1) Number of Public Housing units at the beginning of the year	1,060
(2) General description of any planned capital expenditures by development	Property: Greenwood Apartments (AMP 5) Planned expenditures: $596,010 for replacement of kitchen cabinets, tops, and appliances out of total Capital Grant Fund of $1,457,258
(3) Description of any new Public Housing units to be added during the year by development	None
(4) Number of Public Housing units to be removed from the inventory during the year by development specifying the justification for the removal	The FCRHA plans to dispose of 209 scattered site Public Housing units in its first year as an MTW agency and implement project-based Section 8 assistance at those units to facilitate rehabilitation needs of the units, deconcentrate poverty, and streamline management efficiencies at those widely-dispersed units (see table below for details on 209 units). While this would remove the units from the Public Housing inventory, it will not decrease the FCRHA's total housing inventory.

Scattered Site Public Housing Units		
Asset Management Project (AMP)	**Property Locations**	**Number of Units**
AMP 1 VA019000001	Scattered Site	36
AMP 2 VA019000002	Scattered Site	40
AMP 3 VA019000003	Scattered Site	12
AMP 4 VA019000004	Scattered Site	16
AMP 5 VA019000005	Scattered Site	36
AMP 8 VA019000008	Scattered Site	48
AMP 9 VA019000009	Scattered Site	21
TOTAL Units		**209**

Public Housing

The following chart summarizes the number of Public Housing units available as of the beginning of the MTW plan year. The FCRHA has numerous scattered site properties, so the chart is broken down by bedroom sizes of the properties in each Asset Management Project (AMP). The property name is indicated in the AMPs that contain just one property.

AMP	Property Information	Number of Units	Eff	1 BR	2 BR	3 BR	4 BR
AMP 1 VA019000001P	Scattered sites	118	32	38	22	26	
AMP 2 VA019000002P	Scattered sites	88			44	38	6
AMP 3 VA019000003P	Scattered sites	108			4	93	11
AMP 4 VA019000004P	Scattered sites	110		2	23	79	6
AMP 5 VA019000005P	Scattered sites	174		52	108	14	
AMP 6 VA019000006P	Kingsley Park	107			54	53	
AMP 7 VA019000007P	Rosedale Manor	96		27	56	13	
AMP 8 VA019000008P	Scattered sites	95		10	57	28	
AMP 9 VA019000009P	Scattered sites	102			27	58	17
AMP 10 VA019000010P	Tavenner (Tax credit)	12			6	6	
AMP 11 VA019000011P	West Glade (26 tax credit)	50			15	21	14
TOTALS		**1060**	**32**	**129**	**416**	**429**	**54**

Housing Stock Information – Housing Choice Voucher	
(5) Number of eligible MTW Housing Choice Voucher units authorized	2,991
(6) Number of non-MTW HCV units authorized	546 - These include the allocations for Mainstream/NEDS (100), FUP (170), VASH (48), Tenant Protection (203) and Homeownership (25)
(7) Number of HCV units to be project-based during the Plan year, including a description of each separate property	The FCRHA expects to convert 209 Public Housing units to project-based assistance. In addition, 42 project-based vouchers will be competitively awarded to an agency/agencies that will use the units to house homeless families and individuals/persons with disabilities.

Housing Choice Voucher

The following chart summarizes the Housing Choice Voucher (HCV) maximum allocations by voucher type.

Voucher Type	Number of Vouchers
Regular vouchers	2,698
NEDS/Mainstream	100
FUP	170
Project-based	293
VASH	45 (includes 10 that were just awarded in March 2012)
VASH Project Based	3
Tenant Protection	203
Homeownership	25
TOTAL ALLOCATION	**3,537**

Other Available Housing

In addition to Public Housing and HCV, the Fairfax County Redevelopment and Housing Authority (FCRHA) also provides housing through the locally-funded Fairfax County Rental Program (FCRP). There are 1,929 multi-family units and 504 units for seniors operated under the FCRP. The FCRHA also owns and operates 19 Single Room Occupancy (SRO) units.

B. Leasing Information, Planned - this information is estimated and may be subject to change during the Plan year

Leasing Information	
Anticipated total number of MTW PH units leased in the plan year	830 (makes allowance for no more than 2% vacancy rate). This figure accounts for the planned 209 Public Housing that the FCRHA plans to dispose of in the first year.
Anticipated total number of non-MTW PH units leased in the Plan year	None
Anticipated total number of MTW HCV units leased in the Plan year	3,200. This figure accounts for the planned 209 additional HCV units disposed/converted from Public Housing.
Anticipated total number of non-MTW HCV units leased in the Plan year	546
Description of anticipated issues relating to any potential difficulties in leasing units (HCV or Public Housing)	No potential difficulties in leasing units in either program are anticipated
Number of project based vouchers in-use at start of plan year	293

C. Waiting List Information

Waiting List Information	
Description of anticipated changes in waiting lists (site-based, community-wide, HCV, merged)	Elimination and/or change of preferences; merging of "area" based Public Housing wait lists into just one list. • Currently the following local preferences are applied to the FCRHA's PH and HCV wait lists: 1. Rent Burden Preference - household pays more than 30% of gross monthly income for rent and utilities **or** earns less than 50% of area median income. 2. Work Preference - head of household or spouse employed, attending school/job training or combination of both for at least 30 hours per week; **OR** meets HUD definition of being handicapped or disabled; **OR** is 62 years of age or older; **OR** is the primary caretaker of a disabled dependent. 3. Residency Preference - lives, works, or has been offered employment in Fairfax County. 4. Homeless Preference - families who are homeless or at risk of homelessness as determined and referred through a partnership with the Office to Prevent and End Homelessness. Points are assigned to each preference and applicants who meet all three preferences are placed at the top of the list by date of application. Remaining applicants are then placed according to the number of points and date of application. The FCRHA plans to reexamine its preferences to ensure they are based on local housing needs; at a minimum, the FCRHA will simplify its preferences so as to decrease the administrative burden of administering the wait list and allow for a wider cross-section of applicants to be served. • Currently the PH wait list is divided into three separate lists by geography. Applicants can apply to any list according to the area of the county in which they wish to live. Merging the three lists in to one will again reduce the administrative burden required to maintain three separate lists which will in turn increase efficiency in wait list management
Description of anticipated changes in the number of families on the waiting list(s) and/or opening and closing of the waiting list(s)	PH and HCV waiting lists have been closed for several years in an effort to reduce the applicants on the list to a manageable number. The goal is to reduce the list to a number that will establish a reasonable expectation that any person who applies will be called in to determine eligibility within 24 months of application submission. Analysis of prior year leasing data will be used to determine the appropriate number of applicants that should be maintained on each list to meet that goal and the date(s) the lists will re-open. There are currently 4,468 applicants on the PH wait list and 1,102 applicants on the HCV wait list.

III. Non-MTW Related Housing Authority Information

A. List planned sources and uses of other HUD or other Federal Funds (excluding HOPE VI)

A description of each of these initiatives follows this table.

Funding Source/Use	Amount
Veterans Affairs Supportive Housing (VASH)	$542,184
Tenant Protection/Enhanced Vouchers	$2,638,629
Family Unification Vouchers (Pre 2008)	$1,265,097
Family Unification Vouchers (Fiscal Years 2008 and 2009)	$1,265,097
Non-Elderly Disabled/Mainstream Vouchers	$1,265,097
Homeownership Vouchers	$253,019
Public Housing and Housing Choice Voucher Family Self Sufficiency Programs	$138,000
ROSS Service Coordinator Program	$160,000
TOTAL	**$7,527,123**

B. Description of Non-MTW Activities Proposed by Agency

Following is a description of the programs not included in the MTW program:

Funding Source	Description of Program
Veterans Affairs Supportive Housing (HUD-VASH)	48 vouchers combining HUD HCV rental assistance for homeless veterans with case management and clinical services provided by the Department of Veterans Affairs at its medical centers and in the community.
Tenant Protection/Enhanced Vouchers	203 vouchers are tenant protection/enhanced vouchers. These vouchers were issued because the tenants were impacted by termination, opt-out or pre-payment of a multifamily assisted development or a property disposition action.

Funding Source	Description of Program
Family Unification Vouchers (Pre 2008)	70 Family Unification Program (FUP) Vouchers are made available to families for whom the lack of adequate housing is a primary factor in the separation, or threat of imminent separation, of children from their families or in the delay in the discharge of the child, or children, to the family from out-of-home care. FUP vouchers are also made available to youths ages 18 to 21 who left foster care at age 16 or older who lack adequate housing.
Family Unification Vouchers (Fiscal Years 2008 and 2009)	100 FUP Vouchers are made available to families for whom the lack of adequate housing is a primary factor in the separation, or threat of imminent separation, of children from their families or in the delay in the discharge of the child, or children, to the family from out-of-home care. FUP vouchers are also made available to youths ages 18 to 21 who left foster care at age 16 or older who lack adequate housing.
Non-Elderly Disabled/Mainstream Vouchers	100 Mainstream Vouchers awarded in 1998 made available to provide assistance to persons with disabilities.
Homeownership Vouchers	25 Homeownership Vouchers—provided to families to move toward homeownership.
Public Housing and Housing Choice Voucher Family Self Sufficiency Programs	Two family self-sufficiency coordinators serve 125 families in the Public Housing and Housing Choice Vouchers programs.
ROSS Service Coordinator Program	Two service coordinators assist Public Housing residents who are in crisis or who need assistance to connect to Fairfax County services so that they can maintain their stable housing.

In Fiscal Year 2013, the Fairfax County Redevelopment and Housing Authority (FCRHA) will continue to apply for funds/programs to further the FCRHA's goals and the U.S. Department of Housing and Urban Development's (HUD) priorities and goals. For example, should HUD release Notices of Funding Availability (NOFA), the FCRHA will apply for renewal Public Housing and Family Self Sufficiency Program grants and ROSS Service Coordinator Program grants, as well as for Non-elderly Disabled Vouchers, Family Unification Vouchers, and the Section 3 Coordinator Program grant.

When the FCRHA does apply for these programs, the programs are designed to meet HUD's strategic goals, including job creation, affirmatively furthering fair housing, and capacity building and knowledge sharing. For example, all of the programs mentioned above are partnerships with many Fairfax County agencies and non-profit organizations. Regularly, regarding mutual clients, the FCRHA meets to share knowledge with its various partners, as well as ultimately increase each other's capacity to serve clients.

IV. Long-term MTW Plan. Describe the Agency's long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.

The Fairfax County Redevelopment and Housing Authority's (FCRHA) application for designation as a Moving to Work (MTW) agency is directly tied to an agency-wide shift in how the FCRHA serves the Fairfax County community. As the families in the housing programs require more assistance in achieving self-sufficiency and more service supports to maintain their housing stability, the FCRHA is transitioning from a model that ensures families can "survive," to one that partners with them to provide opportunities to "thrive." The concept for THRIVE is a:

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

The FCRHA's MTW application is the latest component in the THRIVE foundation, which includes efforts already completed (the creation of the PROGRESS Center – *Partnership for Resident Opportunities, Growth, Resources, and Economic Self Sufficiency),* underway (the establishment of a new Asset Management division and the reinvention of the Housing Solutions Center), and planned (Moving to Work application; disposal of scattered-site Public Housing units to Section 8 subsidy; a Quality Properties Initiative; and a Healthy Living Initiative).

The development of this MTW application is based both on the principles of THRIVE and the required goals of the MTW program:

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

Reinvention

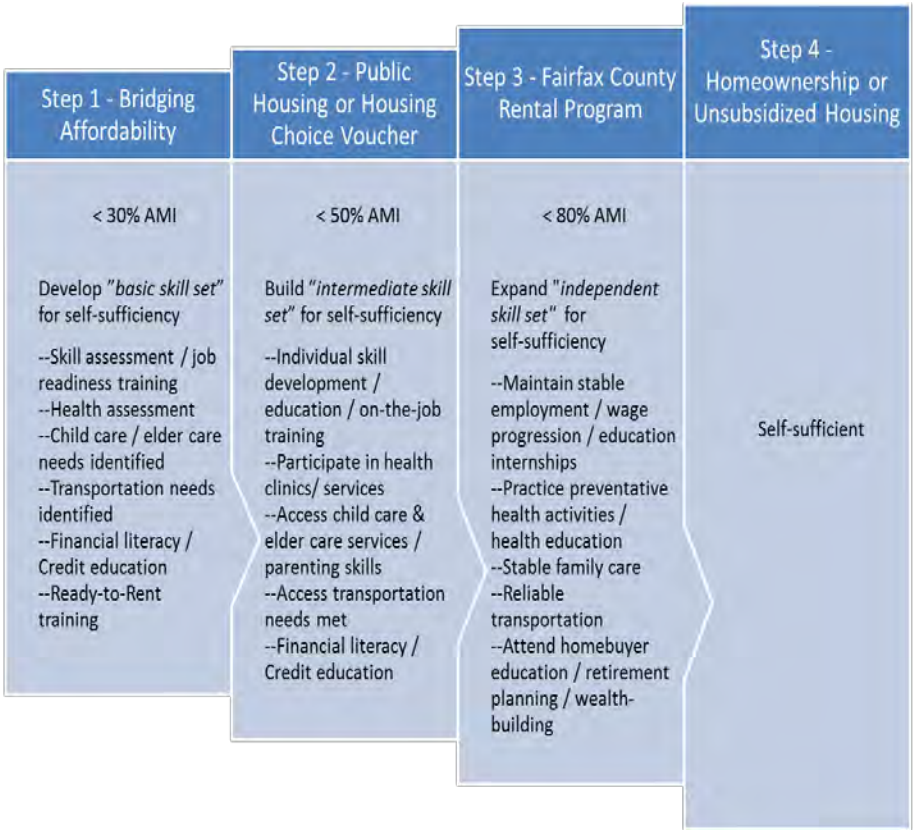
The FCRHA is a High Performing agency that has successfully combined its *federal housing programs* – 3,537 Housing Choice Vouchers and 1,060 Public Housing units – with *local housing resources* – Bridging Affordability, the Fairfax County Rental Program (FCRP), homeownership programs, etc. – in a way that provides housing opportunities to a wide-range of populations throughout the county. However, two barriers have prevented the FCRHA from creating housing solutions that meet the unique needs of

the Fairfax County community while continuing to allow new families to access the system:

1. An inability to link the housing programs together so that families can move through a housing continuum.
2. Overly restrictive HUD requirements in federal programs that require staff to focus more on *paper than people*, and a rent calculation that discourages income growth.

Connecting the Housing Programs

With the flexibility offered in the MTW program, the FCRHA plans to develop a THRIVE Housing Continuum that creates a stepped approach to provide work incentives, service supports, and permanent housing. Low-income families in Fairfax County will have opportunities to access self-sufficiency "skill sets" based on their level of need and their position in the Housing Continuum. Additionally, they will be expected to take advantage of self-sufficiency tools provided by the FCRHA, such as escrow accounts and educational opportunities that will help them advance through the Housing Continuum and create new housing openings for families waiting for housing.



Unlike the FCRHA's current intake process, where families apply to a specific housing program when the waiting list is open, the FCRHA envisions a system where families will apply instead for affordable housing. Based on an objective self-sufficiency skills

assessment tool and household income, the family will be given the opportunity for housing in the Housing Continuum. The first stage of this reinvention from separate housing programs to a seamless Housing Continuum with an emphasis on building skills and progressing toward self-sufficiency will focus on the county's Bridging Affordability program.

In the first year of its designation as an MTW agency, the FCRHA will establish a connection between the County's Bridging Affordability program (see Exhibit A for a full description of Bridging Affordability) and the other steps in the Housing Continuum. Staff will work closely with the nonprofit partners that manage Bridging Affordability to identify current Bridging Affordability households that are prepared to move to another step. That decision-making process will be based on a number of factors, including but not limited to, the household's participation in Bridging Affordability and the resources made available by nonprofit partners; an assessment of the household's self-sufficiency needs and income; and the housing resources available within the Housing Continuum. In years two through five (FY 2014 – FY 2018) of its designation, the FCRHA will move from the current system where households apply for specific programs when the waiting lists are open for those programs, to a system where households apply for "THRIVE housing."

Potential participants in the Housing Continuum will submit an application for housing, attend an interview where they complete a self-sufficiency assessment and income determination, and be offered an opportunity to enter THRIVE housing through the appropriate step in the Housing Continuum. For Very Low-Income families (at or below 50% of Area Median Income (AMI)), this may be through the Bridging Affordability program. This program, and potentially other housing programs that combine housing and services (such as Fairfax County Housing First and Supportive Housing programs), can become the gateway into the Housing Continuum as families receive self-sufficiency services from non-profit partners and time-limited rental subsidies (generally two years). Families that fully commit to these services and comply with existing program requirements will be offered housing in one of the next steps, based on (1) the family's income and self-sufficiency skill set, (2) the available resources in the Housing Continuum when the family completes the Bridging Affordability program, and (3) the FCRHA's existing commitment to families on the waiting lists for those housing programs. Using Bridging Affordability as a gateway ensures that new families in the FCRHA's housing become familiar with the new linkage between affordable housing and self-sufficiency and are prepared to continue with this approach throughout their participation in THRIVE.

Although Step Four of the Housing Continuum is categorized as either homeownership or unsubsidized rental housing, the FCRHA is already exploring an opportunity to partner with private landlords to pledge a number of rental units for households in the Housing Continuum. Since the number of units reflects vacancy, the owners would be generating additional revenue at rental rates affordable to households in the general income range of Step Four. While providing a small discount, this approach would help ease the transition from assisted to market-rate housing. This concept was developed

by a for-profit member of the FCRHA's THRIVE Community Advisory Committee and the FCRHA will continue to explore leveraging this potential resource and recruiting other interested partners.

"People not Paperwork"

In 2010 the Fairfax County Board of Supervisors adopted the Housing Blueprint – a comprehensive new affordable housing policy developed collaboratively by county agencies, advocates and non-profit organizations that represents a shift in emphasis for the county's affordable housing policies. The Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time home buyers. Several key initiatives and programs, either directly mentioned in the Blueprint or developed as a result of it, represent a significant commitment to dedicating resources for self-sufficiency and independence, including but not limited to:

- A Ten-Year Plan to Prevent and End Homelessness, based on the Housing First concept;
- The creation of the FCRHA's PROGRESS Center, which is staffed by five full-time employees at the Department of Housing and Community Development and coordinates services, opportunities and resources as a way to help families and individuals address complex challenges and move toward greater self-sufficiency;
- The creation of the Bridging Affordability program, which provides affordable housing and self-sufficiency services; and
- A renewed emphasis on providing affordable housing for persons with special needs, such as tenant-based rental assistance vouchers for non-elderly disabled households and continued participation in HUD's Veterans Affairs Supportive Housing (VASH) program.

The FCRHA's Moving to Work application represents another critical opportunity for the FCRHA and its partners to more effectively ensure that families are "better off" as a result of the FCRHA's housing programs. Proposed activities in the first year as an MTW agency, described in detail in Section V of the Plan, are entirely driven by an effort to reallocate resources to help families achieve self-sufficiency. Reducing reexaminations, eliminating the Mandatory Earned Income Disregard (MEID) calculation, and piloting an alternate rent strategy, among the other activities proposed, are policy changes only allowable for MTW agencies. These policies are a result of benchmarking with other MTW agencies and a deliberate and comprehensive consultative process with the THRIVE Advisory Committee. The FCRHA believes that these changes will open the door to a new relationship with the families being served – one of more interaction, proactive facilitation, and collaborative progress toward individual success and self-sufficiency.

Recognizing that this shift in work focus will represent a cultural change for Department of Housing and Community Development (HCD) staff, the FCRHA will begin a retraining

regimen for front-line staff in its first year as an MTW agency. Each Housing Services Specialist will be provided an Individual Development Plan that considers their current capacity to work with families on self-sufficiency goals, as well as a training schedule utilizing existing Fairfax County training classes, such as:

- Essentials of Wrap-Around Services
- Mental Health First Aid
- Making Appropriate Referrals
- Benefits Eligibility and Applications
- Basic Budgeting

Specialists will also have the benefit of working with the PROGRESS Center, which has a wealth of experience in identifying resources and opportunities for low-income families in the FCRHA's housing programs. In years two through five (FY 2014 – FY 2018) of its designation, the FCRHA will regularly reevaluate all activities approved by HUD to ensure they support the goal of providing families their best opportunity to thrive, as well as continue to identify HUD "paperwork" requirements that could be altered or eliminated.

Rent Reform Controlled Study

The FCRHA is excited about the opportunity in this MTW application to test an alternate rent strategy that promotes one of HUD's MTW statutory objectives. The FCRHA has designed an approach it believes addresses two of these goals – (1) reducing cost and achieving greater cost effectiveness in federal expenditures, and (2) assisting families achieve economic self-sufficiency. Described in detail in Section V of the Plan, the FCRHA has partnered with George Mason University's Center for Regional Analysis and its Center for Social Science Research to design and conduct a rigorous, random assignment evaluation of the FCRHA's rent reform strategy. This study will ensure that any positive results the FCRHA observes among its participants can be directly attributable to the following policy changes that are proposed:

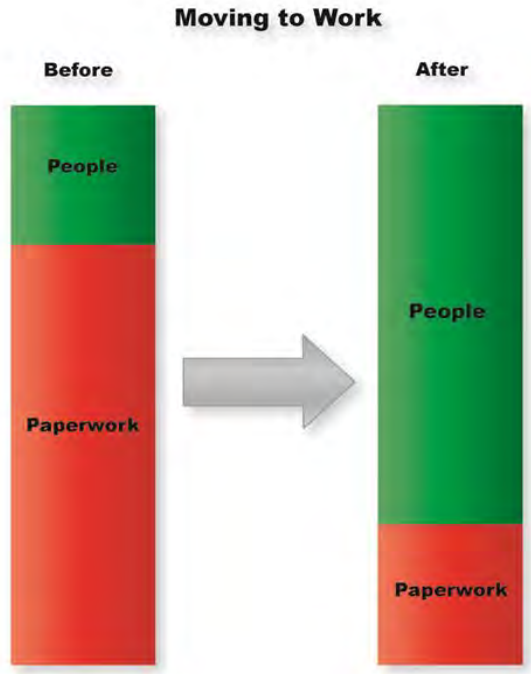
- A simplified approach to calculating a family's adjusted income, including a "self-sufficiency" deduction based on costs associated with working while raising a family in Fairfax County;
- Conducting income recertifications every two years;
- A reduction in the family's share of rent (less than 30% of adjusted income) during the first two years of participation, with incremental increases every two years thereafter; and
- Investment of a proportion of the family share in an escrow savings account, as well as a proportion of the family share to cover the costs of self-sufficiency services.

The FCRHA believes that this rent calculation approach will allow families to increase their income over time, build a savings "nest egg," provide self-sufficiency services that

families depend on to better their lives, and create predictable rent increases that families can expect when they transition from the FCRHA's rental programs into private market housing. The partnership with George Mason University, an institution in the FCRHA's "back yard" in Fairfax, VA and one in which there is an existing relationship, is truly exciting. The Center for Regional Analysis and the Center for Social Science Research bring a team of researchers that will ensure the FCRHA accurately evaluates the outcomes of the rent reform strategy and that a controlled study is designed that determines how policy changes may be valuable on a larger scale.

Individual Success

The FCRHA understands that success does not always necessarily mean financial wealth or an advanced degree, although these are certainly desirable goals for most people. The FCRHA serves families whose definition of success is as varied as the conditions in which they enter the housing programs. For example, up to 50% of the FCRHA's annual admissions in the Housing Choice Voucher and Public Housing programs are reserved for homeless individuals and families. These households may be experiencing multiple conditions such as mental illness, substance abuse, and domestic violence. Although success for these families certainly can include financial independence and educational attainment, for most, short-term success will be focused on stable housing and wrap-around services. On the other end of the spectrum, the FCRHA serves families whose children have grown up in Public Housing and have taken advantage of some of the best public schools in the country to secure good jobs. These families may have achieved their definition of success and are now prepared to advance to the next step of the THRIVE Housing Continuum – the Fairfax County Rental Program or homeownership – in order to free a housing resource desperately needed by another extremely-low income family. In fact, the FCRHA has shown its ability to partner with other Fairfax County human service agencies and nonprofit organizations to successfully transition homeless individuals and families to homeownership through its Partnership for Permanent Housing (PPH) program (see page 18).



The FCRHA has traditionally had a strong focus on compliance with federal regulations – a focus that has made the FCRHA a consistently high performing agency. However, the regulatory requirements associated with the Housing Choice Voucher and Public Housing programs – and the associated investment of staff time – have prevented the FCRHA from having resident self-sufficiency as a primary focus. A majority

of staff time is spent on process-related functions like ensuring recertifications are completed on time, income and assets are verified, and Public Housing residents are complying with community service requirements. While the FCRHA will continue its commitment to program compliance, the MTW designation will allow the FCRHA to dedicate a majority of staff time on *people not paperwork*. This is a significant shift in both how valuable staff time is utilized and how staff interact with clients.

In the first year of its designation as an MTW agency, the FCRHA will begin working with all families on self-sufficiency assessments and goal-setting. The FCRHA will build on its experience with the Family Self-Sufficiency (FSS) program to create Individual Development Plans for all families, including elderly and disabled families, and begin the process of reorganizing its staff structure and caseloads to create a system that supports goal achievement and strategies for success. In years two through five (FY 2014 - FY 2018) of its designation, the FCRHA will tie the achievement of individual success in a meaningful way to opportunities for advancement in the Housing Continuum.

Vital Services

Over a third of the families in the FCRHA's Housing Choice Voucher and Public Housing programs are elderly or disabled, and staff expect that trend to continue with an aging population and an increased demand for rental units with accessibility features for households with disabilities. The FCRHA works closely with the Fairfax-Falls Church Community Services Board (CSB) to place homeless disabled households in its federal programs. The working preference, which by law must be extended to households that meet HUD's definition of being disabled or handicapped, has provided many housing opportunities to the disabled community. Additionally in Fiscal Year 2011, the Fairfax County Board of Supervisors allocated over $4 million to fund the new Bridging Affordability program, which is intended to provide housing and services to families as a bridge to permanent housing. The first award of this program was made to a collaborative of nine non-profit organizations led by Northern Virginia Family Service (NVFS), and 10% of the funds are committed to CSB-service eligible families (those with or at risk of developmental delay, intellectual disabilities, mental illness, and alcohol or drug use or dependency), and 10% of the funds are committed to households with physical or sensory disabilities. NVFS's program will provide long-term rental subsidies along with self-sufficiency skills and training, to over 300 families during a three-year period. Bridging Affordability is the first step in the Housing Continuum.

The FCRHA's focus with the Vital Services component of THRIVE will be threefold:

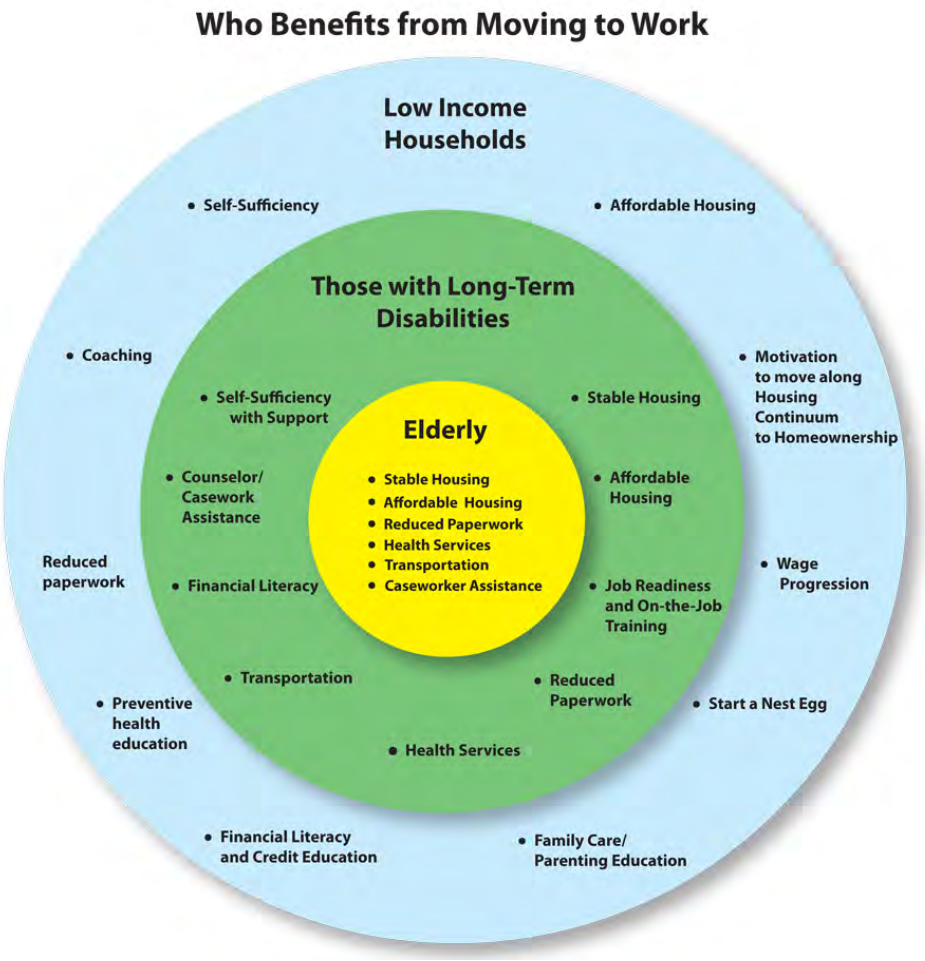
1. *Relieving* vulnerable households from burdensome processes like annual recertifications. The FCRHA in its first year as an MTW agency will require that families on fixed incomes undergo a recertification *every three years*. The FCRHA has found that seemingly routine functions, like collecting documentation and attending interviews can trigger significant disruptions in the lives of families

that may have difficulty understanding FCRHA forms, locating transportation to ensure timely arrival at recertification interviews, etc.

2. *Identifying* already-available resources that can lead to vital service provision. The FCRHA plans on using the network of resources already mobilized by the PROGRESS Center, and combined with the administrative relief requested in the application, refocus staff on *people not paperwork*.

3. *Collaborating* with other Fairfax County human services agencies such as the Department of Family Services and the Fairfax-Falls Church Community Services Board; and nonprofit providers to expand the landscape of vital services resources.

In the first year of its designation as an MTW agency, the FCRHA will work primarily on the first two parts of the Vital Services component – relieving staff and families from administrative burdens and identifying already-available service resources. Although FCRHA staff does a commendable job in linking families with potential services, a majority of staff time is spent on processing interim and annual recertifications. The FCRHA believes that relief from required annual recertifications will allow staff to work one-on-one with families to identify barriers to self-sufficiency as well as benefits that they may not be accessing. Through this more regular interaction with families in the Housing Continuum, staff and the FCRHA's partners will leverage benefits specifically tailored to the needs of individual families:



Since the development of Fairfax County's Housing Blueprint in Fiscal Year 2011, the FCRHA has shifted its emphasis to residents with the greatest need, including individuals and families who are homeless, those with low to extremely low incomes, those with disabilities, and low-income seniors. As a result of that shift and additional Fairfax County resources allocated to a ten-year Plan to Prevent and End Homelessness, all human service agencies have recognized the call to provide services and housing together in an approach that holistically addresses residents with the greatest need. As such, the FCRHA will strengthen its partnerships within this effort and use the administrative relief provided by the MTW designation to become more actively involved in identifying resources for families needing vital services.

In years two through five (FY 2014 – FY 2018) of its designation, a focus will be on the third part of the Vital Services component – *collaborating* with other Fairfax County human services agencies such as the Department of Family Services and the Fairfax-Falls Church Community Services Board; and nonprofit providers to expand the landscape of vital services resources. A significant piece of this strategy will be the creation of a Housing Support Services Blueprint (HSSB). Fairfax County human services agencies are building upon the success of the FCRHA's award-winning

Housing Blueprint in developing a planning tool for designing and implementing services related to obtaining and maintaining housing and it will seek to:

- Identify the costs of particular services and outcomes that can be used to measure those services;
- Set a framework for establishing service priorities in an environment of limited resources;
- Create an accurate picture of the human services landscape;
- Identify best practices;
- Create common language and common understanding around the concept related to "housing with supportive services"; and
- Create a foundation on which the future of services that support people in obtaining and maintaining housing can be built.

The FCRHA will coordinate closely with staff developing the Housing Support Services Blueprint to ensure families in the Housing Continuum have access to all services to which they are eligible.

Economic Empowerment

Economic conditions in Fairfax County create a challenge for very-low and extremely-low income families unlike most areas throughout the country. Not only is Fairfax County one of the most highly educated counties in the country[4], it is also one of the most expensive in terms of cost of living. The National Low Income Housing Coalition's *Out of Reach* report finds that the Washington –Arlington-Alexandria DC-VA-MD HMFA is the tenth most expensive jurisdiction in the United States, as an hourly wage of $28.96 (or $60,237 per year) is required to afford a rental unit at the Two-Bedroom Fair Market Rent (FMR)[5]. Additionally, the proportion of households spending 30% or more of their income on housing in the county has risen over the past decade. In 2009, nearly 46% of the county's renters and 29% of the county's homeowners were spending 30% or more of their income on housing. In comparison, only 32% of renters and 20% of homeowners spent 30% or more of their income on housing in 2000.[6] The combination of a highly-skilled and highly-educated workforce and unaffordable housing creates a dynamic of nearly-unachievable self-sufficiency for very-low and extremely-low income families.

Although the FCRHA recognizes that as a housing authority it is limited in its ability to minimize the impact of these economic conditions, it is believed that through the MTW designation, the FCRHA has a unique opportunity to assist families with becoming

[4] As of 2010, 56.1% of Fairfax County residents had a bachelor's degree, the eighth highest percentage in the country by county. Source: 2010 American Community Survey.

[5] National Low Income Housing Coalition. *Out of Reach 2012.* http://nlihc.org/sites/default/files/oor/2012-OOR.pdf.

[6] Fairfax County Department of Neighborhood & Community Services. *Behind the Headline: Trends and Implications for County Residents*. http://www.fairfaxcounty.gov/demogrph/pdf/behind_the_headline.pdf.

economically empowered and achieving self-sufficiency. The FCRHA aims to achieve this goal by:

1. A rent reform study that builds savings, provides supportive services, and prepares families for the private rental/ownership market;
2. Self-sufficiency assessments for all families in the Housing Continuum;
3. Self-sufficiency skill-sets that are tailored to the steps in the Housing Continuum;
4. Leveraging resources already available in Fairfax County to emphasize “soft skills” such as job readiness and parenting, that are necessary to achieve a work-life balance and gain employment;
5. Education opportunities, including job training and college degrees, in partnership with local universities and employers; and
6. Additional opportunities in the Housing Continuum as families increase their income.

In the first year of its designation as an MTW agency, the FCRHA will design a rent reform study that it believes has the potential to be replicated for all families in the Housing Continuum and nationwide. As mentioned in the Individual Success section of the Long-Term MTW Plan, the FCRHA will also require that all families in its programs undergo a self-sufficiency assessment that will determine what skill deficiencies may be preventing them from achieving self-sufficiency. Lastly, the FCRHA will expand upon existing partnerships with organizations such as the Northern Virginia Workforce Investment Board (see inset on next page) to determine already-available resources as well as gaps in the capacity to provide families with more job preparedness skills. Fortunately the FCRHA has years of experience in the Family Self-Sufficiency program that it can draw on, and its PROGRESS Center is well connected with organizations throughout Fairfax County.

In years two through five (FY 2014 – FY 2018) of its designation, as the FCRHA makes the transition to an application process where families apply for "housing" not housing programs, families will be placed in the Housing Continuum step most appropriate to their self-sufficiency set and their income level (subject to available housing resources at the time). For example, as shown in the Housing Continuum, families below 30% AMI and without a "basic skill set" may be best suited for the Bridging Affordability program. In that program they will be connected to a nonprofit partner that can provide case management, the family will receive at least two years of rental assistance, and will be on the path to increase their income, expand their skill set, and move to the next step in the Housing Continuum. Some members of the FCRHA's THRIVE Advisory Committee have stated that a lack of soft skills like proper hygiene, appropriate attire and professional resumes are more significant job barriers than education and job experience. The FCRHA will ensure that its self-sufficiency assessments and its resulting skill sets reflect that distinction.

Although the rent reform study will initially be limited to a select group of program participants, in years two through five the FCRHA will evaluate the possibility of expanding the savings component to a larger group of participants. The FCRHA also plans to create a reward such as a rent credit or rebate for households that demonstrate good housekeeping upon staff inspection. Perhaps most importantly, staff will work on building partnerships throughout Fairfax County that can lead

FCRHA Partnerships in Action: The Northern Virginia Workforce Investment Board

The Northern Virginia Workforce Investment Board (NVWIB) was established in 2000, with a commitment to providing quality workforce development services on behalf of Northern Virginia residents, representing the counties of Fairfax, Loudoun and Prince William and the cities of Fairfax, Falls Church, Manassas and Manassas Park. In 2002, the ***SkillSource*** Group, Inc. (***SkillSource***) was created as the non-profit entity of the NVWIB with a mandate for fiscal oversight and resource development in support of the programs and services of the NVWIB. ***SkillSource***'s mission is to catalyze a world class, globally competitive business environment in Northern Virginia with the goal to offer world-class preparation to every Northern Virginia resident through its five One-Stop Employment Centers, known as ***SkillSource*** Centers.

In 2010 the FCRHA and ***SkillSource*** entered an agreement whereby ***SkillSource*** assists and supports the FCRHA's Section 3 initiative, which is a HUD requirement that employment and other economic and business opportunities generated by HUD assistance be directed to Public Housing residents and other low- and very low-income persons in Fairfax County. ***SkillSource*** supports this initiative by providing its workforce development expertise and services to these residents.

The President and CEO of ***SkillSource*** is on the FCRHA's THRIVE Advisory Committee, and suggested enhancing this partnership through the FCRHA's MTW designation. Specifically, the FCRHA will work with ***SkillSource*** to develop multiple SHARE Network Access Points (SNAP). A SNAP site is a community-based location where jobseekers can go in their own neighborhoods or communities to look for jobs, assisted by trained individuals who connect them to the One-Stop Workforce System via computer and direct referral. As FCRHA staff experiences the administrative relief provided through our MTW designation, the FCRHA will work with ***SkillSource*** to set up multiple SNAPs at Public Housing properties throughout our portfolio, enabling families to have "in-house" access to employment and training programs and services. The initial services at SNAP sites are supplemented by direct jobseeker referrals to more comprehensive workforce services available at the ***SkillSource*** Centers.

to additional education and job opportunities for families. The FCRHA will reach out to trade schools; universities such as George Mason University and Northern Virginia Community College; and employers such as the INOVA Health System to explore mutually-beneficial partnerships. In fact, the THRIVE Advisory Committee recommended targeting careers that are directly related to the challenges faced by working families in the FCRHA's housing programs. For example, Fairfax County's Office for Children has an Institute for Early Learning that "facilitates the professional development of individuals working with young children through responsive, educational training opportunities related to early care and learning." This type of opportunity presents a fascinating approach to job training in careers linked to low-income self-sufficiency challenges. Affordable child care can be a significant barrier to working families and providing opportunities to mitigate that challenge through workforce development is a strategy the FCRHA will explore throughout its MTW designation.

The next section of the Plan describes the FCRHA's anticipated activities in Year 1 and, separately, Years 2 through 5 which may require specific HUD approval as part of the MTW designation. Although several of the first-year activities described throughout the MTW Plan do not require exemptions from existing Public Housing and Housing Choice Voucher rules, many address HUD's statutory MTW goals. Specifically, the establishment of Bridging Affordability as the gateway and first step into the Housing Continuum is essential to the success of the FCRHA's overall MTW Plan. Other such activities include but are not limited to expanding partnerships with the non-profit community and the county's other human service agencies, and embedding the FCRHA's PROGRESS Center model – with its focus on services, crisis intervention and self-sufficiency - as part of all federally-funded housing activities.

The following describes how the THRIVE vision fits within the goals of an MTW program, and distinguishes between MTW activities the FCRHA intend to accomplish in the first year as an MTW agency and other activities planned in Fiscal Year 2018. Activities listed under "Years Two through Five" build upon initiatives and goals described earlier in the THRIVE long-term vision section.

MTW Goal 1: Reduce Cost and Achieve Greater Cost Effectiveness in Federal Expenditures

Year One (FCRHA Fiscal Year 2013 - Described in detail in Section V. Proposed MTW Activities)

1. Reduce frequency of tenant recertifications to biennially for all families and triennially for families on fixed incomes.

2. Eliminate Mandatory Earned Income Disregard (MEID) policy.

3. Streamline inspections for Housing Choice Voucher units.

4. Streamline unit inspections for Public Housing residents and offer rebates for good housekeeping as a way to preserve the housing stock and reduce maintenance costs.

5. Institute a work requirement for all non-exempt families in the Public Housing and Housing Choice Voucher programs.

6. Design and initiate a rent reform controlled study.

7. Design the Detailed MTW Block Grant Evaluation.

Year One (Additional Activities- HUD Approval not required)[7]

1. Create a gateway to the federal programs for those at the first step of the Housing Continuum, using the *Fairfax County Bridging Affordability Program.* Linking these programs will help prepare participating households for success in the federal programs. Their tenure in the Bridging Program will include services related to such issues as learning to be a good tenant, working on personal or past problems such as substance abuse, and learning basic financial skills. This link will better utilize federal resources by helping to prevent tenant non-compliance in the future.

2. Utilize an assessment tool for all participating MTW households and match them to the right fit for housing assistance and services. This MTW activity will ensure that households are placed in the housing that best suits their needs. Given the Housing Continuum available through the FCRHA, federal resources will be more effectively used and aligned well with household need. In addition, this approach significantly leverages federal resources by taking full advantage of local and private resources.

[7] These activities are local efforts that enhance the FCRHA's THRIVE initiative and in some cases, represent leveraged resources in the FCRHA's MTW application.

Years Two through Five (FCRHA Fiscal Years 2014-2018)

1. **Develop a Healthy Lifestyles Initiative.**

   The Healthy Lifestyles Initiative is another component of THRIVE that will provide families with education resources related to proper diet, exercise options, and preventive health tools. The FCRHA envisions creating community gardens at its Public Housing sites, working with families on healthy living through their Individual Development Plans, and bringing healthy exercise opportunities to youth in the Housing Continuum.

2. **Remove families from waiting lists when housed in the Housing Continuum or removed from other waiting lists.**

   As the FCRHA transitions from a system where families apply to housing programs to a system where they apply to "THRIVE housing," the FCRHA will remove families from one of our federal housing waiting lists when they have been housed elsewhere in the Housing Continuum. The FCRHA's housing resources are too scarce and valuable to allow families to continue to take a spot on a waiting list for housing when they are already in an affordable, permanent housing situation. The FCRHA will also remove families from its lists if they have been removed from another list due to criminal activity or owing debts to other Public Housing Authorities.

3. **Design and implement utility allowance simplification.**

   As families in the Housing Choice Voucher program receive a voucher and begin their search for a unit, the multiple variations of utility allowances possible for any given unit makes it difficult to determine a unit's eligibility for the program. The back and forth between families, landlords and staff in determining the correct utilities in the unit, whether the allowances are accurate, and how it impacts the contract rent is overly burdensome. The FCRHA will begin to simplify this process, perhaps by using a flat utility allowance by bedroom size.

4. **Use technology to streamline business process.**

   The regulatory relief achieved through the MTW designation will allow the FCRHA to further explore efficiencies that can be achieved through its technology systems, including Yardi, its database management system. The FCRHA will look into conducting reexaminations by mail or online and using more paperless technology like bar code documents for scanning.

5. **Increase the FCRHA's ability to maintain its scarce housing resources.**

   The FCRHA believes its housing resources, particularly its Housing Choice Vouchers, should be utilized in Fairfax County as much as possible. The FCRHA

will request that families utilizing a project-based voucher reside in that unit for two years before exercising their portability right, rather than the current one year requirement. As the FCRHA expands opportunities for families to build savings through escrow accounts, partially through investments by the housing authority, the FCRHA will only allow families to port out of Fairfax County with those savings accounts under certain circumstances, like a family emergency. In order for more families to have access to our resources, the FCRHA will only allow a voucher to be transferred from one household member to another in the case of a family break-up.

MTW Goal 2: Give Incentives to Families with Children where the Head of Household is Working; is Seeking Work; or is Preparing for Work by Participating in Job Training, Educational Programs, or Programs that Assist People to Obtain Employment and become Economically Self-Sufficient

Year One (FCRHA Fiscal Year 2013 - Described in detail in Section V. Proposed MTW Activities)

1. Reduce frequency of tenant recertifications to a biennial cycle for all families and triennial for families on fixed incomes.

2. Eliminate Mandatory Earned Income Disregard (MEID) policy.

3. Institute a work requirement for all non-exempt families in the Public Housing and Housing Choice Voucher programs.

4. Design and initiate a rent reform controlled study.

Year One (Additional Activities- HUD Approval not required)[8]

1. Develop an MTW basic skill set for self-sufficiency including skills assessment/job readiness training; health assessment and services referrals; identified transportation needs; training in basic financial literacy and credit education; and ready-to-rent training. These services will be provided through non-profit organizations and county human services agencies.

2. Utilize an assessment tool for all participating MTW households and match them to the right fit for housing assistance and services.

3. Renew existing partnerships with the Northern Virginia Workforce Investment Board and its affiliate, SkillSource, Inc. for job training and placement.

4. Expand existing partnerships with non-profits for job readiness training.

5. Expand partnerships with the Fairfax-Falls Church Community Services Board and the Fairfax County Health Department for mental and other health services, clinics and education.

6. Design an alternate MTW rent strategy that will allow participating residents to establish escrow accounts using a portion of rising income for this purpose, as an incentive for wage progression and increasing self-sufficiency.

[8] These activities are local efforts that enhance the FCRHA's THRIVE initiative and in some cases, represent leveraged resources in the FCRHA's MTW application.

7. Imbed the FCRHA PROGRESS Center model for all FCRHA-operated federal programs—providing crisis intervention, employment opportunities and community building.

8. Provide training to FCRHA/HCD staff to enhance their ability to connect households to needed services, resources and opportunities. Provide counseling training to improve staff capacity to assist families in setting and meeting self-sufficiency goals.

Years Two through Five (FCRHA Fiscal Years 2014-2018)

1. **Implement reforms in HUD's Family Self-Sufficiency (FSS) Program.**

   The FCRHA has found that the FSS program discourages higher-income families from participating and taking advantage of the FSS savings component because families only begin to escrow after an earned income increase. Families entering the program at zero income can maximize their savings at a greater rate than working families, and so the FCRHA will consider implementing a minimum rent contribution before families can escrow. Additionally, participating families will not be allowed to withdraw funds from their escrow accounts in the first twelve months of participation so they can build up their balances and staff can reinforce the basic skills of budgeting and goal-oriented saving. Any changes to the FSS program will be consistent with any competitive funds received pursuant to a NOFA, if those funds are not permitted to be included in the MTW block grant.

2. **Leverage supportive service capacity.**

   Although the regulatory relief the FCRHA can achieve through MTW will allow staff to focus more on people and less on paperwork, staff will need the expertise of other human service agencies and nonprofit partners to ensure families have access to the support they need to achieve self-sufficiency. The FCRHA believes its rent reform controlled study will offer a model for service provision that can be replicated throughout the Housing Continuum, but it will also explore other opportunities to expand the capacity of nonprofits to work with families, including using savings achieved through combining operating, capital, and voucher funds.

3. **Define soft and hard triggers in the Housing Continuum.**

   The FCRHA wants to give families opportunities to move through the Housing Continuum as they increase their self-sufficiency skills and their income. That flow through the Housing Continuum will be achieved through a combination of incentives and requirements. "Soft triggers" could include an offer for a unit further along in the Housing Continuum if a family requests to make that next step, if they have achieved a goal in their Individual Development Plan, or if their caseworker assesses them as ready for the next step, or a combination of these factors. "Hard triggers" could include a required move if the family's income

increases to a level where they are eligible for the next step, if their assets reach a level where they can afford a down payment, if they have accessed the savings in their escrow account multiple times, or a combination of these factors.

4. **Expand HUD's Public Housing community service requirement.**

   The FCRHA agrees in principle with HUD's requirement that families participate in community service if they are not working, elderly, disabled, etc. In fact, the FCRHA plans to expand this requirement to Housing Choice Voucher participants. While maintaining consistency with the statutory requirements, the FCRHA would like to expand the community service and work requirements for all program participants, and include them in a family's IDP as a way to encourage work and community participation.

5. **Partner with local banks to assist families in establishing savings.**

   Although the FCRHA's initial escrow savings approach is limited to families in its rent reform controlled study, the FCRHA recognizes the connection between saving and achieving self-sufficiency. Staff will work with local banks to solicit competitive savings rates for families as well as innovative programs that may encourage the value of building a nest egg.

MTW Goal 3: Increase Housing Choices for Eligible Low-Income Families

Year One (FCRHA Fiscal Year 2013 - Described in detail in Section V. Proposed MTW Activities)

1. Design the Detailed MTW Block Grant Evaluation.

2. Link housing supply and resources—both public and private—to create a housing continuum and a range of housing choices to low income families and individuals.

3. With HUD's approval, dispose of scattered-site Public Housing units to an FCRHA-affiliated entity and, using MTW authority, implement project-based Section 8 assistance at those units to facilitate housing choice for residents.

Year One (Additional Activities- HUD Approval not required)[9]

1. Utilize an assessment tool for all participating MTW households and match them to the right fit for housing assistance and services.

2. Design an alternate MTW rent strategy that will allow participating residents to establish escrow accounts using a portion of rising income for this purpose, as an incentive for wage progression and increasing self-sufficiency.

3. Partner with private landlords to pledge a number of rental units for households in the Housing Continuum. While providing a small discount, this approach would help ease the transition from assisted to market-rate housing. This concept was developed by a for-profit member of the FCRHA's THRIVE Community Advisory Committee and the FCRHA will continue to explore leveraging this potential resource and recruiting other interested partners.

Years Two through Five (FCRHA Fiscal Years 2014-2018)

1. **Create admissions preferences in FCRHA housing programs for families in the Housing Continuum.**

   Many of the FCRHA's programs, like the Fairfax County Rental Program and the First-Time Homebuyers Program, have waiting lists. As the FCRHA transitions from a system where families apply to housing programs to a system where they apply to "THRIVE housing," staff will adjust the requirements of those programs to ensure that THRIVE families have a preference for admission.

[9] These activities are local efforts that enhance the FCRHA's THRIVE initiative and in some cases, represent leveraged resources in the FCRHA's MTW application.

2. **Coordinate THRIVE housing resources with public transportation locations.**

   The U.S. Department of Housing and Urban Development has recognized the nexus between transportation and affordable housing through its partnership with the U.S. Department of Transportation and the EPA. This issue is particularly relevant in Fairfax County, which covers nearly 400 square miles and is recognized as one of the most congested areas in the country. As the FCRHA achieves more flexibility in its affordable housing delivery through the MTW designation, it will pursue housing development near public transportation locations and encourage Housing Choice Voucher and Bridging Affordability participants, who have access to units through the county, to consider leasing near public transportation.

3. **Expand FCRHA affordable housing resources through the MTW Block Grant.**

   A key requirement of an MTW program is to continue to assist substantially the same total number of low-income families under the demonstration as would have been served had the PHA not participated in MTW. The FCRHA is confident that it can serve more families through the flexibility of the MTW Block Grant. The fungibility feature of the block grant fits perfectly with the goals of the Housing Continuum and the FCRHA expects to achieve significant cost efficiencies which will allow for the development and acquisition of more affordable housing.

4. **Establish partnerships with community organizations to administer vouchers for under-served populations.**

   Through Fairfax County's Housing Blueprint, housing resources are being repositioned to serve citizens with the greatest need, particularly homeless individuals and families and households with special needs. At the same time, organizations serving these groups are experiencing dramatic funding cuts and/or insufficient housing resources. For example, the Fairfax-Falls Church Community Services Board, which assists individuals with intellectual disabilities, mental illness, and substance abuse disorders, estimates that over 1,100 additional affordable housing units are needed over the next five years to serve their clients[10]. By comparison, the Fairfax County Office to Prevent and End Homelessness identified 2,982 individuals who were homeless and in need of permanent affordable housing in Fiscal Year 2011[11]. The FCRHA plans on using its MTW flexibility to allow agencies such as these to administer an allocation of FCRHA housing resources to serve their clients.

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[10] Fairfax-Falls Church Community Services Board. *Forging a Path Homes: 2011 Housing Needs Report.* http://www.fairfaxcounty.gov/csb/reports/housing-report.pdf.

[11] Fairfax County Office to Prevent and End Homelessness. *Ending Homelessness in the Fairfax-Falls Church Community: Snapshot 2011.* http://www.fairfaxcounty.gov/csb/reports/housing-report.pdf.

5. **Project-base scattered-site Public Housing units.**

   The FCRHA plans to dispose of 209 scattered-site Public Housing units and implement project-based Section 8 assistance at those units, which will facilitate rehabilitation needs, deconcentrate poverty, increase housing choice, and streamline management efficiencies at those widely-dispersed units.

EXHIBIT A. DESCRIPTION OF BRIDGING AFFORDABILITY PROGRAM

The Bridging Affordability Program, developed as part of Fairfax County's award-winning Housing Blueprint, is a unique partnership between local government and nonprofit organizations that provides housing assistance and service supports to low-income households throughout the county. Designed through a collaborative effort of non-profit organizations, community advocates, the Fairfax County Redevelopment and Housing Authority (FCRHA), Fairfax-Falls Church Community Services Board, and the Office to Prevent and End Homelessness, Bridging Affordability focuses on providing low-income households, specifically the homeless and households on affordable housing waiting lists, with housing subsidy and services to achieve self-sufficiency.

In Fairfax County Fiscal Year (FY) 2011, the Fairfax County Board of Supervisors allocated $4.1 million to be used to fund Bridging Affordability in the form of either rental subsidies or capital funds for acquisition. The funds were made available in a competitive request for proposals (RFP) process that was limited to nonprofit organizations in Fairfax County. In June 2011, nearly $4 million in rental subsidy funds were awarded to Northern Virginia Family Service (NVFS) to begin the first Bridging Affordability project.

Northern Virginia Family Service is one of the most impactful nonprofits in Fairfax County and is leading a collaborative of eight other nonprofits to provide rental subsidies and services to over 300 low-income families over a three-year period. Other partners in the NVFS Collaborative are Alternative House, FACETS, Good Shepherd Housing and Family Services, New Hope Housing, Reston Interfaith, Shelter House, United Community Ministries and Volunteers of America Chesapeake. Funds awarded by Fairfax County, along with nearly $6.6 million in leveraged resources from the Collaborative, will serve homeless individuals and families, those with disabilities, as well as households currently on the waiting lists for Fairfax County's housing programs. The Collaborative also partners with the Fairfax-Falls Church Community Services Board in a commitment to provide $564,000 of its total award to households with or at risk of developmental delay, intellectual disabilities, mental illness, and alcohol or drug use or dependency. Additionally, the Collaborative has reached out to other community partners in a commitment to provide $313,000 of its total award to serve households with physical or sensory disabilities.

In the first year of its MTW designation, the FCRHA will build on the Bridging Affordability program design and begin to extend it to other steps in the Housing Continuum. The FCRHA will also establish a connection between Bridging Affordability and other housing programs so that Bridging Affordability families that have shown a commitment to attaining self-sufficiency have an opportunity to access the next steps in the Housing Continuum. The FCRHA will work with the NVFS Collaborative and other nonprofit partners to maintain and adapt each family's supportive services as they move to new steps in the Housing Continuum.

V. Proposed MTW Activities: HUD approval requested

The activities listed in Section V are those policy changes requested by the FCRHA that require HUD approval prior to implementation. These activities do not encompass the entirety of the FCRHA's MTW plan for the first year of its designation as an MTW agency, nor are they meant to describe the agency's long-term vision for the THRIVE initiative (See Section IV.). These activities, described here in a format prescribed by HUD, come from a collaborative process that included suggestions from Department of Housing and Community Development (HCD) staff, the THRIVE Advisory Committee, and the FCRHA. All activities are designed in the context of the FCRHA's THRIVE initiative and are intended to (1) enable HCD staff more capacity to work directly with families on achieving individual success and self-sufficiency, (2) reduce unnecessary paperwork that does not add value to the FCRHA's housing programs, (3) create new policies designed to incentivize families to improve their economic situation, and (4) develop a rent strategy that allows families to receive self-sufficiency services and build a nest egg for the future.

All activities proposed by the FCRHA in this section will be evaluated within the Results-Based Accountability (RBA) framework being implemented throughout the Fairfax County human services system. RBA is described in detail in Section VIII.

2013-1 Proposed MTW Activity—Reduction in Frequency of Reexaminations

Connecting to THRIVE – 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, described in detail in Section IV. 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. 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 or disabled families on fixed incomes). 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 if its housing if staff has the time and training to refocus their efforts on people, and less on paperwork.

A. **MTW Initiative Description:** 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 recertifications. Reexaminations will be reduced from annually to once every two years for each public housing and housing choice voucher family. Reexaminations for families on fixed incomes (SSI, SSDI) will be conducted every three years. The exception to this policy will be families that claim to have zero income; these families will continue to meet with FCRHA staff regularly. The FCRHA proposes to disregard all interim increases—that is, increases in income between annual reexaminations—until the next scheduled biennial or triennial reexamination. The FCRHA proposes reducing the frequency of interim decreases, a reported decrease in income, 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 people with disabilities who wish to be employed—who will not receive a rent increase when their income increases as a result of self-sufficiency successes such as new employment or job promotion. However, the FCRHA will continue to require families to report all income changes, and will continue to monitor income through HUD's Enterprise Income Verification (EIV) System to prevent program fraud and ensure compliance with continued occupancy income requirements.

Through this proposed activity, the FCRHA will also 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.

B. **MTW Statutory Objective:** This activity addresses the MTW statutory objective to achieve greater cost effectiveness in Federal expenditures and to assist families achieve economic self-sufficiency.

C. **Anticipated Impacts:** Several impacts are anticipated from this policy change:

1. This policy is projected to significantly reduce staff time dedicated to reexaminations.
2. Staff will spend more time assisting families by connecting them to self-sufficiency activities such as credit repair, budgeting, job training/educational assistance, and life skills improvement (either through enrolling more families in the County's Family Self-Sufficiency (FSS) programs or connecting them with other human services agencies that provide these activities.)
3. A greater proportion of families in the Housing Choice Voucher and Public Housing programs will work and working families will have higher wage incomes, allowing them to move along the Housing Continuum.
4. Families will maintain a more stable rent burden,
5. Enrollment in FSS program activities and other community self-sufficiency programs will increase.

6. Families will show improvement on self-sufficiency measures, including indicators relating to income, employment, family relations, credit worthiness, and education.
7. There may be a temporary reduction in rental revenue or increase in Housing Assistance Payments (HAP) to landlords.

D. **Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules[12]:**

Outcome Metric	Baseline	Benchmark
Hours of staff time in recertification process	In calendar year 2011 FCRHA staff spent approximately 10,930 hours conducting HCV annual and interim income reexaminations. FCRHA staff spent approximately 3,579 hours conducting Public Housing annual and interim income reexaminations.	Reduce staff reexamination time by 40%
Hours of staff time assisting families to connect with self-sufficiency services	Housing specialists currently provide referrals to other Fairfax County human services agencies, but conduct no on-going self-sufficiency activities with families. The FCRHA has two grant-funded positions for Family Self-Sufficiency activities targeting public housing and housing choice voucher families with a caseload of 50 families each.	Increase staff time dedicated to linking families to self-sufficiency activities by an amount equivalent to the time not needed for reexaminations.
Percentage of families with employment activity	Percentage of families with employment activity in 2012	Increase the proportion of families with employment activity by one percentage point.
Average wages of families	The average adjusted annual income of HCV families at their 2011 annual reexaminations was $16,314 and in the Public Housing (PH) program, the average adjusted annual income of families at their 2011 annual reexaminations was $18,770.	A benchmark for increase in average wage of families will be established in year one.

[12] Throughout Section V, proposed activities are described using the following terms: Outcome metrics are the units of measure used to evaluate the impact of program activities. Baselines represent the current conditions in specific activity areas and are expressed in terms of the relevant outcome metrics. Benchmarks are target outcomes for specific activities and are also expressed in terms of the relevant outcome metrics. The anticipated schedule describes when a particular activity will be undertaken in the course of the proposed multiyear program of activities.

Outcome Metric	Baseline	Benchmark
Changes in total tenant payment (TTP)	In calendar year 2011, 93 HCV families requested a rent reduction within six months of their move-in date. In the PH program, 20 families requested a rent reduction within that same time period. The average rent/TTP payment for HCV families at their 2011 annual reexaminations was $411 per month. Approximately half of the HCV families reported an increase in gross income, with an average increase of just over $4,500; and about a fourth of the HCV families reported a decrease in gross income, with an average decrease of nearly $4,000. The average rent/TTP payment for PH families at their 2011 annual reexaminations was $471. Thirty percent of the PH families had a decrease in adjusted annual income, with an average decrease of $3,300 per year; nearly one fourth had no change in adjusted annual income; and 46% had an increase in adjusted annual income, with an average increase of $5,254 per year.	Elimination of all interim increases and interim decreases six months after initial occupancy.
Number of families enrolled in FSS and other self-sufficiency programs	Currently, 100 families in the FCRHA's Public Housing and Housing Choice Voucher programs participate in self-sufficiency activities.	Increase participation in FSS programs by 25 families. Connect another 50 families to other self-sufficiency classes.
Values on the Self-Sufficiency matrix (see below) established by the Fairfax County Office to Prevent and End Homelessness on the following indicators - Credit - Income	Baseline measures of families' position along the self-sufficiency matrix will be determined in year one.	Families and individuals will make progress towards self-sufficiency as measured by indicators included in the Self-Sufficiency matrix (see below.)

Outcome Metric	Baseline	Benchmark
- Employment - Shelter - Education - Family Relations		
Rental revenue/HAP payments to landlords	Baseline measures of total rental revenue/HAP payments to landlords will be determined in year one	Potential for temporary drop in rental/HAP payments but recovery by year two
Families moving through the Housing Continuum	Currently families are not able to move from one FCRHA housing program to another. Baseline is zero.	A benchmark for number of families moving through the Housing Continuum will be established in year one.

Anticipated Schedule: The proposed reduction in frequency in reexaminations will begin with annual recertifications effective 2013.

E. **Data Collection Process and Proposed Metrics:** The proposed metrics have been described in section D above. The FCRHA will monitor outcomes through existing systems (including their Results-Based Accountability methodology (described in Section VIII) and the HUD Homeless Management Information System (HMIS) that tracks participants progress with a Self-Sufficiency matrix), as well as new approaches to monitor staff time spent on reexaminations and other activities.

HUD HMIS / Self-Sufficiency Matrix: The FCRHA is well-positioned both to connect families and individuals to self-sufficiency services and to track participants' outcomes using existing service providers and data management systems. FCRHA staff will work closely with the Office to Prevent and End Homelessness (OPEH) to gain expanded access to the Homeless Management Information Systems (HMIS) to monitor a family's progress on the Family Self-Sufficiency Matrix. The Fairfax County OPEH uses the HMIS to track demographic and self-sufficiency information of homeless families. Data from the HMIS also is used to support case management of subsidized families in the partnerships the FCRHA has with non-profit organizations through its Bridging Affordability Program, Partnership for Permanent Housing, Transitional Housing, Project Homes, and Special Needs Homeless initiatives.

During the first 12 months of MTW implementation, the FCRHA will work with OPEH to coordinate ongoing data collection from the HMIS for purposes of tracking self-sufficiency from initial entry into FCRHA housing programs to exit from the programs. Self-sufficiency categories pertinent to subsidized housing include Credit, Income, Employment, Shelter, Adult Education, and Family Relations. Participants are evaluated on each of these measures and are assigned a status level from level 1 (In crisis) to 2

(Vulnerable), 3 (Stable), 4 (Self-Sufficient), and 5 (Thriving). The goal is for families and individuals to move further along the Housing Continuum from where they were first assessed.

Other existing processes: Existing reports will be used to determine the number of new families participating in Family Self-Sufficiency programs and self-sufficiency classes at the end of 12 months.

New data collection processes: A new approach will be put into place to monitor progress in reaching other benchmarks. The Program Director or designee will review a random sample from housing specialists' caseloads to determine the new average time collected over subsequent years to document the change in staff time dedicated to reexaminations.

A financial report will be established to evaluate rental revenue and HAP impact. Also, an analysis of program violations will be performed to determine any impacts on non-compliance due to less frequent review of program requirements.

F. **Authorization Cited:** Sections C.4 and D.1 of Attachment C of the Amended and Restated MTW Agreement.

G. **Rent Reform Information:**

1. **Board Approval of Policy:** The FCRHA's approval of this MTW initiative is included in the FCRHA's resolution adopting the MTW application and First Annual MTW Plan.
2. **Impact Analysis:** In calendar year 2011, approximately half of the HCV families reported an increase in gross income, with an average increase of just over $4,500; and about a fourth of the HCV families reported a decrease in gross income, with an average decrease of nearly $4000. In calendar year 2011, 30% of the PH families had a decrease in adjusted annual income, with an average decrease of $3,300 per year; nearly one fourth had no change in adjusted annual income; and 46% had an increase in adjusted annual income, with an average increase of $5,254 per year. Under MTW activity 1, about half of both HCV and PH families who otherwise would have experienced rent increases would not because their income increases would not be counted.
3. **Annual Reevaluation of Rent Reform Initiative:** Outcomes will be measured, and reviewed annually using the benchmarks and metrics described above as well as the rent impact analysis. The FCRHA will also seek public comment annually on its rent reform initiative as part of the public hearing accompanying its MTW Annual Plan.
4. **Hardship Case Criteria:** All families will be subject to the FCRHA's MTW Hardship Policy. See Appendix A.
5. **Transition Period:** The FCRHA plans to implement this activity in its first year of designation as an MTW agency by HUD.

6. **Documentation of Public Hearing:** See Section D Evidence of Community Support and Involvement, which includes the documentation of the public hearing and related consultations that occurred in connection with the MTW application and First Annual MTW Plan.

2013-2 Proposed MTW Activity—Eliminate Mandatory Earned Income Disregard (EID) Calculation

Connecting to THRIVE – Similarly to Activity 1 (Reduction in Frequency of Reexaminations), eliminating the Mandatory Earned Income Disregard (EID) calculation will present another opportunity for staff to reallocate resources toward self-sufficiency development. Although only 52 families in the Public Housing and Housing Choice Voucher program received the EID calculation in FY 2011, the EID calculation and tracking families that are in different phases of EID makes it cumbersome for staff to administer. The FCRHA believes the time spent on complying with this relatively obscure calculation would be better served on working with families on Individual Development Plans and goal-setting.

A. **MTW Initiative Description:** As a companion measure to the reduction in frequency of reexaminations, the FCRHA will eliminate the Earned Income Disregard (EID) calculation. HUD regulations specify that an assisted Public Housing family is eligible for EID when an unemployed or under-employed family member obtains a job or increases their wages. In the HCV program EID only applies to family members with disabilities. Any income increase attributable to employment is fully excluded from the family's income calculations for a 12-month period and is 50% excluded from calculations for the following 12 months. All earned income increases are then fully included in rent calculations following the 24-month phase-in period. EID also allows that if there are periods of unemployment after EID has started, the full or partial exclusion of wages may be allowed for a maximum time limit of 48 consecutive months. In addition, the EID qualifications are very specific and significantly limit those who may be eligible for the allowance. There are EID qualifications based on minimum wage, participation in job-training or self-sufficiency programs, and TANF thresholds.

   The FCRHA is proposing to eliminate the HUD-mandated EID calculation. The infrequent application of the EID calculation becomes negligible when applied under the FCRHA's proposed MTW activity 1, which proposes excluding calculation of increases from income between reexaminations. For most HCV EID-eligible families the reexaminations would be every three years.

B. **MTW Statutory Objective:** This addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures and to assist families achieve economic self-sufficiency.

C. **Anticipated Impacts:** Impacts anticipated from this change include:

   1. A reduction in the number of families receiving the EID;
   2. A reduction in staff time required to calculate a family's rent portion; and
   3. A reduction in the likelihood of errors associated with calculating potential income exclusions.

The FCRHA does not anticipate any participants will be adversely affected by this activity as most eligible individuals will realize savings through the FCRHA's proposed reexamination and interim policies. It will be simpler for families to understand what income will be counted for rent and when with the elimination of EID calculations. Families will also be better able to plan for savings, retirement, college educations, or other self-sufficiency plans without the stress and anxiety it causes for families to document and gather income information, often with little gains in rent receipts or reductions in HAP to landlords.

There could be short-term increase in rental revenue or decrease in HAP to landlords.

D. Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules:

Outcome Metric	Baseline	Benchmark
Number of families receiving the EID calculation	In FY 2011 there were 35 PH participants and 17 HCV participants eligible for the EID calculation	0 households will receive the EID calculation
Hours of staff time in rent calculation process	Average hours of staff time in rent calculation process in 2012	The amount of staff time in rent calculation process will be lower
Hours of staff time connecting residents to services	Average hours of staff time in connecting residents to services in 2012	The amount of staff time in connecting residents to services will be higher
Number of errors in income calculation	Number of errors in income calculation in 2012	The number of errors in income calculations will be reduced

Anticipated Schedule: The proposed elimination of EID will begin effective 2013.

E. **Data Collection Process and Proposed Metrics:** As mentioned in the prior activity, during the first full year as an MTW agency FCRHA staff will monitor time spent with families on income reexaminations through review of a random sample of housing specialists' caseloads.

F. **Authorization Cited:** Sections C.11 and D.1 and D.2 of Attachment C of the Amended and Restated MTW Agreement waives certain provisions of Section 8(o)(1), 8(o)2, 8(o)3, 8(o)7, 8(o)10, and 8(o)(13)(H)-(I) of the U.S. Housing Act of 1937 and 24CFR 982.508, 982.503, and 9982.518, as necessary to implement FCRHA's Proposed MTW Plan.

G. **Rent Reform Information:**

1. **Board Approval of Policy:** The FCRHA's approval of this MTW initiative is included in the FCRHA's resolution adopting the MTW application and First Annual MTW Plan.
2. **Impact Analysis:** There are currently 35 PH residents that are either in the initial year (100% exclusion), phase-in year (50% exclusion) or are on "hold" (currently no exclusion due to loss of income but still within the 48 month time period). This represents 3% of all PH households. The total amount of earned income currently being excluded is $258,198. While this represents a potential increase in PH payments to HCD of approximately $77,459 (30%), this increase will be offset by the proposed MTW Activity of reducing the frequency of reexaminations.

   There are currently 17 HCV residents in the initial or phase-in year or on hold. This represents less than 1% of the FCRHA's total voucher allocation. While this measure would result in a slight decrease in HAP to landlords, the decrease would be negligible due to the low percentage of EID households and the proposed reduction in frequency of reexaminations.
3. **Annual Reevaluation of Rent Reform Initiative:** As this activity is implemented, the FCRHA may revise the activity's metrics and further quantify and refine its performance baselines and benchmarks. If there is a negative impact on EID-eligible adults with regard to payment of rent, an analysis will be completed to determine if a change in the activity should be implemented, and under what circumstances.
4. **Hardship Case Criteria:** See Appendix A for proposed FCRHA Hardship Exemption Policy allowing families to claim interim decreases.
5. **Transition Period:** The FCRHA plans to implement this activity in its first year of designation as an MTW agency by HUD.
6. **Documentation of Public Hearing:** See Section D. Evidence of Community Support and Involvement, which includes the documentation of the public hearing and related consultations that occurred in connection with the MTW application and First Annual MTW Plan.

2013-3 Proposed MTW Activity—Streamlined Inspections for Housing Choice Voucher (HCV) Units

Connecting to THRIVE – 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 high-quality, and (2) it provides an incentive for families to maintain their units via a rent rebate. If successful, this activity will significantly reduce the costs associated with conducting HCV inspections, encourage owners to maintain their units, and incentivize families to employ good housekeeping practices.

A. **MTW Initiative Description:** 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 maintained in good repair for all HCV families, the FCRHA believes it can achieve this outcome more cost-effectively through a new rating system for HCV property owners.

   Over the course of the MTW demonstration, the FCRHA will develop an inspection process that evaluates both owners and program participants.

   Applicants/Current Participants must:

   1. Attend a mandatory HQS course conducted by the FCRHA Inspection staff. Classes will be offered on a regular basis so that applicants may sign up for and attend a course after their initial eligibility interview and prior to the voucher briefing. A certificate of successful completion will be provided to those applicants/participants demonstrating their knowledge of HQS to be presented to the eligibility housing specialist in order to receive a voucher.
   2. Receive a certificate of good housekeeping as part of their annual HQS inspection.
   3. Reside in a unit for 12 months with no special/complaint inspections that result in a determination by the inspector that the HCV participant was at fault.

   HCV participants who meet all of the above criteria will be given all or a portion of their last month's Total Tenant Payment (TTP) at the end of their lease term. A financial analysis will be conducted to determine the annual cost of this incentive based on available HAP and Administrative fee reserves.

   HCV owners/landlords will also be rated on multiple factors, including:

   1. The owner/landlord must attend a mandatory HQS course conducted by FCRHA inspection staff. Classes will be offered on a regular basis and in conjunction with existing landlord outreach efforts.
   2. The unit must successfully pass the prior year's HQS inspection.

3. No serious complaints reported by third parties or voucher participants that result in a determination by the inspector that the landlord was at fault. (A serious complaint is defined as one that would cause the unit to fail HQS).
4. Certification of the owner's knowledge of HQS requirements after the unit meets or exceeds HQS standards without comment, i.e. no minor or serious HQS issues.

This rating will be used to determine the nature and frequency of future inspections.

During year one of its participation in MTW, the FCRHA will begin overhauling its existing inspection process into a streamlined, cost-effective approach that aggressively enforces HQS at the most at-risk/problematic properties, while reducing inspection frequency at high-quality properties. Additionally, the agency already provides landlord outreach to owners on a quarterly basis and will begin using some of these sessions to train landlords on the requirements of HQS inspections.

The FCRHA will also start inspecting its own units with voucher participants. Currently, HUD requires an outside contractor to perform such inspections. This results in a higher cost to the agency than when its own staff conducts inspections. Also, outside contractors have not been as customer focused, timely, or responsive on follow-up inspections as FCRHA staff.

Initial steps planned for the first MTW year for all privately owned and partner-based HCV units include:

1. Notifying owners of the opportunity to attend a course on HQS requirements. A randomly selected inspection of units owned by service provider partners or owners who have 10 or more HCV units will be conducted. If the random sample passes inspection on the first attempt, the owner will be given the opportunity to self-certify that the remaining units also meet HQS standards and no further inspections will be performed in that year unless a complaint inspection is requested by the family, landlord, or other third parties. Although some units may not be inspected every year, every unit must meet HQS at all times while under contract.
2. Implementing a written self-certification process for the correction of minor fail items for owners with excellent HQS performance. Minor fail items are those that pass the unit with comment.
3. Implementing an inspection schedule based on geographic clustering of units within specified locations in Fairfax County.

The FCRHA also plans to begin inspecting its own project-based HCV properties, also following the geographic location based schedule. These strategies will result in considerable cost- and time-savings, while reducing traffic congestion, improving air quality, and reducing travel time.

B. **MTW Statutory Objective:** This addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures.

C. **Anticipated Impacts:**

1. This policy is projected to generate significant staff time savings by eliminating follow-up inspections for minor fail items and geographically inspecting units and reducing travel time.
2. This will allow time to be redirected to more landlord and community outreach and resident/participant service programs.
3. It will also allow staff to focus its efforts on the most at-risk units.
4. Cost savings of 25% are anticipated by reducing outside contractor costs and shift more responsibility to residents to ensure adequacy of the unit in which they live.
5. There may be more HQS issues during subsequent second-year inspections.

D. **Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules:**

Outcome Metric	Baseline	Benchmark
Average amount of time spent on an annual HQS inspection	Average amount of time spent on an annual HQS inspection in 2012	Average time spent on HQS will decrease by 10% without adversely affecting inspection results.
Average amount of time spent on providing community and landlord outreach	Average amount of time spent on community/landlord outreach in 2012	The amount of staff time in conducting outreach activities will increase.
Average amount of time spent on developing a good housekeeping rebate program	Currently staff has not spent time on developing a rebate program. Baseline is zero.	The amount of staff time spent on developing a rebate program will increase.
Number of units receiving an annual HQS inspection	Total number of units receiving an annual HQS inspection in 2012	Number of units inspected will decrease by 10% without adversely affecting inspection results.
Number of units receiving complaint/special inspections	Number of units receiving complaint/special inspections in 2012	Number of units receiving complaint/special inspections will decrease by 10% in year one and by 5% each year thereafter up to a maximum 20% reduction.
Number of owners/landlords attending FCRHA inspection courses	Number of owners/landlords attending FCRHA inspection courses in 2012	Number of owners/landlords attending FCRHA inspection courses will increase by 10%.

Outcome Metric	Baseline	Benchmark
Number of applicant/participant families attending FCRHA inspection courses	Currently families not required to attend inspection course. Baseline is zero.	100% of applicant families will attend the FCRHA inspection course.
Number of units receiving minor fail violations	Number of units with minor fail violations in 2012	Number of units receiving minor fail violations will decrease by 10%.
Number of units failing HQS	Number of units that failed HQS in 2012	Number of units failing HQS will decrease by 10%.
Total contractor cost of conducting HQS inspections	Total contractor cost in 2012	Contractor costs will be eliminated. Reimbursement of one month's TTP to families for successfully meeting the requirements and maintaining their units to required standards will increase from $0 to less than 5% of monthly HAP.

Anticipated Schedule: The proposed changes to streamline inspections for HCV units will begin in 2013.

E. **Data Collection Process and Proposed Metrics:** The FCRHA will pull the data needed from its financial invoices and data base. To evaluate the success of this activity, the FCRHA will track the number of inspections conducted and requests for special/complaint inspections, and the percentage of failed HQS inspections, separately for annual inspections and inspections where an annual inspection was not done in the previous year. Metrics for the above baseline measures will be collected every year after the activity is implemented.

F. **Authorization Cited:**

- Section D.5 of Attachment C of the Amended and Restated MTW Agreement;
- Section D.7 d of Attachment C of the Amended and Restated MTW Agreement;
- Section D.1 of Attachment C of the Amended and Restated MTW Agreement.

G. **Rent Reform Information:** Not applicable

2013-4 Proposed MTW Activity—Streamlined Unit Inspections for Public Housing (PH) Residents

Connecting to THRIVE – Similarly to Activity 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 is yet another example of how the MTW designation provides the flexibility to better allocate resources and reward committed families.

A. **MTW Initiative Description:** HUD regulations currently mandate that housing authorities inspect every PH unit at least annually to ensure it meets Uniform Physical Condition Standards (UPCS). While the FCRHA intends to uphold HUD's high standards of decent, safe, and sanitary housing maintained in good repair for all PH families, the FCRHA believes it can achieve this outcome more cost-effectively by rewarding tenants who consistently maintain the unit in excellent condition, thus performing less frequent inspections for those families.

   Over the course of the MTW demonstration, the FCRHA will develop an inspection process for families based on the following factors:

   1. The applicant/participant family has attended a mandatory UPCS inspection course. For applicant families, this course will be provided on a regular basis so that, between the time the family is called in for an eligibility interview and offered a PH unit, the family will have attended and successfully passed the inspection course provided by the FCRHA Inspection staff. Participant families will be provided the opportunity to attend these mandatory courses at regular property meetings on or near their units (at larger FCRHA PH properties that can accommodate larger groups).
   2. The family has a record of two consecutive excellent inspection ratings, including good housekeeping certification; and
   3. No serious complaints reported by third parties (a serious complaint is defined as one that would cause the unit to fail UPCS by the fault of the PH tenant).

   PH participants who meet all of the above criteria will be given a rebate of their rent or TTP for the last month of their current lease. A financial analysis will be conducted to determine the annual cost of this incentive based on available operating reserves. 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.

   During year one of its participation in MTW, the FCRHA will begin overhauling its existing inspection process into a streamlined, cost-effective approach that

aggressively enforces UPCS at the most at-risk/problematic units, while reducing inspection frequency for units maintained in excellent condition. Additionally, the agency through its quarterly property meetings with residents will begin using some of these sessions to train them on the requirements of UPCS inspections.

B. **MTW Statutory Objective:** This addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures.

C. **Anticipated Impacts:** The following long-term impacts are anticipated:

1. This policy is projected to generate staff time savings by eliminating annual inspections for public housing families who keep well-maintained units.
2. PH participants will be better informed as to the requirements for maintaining their units to meet good housekeeping standards. It is also anticipated that there will be a reduction in the unit turnover costs as there may be fewer damages in the unit at turnover time.
3. This will allow time to be redirected to efforts at the most at-risk units.
4. Cost savings by reducing damage and turnover costs and shifting more responsibility to residents are anticipated to be adequate to cover the costs of providing rent reduction rewards for those who maintain their units in good condition. Units that fail UPCS will be inspected bi-annually.

D. **Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules:**

Outcome Metric	Baseline	Benchmark
Average amount of time spent on an annual inspection	Average amount of time spent on an annual inspection in 2012	Average time spent on HQS will decrease by 10% without adversely affecting inspection results.
Average amount of time spent on providing community and landlord outreach	Average amount of time spent on community/landlord outreach in 2012	The amount of staff time in conducting outreach activities will increase.
Average amount of time spent on developing a good housekeeping rebate program	Currently staff has not spent time on developing a rebate program. Baseline is zero.	The amount of staff time spent on developing a rebate program will increase.
Number of units receiving an annual inspection	Number of units receiving an annual inspection in 2012	Number of units inspected will decrease by 10% without adversely affecting inspection results.
Number of applicant/participant families attending UPCS/housekeeping training	Current applicant / participant families are not required to attend UPCS/housekeeping training. Baseline is zero.	100% of applicant and participant families will attend mandatory UPCS/housekeeping training.

Outcome Metric	Baseline	Benchmark
Number of units receiving an award for good housekeeping during their annual inspection	Currently units do not receive good housekeeping evaluation. Baseline is zero.	Increase in the number of families receiving an excellent rating on their inspection by 10%.
Number of units failing their annual inspection	Number of units that failed their annual inspection in 2012	Corresponding decrease in the number of units failing inspections by 10%.
Number of families requiring follow up meeting with property managers or 21-30 day notices of lease non-compliance for failure to maintain unit appropriately	Number of families requiring follow up meeting with property managers or 21-30 day notices of lease non-compliance for failure to maintain unit appropriately in 2012	Decrease in the number of 21-30 day notices for lease non-compliance due to poor housekeeping.
Average cost of unit turnaround	Average cost of unit turnaround in 2012	Average unit turnaround cost will decrease by 5%. It is anticipated that the savings from unit turnaround costs and inspection reductions will cover the cost of providing rent rebates for exceptional housekeeping.

Anticipated Schedule: The proposed changes to streamline inspections for PH residents will begin in 2013.

E. **Data Collection Process and Proposed Metrics:** The FCRHA will pull the data needed from its data base. To evaluate the success of this activity, the FCRHA will track the number of inspections conducted and the number of failed and excellent inspection ratings. Metrics for the above baseline measures will be collected every year after the activity is implemented.

F. **Authorization Cited:** Section C.9 of Attachment C of the Amended and Restated MTW Agreement, Simplification of Property Management Practices, which waives certain provisions of Section 6(f) of the 1937 Act and 24 CFR 902, Subpart B.

G. **Rent Reform Information:** Not applicable

2013-5 Proposed MTW Activity—Institute a Work Requirement for All Non-Exempt Families in Public Housing and Housing Choice Voucher Programs

Connecting to THRIVE – 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 to the next step of 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. Fortunately the FCRHA is not starting from scratch on this effort, as it already 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.

A. **MTW Initiative Description:** The FCRHA's working preference, one of four preferences it administers in the Public Housing and Housing Choice Voucher programs, does not necessarily result in any long-term self-sufficiency for the families as there is no HUD mandate to continue the employment once the household is on either of the federal programs. While families will often gain employment in order to meet the preference, there is no incentive to retain employment once on the subsidy. In the Public Housing program, community service is required for any adult family member who is not employed or otherwise exempt from the activity. While that has some impact of motivating able-bodied family members to sustain employment, it does not have the full impact of a work requirement. As community case managers, the Department of Family Services VIEW staff, and shelter and other homeless services staff work with families to develop a self-sufficiency plan, including employment services. Continuing working with families once in the program to maintain that employment will be an activity that FCRHA staff will be able to support—especially in light of other efficiencies gained from other proposed MTW activities.

   The FCRHA is proposing that families who meet the work preference through 30 hours per week of employment (i.e. are not a full-time student, elderly, a person with disabilities, or the sole caretaker of a disabled family member) be required to continue to work 30 hours a week once on the program. While families will be permitted to attend job training, earn a GED, or enroll in higher education courses for 30 hours per week to meet the work requirement, those activities will be capped after four years. Currently, HUD regulations put no limit on the amount of time a full-time student may have excluded income. Similar to the requirements for Free Application for Federal Student Aid (FAFSA), an adult family member will be granted a maximum of four years for education or job training as a full-time student eligible for the student deduction. After four years, while still able to pursue job training or

education, income for that member will no longer be excluded. Similar to HUD regulations, there will be no age limit on this provision. That way, single parents who have not had the opportunity to seek post-secondary education or job training may still be granted the opportunity for full-time student status with the income exclusion for up to four years.

In instances where employment is being sought, but does not yet reach the 30-hour per week requirement, families will be referred to and required to work with The SkillSource Group, Inc. (SkillSource) and the SkillSource Centers of the Northern Virginia Workforce Investment Board. The FCRHA has a Memorandum of Agreement with SkillSource to identify opportunities for Public Housing residents and other low- and very low-income persons in Fairfax County that enhance and create workforce development initiatives on behalf of employers, jobseekers, and workers throughout the region through the following activities:

- Assess clients and recommend job readiness/job training/job apprenticeship opportunities;
- Assist clients eligible for Workforce Investment Act training funds with identifying potential funding for these training services;
- Assist the FCRHA to set up a pre-apprentice program for large construction contracts utilizing FCRHA funds;
- Post job opportunities of contractors/subcontractors utilizing HUD funds at SkillSource centers; and
- Notify Section 3 qualified individuals of job opportunities with contractors/subcontractors required to meet Section 3 goals.

The SkillSource Group, Inc. is the non-profit entity of the Northern Virginia Workforce Investment Board with a mission to:

- Prepare youth for today and tomorrow's workforce;
- Find ways to accommodate adults with disabilities in the workplace;
- Help new Americans find their way to meaningful employment as they work through cultural and language challenges;
- Identify available financial resources to assist in re-training and skill development opportunities; and
- Keep families strong through the self-esteem of a livable wage that will support families and enable participation in society.

B. **MTW Statutory Objective:** This addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures and to assist families achieve economic self-sufficiency. In encouraging education and job training skills, it is expected that family income will rise over time.

C. **Anticipated Impacts:** The following long-term impacts are anticipated from this policy change:

1. An increase in family income, savings, tenant payments to landlords (and a resulting decrease in HCV HAP) and an increase in Public Housing rent and revenues. There may also be a positive impact on the community and neighbors.
2. An increase in the number of families with earned income.
3. An improvement in families' average scores for Income, Credit, Employment, and Education indicators from the self-sufficiency matrix in HMIS.

There may be a temporary reduction in adjusted family income as families opt for education and job training initially with a goal to increase job skills and, consequently, income in the long-term.

D. **Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules:**

Outcome Metric	Baseline	Benchmark
Number of families with earned income	Number of families with earned income in 2012	Number of families with earned income will increase by 10%.
Average adjusted family income	The average adjusted annual income of HCV families at their 2011 annual reexaminations was $16,314 and in the Public Housing (PH) program, the average adjusted annual income of families at their 2011 annual reexaminations was $18,770.	Average adjusted family income will increase by 10%.
Average HCV Total Tenant Payment (TTP)	The average rent/TTP payment for HCV families at their 2011 annual reexaminations was $411 per month.	Average TTP/rent will increase by 10%. A proportion of this increase will be dedicated to a savings account, depending on the family's participation in the FCRHA's Rent Reform Controlled Study (see Activity 2013-6).
Values on the Self-Sufficiency matrix (see below) established by the Fairfax County Office to Prevent and End Homelessness on the following indicators	Baseline measures of families' position along the self-sufficiency matrix will be determined in year one	Families and individuals will make progress towards self-sufficiency as measured by indicators included in the Self-Sufficiency matrix.

Outcome Metric	Baseline	Benchmark
- Credit - Income - Employment - Shelter - Education - Family Relations		

Anticipated Schedule: The proposed activity to institute a work requirement for all non-exempt families in PH and HCV will begin in 2013.

E. **Data Collection Process and Proposed Metrics:** A new sampling will be taken by the Program Director or designee to determine the new average income for MTW families. A financial report will be established to evaluate rental revenue and HAP impact.

F. **Authorization Cited:**

- Section C.11 of Attachment C of the Amended and Restated MTW Agreement, Rent Policies and Term Limits.
- Section E of Attachment C of the Amended and Restated MTW Agreement, Authorization Related to Family Self Sufficiency.

G. **Rent Reform Information:** Not applicable

2013-6 Proposed MTW Activity – Design and Initiate a Rent Reform Controlled Study

Connecting to THRIVE – Section 3 of Notice PIH-2012-16 requires that MTW applicants design and implement an alternate rent strategy. The FCRHA meets this requirement through Activity 6 and has designed an approach, in collaboration with George Mason University, that ties in to the THRIVE model and meets random assignment process research standards. The FCRHA's alternate rent strategy, described in detail below, 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 believes 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.

A. **MTW Initiative Description:** Within two years of its designation as an MTW agency, the FCRHA—in cooperation with George Mason University—will design and begin implementation of an alternate rent strategy for households in the Housing Continuum. The objective of the modified rent calculation is to provide incentives for working families and to provide opportunities for increased savings and movement towards self-sufficiency. A rigorous experimental evaluation of the FCRHA's alternate rent strategy can provide clear-cut evidence of the effectiveness of such modifications which could benefit other PHAs on a national scale.

   The statute requiring Housing Choice Voucher and Public Housing families to pay 30% of their adjusted income is well-established and understood; however, the FCRHA has found that it can create a disincentive for achieving self-sufficiency. The FCRHA has attempted to mitigate this disincentive by excluding certain types of increases in income from a required interim reexamination. Nevertheless, a pervasive sense remains among participants that there is a penalty in the form of increased rent, if they increase their income.

   The FCRHA has developed 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 recertifications every two years so families can take advantage of income increases without a resulting rent increase (included as part of year 1 activity 1);
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 will partner with George Mason University (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. As a result, the FCRHA can be part of the effort to improve efficiency and outcomes for families in other communities across the country.

Self-sufficiency deduction: As part of the rent reform program, the FCRHA will develop a simplified approach to calculating families' adjusted income which will include applying a self-sufficiency deduction to families' countable income. In the first year after receiving the MTW designation, GMU will work with the FCRHA to develop the specific structure of the self-sufficiency deduction. A potential source for the self-sufficiency deduction is the local economic self-sufficiency standards developed by the Wider Opportunities for Women (WoW) organization and disseminated by the Center for Women's Welfare (http://www.selfsufficiencystandard.org/pubs.html.) The WoW self-sufficiency standard defines the amount of income needed by different family types to meet basic needs, including housing, food, health care, taxes, child care, and transportation. The WoW self-sufficiency standards have been developed for 40+ different family types (i.e. number of workers, presence and age of children) and for specific geographic areas.

GMU and the FCRHA will also review other self-sufficiency standards implemented as part of other state and local social assistance programs, including TANF and SNAP. These standards will be adjusted for inflation as necessary using the CPI-U. Thus, programmatic changes to income calculation as part of the FCRHA's rent reform will be based on sound research on self-sufficiency deductions that are specific to the family demographics and economic conditions of the local community.

Sensitivity analysis: The second component of the rent reform that will be established in the first year is the determination of the appropriate proportion of the family share that will be dedicated to rent, as well as the proportions that could be appropriated to savings and services. The ability for families to have an opportunity

to pay a somewhat lower share of their income towards rent, leaving an amount for savings and to put towards job training and financial management classes is an important component of the FCRHA's goal of promoting families' self-sufficiency. The specific shares allocated to rent, savings and self-sufficiency services will depend on an analysis of how those changes will affect the FCRHA's average Housing Assistance payments (HAP) in the Housing Choice Voucher program and the rental income that could be expected in the Public Housing program. The FCRHA will work with George Mason University's Public Policy Center for Regional Analysis to conduct a sensitivity analysis that balances the amounts needed by families to accumulate savings and pay for services, with the reduction in income the FCRHA could afford without reducing the number of families it can serve or jeopardizing the sustainability of its Public Housing properties.

For example, assuming families are able to pay 27% of their adjusted income towards rent (as calculated using the revised methodology), with 2% deposited in a savings account and 1% allocated toward the costs of self-sufficiency activities, GMU and the FCRHA will determine the effect on total rental income. This determination will be repeated for difference scenarios that involve different shares of families' incomes allocated toward rent, savings and self-sufficiency activities. This sensitivity analysis will provide the information that will be needed to form that basis of the policy change to ensure that the FCRHA is able to continue to meet the needs of its HCV and PH residents and partners.

Controlled experiment: Within two years of receiving the MTW designation, the FCRHA will work with George Mason University to develop and begin implementing a controlled experiment of the proposed rent reform. Several constraints need to be considered in the design of a controlled experiment to evaluate the impact of the rent reform efforts. These issues include the timeframe over which impacts will be measured, the target population of interest, the process of assigning participants to treatment and control groups to minimize selection bias, the timeframe over which new entrants will enter the study, and the potential for expanding the reform efforts to families outside of the study if short term benefits are observed. The GMU evaluation team has begun developing an innovative controlled experimental design that takes these issues into account.

In year one, a set of pilot participants will be randomly selected shortly after the FCRHA receives the MTW designation. Data collection and analysis based on this group of pilot participants will focus on learning how best to collect data from families living in Public Housing and receiving housing vouchers and issues of data quality, particularly issues that may lead individuals not to participate in the study or to be reluctant to provide certain types of data.

In year two and beyond, new entrants to the County's HCV and PH programs will enter the study through either the County's Bridging Affordability program or through customary waitlists. New participants will then be assigned to either treatment or control group.

B. **MTW Statutory Objective:** This addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures and to assist families achieve economic self-sufficiency. This activity also meets the requirement in Section 3 of the Request for Applications under the MTW for a Rent Reform Control Study.

C. **Anticipated Impacts:** The FCRHA anticipates that this alternate rent strategy will have several impacts:

1. Rent will be reduced in the first two years of the family's participation.
2. Families will build a savings "nest egg" that they can access as they achieve self-sufficiency goals.
3. Continued and increase participation in self-sufficiency services provided by nonprofit partners.
4. Families will show improvement on self-sufficiency measures, including indicators related to income, employment, family relations, credit worthiness, and education.

D. **Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules:**

Outcome Metric	Baseline	Benchmark
Define appropriate self-sufficiency deduction	The FCRHA currently does not use a standard self-sufficiency deduction in its human services programs. Self-sufficiency standards have been developed by other local organizations.	Final and documented self-sufficiency deduction by household type
Determine appropriate share of family income for rent, savings and services	The FCRHA is aware that reducing the proportion of families' income that goes towards rent has implications for its programs and understands the need for a sensitivity analysis to determine the appropriate proportions to ensure the sustainability of the FCRHA's Public Housing properties and the number of families that can be assisted in the HCV program.	Combinations of proportions of incomes for rent, savings, and services that result in sustainability of the FCRHA's housing programs
Implement pilot study (see below)	Not implemented	Pilot study implemented and data collection processes finalized

Outcome Metric	Baseline	Benchmark
Begin implementation of controlled experiment (see below)	Not implemented	Participants drawn into treatment and control groups and data collected
Level of rent payments	Will be determined	Rent payments will be lower for treatment groups compared to control groups
Level of savings	Will be determined	Level and rate of savings will be higher for treatment groups compared to control groups
Number of families enrolled in FSS and other self-sufficiency programs	Will be determined	A greater proportion of families in the treatments groups will participate in self-sufficiency programs compared to control groups
Values on the Self-Sufficiency matrix (see below) established by the Fairfax County Office to Prevent and End Homelessness on the following indicators - Credit - Income - Employment - Shelter - Education - Family Relations	Will be determined	Families in the treatment groups will experience faster movement along the self-sufficiency matrix compared to families in the control groups.

Anticipated Schedule: The determination of the self-sufficiency standard and the sensitivity analysis to determine the proportion (and changes) in income for rent, savings and services will be conducted in year one. The pilot study will also be implemented in year one and will inform the implementation of the full controlled experiment which will begin in year two.

E. **Data Collection Process and Proposed Metrics**: The proposed metrics have been described in section D above. The FCRHA will collect data on participants in the treatment and control groups through existing systems (including the HUD Homeless Management Information System (HMIS) that tracks participants' progress with a Self-Sufficiency matrix and the FCRHA database management system (Yardi) which is currently used for calculating and managing rent payments). As part of the rent

reform evaluation, the FCRHA will work with other County agencies to collect data on all HCV and PH families and individuals participating in the controlled experiment through HMIS.

F. **Authorization Cited:** Section C.11 and D.2 of Attachment C of the Amended and Restated MTW Agreement.

G. **Rent Reform Initiative Information**:

1. **Agency's Board approval of policy:** The FCRHA's approval of this MTW initiative is included in the FCRHA's resolution adopting the MTW application and First Annual MTW Plan.
2. **Impact Analysis:** It is estimated that the rent reform study will include 600 participants, with 300 being subject to the rent reform policy changes. The FCRHA and GMU will develop methods for evaluating the impacts on program participants in the first two years after receiving the MTW designation.
3. **Annual Reevaluation of Rent Reform Initiative:** Impacts of the rent reform will be evaluated annually.
4. **Hardship Case Criteria:** No hardship case criteria would be needed for this activity in year one of implementation. The FCRHA will develop hardship criteria based on the specifics of its alternate rent strategy, which will be designed in the first year of the FCRHA's MTW designation.
5. **Transition Period:** The FCRHA's rent reform controlled study will be designed in the first 12 months of its MTW designation, and will be implemented in the first 24 months of the designation.
6. **Documentation of Public Hearing:** See Section D. Evidence of Community Support and Involvement, which includes the documentation of the public hearing and related consultations that occurred in connection with the MTW application and First Annual MTW Plan.

2013-7 Proposed MTW Activity—MTW Block Grant Evaluation

Connecting to THRIVE – Section 3 of Notice PIH-2012-16 requires that MTW applicants select between two HUD policy priorities – a Housing Choice Mobility Demonstration or a Detailed MTW Block Grant Evaluation. The FCRHA meets this requirement through this activity by selecting the Detailed MTW Block Grant Evaluation. The flexibility offered by creating a pool of fungible resources using assistance under Section 8 (Housing Choice Voucher) and Section 9 (Public Housing), fits perfectly with the FCRHA's THRIVE Housing Continuum. These fungible resources will enable the FCRHA to more effectively tie its housing programs, both federal and county, together in a way that provides more choice for low-income families. Additionally, the cost efficiencies achieved through this approach will create opportunities for the FCRHA to fund priorities in Fairfax County's Housing Blueprint, which sets the county's affordable housing policy direction. Similarly to Activity 6, the FCRHA will work with George Mason University on evaluating the effects of the block grant.

A. **MTW Initiative Description:** In its first year as an MTW agency, the FCRHA, together with its evaluation partner, George Mason University, will design a method to measure and evaluate those aspects of the MTW block grant that result in quantifiable outputs. Fairfax County will use block grant funds to more efficiently allocate resources to identified local housing priorities.

The Fairfax County Board of Supervisors adopted a **"Housing Blueprint"** in 2010 which established the county's affordable housing policy direction for FY 2011 and beyond. The Housing Blueprint reflects the philosophy of the Board that affordable housing is a continuum ranging from the needs of the homeless to first-time homebuyers. Included in this range are the diverse housing needs of hard-working, but low paid families; senior citizens; persons with physical or mental disabilities; and the workforce across Fairfax County. The goals and priority needs set forth in the Housing Blueprint were the product of input gathered through the process of bringing together County officials and staff, representatives from the non-profit community and for-profit development sector, and the citizens of Fairfax County. The consensus among the parties establishing the housing priorities for the next 10 years is that affordable housing priorities have changed and that the emphasis should shift to those with the greatest need. The housing goals established for the next 10 years in the Housing Blueprint are:

- To end homelessness in 10 years
- To provide affordable housing options to those with special needs
- To reduce the waiting lists for affordable housing by half in 10 years
- To produce workforce housing sufficient to accommodate projected job growth

Consistent with the Housing Blueprint, the philosophy driving the County's MTW Plan is that the FCRHA can best address the diverse needs of the community by pooling all resources at its disposal to fund priority needs. Combining funds into a

block grant gives the county flexibility to dedicate resources where they are most desperately needed.

B. **MTW Statutory Objective:** The block grant supports the MTW statutory objectives to reduce cost and achieve greater cost effectiveness; and increase housing choice.

C. **Anticipated Impacts:** The County anticipates that the flexibility afforded the agency to combine funds in an MTW block grant will result in cost savings and administrative efficiencies that can be used to provide improved services to program participants.

D. **Baseline, Benchmarks, Outcome Metrics, and Anticipated Schedules:** During Year One the county will work with George Mason University to set the baselines, proposed benchmarks and identify the metrics which will be used to evaluate the block grant. In 2013, the FCRHA will design the block grant evaluation. The evaluation of the block grant will be conducted in subsequent years.

E. **Data Collection Metrics and Protocols:** The evaluation will take into consideration both the efficiencies and the costs associated MTW flexibilities and, at minimum, will include:

- Linking programs in the Housing Continuum,
- Reducing frequency of recertification and interim re-examinations,
- Operating savings accounts,
- Providing self-sufficiency services, and
- Operating the FCRHA's rent reform controlled study

F. **Authorization Cited:** Section 3 of the Request for Applications under the Moving to Work Demonstration Program, Statutory Requirements and Eligible Applicants, (2) Detailed MTW Block Grant Evaluation.

G. **Rent Reform Initiative Information**: Not applicable.

2013-8 Proposed MTW Activity – Convert Scattered-Site Public Housing Units to Project-Based Section 8 Assistance

Connecting to THRIVE – 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. 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.

A. **MTW Initiative Description:** 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. In the first year of its MTW designation, the FCRHA plans to dispose of these units to an FCRHA-affiliated entity and will request to convert them to project-based Section 8 assistance to allow for more efficient management of those units and create the possibility of designating them for occupancy by special populations like the elderly or persons with disabilities. The FCRHA requests MTW flexibility to project base these Public Housing units without a local competitive process.

B. **MTW Statutory Objective:** This addresses the MTW statutory objective to reduce costs and achieve greater cost effectiveness in Federal expenditures and to increase housing choice for eligible low-income families.

C. **Anticipated Impacts:** The FCRHA believes converting these units will have several benefits, including:

- More cost-effective and efficient management of these scattered units;
- A requirement of Housing Quality Standards (HQS) inspections for those units, consistent with the over 3,000 Housing Choice Vouchers that the FCRHA manages;
- More housing choice for residents as they will have access to a tenant-based voucher after a certain period of time; and
- More housing resources potentially dedicated to special population groups such as the elderly or persons with disabilities.

D. **Baselines, Benchmarks, Outcome Metrics, Anticipated Schedules:**

Baselines:

1. The FCRHA has 3,537 Housing Choice Vouchers that allow participants to reside anywhere in Fairfax County.
2. Although the FCRHA has agreements with other Fairfax County human service agencies to "reserve" units for special population groups, no Public Housing units are designated for elderly or disabled families.

Benchmarks:

1. 209 additional families will have access to the portability feature offered by a tenant-based voucher.
2. The FCRHA will work with its partners to determine if and how many of these 209 units could be designated for special population groups.

Anticipated Schedule: The proposed activity to convert scattered-site PH units to project-based Section 8 assistance will begin in 2013, contingent upon approval of the disposition of these units.

E. **Data Collection Process and Proposed Metrics**: The FCRHA will be able to collect all of the data to measure this activity from its financial statements and management reports.

F. **Authorization Cited**: From Standard MTW Agreement, Attachment C, Statement of Authorizations, Section D. 7. a. The Agency is authorized to project-base Section 8 assistance at properties owned directly or indirectly by the Agency that are not public housing. Project-based assistance for such owned units does not need to be competitively bid, nor are the owned units subject to any required assessments for voluntary conversion.

G. **Rent Reform Initiative Information**: Not applicable.

The activities described above are those that will be implemented by the FCRHA in Year One AND require HUD approval. However, as described in Section IV of the MTW Plan, the FCRHA has several more activities planned that do not require HUD approval AND still meet one or more of HUD's three MTW Goals. Listed below is a sampling of those Year One activities:

MTW Goal 1: Reduce cost and achieve greater cost effectiveness in federal expenditures

1. Create a gateway to the Public Housing and Housing Choice Voucher programs for those at the first step of the Housing Continuum, using the Fairfax County Bridging Affordability Program.
2. Utilize an assessment tool for all participating MTW households and match them to the right fit for housing assistance and services.

MTW Goal 2: Give incentives to families with children where 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

1. Design an alternate MTW rent strategy that will allow participating residents to establish escrow accounts using a portion of rising income for this purpose, as an incentive for wage progression and increasing self-sufficiency.
2. Expand partnerships with the Fairfax-Falls Church Community Services Board (CSB) and the Fairfax County Health Department for mental and other health services, clinics, and education.

MTW Goal 3: Increase housing choice for eligible low-income families

1. Partner with private landlords to pledge a number of rental units for households in the THRIVE Housing Continuum.

VI. Ongoing MTW Activities: HUD approval previously granted

Not applicable.

VII. Sources and Uses of Funding

A. List planned sources (Operating, Capital, HCD) and uses of MTW funds

Planned sources (Operating, Capital, HCV) and uses of MTW funds			
SOURCES			
Operating Subsidy	$	2,691,388	
Capital Fund Program	$	2,106,807	
Housing Choice Vouchers			
Housing Assistance Payments	$	36,349,429	
Administrative Funding	$	2,888,975	
Portability Program Recovered Costs & Fees	$	4,329,524	
Miscellaneous Revenue - Fraud, Investment	$	51,932	
TOTAL	**$**	**48,418,055**	*
USES			
Operating Subsidy	$	2,691,388	
Capital Improvements	$	1,660,096	
Operations	$	208,788	
Administrative Expense	$	237,923	
Housing Choice Vouchers			
Housing Assistance Payments	$	36,349,429	
Portability HAP	$	4,120,730	
Administrative Funding - Personnel	$	2,606,683	
Administrative Funding - Operating	$	544,115	
TOTAL	**$**	**48,419,152**	*

Planned sources and uses of HCV Non - MTW funds **			
SOURCES			
Housing Choice Vouchers			
Housing Assistance Payments	$	6,688,019	
Administrative Funding	$	531,549	
Portability Program Recovered Costs & Fees	$	-	
Miscellaneous Revenue - Fraud, Investment	$	9,555	
TOTAL	**$**	**7,229,123**	*
USES			
Housing Choice Vouchers			
Housing Assistance Payments	$	6,688,019	
Portability HAP	$	-	
Administrative Funding - Personnel	$	479,610	
Administrative Funding - Operating	$	100,113	
TOTAL	**$**	**7,267,742**	*

* HCV HAP Reserve balances become additional source of funding as required.

** Non-MTW includes: NEDS/Mainstream, Homeownership, FUP (pre 2008), FUP (FY08/09), Tenant Protection, and VASH

B. List planned sources and uses of State or local funds;

In addition to the federal Housing Choice Voucher and Public Housing programs, the FCRHA receives an annual allocation of local funding to operate Fairfax County's Bridging Affordability program. The Fairfax County Rental Program is funded by a mix of federal and local funds. These funds will not be used for implementation of the FCRHA's MTW activities in the first year of its MTW designation.

C. If applicable, list planned sources and uses of the COCC;

Planned sources and uses of the COCC		
SOURCES		
Asset Management Fee Revenue	$	120,360
Property Management Fees	$	749,282
Bookkeeping Fees	$	88,969
Front-line Fees	$	83,014
Capital Grant Administrative Fees	$	237,923
TOTAL	**$**	**1,279,548**
USES		
Salaries and Benefits	$	654,219
Property Cost (Home office)	$	277,260
Dues and Fees	$	3,383
Expendable Equipment	$	8,910
Office Supplies	$	11,832
Phone	$	46,190
Postage and Printing	$	20,294
Staff Training	$	30,779
Maintenance Expense	$	33,182
Maintenance Vehicle Expense	$	8,060
Others	$	185,439
TOTAL	**$**	**1,279,548**

D. If using a cost allocation or fee-for-service approach that differs from 1937 Act requirements, describe the deviations and the reasons therefore; and

The FCRHA is not using a cost allocation system that differs from the 1937 Act requirements.

E. List or describe use of single-fund flexibility, if applicable, describe uses across traditional program lines or special circumstances in support of an MTW activity.

As described in Section V. of the FCRHA's MTW Plan, the FCRHA plans on using the single-fund flexibility available through its MTW designation to operate its Housing Continuum and fund housing priorities identified in Fairfax County's Housing Blueprint. In the first year of its MTW designation, the FCRHA expects to work with George Mason University to set the baselines, proposed benchmarks and identify the metrics which will be used to evaluate the block grant, and begin to determine how and the extent to which the single-fund flexibility can fund priorities in the Housing Blueprint.

F. List reserve balances at beginning of the Plan year.

Projected Cash and Reserve Balances Cash		
Public Housing Cash		
Operating Cash	$	6,448,140
FSS Escrow	$	286,724
Total	**$**	**6,734,864**
COCC		
Operating Cash	$	316,661
Total	**$**	**316,661**
Housing Choice Voucher		
Net Restricted Assets	$	4,379,931
Net Unrestricted Assets	$	2,287,497
FSS Escrow	$	332,714
Total	**$**	**7,000,142**

G. In Plan Appendix, provide planned sources and uses by AMP.

See Appendix C. Planned Sources and Uses by AMP

VIII. Administrative

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

The Resolution signed by the Board of Commissioners adopting the Annual MTW Plan Certifications of Compliance can be found in Section D.2. of the FCRHA's MTW application.

B. Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable

Fairfax County is well-positioned to effectively monitor outcomes and rigorously evaluate impacts associated with the MTW activities described above. The evaluation efforts tied to this proposal will build on the existing literature and MTW experiences of other PHAs. The evaluation efforts will be strengthened through partnerships with evaluation and subject area specialists at George Mason University. In addition, the 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 will foster an evaluation perspective that will link proposed activities to the countywide human services system. For example, FCRHA's first year activities under MTW emphasize establishing a connection between the county's Bridging Affordability program and the other steps in the Housing Continuum. As part of this effort, the FCRHA will work primarily on relieving staff and families from administrative burdens and identifying already-available service resources. Outcome measures associated with MTW activities, developed through the RBA approach, include 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 then 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

To provide additional methodological expertise to the design, implementation and analysis of the County's evaluation of MTW activities, including the rent reform study and block grant study, the County will partner with two units 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 will be 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 will be 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.

Appendix A. Fairfax County Redevelopment and Housing Authority (FCRHA) Proposed Hardship Policy for MTW Activities

FCRHA's Hardship Policy addresses the following proposed MTW activities:

1. Rent Reform Initiatives, including increases in minimum rent; and
2. Reduction of Rent Reduction Requests to after first six months following initial occupancy and no more than once per calendar year thereafter.

1. Increases in Minimum Rent

The financial hardship exemption applies only to families required to pay the minimum rent. If a family's TTP is higher than the minimum rent, the family is not eligible for a hardship exemption. If the PHA determines that a hardship exists, the family share is the highest of the remaining components of the family's calculated TTP. A hardship will be considered to exist only if the loss of eligibility has an impact on the family's ability to pay the minimum rent.

In order to qualify for a hardship exemption, a family must meet at least one of the following criteria:

- The family would be evicted because it is unable to pay the minimum rent;
- Loss of employment due to reduction in work force or closure of the place of employment where employment income loss is not covered by severance pay or separation benefits; or
- A death has occurred in the family and the family must describe how the death has created a financial hardship (e.g., because of funeral-related expenses or the loss of the family member's income).

Families who meet the criteria listed above must submit their request in writing via mail, fax, or email to their FCRHA Housing Services Specialist, stating both the reason for the hardship and its expected duration. Requests will be considered on a case-by-case basis and weighed against other local resources available to the family.

Families granted a hardship exemption to the increase in minimum rent will continue to pay pre-reform minimum rent (subject to FCRHA or HUD changes) until their next re-examination of income, at which time the family will be subject to the rent reform initiative.

2. **Elimination of Rent Reduction Requests for Six (6) Months Following Initial Occupancy and limit of one request every 12 month period.**

In order to qualify for a hardship exemption, a family must experience a long-term loss of income (90 days or longer) due to circumstances beyond the family's control. Examples of such circumstances include:

- A medical condition that prevents an adult family member from working when loss of employment is not covered by paid medical benefits;
- Loss of employment due to reduction in work force or closure of the place of employment where employment income loss is not covered by severance pay or separation benefits; or
- Families that experience an increase in medical expenses, such that these expenses exceed 15% of gross income.

Families who meet the criteria listed above must submit their request in writing via mail, fax, or email to their FCRHA Housing Services Specialist, stating both the reason for the hardship and its expected duration. Requests will be considered on a case-by-case basis and weighed against other local resources available to the family.

Families granted a hardship exemption will be allowed to receive an interim income decrease following FCRHA's standard policies and procedures. No more than one such exemption will be granted to any given family during the six months following initial occupancy or more than once in a 12-month period thereafter.

Appendix B. Documentation of Public Hearing

The following Notice of Public Hearing was published in The Washington Times on May 9, 2012.

NOTICE OF PUBLIC HEARING
Thursday, May 30, 7 p.m.

The Fairfax County Redevelopment and Housing Authority (FCRHA) will conduct a public hearing on its draft "Moving to Work" Plan. The hearing is being conducted in compliance with United States Department of Housing and Urban Development requirements for public housing agencies applying for designation as a Moving to Work agency. The FCRHA meeting will be held at 4500 University Drive, Fairfax, VA at 7 p.m. on May 30. 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 703-246-5103. If you have any questions concerning the public hearing, please call 703-246-5103, 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 Thursday, June 7, 2012.**

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 of the event in order to make the necessary arrangements. Equal Housing/Equal Opportunity Employer

EQUAL HOUSING OPPORTUNITY

Run date: May 9, 2012 AD#14645111

Appendix C. Planned Sources and Uses by AMP

	VA019000001	VA019000002	VA019000003	VA019000004	VA019000005	VA019000006	VA019000007	VA019000008	VA019000009	VA019000010	VA019000011	VA019000012	VA019000099	Total
Net Tenant Rental Revenue	511,060	459,637	670,282	642,581	764,603	591,344	461,620	436,799	536,345			0	0	5,074,271
Tenant Revenue - Other	7,914	30,587	24,061	33,657	34,896	26,406	18,023	30,645	47,478					253,667
Total Tenant Revenue	**518,974**	**490,224**	**694,343**	**676,238**	**799,499**	**617,750**	**479,643**	**467,444**	**583,823**	**0**	**0**	**0**	**0**	**5,327,938**
HUD PHA Operating Grants	497,580	206,176	289,802	494,159	414,027	284,304	276,539	264,076	393,683	77,637	354,628			3,552,611
Capital Grants	320,657	29,658	36,108	61,602	632,382	43,575	134,063	16,999	130,223					1,405,267
Other Government Grants														0
Investment Income - Unrestricted	3,421	2,530	3,104	3,189	4,999	5,391	2,787	2,758	2,930					31,109
Other Revenue	3,320	1,151	2,461	16,633	4,580	11,737	9,033	11,139						60,054
Total Revenue	**1,343,952**	**729,739**	**1,025,818**	**1,251,821**	**1,855,487**	**962,757**	**902,065**	**762,416**	**1,110,659**	**77,637**	**354,628**	**0**	**0**	**10,376,979**
Administrative Salaries	58,818	5,718	(1,826)	78,043	30,133	25,995	(1,824)	19,977	34,026	9,826	1,324			260,210
Auditing Fees	6,002	4,439	5,448	5,600	8,777	5,448	4,893	4,843	5,145					50,595
Management Fee	179,054	65,365	81,687	201,046	130,440	98,413	72,226	82,243	76,731					987,205
Book-keeping Fee	10,546	7,786	9,646	9,818	15,435	9,540	8,595	8,542	9,061					88,969
Advertising and Marketing	31,093			27,583										58,676
Employee Benefit contributions - Administrative		1,577	198		12,387	8,159	612	7,387	12,408	3,207	440			46,375
Office Expenses	230			11		1,307								1,548
Legal Expense	3,113	3,358	3,964	989	2,209	29,336	1,844		5,357					50,170
Travel														0
Allocated Overhead														0
Other	(25,098)	13,613	32,628	23,674	26,505		14,391	7,389	6,614					99,716
Total Operating - Administrative	**263,758**	**101,856**	**131,745**	**346,764**	**225,886**	**178,198**	**100,737**	**130,381**	**149,342**	**13,033**	**1,764**	**0**	**0**	**1,643,464**
Asset Management Fee	14,280	10,560	12,960	13,320	20,880	12,960	11,640	11,520	12,240					120,360
Tenant Services - Salaries														0
Relocation Costs									6,501					6,501
Employee Benefit Contributions - Tenant Services														0
Tenant Services - Other	36,814	349	610		209	114	141		1,292					39,529
Total Tenant Services	**36,814**	**349**	**610**	**0**	**209**	**114**	**141**	**0**	**7,793**	**0**	**0**	**0**	**0**	**46,030**
Water	43,031	23,624	56,321	51,346	69,118	56,089	50,545	23,109	45,278					418,461
Electricity	115,136	93,189	93,288	89,542	163,025	152,931	53,898	70,527	79,562					911,098
Gas	14,756	11,905	78,093	62,079	27,268	10,439	58,631	31,233	61,390					355,794
Other Utilities Expense														0
Total Utilities	**172,923**	**128,718**	**227,702**	**202,967**	**259,411**	**219,459**	**163,074**	**124,869**	**186,230**	**0**	**0**	**0**	**0**	**1,685,353**
Ordinary Maintenance and Operations - Labor	249,916	182,514	215,394	187,751	384,897	181,061	181,566	163,094	225,295					1,971,488
Ordinary Maintenance and Operations - Materials and Other	10,650	21,555	29,425	23,886	43,750	36,352	24,289	8,182	21,890					219,979
Ordinary Maintenance and Operations Contracts	637,488	187,498	319,328	232,038	296,661	226,027	230,843	128,027	230,526					2,488,436
Employee Benefit Contributions - Ordinary Maintenance	79,071	54,198	68,995	185,648	128,337	55,069	61,366	63,642	63,677					760,003
Total Maintenance	**977,125**	**445,765**	**633,142**	**629,323**	**853,645**	**498,509**	**498,064**	**362,945**	**541,388**	**0**	**0**	**0**	**0**	**5,439,906**
Other General Expenses				12,866				1,021		64,604	352,864			431,355
Compensated Absences		(1,741)	25,540	(35,337)	(12,646)			(5,855)	(1,558)					(31,597)
Payments in Lieu of Taxes														0
Bad debt - Tenant Rents	3,280	4,209	4,436	896	(539)	183	(3,151)	17,123	22,005					48,442
Bad debt - Mortgages														0
Bad debt - Other														0
Severance Expense														0
Total Other General Expenses	**3,280**	**2,468**	**29,976**	**(21,575)**	**(13,185)**	**183**	**(3,151)**	**12,289**	**20,447**	**64,604**	**352,864**	**0**	**0**	**448,200**
Total Operating Expenses	**1,468,180**	**689,716**	**1,036,135**	**1,170,799**	**1,346,846**	**909,423**	**770,505**	**642,004**	**917,440**	**77,637**	**354,628**	**0**	**0**	**9,383,313**
Excess of Operating Revenue over Operating Expenses	**(124,228)**	**40,023**	**(10,317)**	**81,022**	**508,641**	**53,334**	**131,560**	**120,412**	**193,219**	**0**	**0**	**0**	**0**	**993,666**
HAP Portability-In														0
Depreciation Expense	132,767	131,824	299,354	259,397	205,989	228,510	92,152	60,545	345,693					1,756,231
Dwelling Units Rent Expense														0
Total Expenses	**1,600,947**	**821,540**	**1,335,489**	**1,430,196**	**1,552,835**	**1,137,933**	**862,657**	**702,549**	**1,263,133**	**77,637**	**354,628**	**0**	**0**	**11,139,544**
Excess (Deficiency) of Total Revenue Over (Under) Total	(256,995)	(91,801)	(309,671)	(178,375)	302,652	(175,176)	39,408	59,867	(152,474)	0	0	0	0	(762,565)

D. EVIDENCE OF COMMUNITY SUPPORT AND INVOLVEMENT

(1) Evidence of community and resident participation

The FCRHA began planning and implementing its THRIVE initiative, which includes other efforts such as the creation of the PROGRESS Center and an Asset Management Division, well before HUD released Notice PIH-2012-16 on February 27, 2012. Knowing that the FCRHA's MTW application would represent a significant shift in agency direction, the Department of Housing and Community Development's (HCD) Director gave a preliminary THRIVE presentation at an all-staff meeting on February 13, 2012. Since that initial presentation, the FCRHA has engaged in an intensive outreach process that included staff input, informational materials and briefings for Public Housing residents and Housing Choice Voucher (HCV) participants, consultations with and presentations to key stakeholders, and close collaboration between HCD staff and the FCRHA's Board of Commissioners. The following section describes the types of outreach conducted by the FCRHA and includes evidence of community engagement:

STAFF INVOLVEMENT

Department of Housing and Community Development staff has been active participants in the development of the FCRHA's MTW application, from providing recommendations on Year One activities to presenting the THRIVE approach to the Fairfax County Board of Supervisors. A concerted effort was made to inform all HCD employees of the changes that will be made as a result of the FCRHA's MTW Plan and meetings were held throughout the application process. Meetings were held with staff in the areas of inspections, property maintenance, finance, information technology, and front-line housing specialists.

PARTNER ENGAGEMENT

A primary goal of the FCRHA's MTW Plan is to move families toward self-sufficiency, by connecting them to services offered by public, non-profit and private partners. Immediately following the release of Notice PIH-2012-16, the FCRHA created a THRIVE Advisory Committee, comprised of leaders representing key partners such as the FCRHA's Resident Advisory Council, the county's Office to Prevent and End Homelessness, the Fairfax-Falls Church Community Services Board, and various non-profit organizations, among others. The Committee met four times over the course of the FCRHA's application preparation, and provided critical input. Additionally, HCD staff presented the THRIVE concept to more than ten stakeholder groups to ensure advocacy groups are aware of the FCRHA's new direction.

RESIDENT/PARTICIPANT/PUBLIC ENGAGEMENT AND EDUCATION

Because of the importance of early resident input, one of the first MTW briefings conducted was for the Resident Advisory Council (RAC) on February 7, 2012. Staff briefly discussed the THRIVE initiative and the RAC was excited about the potential impact of MTW. The Council decided to schedule a special meeting to enable staff to discuss the MTW Plan and to obtain feedback from the Council. The RAC wrote a letter of support which is included at the end of this section with other letters of support received from the community. As mentioned above, the RAC was represented on the FCRHA's THRIVE Advisory Committee.

Staff also took steps to ensure that current families would remain informed about opportunities under MTW by mailing information to public housing residents and voucher participant families. The letter introduced THRIVE and MTW and was accompanied by an MTW flyer. MTW specific web pages were developed and included a printable brochure, frequently asked questions, and other information of interest to residents and community partners. The FCRHA also held five community meetings and a public hearing at convenient locations throughout the County. More than 55 residents attended, heard presentations about the Plan and provided feedback. The FCRHA received an additional 75 comments to its MTW email account and MTW phone line. The responses received were overwhelmingly positive, as all residents were interested in learning more or finding out how to get involved.

Attached below is a copy of the public notice published in The Washington Times on May 9, 2012 and a copy of the webpage available the same day.

NOTICE OF PUBLIC HEARING
Thursday, May 30, 7 p.m.

The Fairfax County Redevelopment and Housing Authority (FCRHA) will conduct a public hearing on its draft "Moving to Work" Plan. The hearing is being conducted in compliance with United States Department of Housing and Urban Development requirements for public housing agencies applying for designation as a Moving to Work agency. The FCRHA meeting will be held at 4500 University Drive, Fairfax, VA at 7 p.m. on May 30. 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 703-246-5103. If you have any questions concerning the public hearing, please call 703-246-5103, 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 Thursday, June 7, 2012.**

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EQUAL HOUSING OPPORTUNITY

Run date: May 9, 2012 AD#14645111

Notice of Public Hearing - May 30, 7 p.m. - Fairfax County, Virginia - Windows Internet Explorer

http://www.fairfaxcounty.gov/rha/mtwpublichearing.htm

Favorites | Notice of Public Hearing - May 30, 7 p.m. - Fairfa...

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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 Services Board
- Disability Services Board
- Family Services
- Human Services
- Office for Children (Childcare Central)

Online Services

homepage > housing:

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Notice of Public Hearing - May 30, 7 p.m.

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Contact Fairfax County: Phone, Email or Twitter | **Main Address:** 12000 Government Center Parkway, Fairfax, VA 22035
Technical Questions: Web Administrator

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Website Survey | Language Translations

The table below provides An exhaustive list of outreach conducted by the FCRHA to develop its MTW plan and engage the Fairfax County community.

Summary of Community Outreach		
Date	**Content**	**Format**
2/7/2012	Resident Advisory Council	Meeting
2/13/2012	HCD All-Staff Meeting	Meeting
2/22/2012	Rental Services Divisional Staff Meeting	Meeting
3/8/2012	THRIVE Advisory Committee Meeting	Meeting
3/23/2012	Affordable Housing Advisory Committee	Meeting
3/28/2012	THRIVE Advisory Committee Meeting	Meeting
4/16/2012	Non-profit Dialogue	Meeting
4/19/2012	FCRHA	Meeting
5/7/2012	FCRHA	Meeting
5/8/2012	Consolidated Community Funding Advisory Committee Presentation	Meeting
5/9/2012	Fairfax Area Long Term Care Coordinating Council Meeting	Meeting
5/10/2012	THRIVE Advisory Committee Meeting	Meeting
5/10/2012	Property Management Staff	Meeting
5/11/2012	Letter to HCV and PH residents	HCD letter
5/14/2012	Health Care Advisory Board	Meeting
5/15/2012	Rosedale Community Center Meeting	Community Meeting
5/16/2012	Rental Services Divisional Staff Meeting	Meeting
5/16/2012	Human Services Council	Meeting
5/21/2012	Housing Options Group	Meeting
5/22/2012	FCRHA Board Room Community Meeting	Community Meeting
5/23/2012	Resident Advisory Council	Meeting
5/23/2012	Human Services Directors	Meeting
5/24/2012	Office of Prevent and End Homelessness	Meeting
5/30/2012	FCRHA - Public Hearing	Public Hearing
6/4/2012	THRIVE Advisory Committee Meeting	Meeting
6/4/2012	Supervisor Hudgins	Meeting
6/6/2012	Greenwood Community Center Community Meeting	Community Meeting
6/6/2012	Board of Supervisors	Presentation
6/12/2012	West Ford Community Center Community Meeting	Community Meeting
6/12/2012	Property / Asset Management Staff Meeting	Meeting
6/19/2012	Old Mill Community Meeting	Community Meeting

As a result of this outreach and the common-sense resonance of the THRIVE initiative, Fairfax County community, including Public Housing residents, Housing Choice Voucher participants, social services agencies and non-profit organizations, provided overwhelmingly positive feedback for the FCRHA's MTW Plan. The table below provides a summary of support the FCRHA received for its MTW Plan.

Summary of Community Support		
Date	**Content**	**Format**
2/7/2012	Resident Advisory Committee Meeting Sign-in	Sign-in sheet
3/8/2012	THRIVE Meeting	Sign-in sheet
4/16/2012	Non-profit dialogue	Sign-in sheet
4/26/2012	Community Services Board Letter	Letter of support
5/8/2012	Consolidated Community Funding Advisory Committee	Sign-in sheet
5/10/2012	Property Management Staff Sign-in	Sign-in sheet
5/15/2012	Rosedale Community Meeting Sign-in	Sign-in sheet
5/22/2012	Robinson-Kingsley Community Sign-in	Sign-in sheet
5/21/2012	Health Care Advisory Board Memo	Letter of support
5/22/2012	Disability Services Board Letter	Letter of support
5/23/2012	Fairfax Area Long Term Care Coordinating Council Agenda	Agenda
5/23/2012	Fairfax Area Long Term Care Coordinating Council Letter	Letter of support
5/23/2012	Resident Advisory Council Meeting Sign-in	Sign-in sheet
5/23/2012	Resident Advisory Council Letter	Letter of support
5/29/2012	Consolidated Community Funding Advisory Committee Letter	Letter of support
5/30/2012	Office of Prevent and End Homelessness Letter	Letter of support
5/30/2012	Human Services Council Letter	Letter of support
6/8/2012	Workforce Investment Board (SkillSource) Letter	Letter of support
6/12/2012	HCD Property /Asset Management Division Sign in	Sign-in sheet
6/12/2012	West Ford Community Sign-in	Sign-in sheet
6/13/2012	Pat Harrison Letter	Letter of support
6/15/2012	Affordable Housing Advisory Committee Letter	Letter of support
6/19/2012	Old Mill Community Meeting Sign-in	Sign-in sheet
6/20/2012	Non-profit Organizations Letter	Letter of support
6/22/2012	Board of Supervisors Letter	Letter of support
6/25/2012	THRIVE Advisory Committee Letter	Letter of support

The following pages contain copies of the sign-in logs and letters of support illustrating strong community support.

Fairfax County Redevelopment and Housing Authority
Resident Advisory Council

SIGN-IN SHEET FOR May 23, 2012

Cynthia Thompson 6512 Potomac Ave #B-2 Alexandria, VA 22307	Public Housing Area I	Belleview	Cynthia Thompson
Paulette Whiteside 4426 Saint Edwards Place Fairfax, VA 22030	Public Housing Area III	Robinson	
Audrey King 7519 Little River Turnpike #101 Annandale, VA 22003	Section 8 Area II	Voucher	Audrey King
Vivian Barrett 8217 Springwood Meadow Lane, #102 Lorton, VA 22079	Section 8 Area I	Voucher	
Patricia Ryan 1586 Moorings Dr #21B Reston, VA 20190	Section 8 Area III	Voucher	Patricia Ryan
~~Tammy Short~~ ~~1181 Dublin Place~~ ~~Herndon, VA 20170~~	~~Section 8~~ ~~Area III~~	~~Voucher~~	
Nichelle Chairs 8615 Rigor Ln. Regor Annandale, VA 22003 NKChairs@gmail.com	Section 8 Area II Home: 571-529-6641 Cell: 571-327-6176	Voucher	Nichelle Chairs

(updated 2/7/12 waiting on W-9 from Nichelle to update in Finance) - submitted new w-9 on 5/23/12

Debra Brothman-Mazzarelli 7922 Janna Lee Ave., Apt 104 Alexandria, VA 22306	Section 8 Area I	Voucher	Debra J. Brothman Mazzarelli
Sydni Marquesas 7958 Janna Lee Ave., Apt 203 Alexandria, VA 22306	Section 8 Area I	Voucher	Sydni Marquesas
Virginia Cyrus 474 Virginia Ave Herndon, VA 20170	Section 8 Area III	Voucher	V. Cyrus

Revised as of 11/10/11

Michele Bradley 12021 Insha Ct. Reston, VA 20191	Section 8 Area III	Voucher	
Jerusalem Tegbaru 4327 Ravensworth Rd. #305 Annandale, VA 22003	Section 8 Area II	Voucher	

Revised as of 11/10/11

THRIVE Meeting

March 8, 2012

Name	Organization
Paula Sampson	HCD
Paulette Kitsinde	RAC
Elisabeth Lardner	FCRHA
Seema Jain	SkillSource Group
Cookie H Blitz	FADSB
Kerrie Wilson	Reston Interfaith
Marlene Blum	HCAB
Michael O'Reilly	PPEH
CONRAD EGAN	AHAC
John FREEMAN	Chesapeake Management Group
T. Fleetwood	HCD
Amy Glassman	Ballard Spahr
Vincent Rogers	HCD

Non-Profit Dialogue Sign-In Sheet

Name	Organization	Phone Number	E-mail Address
Jessi Tong	FACETS	703-272-7147	jtong@facetscares.org
Tom Barnett	Off. of Prevent. of End Homelessness	703-593-0769	Thomas.barnett@fairfaxcounty.gov
Shannon Steene	Good Shepherd Housing	703-768-9404	steene@goodhousing.org
Sara Brinkmoeller	DAHS	703 324 7561	sbrink@fairfaxcounty.gov
Brenda Wilks	Homestretch	703 237-2035 x121	bwilks@homestretch.net
Dan Levine	GSHFS	703-768-9404	dlevine@goodhousing.org
Maura Williams	FACETS	703-267-2504	mwilliams@facetscares.org
Jerianne Anthony	FACETS	703-380-0808	janthony@facetscares.org
Grace Hughman	HCD		
Stephanie Berkowitz	NVFS	571-748-2506	sberkowitz@nvfs.org
Scott Pitts	GSHFS	703 768 9404	spitts@goodshepherd.org
Jada Secone	VOAC / BCCS	703 521 8721	jsecone@voaches.org
John Payne	PHCD	703-246-5182	john.payne@fairfaxcounty.gov
Jennie Cummins	CSB	703-324-7006	jcummi@fairfaxcounty.gov
Tim McMillan	DESKOC / Interfaith	571-323-9558	Tim.mcmillan@deskoc
Nicole Delima	Reston Interfaith	571-323-9586	Interfaith.org
Robbie Snow	ABCD	703-615-1973	rbsnow25@gmail.com
Kalia Sokos	BOS- John Cook	703 425-9300	Kalia.sokos@fairfaxcounty.gov
Pam Michell	New Hope Hsg	703 797 8273 x29	pmichell@newhopehousing.org

Non-Profit Dialogue Sign-In Sheet

Name	Organization	Phone Number	E-mail Address
Carolyn Fowler	NVFS	571-748-2552	cfowler@nvfs.org

CONSOLIDATED COMMUNITY FUNDING ADVISORY COMMITTEE

Tuesday, May 8, 2012

INTER-AGENCY STAFF MEMBER
Sign-In Sheet

1. Kehinde W. Powell
2. Stephen E. Knuppler
3. Beverly Moses
4. Alice Manin
5. Rachel E Robinson
6. ANDREW JANOS
7. Tom Barnett
8. Vincent Roges
9. [illegible]
10.
11.
12.
13.
14.
15.

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CONSOLIDATED COMMUNITY FUNDING ADVISORY COMMITTEE

Tuesday, May 8, 2012

Fairfax County Government Center
Rm 9/10
12000 Government Center Parkway
Fairfax, Virginia

CCFAC COMMITTEE MEMBER
Sign-In Sheet

Please print your name & organization as clearly as possible

1. MARLENE BLUM HCAB
2. Judy Jarabaugh fcps/COPTAs
3. Jim Edwards-Hewitt CAAB
4. Ann Zwerdas AHS
5. Marylee DiSpirito Fairfax/FC UCW
6. GERRY WILLIAMS OPEH/PARTNERSHIP
7. RICHARD KENNEDY FCRHA
8. Stephanie Mensh HSC
9.
10.
11.
12.
13.

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THRIVE Presentation

May 10, 2012

Name	HCD Division
Vincent Rogers	Rental Services
MARK PETRIS	Property Mgmt
Ed Bridges	Property Mgmt
Annie Henderson	Property Mgmt
Selena Davis	Property Management
Evan Paparoufthimiou	Property Management
[illegible] Hall	Property Management
Julie Gray	Property Management
Michael Beale	Property Management
Tri Clemons Porter	PM
Veronica Brown	PM
Shea Hymon	PM
Leo LeBoc	Acting Dir PM
Deborah Jackson Mallett	Property Management

Community Meeting Sign-in Sheet

Address	Unit #	Signature	Telephone
3419 SPRING LANE	204		
3421 SPRING LANE	T-1		
3421 SPRING LANE	T11		
3421 SPRING LANE	T12		
3421 SPRING LANE	101	-Mohammed	
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3419 SPRING LANE	202		
3419 SPRING LANE	203	Urania Peter	
Joan Wise		571 323.9561	Reston Interfaith

9 Elisabeth Cardner FCRHA

Moving to Work Presentation

May 22, 2012

Name	Housing Program
Elba Villalta	Section 8
Deshanta Rigers	Section 8
Son Truong	Section 8
Ali Baxoran	PH
R. Grant	PH
Fatoumata Mpafady	PH
Medina Ahmed	
Doris Steele	Renet P.
Christopher Porter	Charlen's driver
Amal Benomran	Section 8
Ivana Lindh	Section 8
Ahmed Benomran	Section 8

Fairfax Area Long Term Care Coordinating Council
Meeting of May 9, 2012
Government Center, Conference Rooms 2 & 3
7:00 - 9:00 PM

AGENDA

- 7:00 p.m. Welcome and Introduction of New Members or Guests - Jerry Hopkins, Chair
- 7:05 p.m. Review and Approval of the March 14, 2012 Meeting Notes – Jerry Hopkins
- 7:10 p.m. Long Term Care Issues and Strategies: Presentations by Members of the Virginia General Assembly – Introduction by Jerry Hopkins
    - Senator George Barker
    - Senator David Marsden
    - Senator Chap Petersen
    - Delegate Kaye Kory (tentative)
    - Delegate James Scott
    - Delegate Vivian Watts
    - Delegate Mark Sickles (invited)
    - Delegate Scott Surovell (invited)
    - LTCCC Strategies for 2013
- 8:00 p.m. Presentation on the Fairfax County Redevelopment and Housing Authority's Moving to Work Application – Tom Fleetwood, Associate Director, and Vin Rogers, Senior Program Manager, FCRHA
- 8:20 p.m. Presentation of Video and Public Service Announcement made for the LTCCC Services for Young Adults with Disabilities Committee – Maureen Hallman
- 8:40 p.m. Report of the Nominating Committee and Election of Officers – Karen Brown
- 8:45 p.m. Life Circle Alliances Report and Kudos for Community Caregivers Breakfast September 24, 2012 – Michael Behrmann, LCA Board Chair
- 8:50 p.m. News to Share
    - Board of Supervisors Proclamation and Recognition of Direct Support Professionals, July 10 at 8:30 a.m. – Jocelyn Rappaport
    - County Older Adults Webpage and LTCCC Webpage Redesign – Patricia Rohrer
    - Dialogue With Human Services Advisory Groups: Working Together to Effectively Support Better Outcomes for Fairfax County Residents, May 19 – Patricia Rohrer
    - Others?
- 9:00 p.m. Adjournment

Next Steering Committee: June 13, 2012 at 4:30 p.m. in Government Center Conference Room 8

Next LTCCC Meeting: July 11, 2012 at 7 p.m. in Government Center Rooms 2 & 3

Fairfax County Redevelopment and Housing Authority
Resident Advisory Council

SIGN-IN SHEET FOR May 23, 2012

Cynthia Thompson 6512 Potomac Ave #B-2 Alexandria, VA 22307	Public Housing Area I	Belleview	Cynthia Thompson
Paulette Whiteside 4426 Saint Edwards Place Fairfax, VA 22030	Public Housing Area III	Robinson	
Audrey King 7519 Little River Turnpike #101 Annandale, VA 22003	Section 8 Area II	Voucher	Audrey King
Vivian Barrett 8217 Springwood Meadow Lane, #102 Lorton, VA 22079	Section 8 Area I	Voucher	
Patricia Ryan 1586 Moorings Dr #21B Reston, VA 20190	Section 8 Area III	Voucher	Patricia Ryan
~~Tammy Short~~ ~~1181 Dublin Place~~ ~~Herndon, VA 20170~~	~~Section 8~~ ~~Area III~~	~~Voucher~~	
Nichelle Chairs 8615 Rigor Ln. Regor Annandale, VA 22003 NKChairs@gmail.com	Section 8 Area II Home: 571-529-6641 Cell: 571-327-6176	Voucher	Nichelle Chairs

(updated 2/7/12 waiting on W-9 from Nichelle to update in Finance) - submitted new w-9 on 5/23/12

Debra Brothman-Mazzarelli 7922 Janna Lee Ave., Apt 104 Alexandria, VA 22306	Section 8 Area I	Voucher	Debra J. Brothman Mazzarelli
Sydni Marquesas 7958 Janna Lee Ave., Apt 203 Alexandria, VA 22306	Section 8 Area I	Voucher	Sydni Marquesas
Virginia Cyrus 474 Virginia Ave Herndon, VA 20170	Section 8 Area III	Voucher	V. Cyrus

Revised as of 11/10/11

Michele Bradley 12021 Insha Ct. Reston, VA 20191	Section 8 Area III	Voucher	
Jerusalem Tegbaru 4327 Ravensworth Rd. #305 Annandale, VA 22003	Section 8 Area II	Voucher	

Revised as of 11/10/11

Property/Asset Management MTW Activity Presentation

June 12, 2012

Name	HCD Division
Alicia Swann	PM
Deborah Jackson-Mallett	PM
MARK PETERS	PM
[illegible]	PM
Michael Beale	PM
Joseph J Larson	PM
Jonathan Bilowus	Asset Mgmt
[illegible]	Sr Housing
Sheri Naylor	PM
[illegible]	PM Sr. Housing
Julie Gray	DHCD Housing
Veronica Bridges	DHCD "
Evon Poyoue [illegible]	P.M - Senior Housing
Ed Bridges	P.M.
Melissa Pickham	PM
Adele Williams	Court + Collections
Nancy Long	FHEO -
Leo LeDuc	P.M.

June 12, 2012

WESTFORD QUARTERLY MEETING

SIGN IN SHEET

1 Sandra Sawyer
2 Andrew Bo [illegible]
3 Alice Slaughter
4 [illegible] Grischel
5 Hannah Kessie
6 James Smith
7 farha farhadi
8 Shafiqa Kakar
9 Mahgoub Abdelgader
10 FADILA BAAKI
11 [illegible] mori
12 Clotilde Durair
13 Bebe R Sabbar
14 [illegible] Boley
15 DRISS AZZAOUZI
16 KHADIJAH ADDY
17 Shafiqa farhadi
18 Fatoumata Nabe
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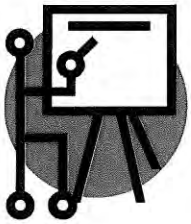
Community Meeting



Date: 6/19/2012

Time: 6:30pm

Sign In Sheet

DHCD OLD MILL

Alemtsehay Abegaz

Yaquelin Saravia

Suyon Campodonico

Pauline Fagan

Efris Mohammed

Saffie Lahai

FAIRFAX-
FALLS CHURCH
COMMUNITY SERVICES BOARD

Martha Lloyd
Chair
Lee District

Major Mark Sites
Vice Chair
Office of the Sheriff

The Honorable Jane H. Woods
Secretary
At-Large

Pamela Barrett
At-Large

Mary Ann Beall
Providence District

Susan Beeman
Mason District

Jessica S. Burmester
Braddock District

Lynne Crammer
At-Large

Mark L. Gross
City of Falls Church

Glenn Kamber
Hunter Mill District

Lisa Kania
Sully District

Karen Margensey
At-Large

Jean P. McNeal, Ed.D.
Dranesville District

Mattie L. Palmore
Mount Vernon District

Lori Stillman
Springfield District

Woody Witt
City of Fairfax

George Braunstein
Executive Director

Carolyn Castro-Donlan
Deputy Director

April 26, 2012

Elisabeth Lardner, Chair
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax, Virginia 22030

Dear Ms. Lardner:

Please accept the Fairfax-Falls Church Community Services Board's (CSB's) full endorsement of the Fairfax County Redevelopment and Housing Authority's (FCRHA's) Moving to Work proposal: Total Housing Reinvention Initiative for Individual Success, Vital Services and Economic Empowerment (THRIVE). This innovative redesign of the FCRHA's federal and local rental housing programs has the potential to open new doors in the housing continuum for individuals the CSB serves.

The current environment in which local affordable housing and human services systems operate is challenging: resources are declining significantly, the affordable housing stock is aging, affordable housing needs are growing dramatically and households with the lowest incomes spend years on waitlists for subsidized housing. We must utilize the resources we have to ensure citizens who can move toward economic self-sufficiency and market rate housing have the incentives to do so, and citizens who functionally cannot earn sufficient income to obtain housing receive the assistance they need to maintain their housing, economic, and physical/mental health stability and achieve their highest potential.

The Fairfax-Falls Church Community Services Board believes THRIVE demonstrates flexible, creative, and cost-effective ways to assist families to become self-sufficient and increase housing choice and availability, including options for individuals with disabilities who may rely on long-term housing assistance. The proposal weaves together several key elements: (1) development of a housing continuum using FCRHA federal and local rental housing programs; (2) setting goals for success in the type of housing on the continuum appropriate to the individual's needs; (3) access to supportive services and education/training around key economic skills; and (4) provision of opportunities and financial incentives to move through the continuum. The combination of these elements will benefit individuals with mental illness, intellectual and developmental disabilities, and substance use disorders who need a range of housing opportunities and levels of support to obtain and maintain housing.

As of June 2011, approximately 1,650 individuals the CSB serves needed affordable housing. Of these, five percent (86) need affordable housing only, with time-limited or no additional support services to obtain and maintain their housing. These individuals are likely to be able to progress fairly far along the housing continuum with the right opportunities, education/ training and incentives. Another 50% need a variety of supportive services in

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www.fairfaxcounty.gov/csb

their home an average of several visits per week to obtain and maintain their housing. Many of these individuals will move to Step 2 of the housing continuum: Public Housing or a Housing Choice Voucher. The remaining 45% need supervised to intensive levels of support which typically involve overnight care. These individuals may require alternatives ranging from congregate living options through Step 2 of the housing continuum, depending upon the type, level and frequency of assistance they require.

In addition to reinventing the housing system, FCRHA's Moving to Work application proposes to streamline regulatory requirements that will ultimately benefit individuals the CSB serves. Some examples include reducing the frequency of tenant re-certifications and HQS inspections for units with positive inspection histories, allowing self-certification for some income eligibility verifications, and excluding asset income from income calculations for households with assets below $50,000. These changes will definitely speed up eligibility determination and recertification processes for individuals with disabilities who receive Supplemental Security Income or Social Security Disability Income.

The CSB also applauds increasing housing choice by making the Bridging Affordability program the "gateway" to next steps in the housing continuum. This approach works for individuals the CSB serves because (1) it allows time to assess what the most appropriate housing resource will be based on the individual's needs and (2) it provides the individual "bridging" assistance until the most appropriate housing resource becomes available. Likewise, we support the plan to project-base scattered site public housing units, which could open housing options for individuals with disabilities who have languished for years on CSB residential waitlists.

The Fairfax-Falls Church CSB has a solid history of working in partnership with FCRHA to develop residential housing options with supportive services for individuals with mental illness, intellectual disabilities and substance use disorders. Our agency is also transforming the way in which we deliver behavioral health and community services by reorganizing and realigning resources to better assist those who need us most. Our goal is to deliver the **right** services, at the **right** time, in the **right** place to people as defined by **their** individual needs. Services are organized by type and intensity rather than by disability. This new service structure builds on strengths of our CSB staff and community partners, including FCRHA, and enhances our capacity to ensure services and supports are connected and cohesive. FCRHA's flexible approach to building individual success along the affordable rental housing continuum absolutely complements the CSB's new service delivery paradigm. We look forward to collaborating with you on the implementation of this promising initiative.

Sincerely,

Martha Lloyd
Chair

County of Fairfax, Virginia

Health Care Advisory Board

MEMORANDUM

DATE: May 21, 2012

TO: Elisabeth Lardner, Chairman
Fairfax County Redevelopment and Housing Authority

FROM: Marlene W. Blum, Chairman
Health Care Advisory Board (HCAB)

SUBJECT: Fairfax County Redevelopment and Housing Authority's Moving to Work Proposal: Total Housing Reinvention Initiative for Individual Success, Vital Services, and Economic Empowerment (THRIVE)

On May 14, 2012, Thomas Fleetwood, Associate Director, Department of Housing and Community Development, and Vincent Rogers, Senior Program Manager, Department of Housing and Community Development, briefed the Health Care Advisory Board (HCAB) on the Fairfax County Redevelopment and Housing Authority's (FCRHA) application for designation as a Moving to Work (MTW) agency by the U.S. Department of Housing and Urban Development (HUD). The HCAB supports the FCRHA's application and applauds the Housing Authority's Total Housing Reinvention Initiative for Individual Success, Vital Services, and Economic Empowerment (THRIVE) proposal. The redesign of the FCRHA's federal and local rental housing programs will have a positive impact on the health and wellbeing of our community's most vulnerable residents.

THRIVE provides an important nexus between our affordable housing and human services systems, which are facing considerable challenges. The County's physical infrastructure is aging, and resources are strained. There are increasing demands for services and growing waiting lists that accompany them. Given this context, it has become increasingly important to leverage our available resources to ensure citizens who can move toward economic self-sufficiency and market rate housing have the incentives and supports needed to do so.

FCRHA's MTW proposal is a means to that end, providing flexible, creative, and cost-effective ways to promote economic self-sufficiency while increasing housing choice and availability. The key components of the application include: (1) development of a housing continuum using FCRHA federal and local rental housing programs; (2) setting goals for success in the type of housing on the continuum appropriate to the individual's needs; (3) access to supportive services and education/training around key economic skills; and (4) provision of opportunities and financial incentives to move through the continuum. THRIVE will also help citizens who cannot functionally earn sufficient income to obtain housing with services that will enable them to maintain their homes, protect their physical health and mental wellbeing, while improving their prospects to achieve their highest potential.

Fairfax County Health Department
10777 Main Street, Suite 203
Fairfax, VA 22030
Phone: 703-246-2411 TTY: 703-591-6435
FAX: 703-273-0825
http://www.fairfaxcounty.gov/hd/hcab/

The HCAB applauds this holistic model and supports the FCHRA's integration of health needs and services into its application. The path to self-sufficiency is contingent on all FCHRA residents having access to health care services: consistent quality health care is essential to achieving economic sufficiency. Among particular populations, the link between health and housing is even more critical. Almost one-third of the households served by FCHRA's federal programs are disabled and elderly, and FCRHA's residents who have health problems, substance use disorders, and intellectual and developmental disabilities will benefit by connecting with services from other county agencies and/or community-based organizations and nonprofits.

The HCAB agrees with the FCHRA that spending less time on paperwork and more time on people will go a long way in ensuring that FCRHA's residents have access to vital health services. Moreover, through this initiative, the agency will be able to promote healthy lifestyles and behaviors among all participants, strengthening not only the health of our community but the systems that serve it.

The HCAB stands ready to work with the FCRHA as it moves forward in developing this important initiative. If you have further questions regarding our recommendation, please contact the HCAB.

cc: Patricia Harrison, Deputy County Executive for Human Services
Paula Sampson, Director, Department of Housing and Community Development
Thomas Fleetwood, Associate Director, Department of Housing and Community Development
Vincent Rogers, Senior Program Manager, Department of Housing and Community Development
Gloria Addo-Ayensu, MD, MPH, Director of Health
Rosalyn Foroobar, Deputy Director for Health Services
Health Care Advisory Board

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

May 22, 2012

Elisabeth Lardner,
Chair - Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax, VA 22030

Dear Ms. Lardner:

The Fairfax Area Disability Services Board (FA-DSB) fully endorses the Fairfax County Redevelopment and Housing Authority (FCRHA)'s THRIVE: Total Housing Reinvention Initiative for Individual Success, Vital Services and Economic Empowerment initiative. THRIVE's innovative and efficient redesign of federal and local rental housing programs will improve and increase affordable and accessible housing outcomes for low income people with and without disabilities.

The FCRHA is facing a significant decline in affordable housing resources, and the stock is aging which likely means it is inaccessible. At a time when demand is increasing and consumers spend years languishing on subsidized housing wait lists, THRIVE will free up the staff and resources needed to assist consumers in obtaining more timely and appropriate affordable housing and economic self-sufficiency goals.

In a recent FA-DSB survey, a significant percentage of county residents with disabilities surveyed indicated a need for timely, affordable, accessible and integrated housing. THRIVE will help make this happen. The FA-DSB is proud of its history of partnering with the FCRHA to develop affordable and accessible housing options for people with disabilities. We look forward to collaborating with you on the successful implementation of this value-added and important initiative for low income housing consumers with and without disabilities.

Sincerely,

Michele Hymer Blitz

Michele 'Cookie' Hymer Blitz,
Chair, Fairfax Area Disability Services Board

Fairfax Area Disability Services Board
12011 Government Center Parkway, Suite 708
Fairfax, VA 22035-1104
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www.fairfaxcounty.gov/dsb

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

Fairfax Long Term Care Coordinating Council

~ Toward a Lifetime of Independence ~

LTCCC

May 23, 2012

Elisabeth Lardner, Chair
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax, VA 22030

Dear Ms. Lardner:

On behalf of the Fairfax Area Long Term Care Coordinating Council (LTCCC), I am writing to support FCRHA's application to HUD to become a Moving to Work (MTW) agency. The LTCCC voted to support the application at its May 9, 2012 meeting, following a presentation by the Fairfax County Department of Housing and Community Development. During the presentation, it was explained that roughly one third of clients currently served by FCRHA are elderly or have disabilities and that the designation as a MTW organization would allow them greater flexibility and new opportunities for self-sufficiency. For example, individuals will be able build a "nest egg", receive more support to access services, receive rebates for good housekeeping and have less frequent inspections and re-certifications.

The Fairfax Board of Supervisors established the LTCCC to provide oversight and leadership to the public and private sectors providing long term care for the frail elderly and adults with disabilities. The LTCCC Housing Committee recognizes that there is a severe shortage of affordable and accessible housing for the elderly and adults with disabilities in Fairfax County. The committee recommends and supports housing programs that assure affordability, accessibility and choice; provide supportive services; and connect individuals to their communities. The designation of FCRHA as a Moving to Work agency and the committee's goals are well-aligned.

As a Council, we face many challenges including the need to reduce the complexity and fragmentation often faced by people in need of affordable, accessible housing. The LTCCC Housing Committee looks forward to this new opportunity as it continues to partner with DHCD and FCRHA.

Sincerely,

Paul Browne

Paul Browne, Chair
LTCCC Housing Committee

cc: Jerry Hopkins, LTCCC Chair

Fairfax County Health Department
12000 Government Center Parkway, Suite 552
Fairfax, Virginia 22035
Phone: 703-324-2544 Fax: 703-324-3956
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THE RESIDENT ADVISORY COUNCIL OF THE
FAIRFAX COUNTY REDEVELOPMENT AND HOUSING AUTHORITY
3700 Pender Drive, Suite 100
Fairfax, Virginia, 22030-7442

May 23, 2012

Elisabeth Lardner, Chairman
Fairfax County Redevelopment and Housing Authority
4500 University Drive
Fairfax, VA 22030

Dear Ms. Lardner:

The Fairfax County Redevelopment and Housing Authority's (FCRHA) Resident Advisory Council is very excited about the FCRHA's Total Housing Reinvention for Individual Success, Vital Services, and Economic Empowerment (THRIVE) initiative and its corresponding application to be designated as a Moving to Work (MTW) agency. On May 23, 2012, Department of Housing and Community Development (HCD) staff met with the Council and presented the key components of the FCRHA's MTW application.

Families in the Housing Choice Voucher and Public Housing programs, represented by the Council, deserve to not only survive, but *thrive*. The changes proposed in the application will work to move the FCRHA's programs in that direction by:

- Reducing the recertifications required of each family to biennially, and triennially for elderly/disabled families on fixed incomes; thereby allowing families to build a nest egg as their incomes rise;
- Providing more time for HCD staff to focus on "people not paperwork," and enabling them to proactively facilitate the coordination of vital services and self-sufficiency development;
- Creating a housing continuum that provides more housing choices to families currently in the FCRHA's programs; and
- Focusing on the needs of each individual family and working with each family to attain their definition of success.

The Resident Advisory Council fully supports the THRIVE initiative and the FCRHA's MTW Plan. We look forward to working closely with HCD staff as THRIVE becomes a reality.

Sincerely,

Michele Bradley, Vice Chairperson
Resident Advisory Council

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

May 29, 2012

Elisabeth Lardner, Chair
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax, VA 22030

Ms. Lardner:

Please accept the Consolidated Community Funding Advisory Committee's (CCFAC's) strong endorsement of the Fairfax County Redevelopment and Housing Authority's Moving to Work proposal, Total Housing Reinvention Initiative for Individual Success, Vital Services, and Economic Empowerment (THRIVE). We believe this initiative has the potential to greatly improve the effectiveness of the FCRHA's federal and local rental housing programs, thus materially improving the lives of the population that Consolidated Community Funding Pool programs serve and on whose behalf the CCFAC advocates.

Despite several years of budget cuts due to the bad economy and corresponding constraints on County personnel, Fairfax County has continued to pursue the goal of eliminating homelessness in ten years. A key reason this has been possible is the innovation and efficiency of the FCRHA and the human service agencies providing supportive services. The CCFAC has every confidence that if the RHA is certified as a Moving to Work program, the freedom to pursue the innovative approaches described in the THRIVE initiative would produce strong results better tailored to our local needs and resources.

In addition, the process proposed in THRIVE of assisting residents in moving to the maximum level of self-sufficiency while recognizing that some are unable to achieve full self-sufficiency and must continue to receive the support they need, mirrors the focus of the CCFAC for many years. Moving toward self-sufficiency simultaneously allows those receiving assistance to live more productive and fulfilling lives, and allows the County to apply its resources to serve the greatest number of people.

Consolidated Community Funding Advisory Committee
JIM EDWARDS-HEWITT, CHAIR

3700 Pender Drive, Suite 300
Fairfax, Virginia 22030-6039
Tel. 703-246-5100 • Fax 703-246-5115 • TTY 703-385-3578
www.fairfaxcounty.gov/rha

The CCFAC looks forward to the implementation of this important initiative, and collaborating with the FCRHA to ensure its success.

Sincerely,

Jim Edwards-Hewitt
Chair

Consolidated Community Funding Advisory Committee
JIM EDWARDS-HEWITT, CHAIR

3700 Pender Drive, Suite 300
Fairfax, Virginia 22030-6039
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County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

May 30, 2012

RE: **Comments on the Draft Fairfax County Redevelopment and Housing Authority (FCRHA) Moving to Work (MTW) Plan and Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) Initiative**

The Governing Board of the Fairfax-Falls Church Partnership to Prevent and End Homelessness and Fairfax County Office to Prevent and End Homelessness (OPEH) are pleased to submit the following comments in response to the FCRHA`s request for public input into its draft Moving to Work Plan.

Before summarizing our comments, the Governing Board and OPEH would like to thank the FCRHA for its commitment to our efforts to prevent and end homelessness which has led to a reduction in the number of homeless in our community. In addition, I commend the staff of the Fairfax County Department of Housing and Community Development (HCD) who worked so diligently to produce such a thoughtful and far reaching plan. We welcome the opportunity to collaborate with the FCRHA to assist them in meeting both the goals expressed in the MTW draft and simultaneously, working towards even closer collaboration in reaching the Fairfax County goal to prevent and end homelessness.

We have organized our comments into three general categories. First, those areas of the draft we strongly support; second, changes that we support and also see as presenting additional opportunities for alignment; and third, areas of concern or clarification.

We would like to commend the FCRHA for its inclusion of a wide array of benefits including less paperwork which we hope will lead to more savings and self-sufficiency.

We strongly support and applaud the focus on self-sufficiency, as OPEH and our partners have significant experience in helping to move families and individuals toward their greatest level of self-sufficiency. We recognize that this might require additional resources and / or new partnerships when working with families and individuals with high barriers. As an example, we are confronted daily with the reality that there is an extreme shortage of programs that are effective in improving the employability and incomes of clients with high barriers such as low skills and educational levels, disabilities and/or poor English skills.

We feel it is reasonable and appropriate to see the additional requirements for household participation requirement to include participation in programs for adults who are not employed, elderly or disabled. We think this provision will support better integration of participants into communities and improve role modeling at home.

We are in support also of expanding the community service requirement which is also noted and would have benefits with more family participation and help with integrating them into our community.

We feel as though your suggestion of reducing annual and interim examinations is very important and OPEH strongly supports this program change as beneficial to both clients and staff. Too much time is spent verifying miniscule changes, and the existing requirements act as a disincentive for households to increase their income. And as noted in many places in the application, with this change staff time can be more productively used towards helping clients plan and achieve real gains in self-sufficiency.

It is exciting to see in the application reference a 30-hour per week work/education requirement for all non-exempt families in Public Housing (PH) and Housing Choice Voucher (HCV) program. We commend the FCRHA for this recommendation and strongly support adding this requirement and appreciate and support the idea that education can be substituted for work for up to four years as that gives a family sufficient time to enroll and complete education or job training programs.

OPEH supports the idea of the developing an alternative rent strategy that incentivizes families to increase income through a combination of new and simplified deductions, longer recertification periods, and escrowed savings. Additionally, we would also encourage the FCRHA to seek additional ideas for the program design from other housing and services providers.

In addition to all of the areas I have noted this evening, there are several other areas noted which support additional collaboration and innovation. One area for additional collaboration is leveraging existing resources and moving individuals through programs. OPEH applauds this discussion and would like to assist in identifying appropriate measures for both overall entry to first steps of housing, but also measures to assist in identifying good candidates for move up opportunities. For example, OPEH and its many community partners in homeless and emergency services have just redesigned the entry screening process for family homeless prevention and emergency shelter and are in the process of beginning a similar study for the singles population. We think this work could be extremely useful in developing a housing waiting list based upon the real and documented needs of community members.

In years two through five (FY 2014 – FY 2018) it is stated the achievement of individual success of those in the program will be tied to opportunities for advancement in the THRIVE housing continuum. OPEH believes that because resources are so limited they should not be randomly assigned. The strategy being employed by homeless services providers nationally, and certainly one we are adopting, is to closely target available resources to specific households. We have worked with HCD to do so in Project Homes and other programs and would welcome the opportunity to develop a housing entry triage system that is based upon work that we have already done in conjunction with Coordinated Services Planning, the County's front door to many other human service agencies. We simply do not have the resources to do less than highly effective targeting.

The discussion about establishing partnerships with community organizations to administer vouchers to serve their clients is an exciting one. We welcome the opportunity to move forward and partner with the FCRHA in establishing specific programs like Permanent Supportive Housing for singles and families with high housing barriers and extensive needs.
We are pleased to see the discussion about working with OPEH to coordinate the Homeless Management Information System (HMIS) data collection and to refine usage of Fairfax Self-Sufficiency Matrix. OPEH looks forward to exploring what this might look like. Although we are excited about how we are using HMIS effectively to report data, we are stretched extremely thin and this would add a great deal of additional work and oversight from OPEH.

We have some concerns about the program performance and average household incomes. We want to note the very extensive gap between the average incomes of participants and the average income needed to rent market rate housing or even tax credit financed housing in this County. Rents are rising at an unconscionable level and independence from some level of rent subsidy or reduced rent for a high percentage of participants in our programs is realistically not on the horizon.

OPEH would also like to find out more about what methods would be used to achieve de-concentrating poverty under this this plan and also what plans there are to ensure that there would not be an overall loss of very low income housing stock.

And finally, although we support streamlined inspections for HCV and PH units, we find that based on our experience training and incentivizing participants and landlords towards better care of housing stock is an important ingredient as we move forward. We hope we do not move too far, too fast in the area of decreased inspections as housing inspectors help identify many issues that must be addressed.

The Governing Board of the Fairfax-Falls Church Partnership to Prevent and End Homelessness and the Office to Prevent and End Homeless thanks the FCRHA and the wonderful staff of the Department of Housing and Community Development for its excellent work in developing this plan, and heartily endorse going forward with this proposal.

Sincerely,

Dean H. Klein

Dean Klein, Director
Office to Prevent and End Homelessness

Preventing and Ending Homelessness
Fairfax-Falls Church Community Partnership
www.fairfaxcounty.gov/homeless

Office to Prevent and End Homelessness
12000 Government Center Parkway
Suite 561
Tel: 703-324-9492
www.fairfaxcounty.gov/homeless

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

Human Services Council

At-Large
Kevin H. Bell, *Chair*
Myra Herbert

Braddock District
Dr. Jennifer Anne Bishop
Tessie Wilson

Dranesville District
Steve Bloom
Kathleen Murphy

Hunter Mill District
Baba Freeman
Dr. Jerry Poje

Lee District
Robert L. Faherty
Richard Gonzalez

Mason District
Mark Deal
Stephanie Mensh

Mt. Vernon District
Col. Marion Barnwell
John R. Byers

Providence District
Henry Wulf, *interim Vice Chair*

Springfield District
Robert E. Gaudian
William Kogler

Sully District
Richard P. Berger
Carol A. Hawn

May 30, 2012

Elisabeth Lardner, Chairman
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax VA 22035

Dear Ms. Lardner:

This letter is to express the support of the Fairfax County Human Services Council regarding the Fairfax County Redevelopment and Housing Authority's (FCRHA) application for designation as a Moving to Work (MTW) agency by the U.S. Department of Housing and Urban Development (HUD).

On April 23, 2012, Thomas Fleetwood, Associate Director, Department of Housing and Community Development, and Vincent Rogers, Senior Program Manager, Department of Housing and Community Development, briefed the Human Services Council on the proposal.
The Council wholeheartedly supports the FCRHA's Total Housing Reinvention Initiative for Individual Success, Vital Services, and Economic Empowerment (THRIVE) initiative.

The redesign of the FCRHA's federal and local rental housing programs will have a positive impact on the availability of affordable housing, and will support a county-wide services integration strategy that is a fundamental building block to the supports offered to our community's most vulnerable residents.

THRIVE provides an important bridge between human services supports and affordable housing for low income residents. The County faces considerable challenges – Fairfax County has more individuals living at or below the federal poverty level than the entire populations of 87 towns, cities and counties in Virginia. While our unemployment rate is often quoted as one of the lowest in the nation, we have more people seeking employment assistance in our county than other entire major metropolitan regions in the Commonwealth of Virginia. The demand for human services across all spectrums of basic need assistance, employment assistance, and supports for daily living for persons with disabilities and seniors continue to grow – and the systems to provide supports are constrained. Almost one-third of the households served by FCHRA's federal programs are disabled and elderly, and FCRHA's residents who have health problems, substance use disorders, and intellectual and developmental disabilities will benefit by connecting with services from other county agencies and/or community-based organizations and nonprofits.

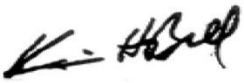
Given the overall needs of the community, it is critical that all available resources are leveraged to ensure citizens who can move toward economic self-sufficiency and market rate housing have the incentives and supports needed to do so.

The MTW designation will allow the FCHRA to introduce flexible, creative, and cost-effective ways to promote economic self-sufficiency of housing residents, while at the same time increase housing choice and availability for program participants. From our perspective, this designation is not only necessary and critical to our future success in addressing needs in our community, it is overdue.

The key components of the application include: (1) development of a housing continuum using FCRHA federal and local rental housing programs; (2) setting goals for success in the type of housing on the continuum appropriate to the individual's needs; (3) access to supportive services and education/training around key economic skills; and (4) provision of opportunities and financial incentives to move through the continuum. THRIVE will also help citizens who cannot functionally earn sufficient income to obtain housing with services that will enable them to maintain their homes, protect their physical health and mental wellbeing, while improving their prospects to achieve their highest potential.

The Council sees this model as a consistent and vital component of the integration of services in the county and is ready to work with the FCRHA as it moves forward in developing this important initiative.

Sincerely,



Kevin Bell
Chairman, Fairfax County
Human Services Council

cc: Patricia Harrison, Deputy County Executive for Human Services
Paula Sampson, Director, Department of Housing and Community Development
Thomas Fleetwood, Associate Director, Department of Housing and Community Development
Vincent Rogers, Senior Program Manager, Department of Housing and Community Development
Members, Human Services Council

Northern Virginia Workforce Investment Board
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June 8, 2012

Ms. Elisabeth Lardner
Chair
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax, Virginia 22030

Dear Ms. Lardner:

On behalf of the Northern Virginia Workforce Investment Board (Workforce Area #11, NVWIB), I offer our organization's support and engagement with the Fairfax County Redevelopment and Housing Authority's (FCRHA) Moving To Work proposal: Total Housing Reinvention Initiative for Individual Success, Vital Services and Economic Empowerment (THRIVE). Our collective efforts will provide greater supports for jobseekers to gain new skills and to gain employment within the Northern Virginia labor market.

The Northern Virginia Workforce Investment Board serves over 1.9 million residents throughout the Northern Virginia region. Our two primary customers, businesses and job seekers are served through a system of one-stop career centers, certified as ***SkillSource*** Centers across the area. Your THRIVE proposal will leverage our existing partnership on the FCRHA Section 3 Initiative to create more community-based locations in Fairfax for jobseekers to seek employment, assisted by trained individuals who can also connect them to our comprehensive workforce services at the Centers. Our Workforce Board and the ***SkillSource*** Group, Inc. are intent on supporting jobseekers in building new skills for better employment options and the THRIVE proposal offers a major step towards greater program efficiency and service integration.

We welcome the opportunity to be a partner with the THRIVE Proposal and the Moving To Work Plan and look forward to working with you and the FCRHA in creating better training opportunities and employment outcomes for Fairfax residents participating in this important initiative.

Sincerely,

Dr. David C. Miles
Chairman

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

June 13, 2012

Elisabeth Lardner, Chairman
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive
Fairfax, VA 22030

Dear Ms. Lardner:

On behalf of the Fairfax County Human Services agencies, please accept our full support of the Fairfax County Redevelopment and Housing Authority's (FCRHA) Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative and its application to become a Moving to Work (MTW) agency. Department of Housing and Community Development (HCD) staff presented THRIVE to the Human Services agency directors on May 23, 2012 and we are very excited about the opportunity MTW provides for the FCRHA to reduce paperwork, focus on the needs of families, and enable them to move along a housing continuum over time, toward self-sufficiency.

Because HCD is part of the County's highly successful human services system, the FCRHA will be able to tap the resources, services, programs and supports available through the County's many human services agencies. They include:

- Programs for seniors, those with disabilities, children, adult protective services, women and victims of domestic violence through the **Department of Family Services**;
- Services for those with mental health, alcohol and drug problems and developmental disabilities through the **Fairfax-Falls Church Community Services Board**;
- Programs to prevent and end homelessness through the **Office to Prevent and End Homelessness**;
- Preventive health and clinic services through the **Health Department**; and
- Teen, community and therapeutic programs through the **Department of Neighborhood and Community Services**.

The FCRHA is a consistent HUD High Performer in its Public Housing and Housing Choice Voucher programs as a result of its financial condition, well-managed properties, utilization of its housing resources, and track record for affordable housing. The FCRHA THRIVE initiative and its MTW

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703-324-2531, TTY 703-222-5494, Fax 703-324-3956
www.fairfaxcounty.gov

application offer an opportunity to closely align affordable housing with services to promote self-sufficiency.

The FCHRA has our full support.

Sincerely,

Patricia Harrison
Deputy County Executive

Gail Ledford, Director
Department of Administration for Human Services

Chris Leonard, Director
Department of Neighborhood and Community Services

George Braunstein, Executive Director
Fairfax Falls Church Community Services Board

Nannette Bowler, Director
Department of Family Services

Gloria Addo-Ayensu, M.D., Director
Department of Health

Paula Sampson, Director
Department of Housing and Community Development

Bob Bermingham, Director
Court Services Unit
Juvenile & Domestic Relations District Court

Ina Fernandez, Director
Office for Woman and Domestic and Sexual Violence Services

Patti Stevens, Director
Office of Partnerships

Dean Klein, Director
Office to Prevent and End Homelessness

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

June 15, 2012

Conrad E. Egan
Co-Chairman

James M. Scott
Co-Chairman

Pamela Barrett
Kevin H. Bell
William L. Berry
Cookie Blitz
Marlene W. Blum
Mary Beth Coya
Mike Dawson
Diana Davidson
Elizabeth d'Alelio
Carson Lee Fifer, Jr.
John K. Freeman
Brian Gordon
William W. Hanks
Gerald Hopkins
Michelle Krocker
Elisabeth Lardner
William H. Lauer
Ilyong Moon
Shelley Murphy
John Niemiec
Mike Scanlon
Michael Scheurer
Roderick Williams
Kerrie B. Wilson

Ms. Elisabeth Lardner, Chairman
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive, Suite 300
Fairfax, VA 22030

Dear Chairman Lardner

On behalf of the Fairfax County Affordable Housing Advisory Committee, please accept our full support of the Fairfax County Redevelopment and Housing Authority's (FCRHA) Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment (THRIVE) initiative and its application to become a Moving to Work (MTW) agency. Staff from the Department of Housing and Community Development (HCD) staff presented THRIVE to the Advisory Committee in March, and since that time, a number of our members have participated in the THRIVE Advisory Committee, which provided ongoing support and advice throughout the development of the MTW application. We are very excited about the opportunity MTW provides for the FCRHA to reduce paperwork, focus on the needs of families, and enable them to move along a housing continuum over time, toward self-sufficiency.

The FCRHA is a consistent HUD High Performer in its Public Housing and Housing Choice Voucher programs as a result of its financial condition, well-managed properties, utilization of its housing resources, and track record for affordable housing. The FCRHA THRIVE initiative and its MTW application offer an opportunity to closely align affordable housing with services to promote self-sufficiency.

The FCHRA has our full support.

Sincerely,

Conrad E. Egan
Co-Chair

James M. Scott
Co-Chair

cc: Board of Supervisors, Fairfax County Redevelopment and Housing Authority, Fairfax County Affordable Housing Advisory Committee, Edward L. Long, Jr., County Executive, Patricia D. Harrison, Deputy County Executive

Fairfax County Affordable Housing Advisory Committee
3700 Pender Drive, Suite 300
Fairfax, Virginia 22030-6039
Tel 703-246-5100 • Fax 703-246-5115 • TTY 703-385-3578

June 20, 2012

Elisabeth Lardner, Chair
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive, Suite 300
Fairfax, Virginia 22030

Chairman Lardner:

This letter enthusiastically supports Fairfax County Redevelopment and Housing Authority's application to the US Department of Housing and Urban Development for designation as a Moving to Work (MTW) agency through their THRIVE initiative - Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment.

As housing and human service organizations serving low and moderate income households, we recognize the value of supportive services that assist families moving along the continuum of housing to achieve greater self-sufficiency. The MTW designation will reduce administrative requirements and allow more time for staff to work with individuals and families on life skills, job readiness and educational opportunities.

Many of our organizations had the opportunity to serve on the Advisory Committee for the MTW application, and we look forward to working in partnership with Fairfax County to bring our resources and supportive services to the families living in public housing.

In closing, we heartily endorse this application.

Sincerely,

Alternative House
Annandale Christian Community for Action (ACCA)
FACETS, Inc.
Good Shepherd Housing and Family Services
Jeannie Schmidt Free Clinic, Herndon
Just Neighbors, Falls Church
The Literacy Council of Northern Virginia
New Hope Housing
Northern Virginia Affordable Housing Alliance
Northern Virginia Family Service
NOVACO
Reston Interfaith
United Community Ministries
Volunteers of America Chesapeake, Inc.
Wesley Housing Development Corporation of Northern Virginia

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

June 25, 2012

Elisabeth Lardner
Fairfax County Redevelopment and Housing Authority
Convener

Cookie Blitz
Fairfax Area Disability Services Board

Marlene W. Blum
Fairfax County Health Care Advisory Board

Conrad E. Egan
Fairfax County Affordable Housing Advisory Committee

John K. Freeman
Chesapeake Management

David Hunn
Northern Virginia Workforce Investment Board/SkillSource

Michelle Krocker
Northern Virginia Affordable Housing Alliance

Michael O'Reilly
Governing Board Community Partnership to Prevent and End Homelessness

Richard C. Sullivan, Jr.
Fairfax County Redevelopment and Housing Authority

Paulette Whiteside
FCRHA Resident Advisory Council

Kerrie B. Wilson
Reston Interfaith

The Hon. Jane Woods
Fairfax-Falls Church Community Services Board

Ms. Paula C. Sampson, Assistant Secretary
Fairfax County Redevelopment and Housing Authority
3700 Pender Drive, Suite 300
Fairfax, VA 22030

Dear Ms. Sampson:

On behalf of the Fairfax County THRIVE Advisory Committee, please accept our full support of the Fairfax County Redevelopment and Housing Authority's (FCRHA) application to become a Moving to Work (MTW) agency.

Our Advisory Committee represents a diverse array of the FCRHA's partners, who play a critical role in FCRHA's programs – and will be essential in implementing the transformation of the FCRHA's programs should we be so fortunate to become an MTW agency. Our Advisory Committee has been working over the last few months to assist the staff of the Department of Housing and Community Development (HCD) in developing the FCRHA's MTW Plan. We are very excited about the opportunity MTW provides for the FCRHA to reduce paperwork, focus on the needs of families, and enable them to move along a housing continuum over time, toward self-sufficiency.

The FCRHA is consistently designated a HUD High Performer in its Public Housing and Housing Choice Voucher programs. Because of its strong track record and the innovative THRIVE approach, the FCRHA would be an excellent investment of the very first MTW designation in the Commonwealth of Virginia.

We were proud to work on this vitally important effort, and are very pleased to give our full support and endorsement to the FCRHA's Moving to Work application.

Sincerely,

Elisabeth Lardner

Elisabeth Lardner
Convener

THRIVE Advisory Committee
3700 Pender Drive, Suite 300
Fairfax, Virginia 22030-6039
Tel. 703-246-5100 ▪ Fax 703-246-5115 ▪ TTY 703-385-3578

SHARON BULOVA
CHAIRMAN

COMMONWEALTH OF VIRGINIA
County of Fairfax
BOARD OF SUPERVISORS

SUITE 530
12000 GOVERNMENT CENTER PKWY
FAIRFAX, VIRGINIA 22035-0071

TELEPHONE: 703/324-2321
FAX: 703/324-3955
TTY: 711

chairman@fairfaxcounty.gov

Ms. Elizabeth R. Lardner
Chairman
Fairfax County Redevelopment and Housing Authority
4500 University Dr
Fairfax, VA 22030

Dear Chairman Lardner:

On behalf of the Fairfax County Board of Supervisors, please accept our support of the Fairfax County Redevelopment and Housing Authority's (FCRHA) application to become a Moving to Work (MTW) agency.

The FCRHA's MTW Plan would create a Housing Continuum that will leverage Fairfax County's human services system and community partnerships to ensure that we will be better able to help our residents move up the ladder toward self-sufficiency. The FCRHA, a fully-integrated part of our human services system, is one of the finest housing authorities in the county and our most important partner in meeting the need for affordable housing in Fairfax County. The FCRHA is consistently designated a HUD High Performer in its Public Housing and Housing Choice Voucher programs as a result of its financial condition, well-managed properties, utilization of its housing resources, and proven track record as a provider of affordable housing. The FCRHA's MTW application offers an opportunity to closely align affordable housing with services people need to be successful in their housing and achieve the highest level of independence of which they are capable.

We are proud to give our full support and endorsement to the FCRHA's Moving to Work application.

Sincerely,

Sharon Bulova

Sharon Bulova
Chairman

In addition, staff prepared a resident outreach letter, a flyer, a brochure and presentation materials, a sample of which are included below.

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

May 11, 2012

Dear Resident:

I am writing to let you know of an exciting new initiative of the Fairfax County Redevelopment and Housing Authority (FCRHA): THRIVE – **Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment.** Our goal is that you and your family are able to do more than just survive: we want you to thrive. Through our THRIVE initiative, you and your family will not only have an affordable and attractive place to call home – you can be connected to services and support that will help you succeed and become self-sufficient. These services are designed to help you better manage your money; train for a new job; pursue college or other training; become a better parent; learn English; improve your health; and perhaps even purchase a home.

At the heart of the THRIVE initiative is the FCRHA's effort to be named a **"Moving to Work"** (MTW) agency by the U.S. Department of Housing and Urban Development (HUD). If successful, this special designation would give the FCRHA much more flexibility, and allow us to link Public Housing and the Housing Choice Voucher program with the Fairfax County Rental Program and Bridging Affordability to create a housing continuum to meet your needs as you move toward self-sufficiency. MTW would allow us to focus **less on paperwork and more on helping you** access the services you need to thrive.

MTW and You: MTW could mean many great things for you and your family, such as an opportunity to save money for school or a new home instead of paying more in rent as your income increases. ***However, we want you to know that MTW will not affect your current housing status.*** MTW is a competitive process; while we hope to be awarded the designation, it is not assured. If the FCRHA becomes an MTW agency, our immediate plan is to focus on reducing paperwork – such as having less frequent re-certifications and inspections – and focusing more on helping you thrive. Over time, and working with you, we will make other changes in our programs to help you become more self-sufficient.

For more information: It is our goal to keep our residents informed as we move forward in this exciting process. Attached please find an information sheet about THRIVE and MTW. In addition, a new website has been created at www.fairfaxcounty.gov/rha/mtw.htm. Should you have any questions or if you think THRIVE is a good idea, please send us an email at mtw@fairfaxcounty.gov or call 703-279-7309.

We look forward to making our programs better for everyone.

Sincerely,

Paula C. Sampson, Director
Department of Housing and Community Development

Fairfax County is committed to nondiscrimination on the basis of disability in all county programs, services and activities. Reasonable accommodations will be provided upon request. To request reasonable ADA accommodations or for more information, call 703-246-5101, TTY: 703-385-3578. Please allow 48 hours in order to make arrangements.

Department of Housing and Community Development
3700 Pender Drive, Suite 300
Fairfax, Virginia 22030-6039
Tel. 703-246-5100 • Fax 703-246-5115 • TTY 703-385-3578
www.fairfaxcounty.gov/rha

Moving to Work

A new approach to housing and self-sufficiency in Fairfax County

This June, the Fairfax County Redevelopment and Housing Authority (FCRHA) will apply to HUD to become a "Moving to Work" agency. Only 34 public housing authorities across the country are classifed as Moving to Work agencies right now, and only four slots are open in 2012 as part of the competitive application process.

Moving to Work: What's the Plan?

The FCRHA would use the MTW designation to expand the scope and impact of its THRIVE Initiative – **Total Housing Reinvention for Individual Success, Vital Services and Economic Empowerment.** Specifically, the FCRHA would:

- Create a **housing continuum** that seamlessly joins together the county's housing programs – including Public Housing and Housing Choice Voucher – and establishes goals to help you move toward the greatest level of self-sufficiency you are able to achieve.
- Expand its already **strong community partnerships** with non-profit organizations to provide you with self-sufficiency services ranging from "ready-to-rent" training, to job readiness, through homebuyer education and beyond.
- Reduce the burden both on staff and residents related to such things as re-certifications and inspections, which will allow us to focus more on **people – not paperwork**. We will be able to link you to the services – such as job training and education – that you need to move toward self-sufficiency.
- The draft FCRHA MTW plan is available online at: **www.fairfaxcounty.gov/rha/mtw.htm**

Community Meetings

Public Housing Residents and Housing Choice Voucher participants can learn more and ask questions at the following resident meetings:

May 15 **Rosedale Community Center** at 6:30 p.m.
3417 Spring Lane, Falls Church

May 22 **FCRHA Board Room** at 6:30 p.m.
4500 University Drive, Fairfax

June 6 **Greenwood Community Center** at 6:30 p.m.
6175 Greenwood Drive, Falls Church

June 12 **West Ford Community Center** at 6:30 p.m.
3013 Westford Court, Alexandria

Additional meetings will be scheduled. For future meeting dates, visit the MTW webpage.

FCRHA Public Hearing: May 30, 2012 - 7 p.m.
FCRHA Board Room, 4500 University Drive, Fairfax, VA 22030

How Moving to Work Benefits YOU

If the FCRHA's MTW application is successful, you and your family could benefit in a number of ways:

Less Paperwork: Residents may only need to go through the recertification process every other year, instead of annually. Participants on fixed incomes will only need to recertify every three years.

"Nest Egg" Savings: Many participants may have opportunities to put a portion of their income increases in a savings account reserved for self-sufficiency goals including education, buying a home or retirement.

Opportunity: Residents could see increased opportunities for services and training that may help better their future (job training, education, language skills).

Services: Those who have health problems, substance abuse issues or disabilities will also be connected to services from other county agencies or nonprofits.

Self-Sufficiency: Residents will receive increased assistance from case workers to help move them from dependency on government subsidies and programs to becoming self-sufficient.

Good Housekeeping Rebates: Those who maintain their homes well help reduce maintenance costs for the FCRHA. Those families will now be rewarded for their housekeeping efforts with a rebate at the end of the year.

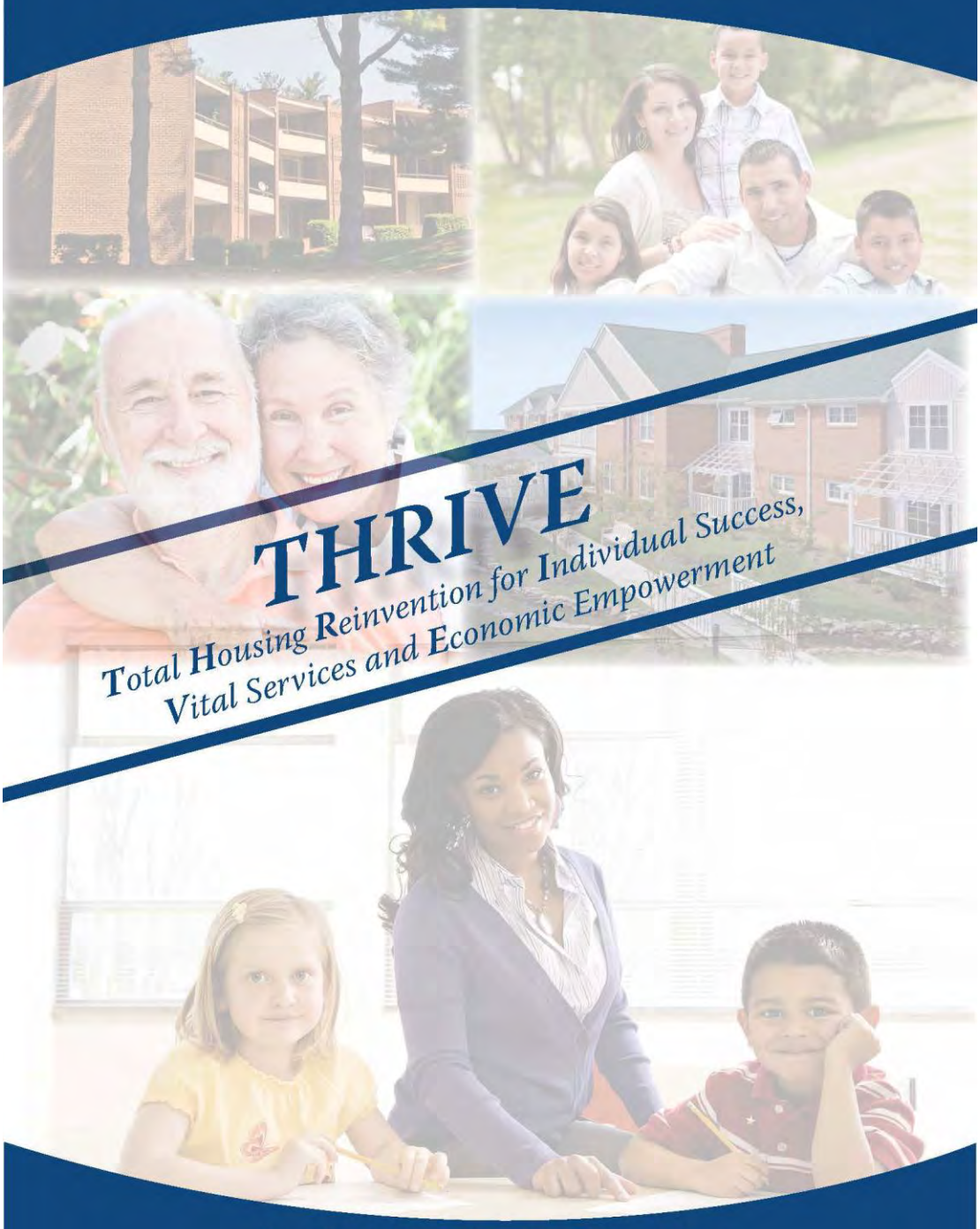
Note: Current residents in FCRHA housing programs will see no immediate changes to their programs and services.

To learn more about Moving to Work contact: mtw@fairfaxcounty.gov • 703-279-7309
To view the draft FCRHA MTW Plan, visit: www.fairfaxcounty.gov/rha/mtw.htm

Fairfax County is committed to nondiscrimination on the basis of disability in all county programs, services and activities. Reasonable accommodations will be provided upon request. To request reasonable ADA accommodations, call 703-246-5101, TTY 703-385-3578.

May 2012
A Fairfax County, Va., publication

Fairfax County Redevelopment and Housing Authority



THRIVE

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

Application for Designation as a Moving to Work Agency

THRIVE

You and your family need to do more than survive...you should ***thrive***. That's the goal of the Fairfax County Redevelopment and Housing Authority (FCRHA). Through our THRIVE initiative, you and your family will not only find an affordable and attractive place to call home, but will be connected to services and support that will help you succeed and become self-sufficient.

In addition to providing housing options made available by the FCRHA, the THRIVE initiative will link you to services and programs offered by other county agencies or nonprofit organizations. These programs are designed to help you better manage your money; train for a new job; pursue college or other training; become a better parent; learn English; improve your health; and perhaps even purchase a home.

THRIVE 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 to not only help you find the right fit based on your income and need, but to help you move along the continuum over time, toward self-sufficiency.

THRIVE Housing Continuum

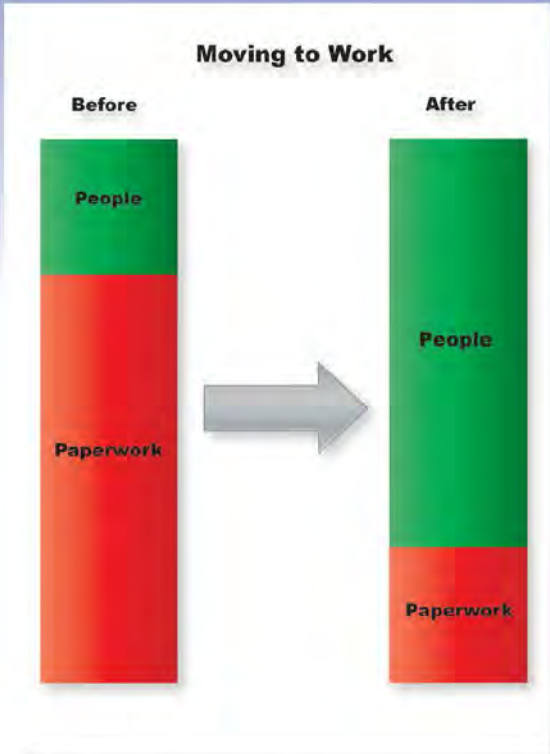
A Stepped Approach that Provides Work Incentives, Service Supports, and Permanent Housing

Step 1 - Bridging Affordability	Step 2 - Public Housing or Housing Choice Voucher	Step 3 - Fairfax County Rental Program	Step 4 - Homeownership or Unsubsidized Housing
< 30% AMI	< 50% AMI	< 80% AMI	Self-sufficient
Develop *"basic skill set"* for self-sufficiency --Skill assessment / job readiness training --Health assessment --Child care / elder care needs identified --Transportation needs identified --Financial literacy / Credit education --Ready-to-Rent training	Build *"intermediate skill set"* for self-sufficiency --Individual skill development / education / on-the-job training --Participate in health clinics/ services --Access child care & elder care services / parenting skills --Access transportation needs met --Financial literacy / Credit education	Expand *"independent skill set"* for self-sufficiency --Maintain stable employment / wage progression / education internships --Practice preventative health activities / health education --Stable family care --Reliable transportation --Attend homebuyer education / retirement planning / wealth-building	

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

How Does the Moving to Work Program Fit into THRIVE?

The U.S. Department of Housing and Urban Development (HUD) allows housing authorities like the FCRHA to apply for a special "Moving to Work" agency (MTW) designation. If approved, the FCRHA will be able to reduce the paperwork required for its programs and free up resources to help connect residents with the services you need to help you move toward self-sufficiency.



The MTW designation will allow the FCRHA to be more creative with its programs and help you build a "nest egg." For example, you may be able to put more money into an escrow account as you move through the housing continuum.

"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, Resident

How will Residents Benefit from MTW?

If the FCRHA is designated as a Moving to Work agency, you and your family could see a number of benefits:

- **Less Paperwork:** Residents may only need to go through the recertification process every other year, instead of annually. If you are on a fixed income, you could only need to recertify every three years.

- **"Nest Egg" for Your Future:** Residents and voucher participants may have opportunities to see a portion of their income increases go into a savings account, allowing you an opportunity to save for goals including education, buying a home or retirement.

- **Opportunity:** You may see increased opportunities for services that can help better your future, including job training, education opportunities and language skills.

- **Services:** Those who have health problems, substance abuse issues or disabilities will be connected to services from other county agencies or non-profit organizations as part of the THRIVE/MTW program.

- **Self-Sufficiency:** HCD will work with you to move from dependency on government subsidies and programs to becoming self-sufficient. The THRIVE/MTW program will assist you every step of the way through services, resources and support. The goal will be to move ahead in every aspect of your life, but especially in housing. We want to see you and your family move along the housing continuum from deeply subsidized housing (Bridging Affordability, HCV, Public Housing) on to moderate-priced housing (FCRP) to eventually to market rentals or even homeownership.

- **New Relationship:** Your Housing Services Specialists will be able to spend less time on paperwork and verifications and more time with you. This new relationship will help you in setting your own goals and get connected with the right services and support networks.

- **Rebate for Good Housekeeping:** Those who maintain their homes well help reduce maintenance costs for the FCRHA. Those families could now be rewarded for their housekeeping efforts with a rebate at the end of the year.

- **Options:** Residents who have a disability or are elderly may choose their level of participation in many aspects of the THRIVE/MTW program.

Wedgewood Apartments
Fairfax County Rental Program

The Atrium, Public Housing

What Happens Next?

The FCRHA will submit its application to HUD in June 2012. If approved by HUD, the MTW designation will allow the THRIVE program concept to be put in place. This designation is competitive, and there are only four slots available. Please let us know your opinion about THRIVE by sending an email to mtw@fairfaxcounty.gov or by calling 703-279-7309.

IMPORTANT DATES TO NOTE:

- **May 30, 2012:** FCRHA Special Meeting to hold public hearing on MTW Plan
- **June 14, 2012:** FCRHA requested to approve MTW application
- **June 27, 2012:** MTW application due to U.S. Department of Housing and Urban Development (HUD)

For more information on MTW, visit:
www.fairfaxcounty.gov/rha/mtw.htm for updates

Barkley Square
Public Housing

Olley Glen Senior Residences
Fairfax County Rental Program

HOW DO I GET MORE INFORMATION?

Email: ***mtw@fairfaxcounty.gov***
Web: ***www.fairfaxcounty.gov/rha/mtw.htm***
Phone: 703-279-7309 or **TTY:** 703-385-3578

Fairfax County Department of Housing and Community Development
3700 Pender Drive, Fairfax, VA 22030-6039

Moving to Work Partners

FCRHA Resident Advisory Council
The Fairfax-Falls Church Community Services Board
The Fairfax Area Disability Services Board
The Governing Board of the Fairfax-Falls Church Partnership to Prevent and End Homelessness
The Fairfax County Health Care Advisory Board
The Fairfax County Affordable Housing Advisory Committee
Northern Virginia Affordable Housing Alliance
Reston Interfaith
SkillSource, Inc.

May 2012
A Fairfax County, Va., publication

EQUAL HOUSING OPPORTUNITY

Fairfax County is committed to a policy of nondiscrimination in all county programs, services and activities and will provide reasonable accommodations upon request. Please call 703-246-5101 or TTY 703-385-3578.

TO THRIVE IN FAIRFAX COUNTY:

MOVING TO WORK

Resident Advisory Council

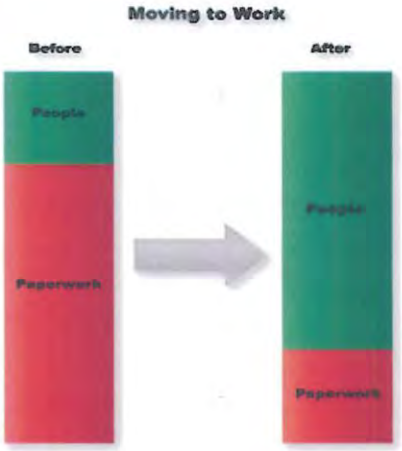
May 23, 2012

The FCRHA and THRIVE

- The FCRHA's residents need to do more than survive; they should THRIVE – that is the goal of the FCRHA.
- The FCRHA's THRIVE initiative aims to help residents have:
  - An affordable, attractive home
  - Access to supportive services; and
  - An opportunity to become more self-sufficient

THRIVE and "Moving to Work"

- HUD allows housing authorities like the FCRHA to apply to become Moving to Work (MTW) agencies
- MTW is an important part of THRIVE
  - Would reduce paperwork
  - Free up staff to help residents access services they need to move toward self-sufficiency



MTW: What do I need to know?

- MTW is a <u>competition</u>; the FCRHA may not be successful
  - There are only 34 MTW agencies across the country
  - Only 4 slots now open
- If we are successful, residents' current housing status <u>will not</u> immediately change

MTW: A Few Questions…

- ***Will I have to move?***
  - There will be **no immediate change** to your housing status. Over time, as you become more self-sufficient and your income rises, you may need to move to another housing program, or to market housing – you may even choose homeownership.
- ***Will I be required to work?***
  - Adult residents who can work will need to be working toward self-sufficiency – employment, school, job training
- ***What if I am elderly or have a disability?***
  - You will be able to have the advantages of MTW – less paperwork, enhanced access to services – without the self-sufficiency requirement

MTW: What are the benefits?

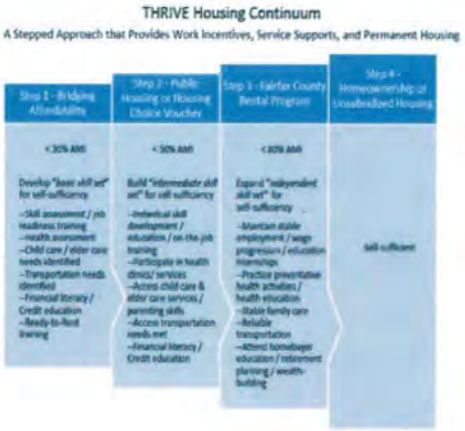
- **Less paperwork:** Most families would need to re-certify every two years. Elderly and disabled families on a fixed income will only need to recertify every three years.
- **Saving for the future:** Residents may be able to save a portion of income increases – instead of paying more rent.

MTW: What are the benefits?

- **More opportunity:** Increased access to self-sufficiency services – job training, education, language skills
- **Support:** Persons with health problems and disabilities can be connected to services
- **New relationship:** Housing Services Specialists will be able to focus more on residents' needs

MTW: What are the benefits?

- **Self-sufficiency:** We would work with residents to move from depending on the government to become self-sufficient – in every aspect of their family's life. ***Our goal is to help residents gain skills, increase their income and move through our housing programs to self-sufficiency.***



What Happens Next?

- **May 30, 2012** – Public Hearing at the FCRHA
- **June 14, 2012** – FCRHA acts to approve MTW Plan
- **June 27, 2012** – Due date for MTW applications

A Closing Thought

*"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, Resident*

For more information

- FCRHA MTW Website: www.fairfaxcounty.gov/rha/mtw.htm
- Contact Email: mtw@fairfaxcounty.gov
- Contact phone: 703-279-7309

The following posters were prepared to invite divisional staff participation.

Moving to Work
Individual Success
Economic Empowerment
Vital Services
HCV
PH
Financial
Management
Division

Moving to Work
Property Improvement and Maintenance Division
Individual Success
Economic Empowerment
Vital Services

Moving to Work
Rental Services Division
Individual Success
Vital Services
Economic Empowerment

(2) Board resolution approving the MTW application and adopting the Annual MTW Plan Certifications of Compliance

Adopted June 14, 2012

RESOLUTION NUMBER 25-12

Authorization to Apply to the U.S. Department of Housing and Urban Development for Designation as a "Moving to Work" Agency

BE IT RESOLVED THAT the Fairfax County Redevelopment and Housing Authority (FCRHA) adopts the Moving to Work (MTW) Plan; authorizes and approves the submission of the application to the U. S. Department of Housing and Urban Development for Designation as a Moving to Work Agency; and authorizes the FCRHA Chairman to sign all HUD-required application certifications, as presented to the FCRHA at its meeting on June 14, 2012.

I hereby certify that the foregoing is a true and accurate copy of Resolution No. 25-12 passed by the Fairfax County Redevelopment and Housing Authority on June 14, 2012, and that I remain an Assistant Secretary and Deputy Executive Director of the Fairfax County Redevelopment and Housing Authority.

6.21.12
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 21st day of June, 2012.

Erin Suzanne Ballard-Maung
Notary Public

My Commission expires: July 31, 2013.

Erin Suzanne Ballard-Maung
Commonwealth of Virginia
Notary Public
Commission No. 7288807
My Commission Expires 7/31/2013

. Annual Moving to Work Plan

Certifications of Compliance

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 7/1/12, 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 and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment 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 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.
4. 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.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. 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.
7. 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.
8. The PHA will comply with requirements with regard to a drug free workplace as required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying as 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.
10. 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.

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. 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 1937 Act and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. 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.).
17. 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.
18. 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
PHA Name

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 B. Lardner
Name of Authorized Official

Elisabeth Lardner
Signature

(3) Description of significant partnerships

Following is a list of organization/programs that the Fairfax County Department of Housing and Community Development (HCD) **already has established relationships with** and that provide vital services and ongoing assistance to all of our residents, including future Moving to Work Participants. These partnerships have been developed to assist residents as they move into housing and strive toward self-sufficiency. Some partners address crisis intervention; others deal with prevention issues; and others assist the clients in becoming fully self-sufficient. The non-bold bullet points are those services that are currently available; the ***bold and italic*** bullet points are those services that will be explored for expansion for the Moving to Work demonstration.

	Department or Organization	**Vital Services Currently Being Provided to Clients/** ***Services to be Explored for Expansion for Moving to Work Clients***
Fairfax County Agencies	Community Services Board (CSB)	• Mobile Crisis Unit: Assessment of those in crisis • Assessment and case management for intellectual disability, developmental delays, mental illness, and substance abuse • ***Mental Health Caseworker to be available to make home visits with HCD staff, if necessary***
	Coordinated Services Planning (CSP)	• Emergency financial assistance with rent and utilities • Basic needs assistance • Referrals for follow-up services such as family shelters, benefits, financial literacy, child protective services, domestic violence support
	Department of Family Services, Adult and Aging	• Services/case management for adults unable to protect themselves from abuse, neglect and exploitation • Services/case management such as meals on wheels, light housekeeping, transportation, and employment services for older adults
	Department of Family Services, Self Sufficiency Program	• TANF, Medicaid/Medicare, SNAP (food stamps) • VIEW: Virginia Initiative for Employment Not Welfare • Significantly reduced-cost Kaiser Permanente health insurance for low-income workers • ***Additional partnership with self-sufficiency caseworkers to partner with HCD to develop and track the individual's self-sufficiency goals***
	Department of Family Services,	• Coordinates Family Unification Program voucher referrals to assist

	Department or Organization	Vital Services Currently Being Provided to Clients/ *Services to be Explored for Expansion for Moving to Work Clients*
	Foster Care and Adoption Program	more FCRHA families in crisis
	Department of Family Services, Child Care Assistance and Referral	• Access to childcare subsidies, qualified in-home childcare providers, and centers
	Department of Family Services, Child Protective Services	• Crisis intervention, assessment, family support services • Parenting education • Referral to Family Preservation services
	Office for Women and Domestic and Sexual Violence Services	• Counseling and advocacy for victims of domestic violence • Educational programs • Financial assistance
	Department of Housing and Community Development	• PROGRESS Center: Partnership for Resident Opportunities, Growth, Resources and Economic Self Sufficiency – Assists residents by connecting them with all of the resources in Fairfax County to ultimately improve their quality of living • Family Self-Sufficiency Program for Public Housing and Housing Choice Voucher recipients • First-time Homebuyers Program
	Department of Neighborhood and Community Services	• Develops community engagement through supportive, after-school and recreation services to youth, as well as recreation, wellness and supportive services to older adults • Assist HCD with programming at Public Housing communities for adults and children • ***Expand programming/partnership to increase outreach to more clients***
	Fairfax County Public Schools	• Social workers in each school provide assistance to at-risk students by pulling together organizations to assist these students and their families
	Office to Prevent and End Homelessness	• Regional Housing Opportunities Support Teams of public and non-profit organizations meet regularly to provide case management assistance • Leads community groups that provide case management for those at risk of losing housing and those that are homeless • Coordinates homeless preference referrals to assist more FCRHA participants in crisis

	Department or Organization	Vital Services Currently Being Provided to Clients/ *Services to be Explored for Expansion for Moving to Work Clients*
		• ***Expand community case management model***
	Health Department	• Community Health Care Network: Provide free and low cost health care to individuals and families without health insurance (three health centers) • Health clinics for vaccinations and basic care • ***Bring more services to Public Housing sites, such as mammogram and blood pressure screening***
	Office of Public and Private Partnerships	• Assist with setting up partnerships to help community • Oversee programs for families and students to receive computers and low cost internet service • ***Expand partnership to provide low cost internet and computers to additional Public Housing sites***
Non-Profit Organizations	The SkillSource Group, Inc.	• Non-profit arm of the Workforce Investment Board in the region • Resume writing, interview skills classes, job search assistance • Access to local and federal workforce programs • MOU between FCRHA and SkillSource to assist with meeting Section 3 goals • ***Work with SkillSource to provide one-on-one assistance to Moving to Work participants***
	Our Daily Bread	• Financial literacy • Basic needs assistance • Emergency financial assistance for rent and utilities
	Food for Others	• Emergency food assistance
	Good Shepherd Housing	• Emergency Services • Budgeting classes • Housing locator services

	Department or Organization	Vital Services Currently Being Provided to Clients/ *Services to be Explored for Expansion for Moving to Work Clients*
		• Transitional housing • ***Expand self-sufficiency programming at Public Housing sites and to Housing Choice Vouchers recipients***
	FACETS	• Case management for those transitioning from homelessness into housing • Programming for several Public Housing sites • Emergency food, rent and basic needs assistance • Partner in Fairfax County's Bridging Affordability program
	Reston Interfaith	• Case management for those transitioning from homelessness into housing • Programming for Public Housing sites • Partner in Fairfax County's Bridging Affordability program • ***Expand self-sufficiency programming at Public Housing sites and to Housing Choice Vouchers recipients***
	NOVACO	• Transitional housing program for victims of domestic violence and their families • Offer education and counseling
	Northern Virginia Family Service	• Mental health counseling through Multicultural Human Services • Oversee Fairfax County Bridging Affordability program to provide rental assistance to bridge the gap in affordable housing
	New Hope Housing	• Emergency Services • Housing locator services • Shelter Services • Partner in Fairfax County's Bridging Affordability program
	Shelter House	• Ready to Rent program to assist those moving to permanent housing to be responsible tenants • Provide programming on Public Housing site • Partner in Fairfax County's Bridging Affordability program • ***Expand self-sufficiency programming at Public Housing site***
	Western Fairfax Christian Ministries	• Emergency financial resources for rent and utilities • Food pantry and basic needs items • Financial literacy and mentoring

	Department or Organization	Vital Services Currently Being Provided to Clients/ *Services to be Explored for Expansion for Moving to Work Clients*
	Housing Locator Network	• Assistance locating affordable housing • Advocate to landlords to assist Housing Choice Voucher participants to lease up • ***Assist Moving to Work participants as they move to different housing options***
	Family PASS	• Transitional housing program • Provide aftercare services to participants in Family Self-Sufficiency program
	United Community Ministries	• ESL and computer literacy classes • Resume and job search assistance • Emergency financial assistance for rent and utilities • Other assistance as needed, such as assisting with furniture purchase • Partner in Fairfax County's Bridging Affordability program
	Boys and Girls Club	• Provides recreation and mentoring to families in Public Housing and Housing Choice Voucher program • Run afterschool activities for FCRHA sites
	Capital Youth Empowerment Program	• Partnership with non-profit organization and Department of Family Services to provide Fathers in Touch program • Provides parenting education and mentoring to fathers seeking to develop relationships with their children or children's mothers and to fathers who wish to improve their current relationships • ***Expand their outreach effort to FCRHA clients***
	Volunteer Fairfax	• Volunteer placements for residents completing community service hours • ***Linking volunteers with FCRHA needs, such as community clean-ups and mentoring***
	Fairfax County Faith Communities in Action	• Assist with linkages to faith communities in Fairfax County to provide support to clients
	Catholics for Housing	• Financial assistance for rent for seniors living in FCRHA senior housing
	Green Spring Senior Living	• In-kind furniture donations

	Department or Organization	Vital Services Currently Being Provided to Clients/ *Services to be Explored for Expansion for Moving to Work Clients*
	Computers 4 Students	• Provides refurbished computers to residents enrolled in an education program
	Northern Virginia Literacy Council	• One-on-One ESL tutoring
	Senior Employment Resources	• Provides job search assistance and training to senior adults • ***Develop stronger relationship with organization so that Moving to Work clients can get additional assistance looking for employment***
Educational Providers	Northern Virginia Community College	• Adult Career Pathways—case management for adults needing extra help navigating and meeting educational goals • Ways to Work—reduced cost repair of cars
	George Mason University	• Sliding scale fee mental health counseling • Educational opportunities for residents • Providing evaluation support for Moving to Work demonstration
	Fairfax County Public School's Adult and Community Education	• Adult High School Completion programs/GED classes • Low cost certificate programs • ***Provide GED programs at FCRHA sites that are accessible to clients***
	Computer Core	• Computer literacy • Provide free computers for graduates
	Training Futures	• Employment training program run by Northern Virginia Family Service for business administration career track
	Community Business Partnerships	• Training regarding small business creation
	Office of Extension Services	• Cooking and nutrition classes • Master Gardener education for community garden projects
	Vietnamese Resettlement Association	• Assist with translation for Vietnamese residents • Facilitation of educational programs for Vietnamese speaking residents

The FCRHA partners with many organizations to assist in providing sustainable outcomes for our clients and communities. The FCRHA strives to:

- Ensure the land what we build on is or will be clean;
- Make investments in neighborhoods to help residents lead healthy, safe, affordable and productive lives;
- Invest in buildings that are efficient and healthy; and
- Improve the economic strength of our community and our residents.

Specifically, related to HUD's FY 2010-2015 Strategic Plan, the FCRHA is committed to meeting and exceeding the goals related to sustainability. Organizations listed above already assist us regularly to meet these goals, and will continue to do so in the Moving to Work demonstration. These goals and programs/efforts that assist us to meet and exceed the sustainability goals include:

- **Subgoal 3B: Utilize HUD assistance to improve health outcomes:** Fairfax County was recently awarded a planning grant from the Center for Disease Control to develop strategies for a healthier county. The FCRHA participates on the advisory committee for the initiative and will seek opportunities through this partnership to help FCRHA clients become healthier citizens. In addition, the FCRHA works with the following organizations to improve the health outcomes of our residents:

  Physical Health Services:
  - Fairfax County Health Department
  - Office of Extension Services
  - Fairfax County Department of Family Services Medicaid/Medicare and SNAP programs

  Mental Health Service:
  - Community Services Board
  - Multicultural Human Services
  - George Mason University
  - Fairfax County Office for Women and Children

- **Subgoal 3C: Utilize HUD assistance to increase economic security and self-sufficiency:** Fairfax County recently began a process to link resources across multiple agencies that provide economic security and sufficiency services to residents. The County is committed to knowing whether or not all of the initiatives are truly having an impact on the County's residents. The FCRHA uses the Family Self-Sufficiency (FSS) program as a model for service delivery and measuring the success of such self-sufficiency initiatives.

- **Subgoal 4A: Catalyze economic development and job creation while enhancing and preserving community assets:** Through a Memorandum of Understanding, the SkillSource Group, Inc. assists residents in the FCRHA's programs to obtain local and federal job training and creates linkages to employment. Additionally, this relationship with SkillSource assists the FCRHA in meeting its Section 3 requirements

- **Subgoal 4B: Promote energy efficient buildings and location efficient communities that are healthy, affordable and diverse:** Through the FCRHA's Capital Fund, Public Housing rehabilitation has included efforts to make the buildings energy efficient. Work has included replacing windows, replacing HVAC systems, replacing lights with florescent fixtures, installing water saving fixtures, and replacing appliances with energy star appliances.

  In addition, through the County's Affordable Dwelling Unit ordinance, affordable units are being developed, for purchase by the FCRHA, for purchase by first-time homebuyers, or for rent to low- and moderate-income workers, throughout the County.

- **Subgoal 4C: Ensure open, diverse and equitable communities:** Beginning in 2007, the Fairfax County Human Services Leadership Team convened its leadership to establish a common foundation of understanding and begin to share agency program data by race and geographic region to examine the connections and opportunities. Without question, initiatives across the county's systems are intended to provide racially equitable services. Existing improvement teams increasingly address issues around racial equity. It has been demonstrated and concluded that strategies to address disproportionality should be woven throughout initiatives and programs, but it is essential to establish and dedicate staff that focus solely on this issue to achieve sustainable results. To formalize and focus these efforts, in January 2010, the Human Services Leadership Team established an interagency team, the Disproportionality and Disparity Prevention and Elimination Team (DDPET) that includes human services, police and schools. The DDPET team provides coordinated, collaborative leadership to increase understanding of the challenges of disproportionality and disparities, to identify and recommend targeted practice changes across human services, public safety and public education that could lead to improved outcomes for African American and Latino children and families, and to track progress across our systems.

- **Subgoal 4D: Facilitate disaster preparedness, recovery and resiliency:** The FCRHA has a disaster plan, which has been utilized several times recently. For example, when Hurricane Katrina brought many families to Northern Virginia, the FCRHA reacted quickly and provided housing opportunities to families needing assistance. In addition, in the summer of 2011,12 units in the Fairfax County Rental Program were damaged due to a terrible fire. HCD staff responded quickly and provided short-term and long-term housing options to victims of the fire.

- **Subgoal 4E: Build the capacity of local, state and regional public and private organizations:** Through the Section 3 initiative, the FCRHA's Section 3 Coordinator is building the capacity of local public and private organizations to work together to provide employment and training opportunities for low- and moderate-income residents. In addition, the coordinator is developing the capacity of businesses to reach out to residents and utilize the Workforce Investment Board as a tool for them to meet their hiring needs.

(4) Description of leverage

The FCRHA is a truly unique housing authority because a department of the Fairfax County local government – the Fairfax County Department of Housing and Community Development (HCD) – acts as staff to the housing authority. This arrangement allows for an unprecedented level of collaboration and integration for all of Fairfax County's housing programs as evidenced by the leveraging table below:

Program Name	Overview	Leveraged Resources
Consolidated Community Funding Pool	Provides funding for community services and affordable housing development, administration, construction, acquisition, and/or rehabilitation. Sources of funds include Federal and State Community Services Block Grant, Fairfax County, and a portion of the County's Community Development Block Grant. Many of the partners that will assist the FCRHA's MTW clients are funded through this funding source.	$9,867,755 County funds $1,113,446 CDBG Affordable Housing $662,133 CDBG Targeted Public Services
Bridging Affordability	County-funded rental subsidy program to serve extremely low-income households earning 30 percent Area Median Income and below (including those that are homeless). This is Step One in the THRIVE housing continuum.	$4,100,000 yearly in County resources $7,000,000 over three years leveraged through County's commitment
Blueprint Project	Planned acquisition in FY 2013 of 200 units in one or several multifamily housing complexes to serve families all along the THRIVE housing continuum.	$35,000,000 leveraged in private investment $1,005,000 FY 2013 County Funds
Fairfax County Rental Program	**1,929 units** serving low- and moderate-income families, which will be available to households in Step Three of the Moving to Work Housing continuum.	$4,918,325 operating budget for FY 2013
Department of Family Services	County-funded agency with programs that provide crisis intervention, assessment, family support services, parenting education, referrals to Family Preservation services, and access to childcare subsidies, qualified in-home childcare providers, and centers.	$194,653,633 operating budget
Department of Neighborhood and Community Services	County-funded agency that develops community engagement through supportive, after-school and recreation services to youth,	$26,023,088 operating budget

Program Name	Overview	Leveraged Resources
	as well as recreation, wellness and supportive services to older adults.	
Health Department	County-funded agency with programs that provide free and low-cost health care to individuals and families without health insurance (three health centers) and health clinics for vaccinations and basic care.	$51,973,789 operating budget
Office to Prevent and End Homelessness	County-funded agency to keep people from becoming homeless, increase and preserve affordable housing, deliver integrated social services and create community partnerships.	$11,809,731 operating budget
Community Services Board	County-funded agency that runs programs including a Mobile Crisis Unit that assesses individuals in crisis; and offers other assessment and case management to individuals with or at risk of intellectual disabilities, developmental delays, mental illness, and substance abuse.	$141,359,619 operating budget

(5) Description of how the MTW Plan, PHA Plan and any amendments are consistent with the Consolidated Plan(s) and a Certificate of Consistency

A description of how the MTW Plan, PHA Plan and any amendments to the PHA Plan are consistent with the applicable Consolidated Plan can be found in Section A.3 of the FCRHA's MTW application. The FCRHA has included on the following page a certification from Fairfax County's County Executive that the FCRHA's MTW Plan is consistent with the County's 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

Date: 6/18/12

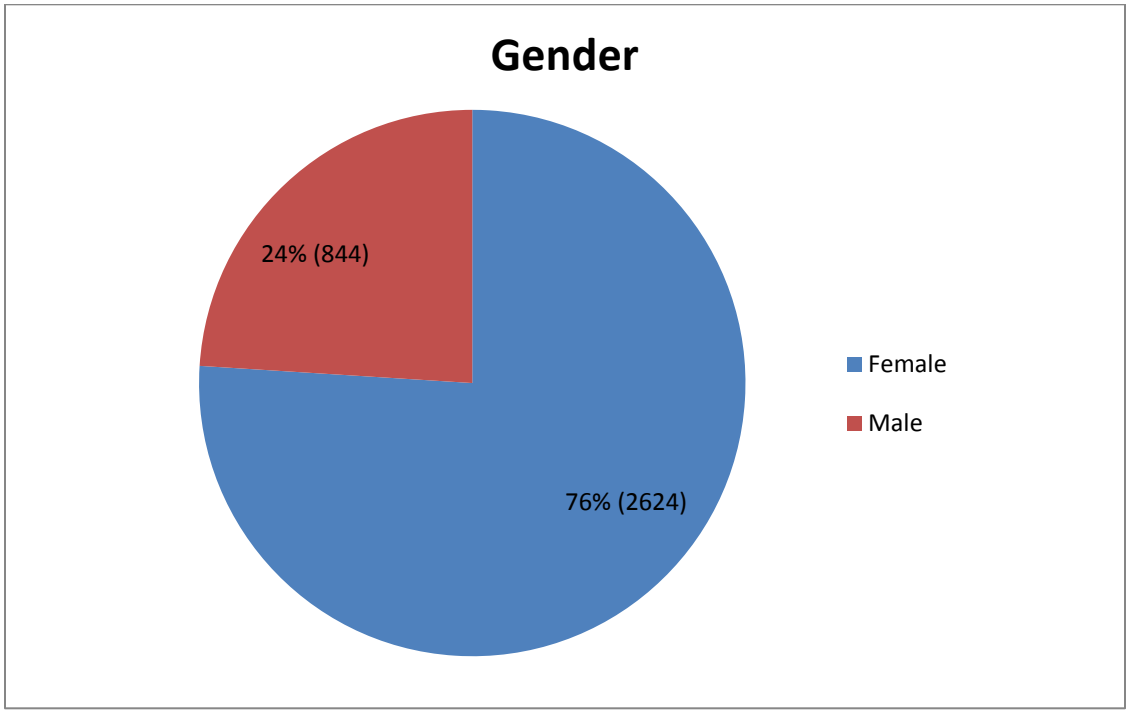
form **HUD-2991** (3/98)

E. ADDITIONAL INFORMATION REGARDING IMPLEMENTATION OF THE MTW PLAN

(1) Demographic information

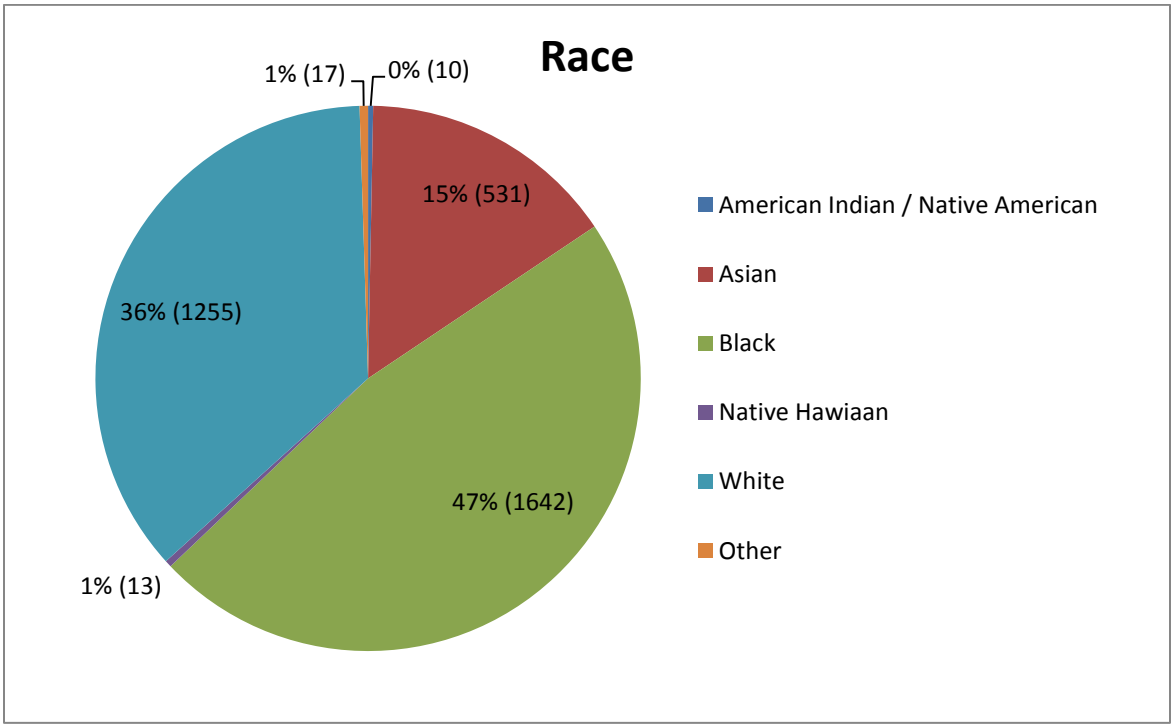
The charts in this section show current resident and participant collected June 2012. The FCRHA intends to assist the same demographic as an MTW agency.

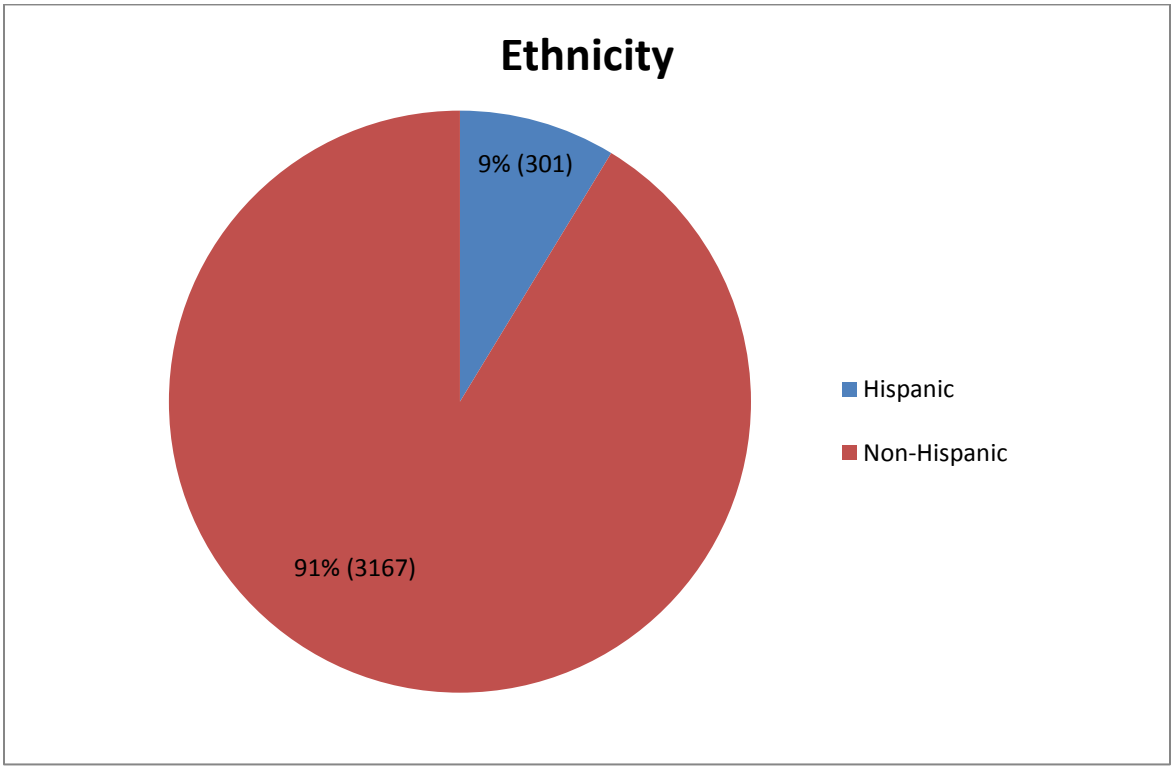
Gender for Housing Choice Voucher Participants[3]



[3] Demographics reflect Head of Households
These demographics include Portability-in families and exclude Portability-out families.

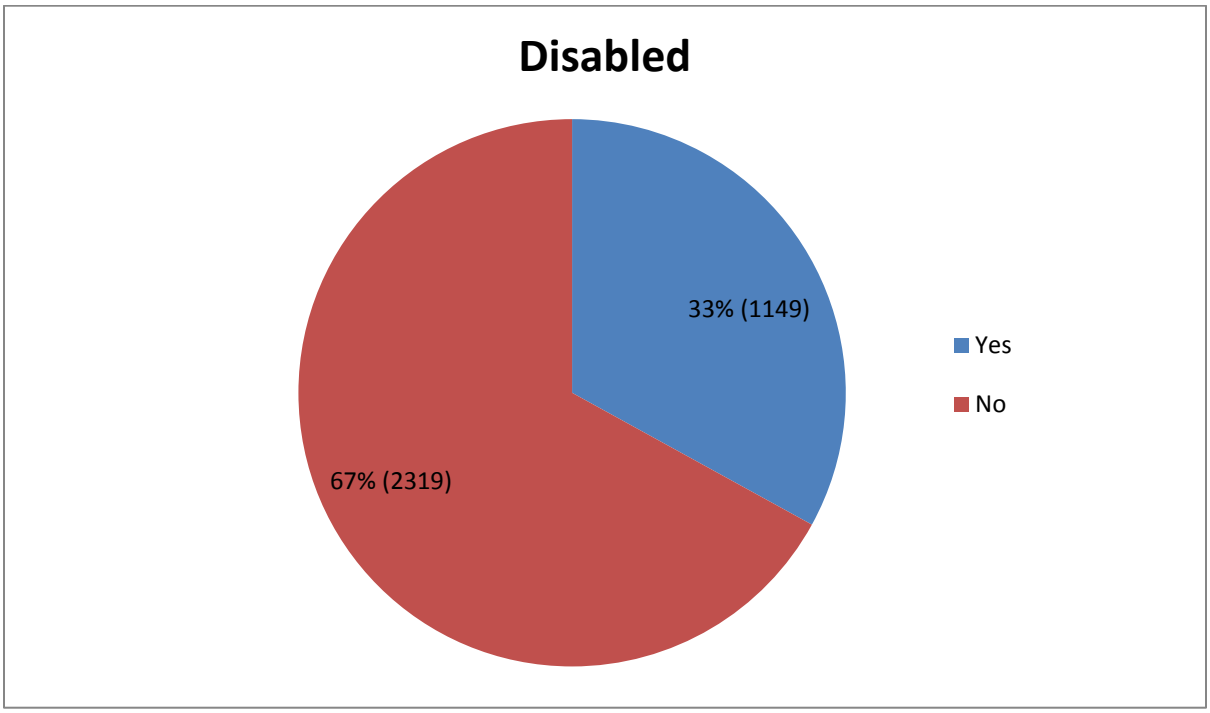
Race and Ethnicity for Housing Choice Voucher Participants[4]

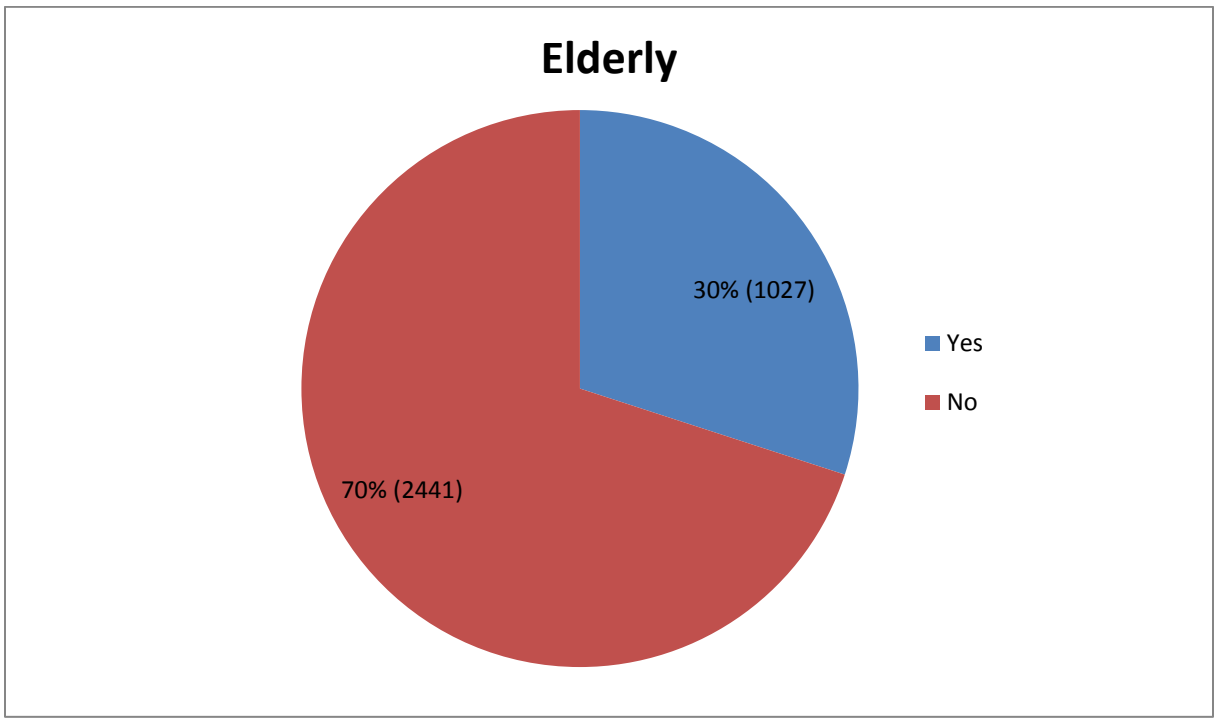




[4] Demographics reflect Head of Households
These demographics include Portability-in families and exclude Portability-out families.

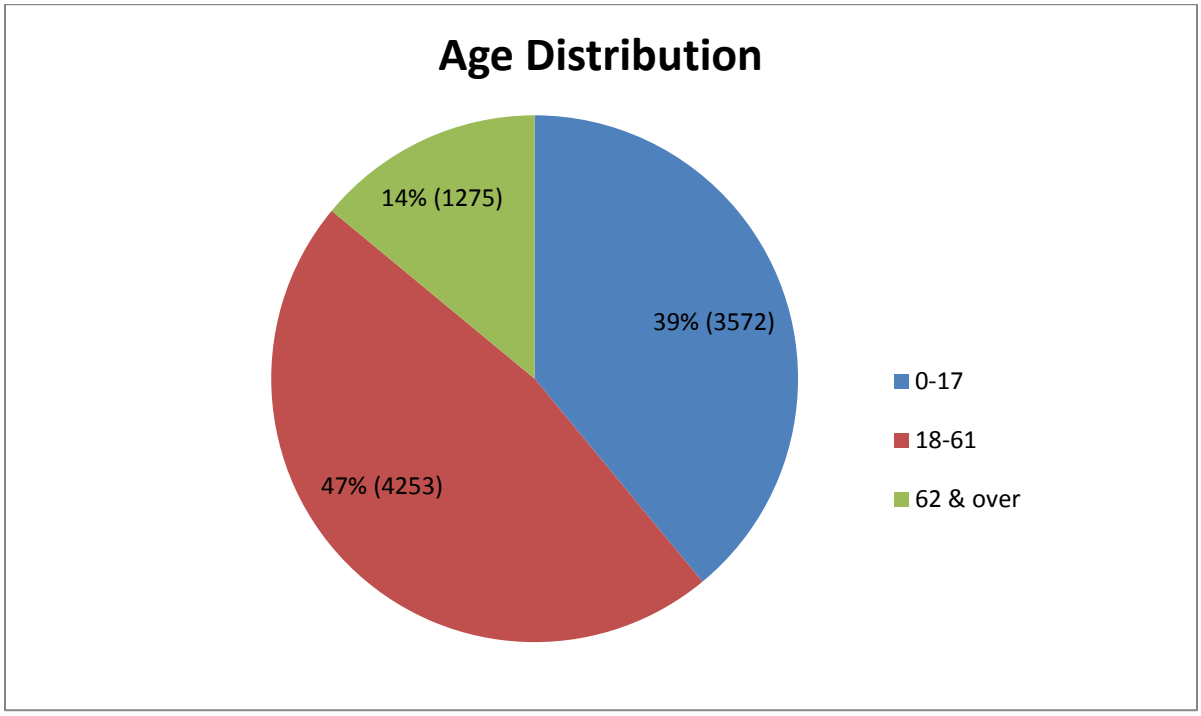
Disabled and Elderly Status of Housing Choice Voucher Participants[5]





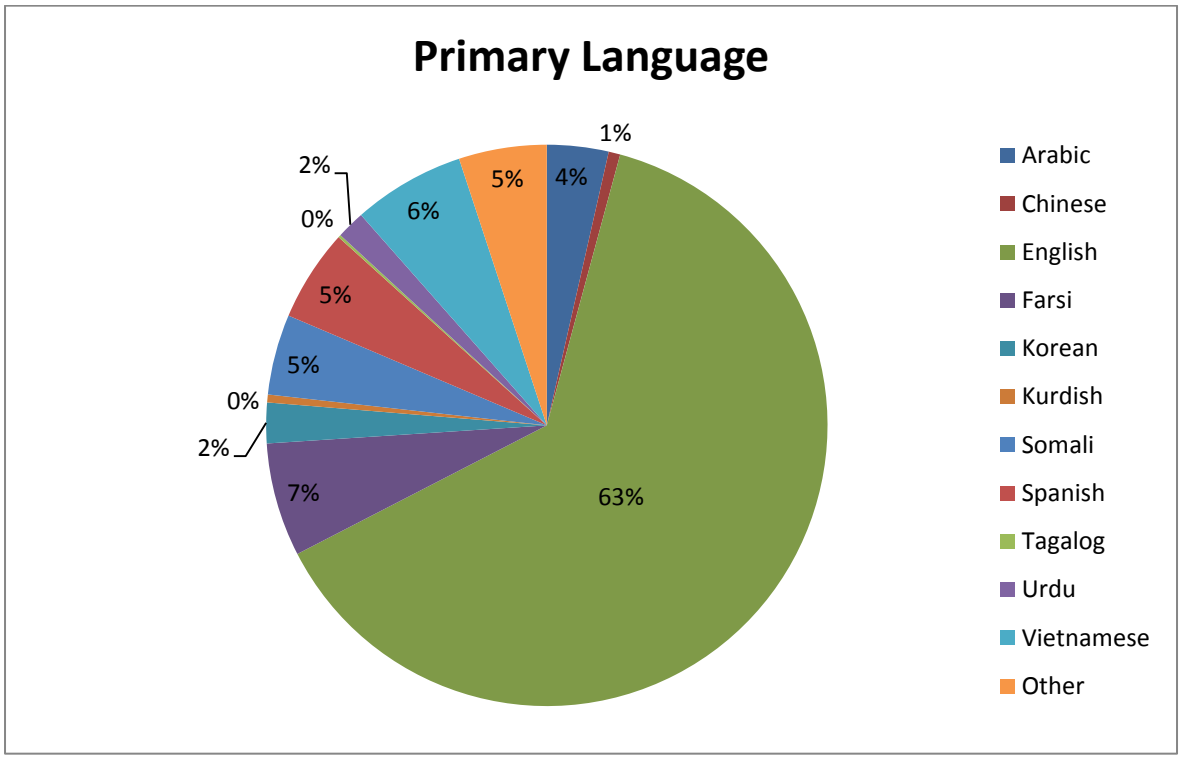
[5] Demographics reflect Head of Households
These demographics include Portability-in families and exclude Portability-out families.

Age Distribution of Housing Choice Voucher Participants[6]



[6] Demographic count includes all participant household members
These demographics include Portability-in families and exclude Portability-out families.

Primary Language for Housing Choice Voucher Participants[7]

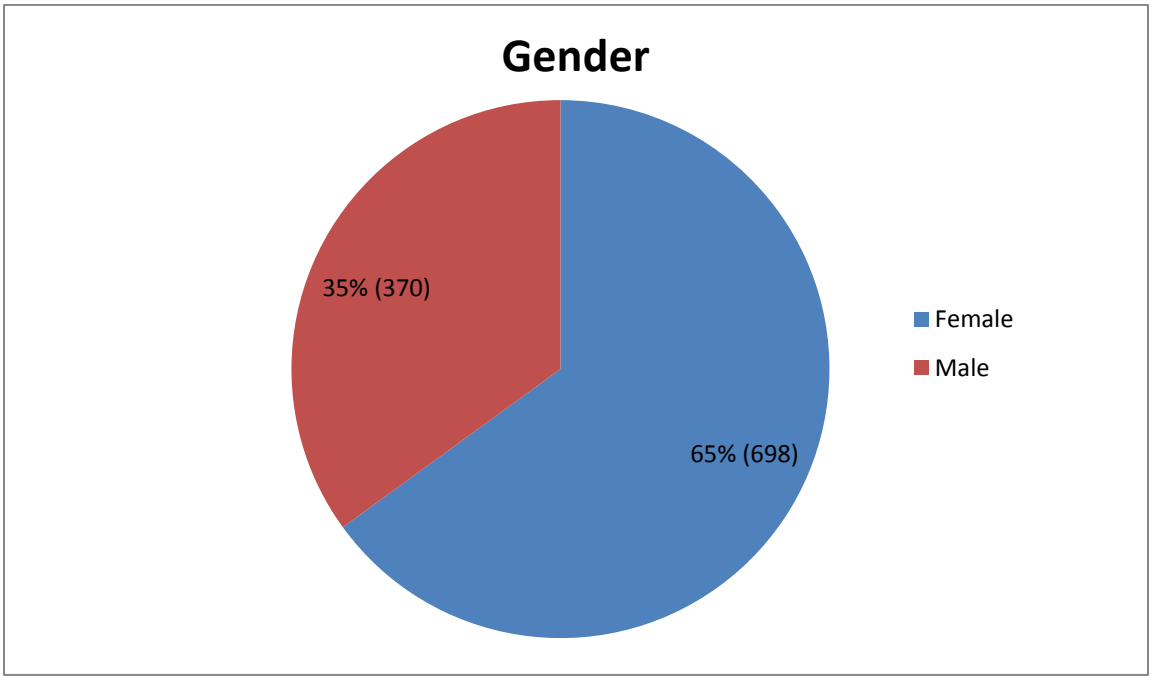


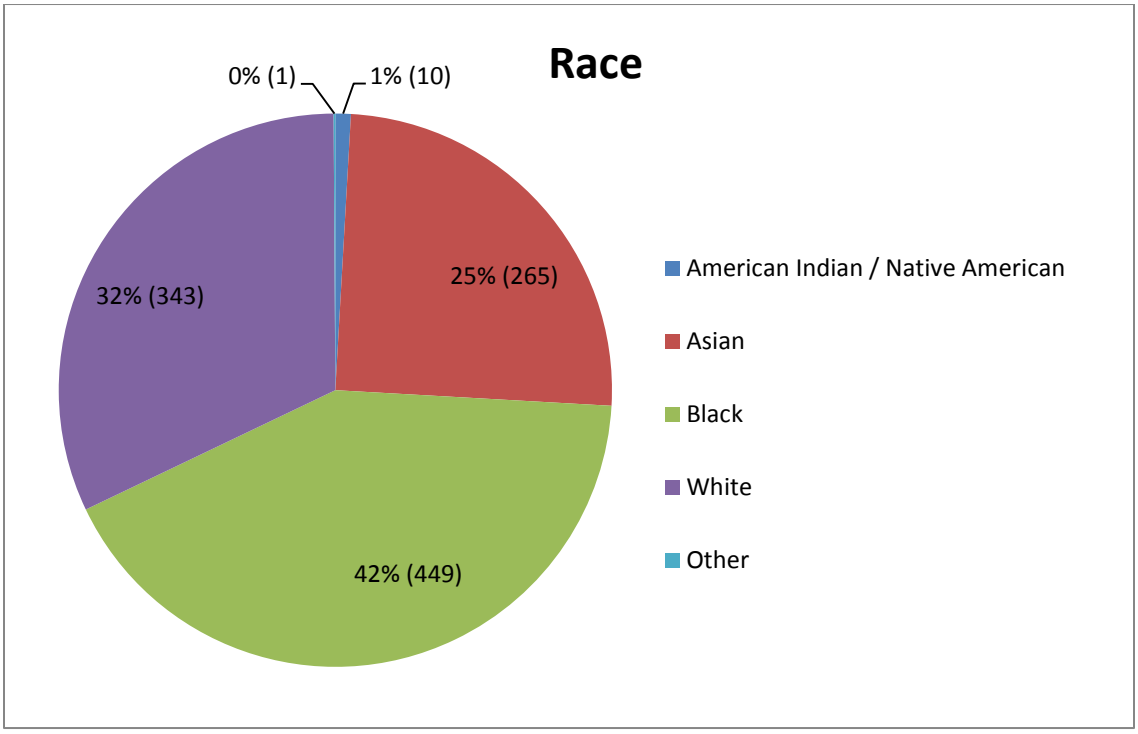
Primary Language Spoken in the Home - Housing Choice Voucher Families by Race

	All families		American Indian		Asian		Black		Pacific Islander		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Total	3300	100%	9	100%	525	100%	1498	100%	12	100%	1256	100%
Arabic	117	3.5%			14	2.7%	42	2.8%			61	4.9%
Chinese	22	0.7%			22	4.2%						
English	2086	63.2%	4	44.4%	64	12.2%	1230	82.1%	7	58.3%	781	62.2%
Farsi	216	6.5%			67	12.8%	7	0.5%			142	11.3%
Korean	77	2.3%	1	11.1%	70	13.3%			1	8.3%	5	0.4%
Kurdish	15	0.5%			2	0.4%					13	1.0%
Somali	153	4.6%	1	11.1%	2	0.4%	136	9.1%	3	25.0%	11	0.9%
Spanish	175	5.3%	2	22.2%			9	0.6%			164	13.1%
Tagalog	5	0.2%			2	0.4%	3	0.2%				
Urdu	54	1.6%	1	11.1%	34	6.5%			1	8.3%	18	1.4%
Vietnamese	213	6.5%			212	40.4%					1	0.1%
Other	167	5.1%			36	6.9%	71	4.7%			60	4.8%

[7] Demographics reflect Head of Households
These demographics include Portability-in families and exclude Portability-out families.

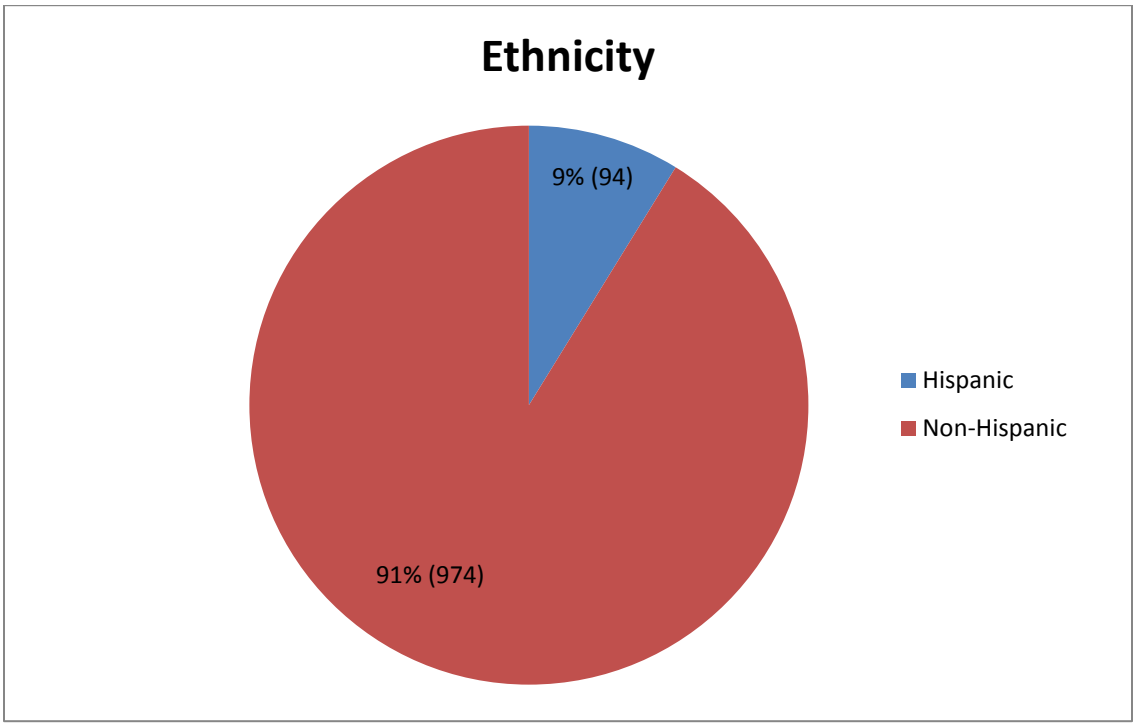
Gender for Public Housing Residents[8]

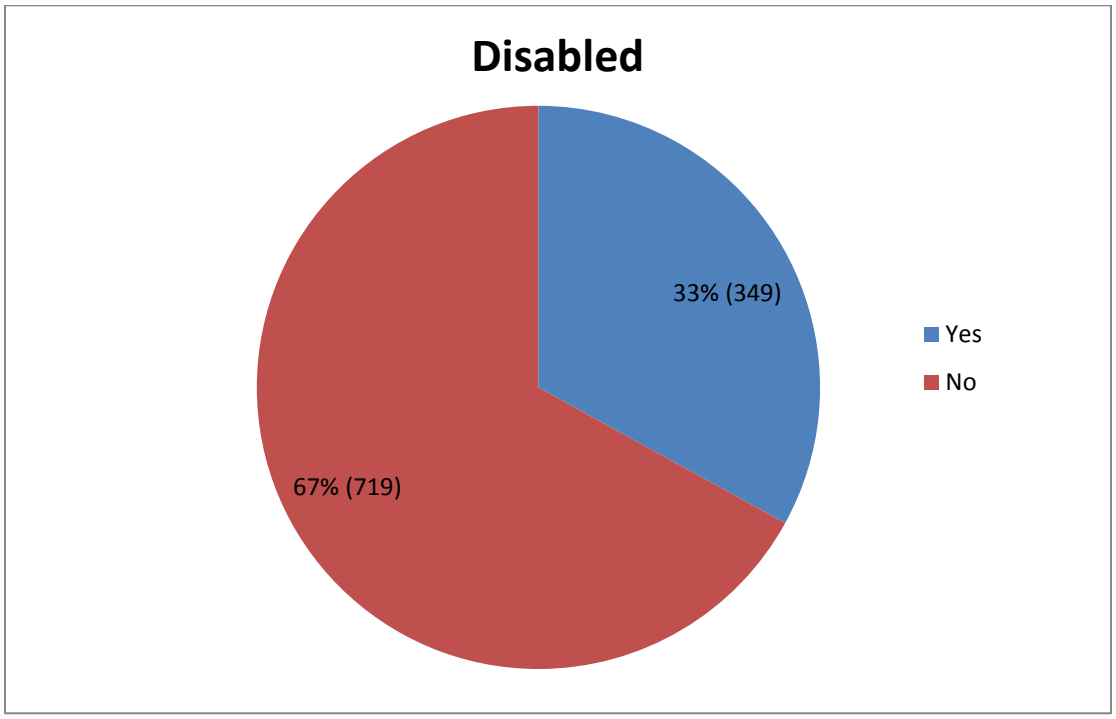




[8] Demographics reflect Head of Households
Total number of households includes multiple households in Supported Shared housing units

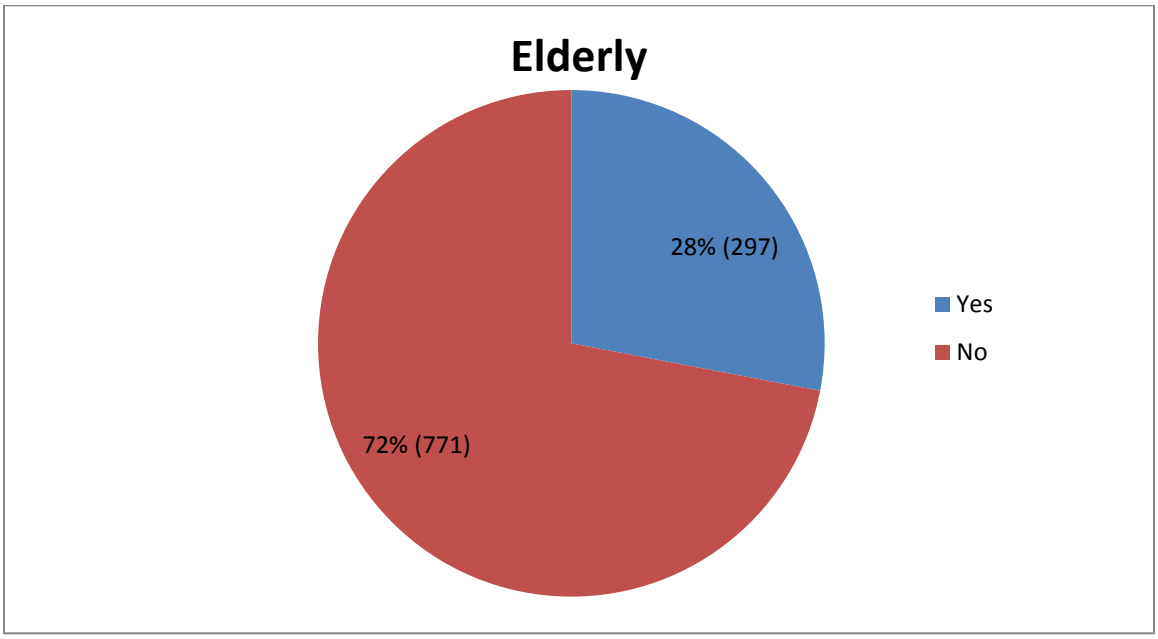
Ethnicity and Disabled Status for Public Housing Residents[9]

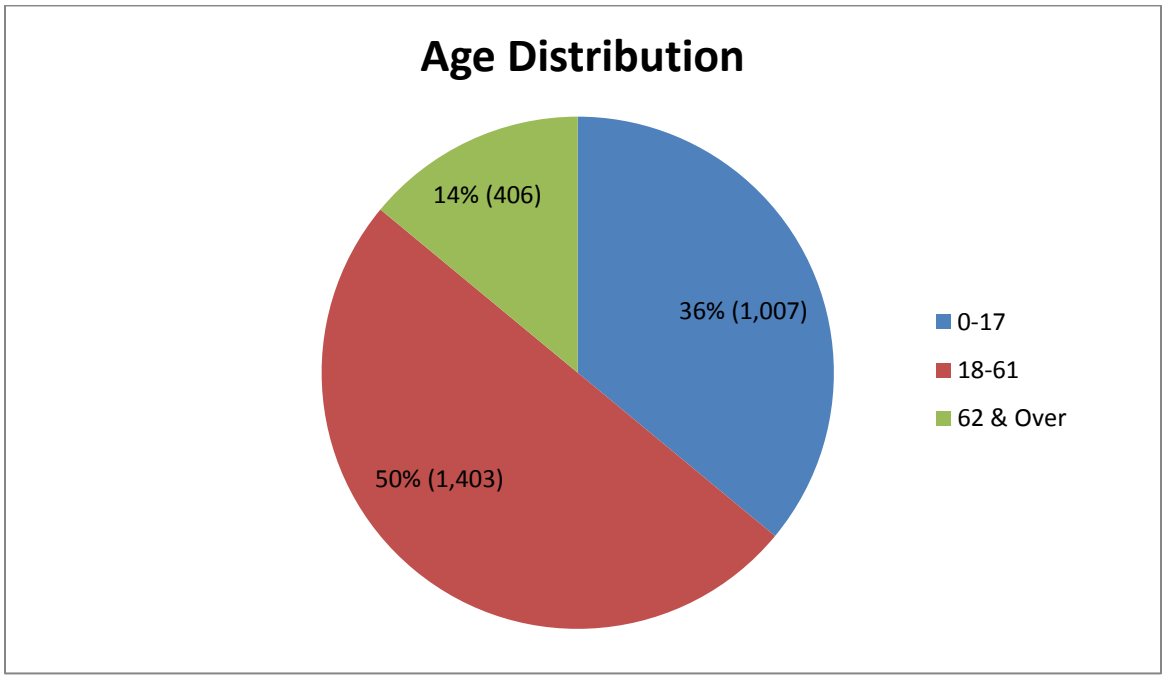




[9] Demographics reflect Head of Households
Total number of households includes multiple households in Supported Shared housing units

Elderly Status[10] and Age Distribution[11] of Public Housing Residents

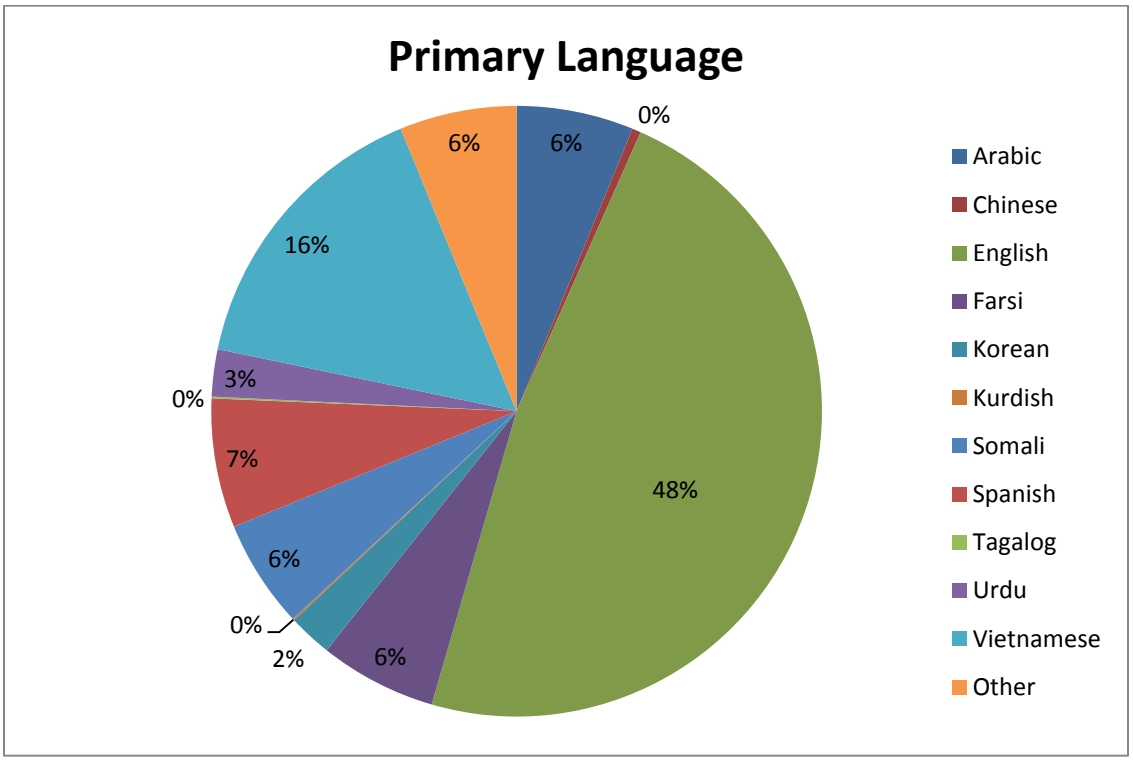




[10]Demographics reflect Head of Households
Total number of households includes multiple households in Supported Shared housing units

[11] Demographic count includes all participant household members
Total number of households includes multiple households in Supported Shared housing units

Primary Language for Public Housing Residents[12]



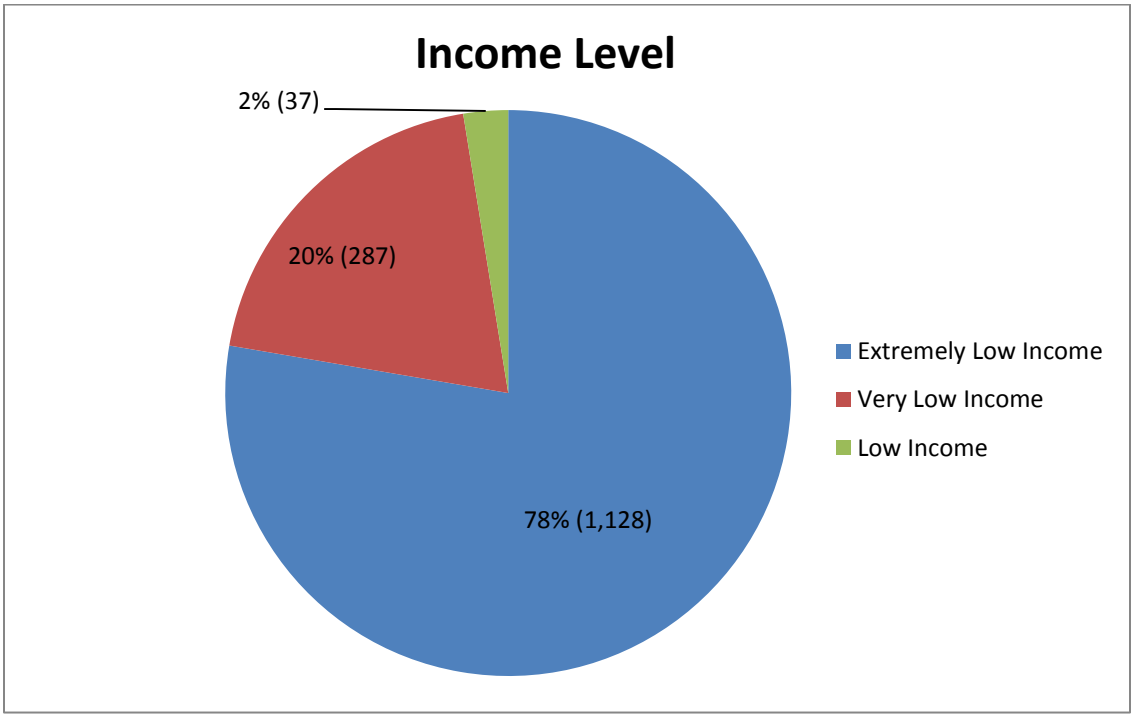
Primary Language Spoken in the Home - Public Housing Families by Race

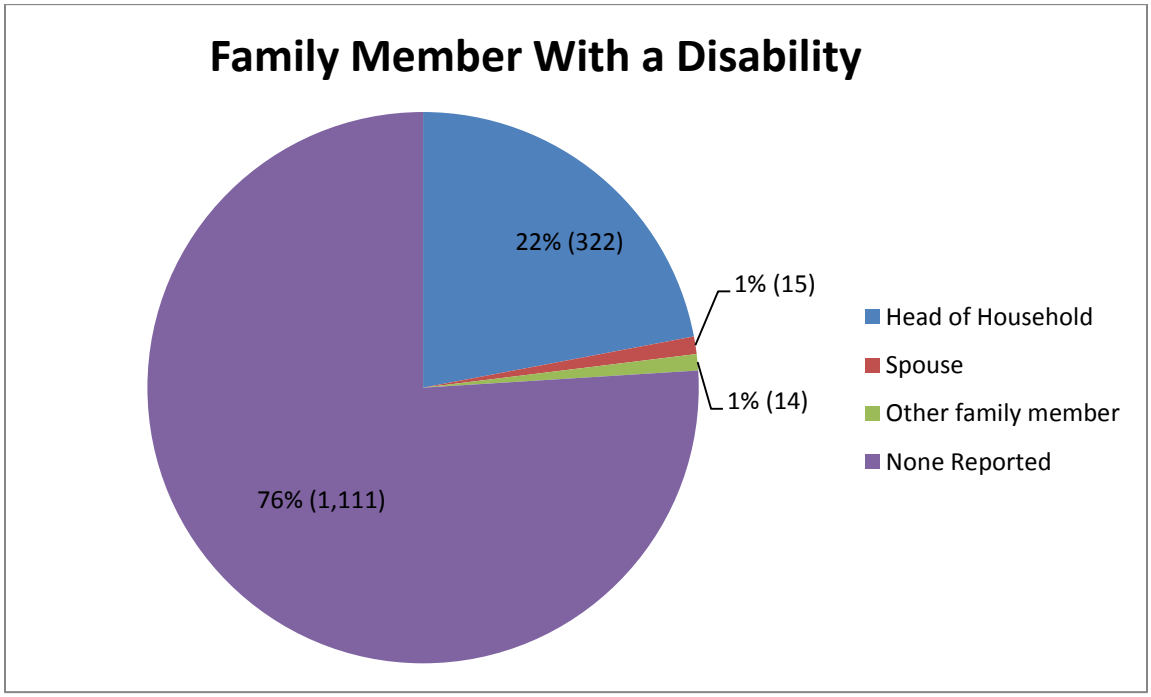
	All families		American Indian		Asian		Black		Pacific Islander		White	
	#	%	#	%	#	%	#	%	#	%	#	%
Total	1081	100%	10	100%	267	100%	456	100%	0		348	100%
Arabic	67	6.2%			6	2.2%	37	8.1%			24	6.9%
Chinese	5	0.5%			5	1.9%						
English	517	47.8%	3	30%	19	7.1%	314	68.9%			181	52.0%
Farsi	67	6.2%	2	20%	17	6.4%	2	0.4%			46	13.2%
Korean	25	2.3%			25	9.4%						
Kurdish	1	0.1%					1	0.2%				
Somali	62	5.7%			1	0.4%	54	11.8%			7	2.0%
Spanish	74	6.8%	4	40%	2	0.7%	1	0.2%			67	19.3%
Tagalog	1	0.1%									1	0.3%
Urdu	27	2.5%			20	7.5%	1	0.2%			6	1.7%
Vietnamese	168	15.5%	1	10%	163	61.0%	2	0.4%			2	0.6%
Other	67	6.2%			9	3.4%	44	9.6%			14	4.0%

[12] [12] Demographics reflect Head of Households
Total number of households includes multiple households in Supported Shared housing units

Income Level and Disability of Housing Choice Voucher Applicants[13]

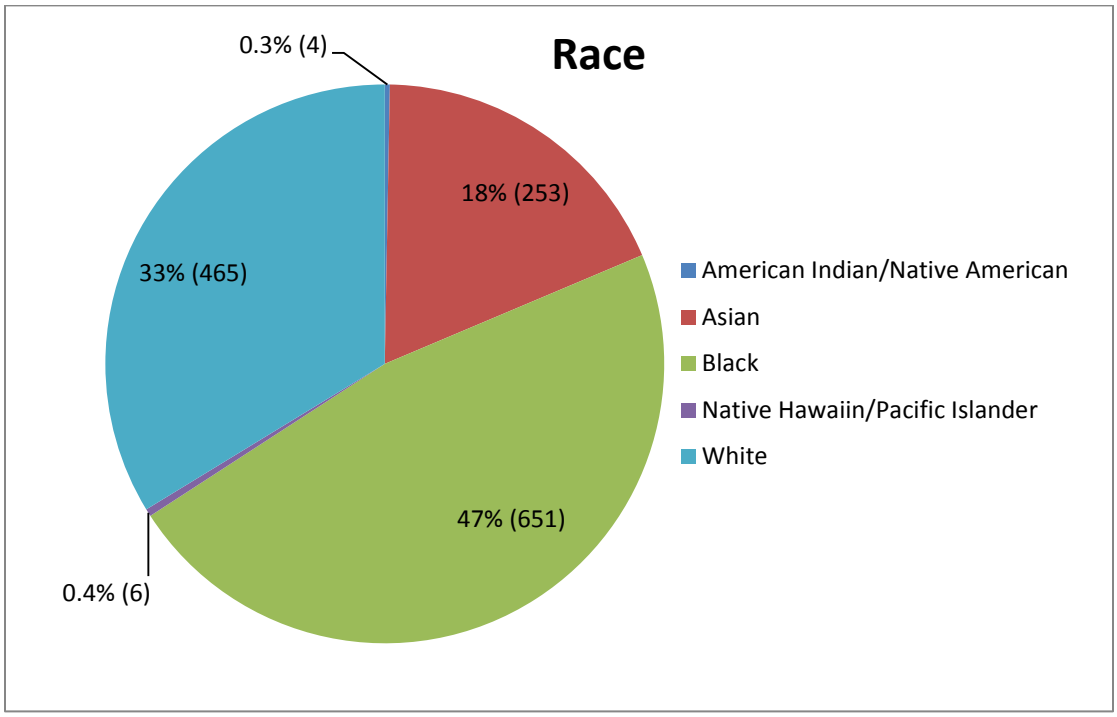
The following figures reflect applicants who actually reported data on the application.

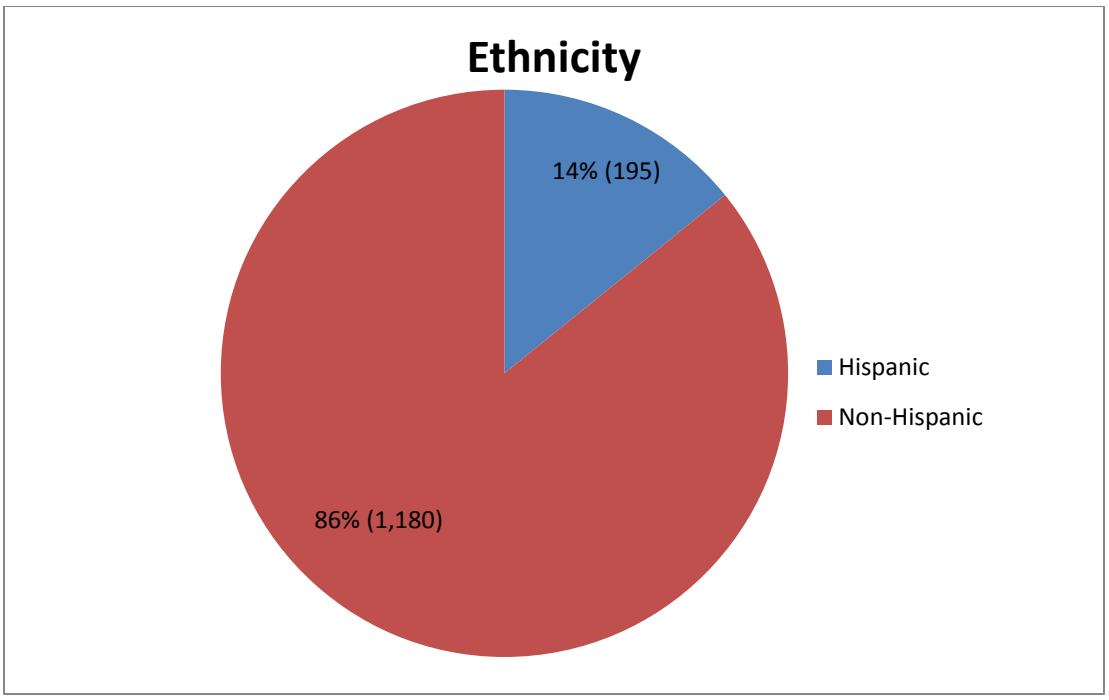




[13] These charts reflect responses of applicants who actually reported data on the application.

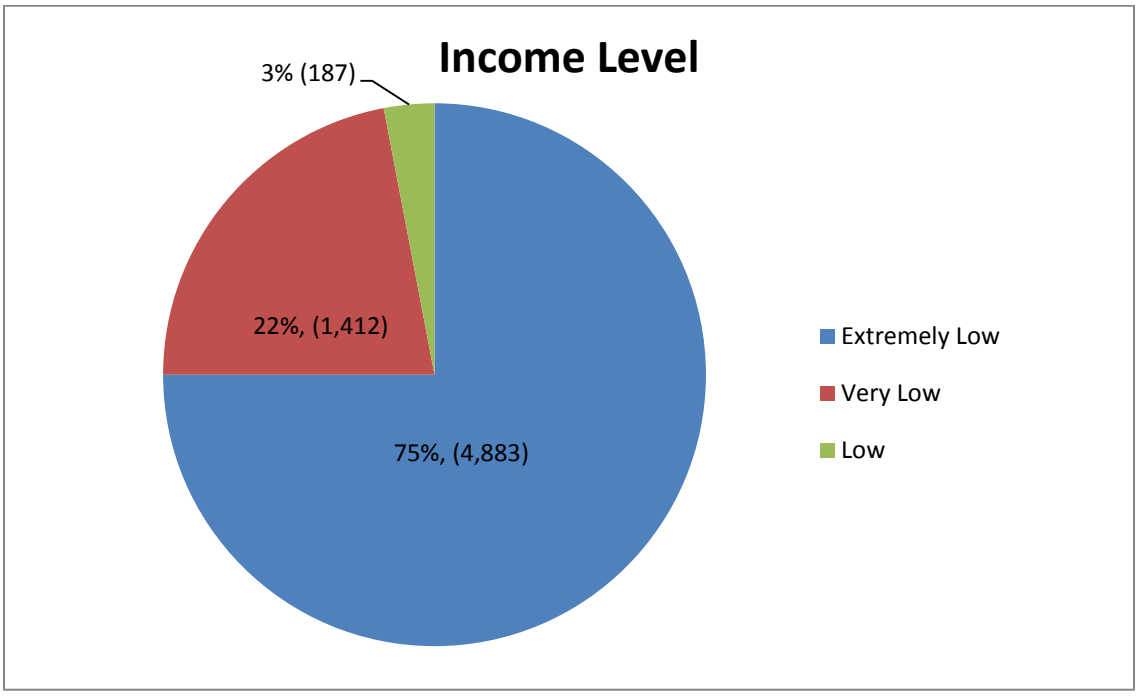
Race and Ethnicity of Housing Choice Voucher Applicants[14]

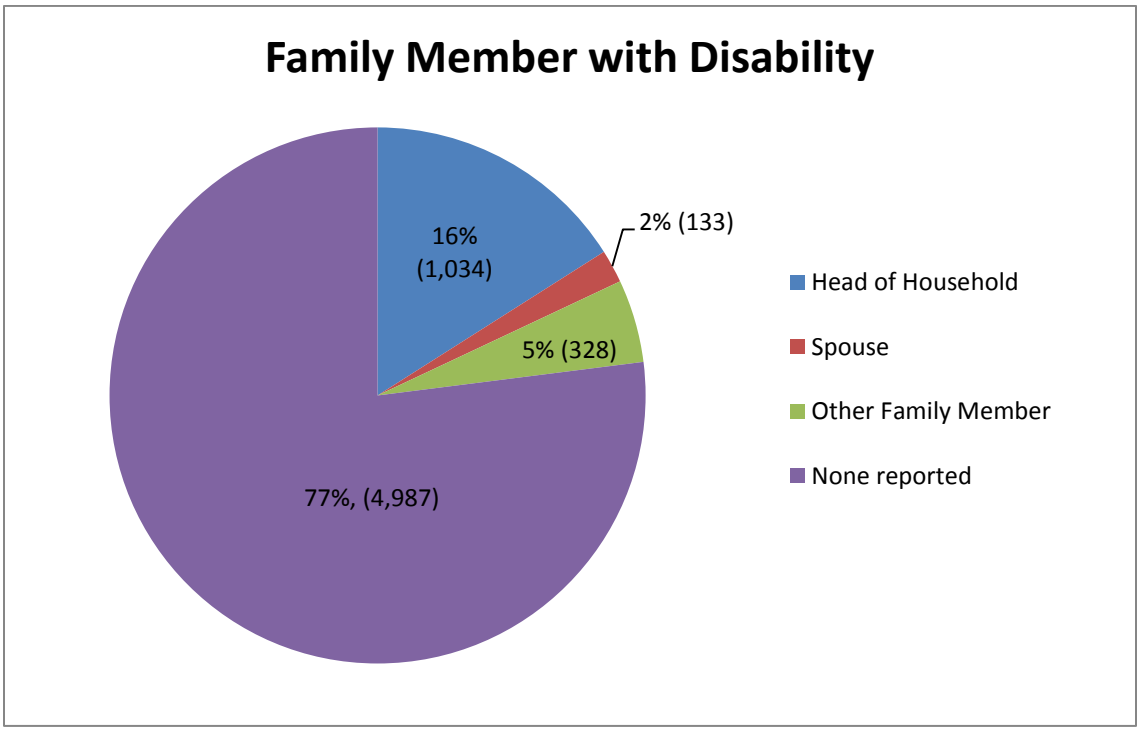




[14]These charts reflect responses of applicants who actually reported data on the application.

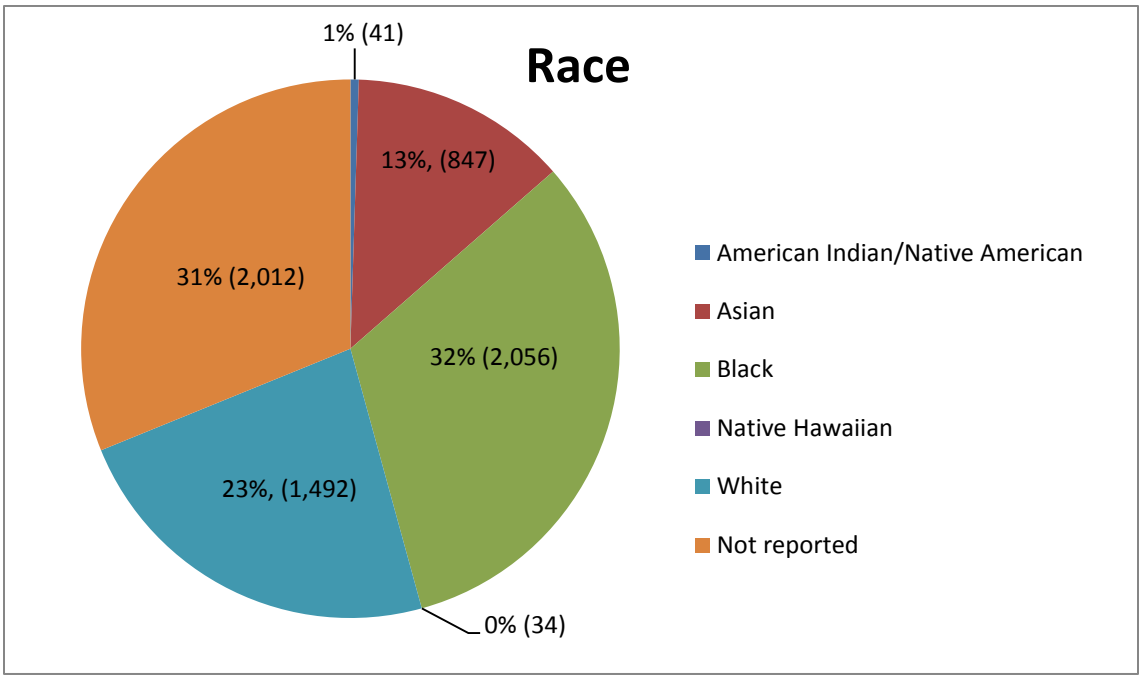
Income Level and Disability Status of Public Housing Applicants[15]

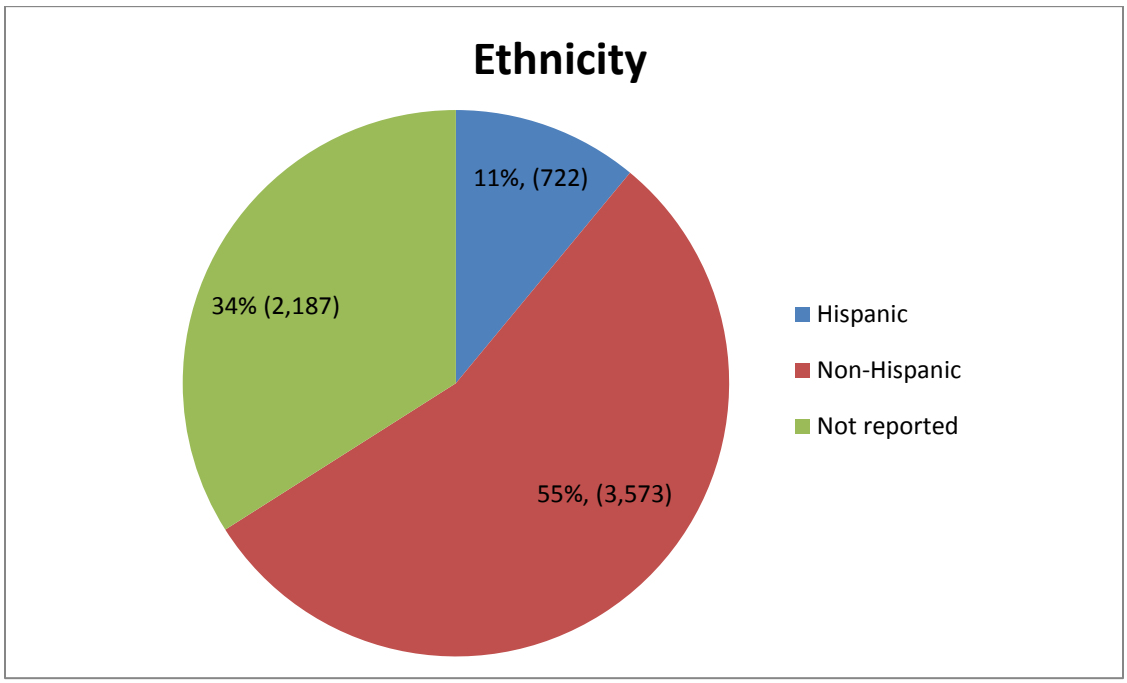




[15] These charts reflect responses of applicants who actually reported data on the application.

Race and Ethnicity of Public Housing Applicants[16]





[16] These charts reflect responses of applicants who actually reported data on the application.

(2) Whether and how assistance will be targeted to families of different income levels by program and/or site

The Fairfax County Redevelopment and Housing Authority will continue to serve a similar demographic population under its proposed MTW Plan.

(3) Proposed schedule showing significant dates and milestones

The FCRHA plans to implement MTW Year One Activities as of January 1, 2013, although some activities may commence earlier, as permitted by HUD, and assumes MTW status will take effect on January 1, 2013.

Activity One – Reduction in Frequency of Reexaminations		
Description	**Significant Date**	**Milestones**
Biennial Reexaminations	As families go through their annual reexamination, half the households will have their next annual reexamination in 2015; the second half will have their next annual reexamination in 2014.	By December 31, 2014, all these families will be on a biennial reexamination schedule.
Triennial Reexaminations	As families on SSI or SSDI as their only income source go through their annual reexamination, the first third will have their next annual reexamination in 2016; the second third will have their next annual reexamination in 2015; and the final third will have their next annual reexamination in 2014.	By December 31, 2016, all these families will be on a triennial reexamination schedule.
Limit on interim decreases	Effective January 1, 2013, all interim decreases will be limited to one per year; and no interim decreases will be allowed in the first six months of coming onto the Public Housing or Housing Choice Voucher program.	Implemented immediately upon HUD approval of this MTW activity.
Eliminate all interim increases	It is anticipated that this policy will be approved by the FCRHA prior to MTW designation through a separate PHA action.	Implemented immediately upon FCRHA approval of this policy.

Activity Two – Eliminate Mandatory Earned Income Disregard (EID) Calculation		
Description	**Significant Date**	**Milestones**
Eliminate earned income disregard (EID)	Effective January 1, 2013, EID will no longer be provided to new participant families (with the exception of those in the FSS program for purposes of determining escrow amounts).	By December 31, 2014, all families grandfathered in for EID will have completed the EID time frame.

Activity Three – Streamline Inspections for Housing Choice Voucher (HCV) Units		
Description	**Significant Date**	**Milestones**
Conduct mandatory Housing Quality Standards (HQS) training for all HCV landlords, applicants, and participants	Effective January 1, 2013, landlords and participants will be notified of the requirement to attend an HQS training session.	By December 31, 2013, all current HCV landlords and participants will have attended this training session.
Allow HCV landlords to self-certify to HQS inspection every other year.	Effective January 1, 2013, this will apply to all landlords who have attended the required training and whose unit passed inspection in 2012 without comment.	By December 31, 2014, all HCV landlords should have had the opportunity to attend the required training and begin to self-certify, depending on prior year's inspection.
Provide a rent rebate to HCV participants who meet good housekeeping standards.	Effective January 1, 2013, this will apply to all HCV participants and applicants who have attended the required training, have received a good housekeeping certificate as part of their annual HQS inspection, and have had no requests for special inspections that resulted in a determination by the inspector that the issue was the fault of the HCV participant.	By December 31, 2014, all HCV participants should have had the opportunity to receive a rent rebate at the end of their one year lease term having met the requirements stated.

Activity Four – Streamline Inspections for Public Housing (PH) Residents		
Description	**Significant Date**	**Milestones**
Conduct mandatory Uniform Physical Condition Standards (UPCS) training for all PH applicants and participants.	Effective January 1, 2012, PH applicants and participants will be notified of the requirement to attend a UPCS training session.	By December 31, 2013, all current PH participants will have attended this training session.
Provide a rent rebate to PH participants who meet good housekeeping standards.	Effective January 1, 2013, this will apply to all PH participants who have attended the required training, have received a good housekeeping certificate as part of their annual UPCS inspection, and have had no requests for special inspections that resulted in a determination by the inspector that the issue was the fault of the PHV participant.	By December 31, 2014, all PH participants should have had the opportunity to receive a rent rebate at the end of their one year lease term having met the requirements stated.

Activity Five – Institute a Work Requirement for all non-exempt families in the Public Housing and Housing Choice Voucher Programs		
Description	**Significant Date**	**Milestones**
Institute a work requirement for all non-exempt participant families	Effective January 1, 2013, all applicant and participant families will be notified of the work requirement. The FCRHA will contact current human services agencies to develop a standard process for referring families to employment and education services as outlined in the MTW activity.	By December 31, 2013, all non-exempt participant families will be in compliance with the work requirement and have employment or an education/job training activity plan in place.

Activity Six – Design and Initiate a Rent Reform Controlled Study		
Description	**Significant Date**	**Milestones**
Design Study	Upon execution of MTW agreement, the FCRHA with its partner, George Mason University (GMU), will begin designing the system to evaluate the effects of the rent strategy.	Study design completed and implementation to begin January 1, 2014.

Activity Six – Design and Initiate a Rent Reform Controlled Study		
Description	**Significant Date**	**Milestones**
Define control group	Within six months of execution of MTW agreement, the FCRHA and GMU will define the control group.	Random selection of participants assigned to control and study groups to begin January 1, 2014.
Establish baselines, refine metrics	Within six months of execution of MTW agreement, the FCRHA and GMU will begin establishing all the baselines.	Prior to implementation (January 1, 2014)
Report short-term results of study	Within six months of implementation (July 1, 2014).	By July 1, 2014, short-term results will be reported and begun to be analyzed.

Activity Seven – Design and Initiate an MTW Block Grant Evaluation		
Description	**Significant Date**	**Milestones**
Design Block Grant Evaluation	Upon execution of MTW agreement, the FCRHA with its partner, George Mason University (GMU), will begin designing a method to measure and evaluate those aspects of the MTW block grant that result in quantifiable outputs to more efficiently allocate grant funds to identified local housing priorities.	Study design completed and implementation to begin January 1, 2014.
Establish baselines, refine metrics	Within six months of execution of MTW agreement, the FCRHA and GMU will begin establishing all the baselines.	Prior to implementation (January 1, 2014)
Report short-term results of study	Within six months of implementation (July 1, 2014).	By July 1, 2014, short-term results will be reported and begun to be analyzed.

(4) Potential local and national impact of the MTW Plan if implemented

Fairfax County Is a Microcosm of National Trends Allowing HUD the Opportunity to Test New Approaches Responsive to Demographic and Economic Changes. The U.S. Census Bureau predicts that by 2042, the U.S. will be majority-minority. According to recent Census data, minorities accounted for more than 50% of all births for the first time in 2011. Fairfax County is at the leading edge of these compelling demographic changes. While the County is still majority white, the Hispanic/Latino population grew from 11% to over 15% and the Asian population grew from 13% to over 17%. According to George Mason University, Fairfax County will likely be majority-minority within the decade. The racial/ethnic composition of the County's renters has already shifted to majority-minority. Fairfax County provides a preview of what's to come in many other jurisdictions. Further, Fairfax County's real estate market is already in full market recovery and the impact of rising prices, pent up demand and slowed production can be studied here. Fairfax County can be a leader with innovative housing strategies that other communities can use as their housing markets strengthen and affordability issues move back to the forefront.

The FCRHA MTW Plan would be the First in Virginia. The FCRHA MTW Plan would have significant impact in the state as the FCRHA would be the first MTW-designated authority in the Commonwealth of Virginia. The FCRHA is considered a leader among its fellow local housing authorities, and the designation, the Plan, the outcomes and the lessons would be shared with them at the annual Governor's Housing Conference.

The FCRHA MTW Plan Provides an Efficient Method to Best Utilize Existing Affordable Housing Supply and Rental Subsidy Resources by Helping Households Become Self-Sufficient and Move Along the THRIVE Housing Continuum. In a time of fiscal constraint, it is important to make the maximum use of existing resources. The FCRHA MTW Plan will provide an efficient method to best utilize the existing affordable housing stock in the County. Individuals and families will receive the housing assistance they need at a price they can afford as well as the support and services they need to improve their income and overcome health and other issues, thereby reducing their reliance on public assistance. As a result of their personal growth and success, individuals move along the continuum, making space for a new family or individual in need of help. This approach links federal, local and private affordable housing as one continuum., and will maximize the number of households benefiting from the existing affordable housing stock and rental subsidy programs.

The FCRHA MTW Plan Provides a Framework to Connect Services and Supports from the Private, Non-Profit and Government Sectors which Brings Focus, Synergy and Efficiency. The FCRHA is in the unique position of being both an independent local housing authority and, at the same time, an integral part of local county government. This integration, along with well-established partnerships with non-profit organizations, provides the framework necessary to connect services and supports to affordable housing. Through its housing stock and federal and local rental subsidy programs as well as its capacity to develop and finance affordable housing, the FCRHA provides a key portion of the affordable housing to the continuum. In its close relationship with the county government, and particularly its integrated operations with the county's Department of Housing and Community Development (HCD), the FCRHA will be able to tap the resources, services, programs and supports available through

the County's many human services agencies. These resources include: programs for seniors, those with disabilities, children, adult protective services, women and victims of domestic violence through the Department of Family Services; services for those with mental health, alcohol and drug problems and developmental disabilities through the Community Services Board; programs to prevent and end homelessness through the Office to Prevent and End Homelessness; preventive health and clinic services through the Health Department; and teen, community and therapeutic programs through the Department of Neighborhood and Community Services.

Through its close relationship with the County, the FCRHA also taps education and training resources. In Fairfax County, the school system is part of County government as well, allowing for strong collaboration between the FCRHA and the Fairfax County Public Schools. The FCRHA/HCD have also developed relationships with the Northern Virginia Community College, the largest educational institution in Virginia and the second-largest community college in the United States. Given the direct correlation between education and economic self-sufficiency, these relationships will strengthen and support the efforts of THRIVE and the MTW Plan to help families succeed.

The FCRHA has deep roots in the community with well-established partnerships with non-profit organizations. The non-profits provide a range of key services and supports that underlie a successful MTW effort, including, housing locator assistance; child care; job readiness training and job placement; after-school programs and other critical help. The MTW Plan connects the dots among the array of providers throughout the County, making a direct link between affordable housing, services and self-sufficiency. The key impact to the community will be the synergy and efficiency that will result from this new and important framework.

The Lives of Individuals and Families will be Positively Impacted. The most significant impact of the FCRHA MTW plan will be the residents and program participants themselves. The FCRHA has done an outstanding job in providing quality, attractive and solid affordable housing to its low and moderate income residents. The FCRHA has consistently been a high performer in the operations of its programs, particularly Public Housing and the Housing Choice Voucher program. And while the FCRHA has provided countless individuals and families a place to call home, the issues, problems, barriers and inability many face and which keep them poor or unable to move ahead, have never been addressed in a holistic fashion. For the first time, there will be a methodical effort to assess services and support needs at the same time housing needs are assessed. The plan calls for rent reform that will provide an incentive to finding a better job because that increase in income will not simply go to paying more rent, but will now help to build a nest egg for education, homeownership and other facets of a promising future.

(5) Extent to which the Plan has the potential as a replicable program model

Fairfax County Will Provide HUD with a Suburban Model. Fairfax County, Virginia is a large suburban community and selection as a MTW designated authority will provide HUD with an excellent model for urbanizing suburban communities. While there is a great deal of experience in the HUD repertoire with large and small cities, the FCRHA MTW Plan provides HUD an opportunity to understand the issues in an urbanizing suburban area and how they differ or are similar to those of urban cities. Suburban areas like Fairfax, which are growing and becoming more densely developed are encountering the problems that come with urbanization. The contrasts with urban cities are many and offer an opportunity to HUD to expand its model of housing programs and solutions. For example, Fairfax County is a job center and as such is a magnet for relocating individuals from around the country as well as immigrating individuals from around the world. The challenges encountered in a suburban area are different, as these individuals face the high cost of housing and suburban living. Likewise, the homeless in a suburban area are not found on street corners but rather are living in the woods or in their cars. These and other contrasts will provide HUD with an important new model that can be replicated in other similar suburban communities around the country.

The FCRHA MTW Plan Will Test and Demonstrate an Alternative Rent Structure that will Promote Tenant Savings and Self-Sufficiency. The MTW Plan submitted by the FCRHA incorporates an alternative rent structure which could provide program participants a gateway to self-sufficiency. The FCRHA THRIVE initiative will provide direct services and support to individuals and families in job training and job placement. By doing so, the vision is that the household will begin to see a rise in their income commensurate with their better training and education. As income rises, however, the proportionate amount of rent also increases—diminishing the impact of the wage increase and keeping the household from moving along the housing continuum to self-sufficiency. The FCRHA MTW Plan will modify this approach. The alternative approach will involve lowering the required percentage of income contribution from the current 30% to a lower percentage yet to be determined. The lower contribution will allow renters to escrow those funds which otherwise would have gone to rent and begin to build a nest egg for such things as a better education, homeownership or other life goals. The FCRHA will be assessing the point to which the rental contribution percentage can be lowered while still maintaining the financial solvency of its programs and property. This effort will provide a model which can be replicated in other jurisdictions.

The Unique Relationship between the FCRHA and the Municipality Provide a Model of Intergovernmental Cooperation and Collaboration. A unique relationship exists between the FCRHA and its local municipality, Fairfax County. While most housing authorities are completely separate from their local jurisdiction, Fairfax County has created a structure that should be considered a model. In Virginia, housing authorities are enabled through state statute. Each must be created by referendum and have extensive powers under state law. The FCRHA is no exception; however, the FCRHA has developed a model that integrates the operations of the Authority in County government. This “marriage” results in a unified vision, shared resources and a relatively smooth political environment. While the FCRHA is an independent and autonomous entity, the bond between the County and the FCRHA brings many benefits and efficiencies to the Authority. For example, the FCRHA’s cash management and finance functions are serviced by the County; the FCRHA is under the insurance umbrella

of the County; and legal counsel is provided by the County Attorney. This arrangement brings tremendous savings and efficiencies to the FCRHA.

Model Public/Private Partnership with Local Landlords. Success and self-sufficiency for most of the FCRHA residents and program participants will mean that through the help, support and services they receive, they will eventually no longer need subsidies or below market rental housing. Some may be able to buy a home, and others will be moving from subsidized housing to market rate housing. To make this transition more attainable, the FCRHA MTW Plan includes a commitment from a private landlord to dedicate a certain number of their rental housing for individuals and families moving out of subsidized housing and into the private market. The landlord has committed to providing a rent slightly below market for a period of time as a way to help the household make the transition. The landlord has proposed this approach as a model that could be replicated by other landlords as well. He has indicated that dedicating what would otherwise be a vacancy factor, brings revenue to the landlord and secures a potential tenant while at the same time helping to ensure success in the final step of the housing continuum for the family. He is working with the FCRHA to approach other landlords to follow his lead. If successful, this could be an innovative model that could be replicated in other areas of the country.

Successful Integration of Local, State and Federal Housing Programs. The FCRHA MTW Plan links together local, state and federal housing programs as one housing continuum unlike anything that has been done before. The concept behind the Fairfax County housing continuum is that housing programs serve a range of incomes, needs and household types. Significant resources are contributed by the each level of government as well as by community non-profit organizations. By linking these programs, it will create synergy and efficiency among the programs; will ensure full utilization of the affordable housing stock and subsidies; and provides a clear path for individuals and families seeking to become self-sufficient.
The FCRHA MTW Plan links the locally-funded *Bridging Affordability Program* with the federally funded *Public Housing* and *Housing Choice Voucher* programs. *Bridging* will become a gateway, providing short term rental subsidies in conjunction with needed first-level services to ready individuals and families to become responsible renters and to prepare for work. The federal programs provide deep subsidies that decrease overtime with increased income. The FCRHA MTW Plan will provide the needed links to job training, job placement, education and health services to ensure that individuals and families can be successful and can move toward self-sufficiency. The FCRHA MTW Plan further links these programs to the next step on the continuum—the Fairfax County Rental Program (FCRP). The FCRP program is an extensive stock of affordable housing financed using any combination of federal (LIHTC; FHA; Project Based Section 8; or HOME/CDBG funding), state (VHDA financing); and local funds.
This approach is unique and we believe will provide HUD an excellent model that could be replicated throughout the country.

The Relationship between Self-Sufficiency Success and the Provision of Affordable Housing with Services. Housing has always held an important place in the American definition of success. But for those who have limited incomes, personal issues or who face other barriers, a home can be out of reach. By tying the provision of affordable housing with the vital services needed for individual success, the FCRHA MTW Plan helps to make the important connection between the two. This approach goes beyond the current “housing first” model and links housing with services. This evolution from the housing first model will provide HUD with a new model that can be replicated throughout the country.

- ***Health:*** An important component of the FCRHA MTW Plan is the link between an individual's personal health and their ability to reach self-sufficiency. Health problems can range from physical issues—obesity, diabetes, mobility or sensory disability—to psychological issues—depression, bi-polar disorder or developmental delay. The FCRHA MTW Plan recognizes that good health is essential to being able to maintain a home, keep a job, advance in a career, raise a family and reach self-sufficiency. The FCRHA MTW Plan incorporates partnerships with the Fairfax County Department of Health and the Fairfax-Falls Church Community Services Board. These two agencies are responsible for traditional health and mental health services in the County. In addition, there are important initiatives underway to help create a healthy community in Fairfax, including the Partnership for a Healthier Fairfax. This initiative includes a coalition of community members and organizations working together to improve public health. In addition, it utilizes a strategic planning process to identify public health issues and develop goals and strategies to address them. Lastly, funded through a $2.5 million Center for Disease Control Grant, the initiative will increase community capacity to promote health and prevent chronic disease.
- ***Education:*** It is a well-established fact that there is an important relationship between a good education and self-sufficiency. The FCRHA MTW Plan addresses this important connection is several ways. The FCRHA, with its strong ties and collaborative history with the County, is able to easily connect residents with services, programs and resources available through the Fairfax County Public Schools. For example, adults can access GED programs through the adult education programs, as well as learn skills such as construction and computers. Additionally, the FCRHA has established a partnership with the Northern Virginia Community College through the Adult Career Pathways. This program provides a case manager for adults going to the community college with extra help navigating the system and completing their education. The FCRHA MTW Plan incorporates a new rent reform alternative which will allow residents and program participants to create savings accounts for such things as completing or expanding education.
- ***Self-Sufficiency:*** The FCRHA's unique relationship with Fairfax County's Human Services agencies provides remarkable opportunity for residents to tap into a wealth of vital self-sufficiency services. Through VIEW (Virginia Initiative for Employment Not Welfare) participation, families can access federally supported job training and trade programs to help them transition from TANF subsidy to gainful and progressive employment. In addition, VIEW participation entitles families to transportation assistance, childcare, medical and dental services and emergency intervention, if necessary.

  Families enrolled in the VIEW program receive a preference for the FCRHA's Family Self-Sufficiency program, which allows families expedited access to the program. Through coordination between VIEW workers and the FSS Coordinator, the families social, emotional and environmental needs can be met through a comprehensive wrap-around approach. This type of collaboration helps to maximize the resources and supportive services available to a family working towards economic self-sufficiency.

- ***Transportation:*** Transportation can be a significant barrier in the success of an individual reaching their self-sufficiency goals. While Fairfax County is a large county, it is connected by major bus and metro routes. In fact, the Metro will be expanding along

a major employment hub in the County, connecting residents with jobs. However, public transportation may not be the solution for many residents, and reliable car ownership may be the only solution for a family navigating schools, employment, and child care. Staff often makes referrals to car donation organizations, including Vehicles for Change, The Car Ministry, and the Catholic Charities Car Ministry. With regard to fixing cars, clients are referred to the Northern Virginia Community College's Way to Work program, which fixes cars for only the cost of parts to the clients. The FCRHA MTW program will strive to ensure that no clients are unable to meet their self-sufficiency goals because of lack of transportation.

- ***Sustainability:*** Fairfax County is committed to assisting its residents and has a vast network of organizations in the community with the same goals. Ranging from services for the homeless and a commitment to end homelessness, to services for the elderly, to services for those with mental illness, to services to help with employment and training, Fairfax County has a network to help FCRHA clients to move to self-sufficiency. The network is there, what is needed is someone to help the client navigate to the organizations that can help them. Through the FCRHA MTW Plan, staff will be able to provide this service to clients so that they can reach their goals. Because many of these resources are there, the program is sustainable.

Attachment A

Letter from the HUD Office of Public and Indian Housing, Real Estate Assessment Center with PHAS scores for Fiscal Year End June 30, 2011

U. S. Department of Housing and Urban Development
OFFICE OF PUBLIC AND INDIAN HOUSING
REAL ESTATE ASSESSMENT CENTER

Report Date: 3/19/2012

Public Housing Assessment System (PHAS) Score Report for Interim Rule

PHA Code:	VA019
PHA Name:	Fairfax County Redevelopment & Hsg Authority
Fiscal Year End:	6/30/2011

PHAS Indicators	Score	Maximum Score
Physical	33	40
Financial	25	25
Management	24	25
Capital Fund	10	10
Late Penalty Points	0	
PHAS Total Score	**92**	**100**
PHAS Designation	**High Performer**	

Initial PHAS score issued date: **3/19/2012**

Financial Score Details **Submission Type: Unaudited/A-133**	Score	Maximum Score
1. FASS Score before deductions	25.00	25.00
2. Audit Penalities		
Total Financial Score Unrounded (FASS Score - Audit Penalties)	**25.00**	**25.00**

Capital Fund Score Details	Score	Maximum Score
Timeliness of Fund Obligation:		
1. Timeliness of Fund Obligation %	90	
2. Timeliness of Fund Obligation Points	5	5
Occupancy Rate:		
3. Occupancy Rate %	98	
4. Occupancy Rate Points	5	5
Total Capital Fund Score (Fund Obligation + Occupancy Rate):	**10**	**10**

Notes:

1. The scores in this Report are the official PHAS scores of record for your PHA. PHAS scores in other systems are not to be relied upon and are not being used by the Department.
2. Due to rounding, the sum of the PHAS indicator scores may not equal the overall PHAS score.
3. "0" FASS Score indicates a late presumptive failure. See §§ 902.60 and 902.92 of the Interim PHAS rule.
4. "0" Total Capital Fund Score is due to score of "0" for Timeliness of Fund Obligation. See the Capital Fund Scoring Notice.
5. PHAS Interim Rule website - http://www.hud.gov/offices/reac/products/prodphasintrule.cfm

Attachment B

Letter from the HUD District of Columbia Field Office of Public Housing with SEMAP score for Fiscal Year End June 30, 2011

U.S. Department of Housing and Urban Development
District of Columbia Office
820 First Street, NE
Washington, DC 20002-4205

October 13, 2011

Ms. Paula Sampson, Executive Director
Fairfax County Redevelopment and
Housing Authority
3700 Pender Drive
Fairfax, VA 22030

IN REPLY REFER TO 3GPH-DCD

Dear Ms. Sampson:

Thank you for completing the Section 8 Management Assessment Program (SEMAP) certification for the Housing Choice Voucher Program. The District of Columbia Field Office of Public Housing (DCFOPH) appreciates the time and attention to the SEMAP process.

The Fairfax County Redevelopment and Housing Authority (FCRHA) Housing Choice Voucher Program's (HCVP) final SEMAP score is 100 (in %) for fiscal year ending June 30, 2011. The FCRHA performance designation is High Performer. Thank you for completing your Section 8 Management Assessment Program (SEMAP) certification for the Housing Choice Voucher Program. We appreciate your time and attention to the SEMAP process.

The following are your scores for each indicator:

INDICATOR	DESCRIPTION	SCORE
Indicator 1	Selection from the waiting list (24 CFR 982.54(d) and 982.204(a))	15
Indicator 2	Reasonable Rent (24 CFR 982.4, 982.54(d)(15), 982.158(f)(7) and CFR 982.516)	20
Indicator 3	Determination of Adjusted Income (24 CFR Part 5, Subpart F and 24 CFR 982.516)	20
Indicator 4	Utility Allowances Schedule (24 CFR.982.517)	5
Indicator 5	HQS Quality Control (24 CFR 982.405(b))	5
Indicator 6	HQS Enforcement (24 CFR 982.404)	10
Indicator 7	Expanding Housing Opportunities (24 CFR 982.54(d)(5), 982.301(a), 982.301(b)(4) and 982.301(b)(12))	5
Indicator 8	Payment Standards (24 CFR 982.503)	5
Indicator 9	Timely Annual Reexaminations (24 CFR 5.617)	10
Indicator 10	Correct Tenant Rent Calculations (24 CFR 982, Subpart K)	5
Indicator 11	Pre-Contract HQS Inspection (24 CFR 982.305)	5
Indicator 12	Annual HQS Inspections (24 CFR 982.405(a))	10
Indicator 13	Lease-up (24 CFR 985.3(n))	20
Indicator 14	Family Self-Sufficiency (24 CFR 984.105 and 984.305)	8
Indicator 15	Deconcentration Bonus (24 CFR 985(h)	5

The DCFOPH congratulates the FCRHA on receiving the High Performer designation and for the hard work in administering the HCVP. Should you have any questions, please contact Diane Duke, Public Housing Revitalization Specialist, on (202) 275-6278. Our telecommunications device for the hearing impaired is (202) 275-6388.

Sincerely,

Lee A. Palman

Lee A. Palman
Program Coordinator
Office of Public Housing