Moving to Work Report

FY2017

Public Housing Division

Original Submission: Pending

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B. Overview

B.1 Overview

> ***"WHAT YOU DO MAKES A DIFFERENCE, AND YOU HAVE TO DECIDE WHAT KIND OF DIFFERENCE YOU WANT TO MAKE." – JANE GOODALL***

This year was our third full year of Rent Reform, and we continue to see good results as we work with our clients to increase their success in housing. Going into year three, we had our first full year of **Jump*start***, our expanded family self-sufficiency program. This included hiring several new staff to work the program and enrolling several hundred new clients for the case management services and incentives that **Jump*start*** offers.

As the State of Alaska's only Public Housing Authority, we continue to manage 1,628 rental units and administer 5, 000 vouchers in Alaska. Each night we provide over 11,000 Alaskans with shelter. We are in in sixteen locations throughout the state, most of which are only accessible by plane or boat and are separated by hundreds or even thousands of miles. With locations that are above the Arctic Circle and in rain forests that are closer to Seattle than to our headquarters in Anchorage, our management and maintenance costs are very high. Despite this fact, we strive to provide the best possible service that we can to each family that we assist, regardless of where they live.

Fiscal year 2017 marks AHFC's ninth year as a Moving to Work agency. As an MTW Agency, we always keep in mind the three statutory goals:

1. Reduce cost and achieve greater cost effectiveness in federal expenditures;
2. Create incentives for families to work, seek work, or prepare for work; and
3. Increase housing choices for low-income families.

> ***"SOMETIMES THE QUESTIONS ARE COMPLICATED AND THE ANSWERS ARE SIMPLE." – DR. SEUSS***

Our guiding principles continue to be as follows:

1. Reforms in the calculation of family income and rent shall be designed with the purpose of reducing administrative costs, making the program more transparent to the user, and ensuring changes are as close to revenue neutral as possible.
2. Provide housing assistance to the neediest, eligible populations in each community, with acknowledgement that multiple "categories" of need exist among extremely low income families.

3. Develop or revise policies that contribute to the achievement of excellence in asset management or administration of the Housing Choice Voucher and Public Housing Programs.
4. Prioritize capital expenditures dictated by physical needs assessments and the opportunity to maximize housing choice among low-income families.

Year in Review

"WELL DONE IS BETTER THAN WELL SAID." – BENJAMIN FRANKLIN

This past year we grew our programs, increased our **Jump*start*** self-sufficiency program, and continued to maintain, strengthen, and leverage our outside partnerships. Toward these goals we did the following:

- Fully implemented year three of our Rent Reform program, including moving all families in the Step program to their third year of the rent-based subsidy schedule.
- Fully leased up the *Moving Home Program*, a set aside voucher program in partnership with the Department of Health and Social Services for persons experiencing a disability, dedicating 150 vouchers to the program.
- Expanded the *Returning Home Program*, a set aside, time limited coupon program for persons coming out of prison, to Anchorage by dedicating assistance for 30 persons.
- Received 24 new *Veterans Affairs Supportive Housing (VASH)* vouchers, increasing the total number of VASH in Alaska to 271, with utilization rates in the ninety percentile.
- With our partners at Cook Inlet Housing Authority we began fully leasing up our two new developments, Susitna Square with 18 new units, and Ridgeline Terrace with 70 new units.

B.2 Long Term Plan

For FY2017, AHFC plans to have its five goals align with its long term plan. We continue to work in development, testing and analyzing before we initiate or propose a change in policy or programs. And we then test and review those policies for its success, challenges, and general effectiveness. In this section AHFC explains its long-term MTW Plan and includes its non-MTW activities. We believe that the inclusion of both MTW and non-MTW activities in this section clarifies our vision for AHFC and its subsidiary, ACAH.

AHFC's Goals and Proposed Activities

"GIVE ME SIX HOURS TO CHOP DOWN A TREE, AND I WILL SPEND THE FIRST FOUR SHARPENING THE AXE." – ABRAHAM LINCOLN

1. Reduce cost and achieve greater cost effectiveness in federal expenditures.
2. Create incentives through our **Jump*start*** program for families to work, seek work, or prepare for work.
3. Increase housing choices for low income families.
4. Maintain stability and be supportive of our elderly and disabled families, while creating administrative efficiencies.
5. Increase the supply of affordable housing in the state of Alaska using our subsidiary the Alaska Corporation for Affordable Housing, as well as other partnerships.

II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. Housing Stock Information

A.1 New Housing Choice Vouchers that Were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based*	Actual Number of New Vouchers that were Project-Based	Description of Project
N/A	0	0	N/A
N/A	0	0	N/A
N/A	0	0	N/A
N/A	0	0	N/A

Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based
0	0

Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
155	152
Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	**Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year**
155	143

*From the Plan

A.2 Other Changes to the Housing Stock that Occurred During the Fiscal Year

N/A
N/A
N/A

A.3 General Description of Actual Capital Fund Expenditures During the Plan Year

In addition to planned activities, CFP funds were distributed to throughout all of the AMPs to make up the difference in funding the operating costs in the Public Housing program due to funding shortfalls.

A.4 Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Housing Program*	Total Units	Overview of the Program
Non-MTW HUD Funded	747	NonElderly Disabled vouchers (45); Veterans Affairs Supportive Housing (VASH) vouchers (271); HOME TBRA Re-Entry (71); HOME TBRA Youth (5); Section 8 New Multifamily Housing Program (285); and Section 8 Moderate Rehabilitation SRO (70).
State Funded	236	Affordable housing units located in Anchorage, Bethel, and Wrangell (81); Empowering Choice Housing Program (141); and Youth Aging Out of Foster Care (14)
Total Other Housing Owned and/or Managed	**983**	

* Select Housing Program from: Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe
N/A

B. Leasing Information

B.1 Actual Number of Households Served at the End of the Fiscal Year

	Number of Households Served	
Housing Program	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs[1]	45	45
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs[2]	469	436
Port-in Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	**514**	**481**

[1] Sponsor-based assistance at Karluk Manor. All are eligible; however, some units are receiving subsidy through another source (i.e., VASH voucher) and are not eligible for the sponsor-based subsidy also.

[2] Empowering Choice Housing Program (163), Moving Home (154), Returning Home (101), and Making A Home (18).

Housing Program	Unit Months Occupied/Leased	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs[1]	540	540
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs[2]	5,628	5,232
Port-in Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	**6,168**	**5,772**

Explanation or differences between planned and actual households served
Due to State of Alaska budgetary reductions, the number of households that are eligible to be served with ECHP vouchers was reduced from 254 to 185 during this fiscal year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households served through local non-traditional services only	0	0

B.2 Reporting Compliance with Statutory MTW Requirements

B.2.1 Seventy five (75) percent of families assisted are very low income

Fiscal Year	2011	2012	2013	2014	2015	2016	2017
Total Number of Local, Non-Traditional MTW Households Assisted	0	110	211	298	304	303	224
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	110	211	282	304	301	224
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	100%	100%	95%	100%	99%	100%

2017 – New admissions – ECHP (76), MHP (75), TBRA (73)

B.2.2 Maintain Comparable Mix

Family Size	Occupied Number of Public Housing Units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	442.00	2,041.00	-3.00	2,480.00	0.45
2 Person	239.00	861.00	-16.00	1,084.00	0.20
3 Person	225.00	650.00	-13.00	862.00	0.16
4 Person	182.00	358.00	-14.00	526.00	0.10
5 Person	103.00	201.00	-13.00	291.00	0.05
6+ Person	89.00	199.00	-16.00	272.00	0.05
Totals	**1,280.00**	**4,310.00**	**- 75.00**	**5,515.00**	**1.00**

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized
-AHFC entered MTW - data obtained from June 30, 2008. -In 2010, AHFC demolished 21 Public Housing buildings containing eight 2-bedroom units, 42 3-bedroom units, eight 4-bedroom units, and two 5-bedroom units. The appropriate family sizes have been deducted. -In 2014, AHFC demolished four Public Housing buildings on San Roberto Ave., Anchorage, containing ten 2-bedroom units and six 3-bedroom units. The appropriate family sizes have been deducted.

B.2.3 Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained	45.0%	19.7%	15.6%	9.5%	5.3%	4.9%	100%
Number of Households Served by Family Size this Fiscal Year	3,344	1,121	884	575	439	392	6,755
Percentages of Households Served by Household Size this Fiscal Year	49.53%	16.61%	12.98%	8.50%	6.50%	5.87%	100%
Percentage Change	**10.1%**	**-15.7%**	**-16.8%**	**-10.5%**	**22.6%**	**19.8%**	**0.0%**

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages
-AHFC feels that part of the change in the mix can be attributed to the specialty vouchers such as Empowering Choice, Moving Home, Returning Home, and Making a Home. These are largely single individuals (out of 224 new admissions, only 12 were 5 or more persons). -AHFC had a large number of units that were under a modernization activity in our Bethel location (3, 4, and 5 bedroom units). During FY2017, staff brought most of those units back online and increased the number of large families housed. -We also feel that Alaska's aging population is causing a shift from larger families to single, elderly individuals. Of all the families on the waiting list as of June 30, 2017, 4.26% are composed of 6 or more people.

B.3 Description of Any Issues Related to Leasing of Public Housing, Housing Choice Vouchers, or Local, Non-Traditional Units and Solutions at Fiscal Year End

Housing Program	Description of Leasing Issues and Solutions
ECHP	This fiscal year saw a reduction of matching funds from the State of Alaska. AHFC is working with its partners to stabilize the leasing for this program.
N/A	N/A
N/A	N/A

B.4 Number of Households Transitioned to Self-Sufficiency by Fiscal Year End

Activity Name/#	Number of Households Transitioned	Agency Definition of Self Sufficiency
2014-1 Rent Reform	521	At exit, households are paying less than 50% of monthly income for rent and utilities.
2014-1d Jumpstart Program	77	At exit, households are paying less than 50% of monthly income for rent and utilities.
N/A	0	N/A
N/A	0	N/A
Households Duplicated Across Activities/Definitions	0	
Annual Total Number of Households Transitioned to Self Sufficiency	598	

Exits reported above are early exits as the initial 5-year period will not begin until year 2019. AHFC had 2,297 exits in FY2017.

C. Wait List Information

C.1 Wait List Information at Fiscal Year End

As of 07/01/2017, AHFC had the following waiting list statistics.

Housing Program(s)	Wait List Type*	Number of Households on List**	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Anchorage Housing Choice Voucher	Community-Wide	1323	Closed	Yes
Anchorage Public Housing	Community-Wide	2047	Partially Open	Yes
Bethel Public Housing	Community-Wide	47	Open	Yes
Cordova Public Housing	Community-Wide	5	Open	Yes
Fairbanks Housing Choice Voucher	Community-Wide	684	Open	Yes
Fairbanks Public Housing	Community-Wide	488	Open	Yes
Homer Housing Choice Voucher	Community-Wide	115	Open	Yes
Juneau Housing Choice Voucher	Community-Wide	285	Open	Yes
Juneau Public Housing	Community-Wide	207	Partially Open	Yes
Ketchikan Housing Choice Voucher	Community-Wide	129	Open	Yes
Ketchikan Public Housing	Community-Wide	130	Open	Yes
Kodiak Housing Choice Voucher	Community-Wide	52	Open	Yes
Kodiak Public Housing	Community-Wide	45	Open	Yes

Housing Program(s)	Wait List Type*	Number of Households on List**	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Mat-Su Housing Choice Voucher	Community-Wide	578	Open	Yes
Mat-Su Public Housing	Community-Wide	131	Open	Yes
Nome Public Housing	Community-Wide	53	Open	Yes
Petersburg Housing Choice Voucher	Community-Wide	9	Open	Yes
Sitka Housing Choice Voucher	Community-Wide	76	Open	Yes
Sitka Public Housing	Community-Wide	98	Partially Open	Yes
Soldotna Housing Choice Voucher	Community-Wide	216	Open	Yes
Valdez Housing Choice Voucher	Community-Wide	17	Open	Yes
Valdez Public Housing	Community-Wide	22	Open	Yes
Wrangell Housing Choice Voucher	Community-Wide	10	Open	Yes
Wrangell Public Housing	Community-Wide	31	Open	Yes

*** For Partially Open Wait Lists provide a description of the populations for which the waiting list is open.
All partially open waiting lists are for specific bedroom sizes, not populations.
N/A

If Local, Non-Traditional Housing Program, please describe:
N/A

If Other Wait List Type, please describe:
N/A

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

III. Proposed MTW Activities

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

IV. Approved MTW Activities

These activities were approved by HUD in a prior year's plan. Activities are identified by their activity number, the first four digits being the fiscal year the activity was first added to the plan.

A. Implemented Activities

2010-5 HQS Inspections

Description and Status

Establish an alternate HQS inspection schedule by allowing for biennial inspections. Allow inspections conducted by other AHFC HQS-qualified staff to serve as quality control inspections.

This activity was started with Numbered Memo 12-13 dated April 17, 2012. The new policy began May 1, 2012.

- AHFC has implemented a biennial schedule instead of annual HQS inspections.
- AHFC continues to ensure a unit passes HQS before it goes under a HAP contract.
- AHFC continues to conduct inspections regarding possible HQS violations in between biennial inspections.

Changes or Modifications

No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff cost associated with annual HCV inspections	$155,312 (4,096 units as of 6/30/12)	$77,656 (reduce by 50 percent)	**2013** - $79,514 **2014** - $26,429 **2015** - $114,062 savings (1,650 inspections) **2016** - $121,612 savings (1,348 inspections) **2017** - $110,762 (1,782 inspections)	Yes

AHFC is using an average staff cost of $25.00 per hour (2015 HPS II, Level 6) to determine agency cost.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff time associated with annual HCV inspections	4,096 hours per year	2,048 hours per year	2013 – 2,097 hours 2014 – 1,394 hours 2015 – 1,650 hours 2016 – 1,348 hours 2017 – 1,782 hours	Yes

The baseline is set based on the number of vouchers leased as of May 1, 2012 and allowing for one hour per inspection.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

AHFC did not have errors in the execution of the annual inspection process. All annual inspections were conducted as required.

Authorization
Attachment C, paragraphs D.5 and D.7(d) (no change)

Regulation Citation
24 CFR 982.405

2010-6 HQS Inspections on AHFC Properties

Description and Status
Allow AHFC staff to inspect AHFC-owned units and determine rent reasonableness instead of paying a third party to conduct these inspections. This was created to reduce costs associated with voucher holders wanting to use an AHFC voucher in an AHFC-owned property.

This activity was implemented by staff by Numbered Memo 11-11 dated March 22, 2011. It became effective April 1, 2011.

Changes or Modifications
No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce the cost of annual inspections at AHFC properties by contracted inspectors.	$150 per inspection or $12,000 per year for 80 HQS inspections on AHFC properties.	Save $12,000 per year	Savings (difference between staff cost & contractor cost): **2011** - $3,250 **2012** - $3,250 **2013** - $2,130 **2014** - $10,000 **2015** - $7,250 (58 inspections) **2016** – $6,600 (36 inspections) **2017** - $11,300 (28 inspections)	Yes

AHFC is using an average staff cost of $25.00 per hour (2015 HPS II, Level 6) to determine agency cost.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	80 hours	80 hours		Yes

The baseline and benchmark were set based on the original number of AHFC-owned units with the potential to be leased by a voucher family. No time is expected to be saved in this activity as AHFC staff accompanied the third-party inspector at all inspections.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

As an AHFC staff member accompanied the inspector, there were no errors during the inspection process. As AHFC implemented this activity in 2011 and there are no longer any third-party inspectors, AHFC does not have any data to report.

Authorization

Attachment C, paragraph D.2.c and paragraph D.5 (no change)

Regulation Citation

24 CFR 982.507

2010-7 Project-Based Vouchers – Owner-Managed Waiting Lists

Description and Status

Owner management of site-based waiting lists for project-based vouchers. Owners are responsible for advertisement, collection of applications, application screening, maintaining a waiting list, and selecting applicants in the appropriate order when filling a vacant unit. AHFC continues to conduct all project-based voucher eligibility functions.

Policy for management of project-based vouchers was issued to staff with Numbered Memo 12-32 on August 21, 2012 with a start date of September 1, 2012.

- MainTree in Homer – 10 units – came on-line in March 2012.
- Anchorage
  - Loussac Place – 60 units – the first phase came on-line in July 2012.
  - Susitna Square – 18 units – came on-line in September 2015
  - Ridgeline Terrace – 63 units – came on-line in January 2016

Changes or Modifications

No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	$300 (8 Issued)	$0	**2014** - $37.50 (1 failure) **2015** - $300 (8 new admissions) **2016** - $3,525 (94 new admissions) **2017** - $675 (18 new admissions)	Yes

AHFC anticipates that staff spends 1.5 hours per application to collect, post, maintain, and select an applicant family from a waiting list. AHFC used an average cost of $25.00 per hour (2015 HPS II, Level 6). AHFC is still responsible for the eligibility process and has not included that time or cost in this activity.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease time to fill PBV units – Loussac Place	30 days per unit	15 days between referral and return back to owner or leasing	2012 – 7.9 days 2013 – 13 .0 days 2014 – 12.50 days 2015 – 33.86 days	Yes
Decrease time to fill PBV units – Main Tree	30 days per unit	15 days between referral and return back to owner or leasing	2013 – 19.7 days 2014 – 26.33 days 2015 – 4.0 days	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease time to fill PBV units – 151 units	30 days per unit	15 days between referral and return back to owner or leasing	**2016** – 18.2 days (13 turns) **2017** – 16.63 days (19 turns)	Yes

An additional savings that cannot be calculated is the time it takes to interview families from an AHFC waiting list that would be rejected by an owner as not suitable for tenancy. Having an owner-managed waiting list insures that every family interviewed by AHFC is a successful candidate for tenancy.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

This activity is not designed to reduce staff errors with processing applications for a waiting list. This activity was designed to reduce the number of applicant families that would be approved by AHFC and then later rejected by an owner as unsuitable for tenancy.

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	770 days per applicant	Pending		

AHFC has never run a project-based voucher waiting list, so we don't have any historical data for the time spent on this type of waiting list. We have chosen to use the average waiting list time for our 2- and 3-bedroom waiting list (average 770 days per application) in Anchorage as the baseline as those units tend to turn over faster than other units (average 40 per year). The Benchmark will have to be measured by the property manager who is a third party.

Authorization

Attachment C, paragraph D.4 (no change)

Regulation Citation

24 CFR 983.251

2010-9 Returning Home Program

Description and Status

This activity was formerly called "Prisoner Re-Entry". Develop a time-limited (two years), tenant-based assistance program targeting civilian re-entry of individuals released from the prison system. The purpose of this activity is to assist with the reduction of recidivism due to prisoner homelessness upon release from incarceration.

- HOME Funding
  Operational and staff costs are supported with MTW funds. AHFC has a fee-for-service for each housing unit month. These HOME administrative fees are booked as non-MTW revenue. AHFC is following HOME rules at 24 CFR 92 for tenant-based assistance. Family annual income is calculated using the rules at 24 CFR 5.630, and families meet HOME income eligibility limits.
- MTW Funding
  AHFC began talks with the Department of Corrections to begin a small pilot program in Anchorage using MTW block grant funds. The initial population is 20 families, and it began in December 2015. Family annual income is calculated using the rules at 24 CFR 5.630, and families meet Housing Choice Voucher income eligibility limits.

Changes or Modifications

The original benchmark was to serve 10 families per year. AHFC set a new benchmark of 20 families per year in 2010 as the eligibility criteria for families was expanded to include all families meeting State of Alaska Department of Corrections release criteria. Specifically, the requirement that parolees be persons with disabilities was eliminated.

The Anchorage Program has been so successful, that AHFC has increased the number of coupons from 20 to 30 for the remainder of 2017. This increases the overall benchmark from 70 families per year to 100 per year.

At this time, AHFC is also exploring an additional partnership with the State of Alaska Department of Health and Social Services, Division of Behavioral Health, to receive additional funds for rental assistance.

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase rental assistance opportunities for families under the supervision of the State of Alaska Department of Corrections.	0	70 per year 100 per year (July 2017)	2012 – 42 2013 – 55 2014 – 57 2015 – 52 2016 – 84 2017 – 100	Yes

A recent study conducted by the Department of Corrections (2015 Recidivism Reduction Plan, February 2015) found that the state of Alaska's recidivism rate was highest during the first year after return to the community. Based on the recidivism rate in Alaska, only 70 out of the 210 persons in this program were expected to remain out of jail. Actual results show that 166 persons have remained in the community and have not been returned to jail.

Original Benchmark:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choice for families who are typically homeless upon release from incarceration.	0	10 per year	2010 – 3 2011 – 6	Yes

Authorization
Old authorization: Attachment C, paragraph D.2.d and paragraph D.3.a.
New authorization: MTW Agreement Attachment D signed January 30, 2012.

Regulation Citation
24 CFR 92.209

2010-10 Moving Home Program

Description and Status
This activity was formerly called Use of HCV Program for Persons with Disabilities. The Moving Home Program is a referral-based rental assistance program designed to enable persons with disabilities to rent affordable housing. Continuing operation of Moving Home is contingent upon available funding and continuing appropriations.

AHFC signed a Memorandum of Agreement with the State of Alaska Department of Health and Social Services in November 2014. For the purposes of the agreement, persons with a disability who are eligible for Moving Home will be very low-income households (50 percent of Area Median Income) and will meet the criteria below:

- Be eligible for community-based, long-term services as provided through Medicaid waivers, Medicaid state plan options, state funded services, or other appropriate services related to the target population, **and**
- Meet the U.S. Department of Housing and Urban Development's definition of a disabled family (24 CFR 5.403), **or**
- Be an Alaska Mental Health Trust Authority beneficiary
- Once an applicant family has leased, families are not required to maintain services in order to remain eligible for Moving Home continuing assistance.

This program is available in every community currently offering an AHFC Housing Choice Voucher Program. This program was approved by the AHFC Board of Directors on July 23, 2014 with Resolution 2014-40. The program was issued to staff under Numbered Memo 14-33 on December 1, 2014 and was effective on that date.

Changes or Modifications
This program began on December 1, 2014.

Metrics, Baselines, Benchmarks
HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing opportunities for special needs populations.	0	150 per year	2015 – 5 units 2016 – 105 units 2017 – 150 units	Yes

This program was fully leased as of November 2016.

Original Benchmarks

Metric	Baseline	Benchmark	Outcome
Increase housing opportunities for special needs populations	37 families per year	37 families per year	As of 06/30/2013: QMV – 20 families leased ACMI – 11 families leased DIS-SW – 79 families leased

The original QMV, ACMI, and DIS-SW program families were absorbed into AHFC's Classic Program. The vouchers made available under this activity are in addition to these 110 families already served.

Authorization and Changes to Authorization
Attachment C, paragraph D.3 and D.4 (no change)

2011-1 Simplification of Utility Allowance Schedules

Description and Status
Combine existing multiple utility allowance tables into a single utility allowance table in Anchorage, Mat-Su, and Valdez. AHFC does not plan to change its evaluation methods of local utility providers when creating a new simplified table for each area identified above.

Implemented on February 1, 2011 with Numbered Memo 11-04. Monitoring of the combined forms continues.

Changes or Modifications
No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks
CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff cost by decreasing the number of utility allowance schedules for Anchorage, Mat-Su, and Valdez.	$1,400	$600	2014 - $600 2015 - $600 2015 - $600 2016 - $600 2017 - $600	Yes

AHFC has assigned a value of $25.00 per hour (2015 HPS II, Level 6) to determine agency cost.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff time by creating one schedule for Anchorage, Mat-Su, and Valdez	56 hours (8 hours per schedule)	24 hours	2012 – 24 hours 2013 – 24 hours 2014 – 24 hours 2015 – 24 hours 2016 – 24 hours 2017 – 24 hours	Yes

AHFC has calculated the baseline hours (seven schedules into three schedules) as follows:

- Three electric providers in Anchorage to one combined electric schedule
- Two unit type groupings in Mat-Su combined into one schedule
- Two unit type groupings in Valdez combined into one schedule

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

AHFC has set the baseline and benchmark to zero as this was implemented in 2012, and data is not available. Staff has noticed that participants are having an easier time with the leasing process by only having one utility sheet to use. Feedback from shoppers has been universally positive as many were confused by the multiple schedules and rates.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	0	0		Yes

AHFC did not design this activity as a cost savings method, but rather as a simplification for ease of participant use. Staff noticed that paperwork turned in by families was incomplete or incorrect because they could not determine how to use the multiple utility schedules. AHFC feels that this is a revenue neutral activity.

Authorization

Attachment C, paragraph C.11 and D.2 (no change)

Regulation Citation

24 CFR 982.517

2011-2 Local Payment Standards

Description and Status

This activity proposes establishing payment standards that do not rely on HUD's Fair Market Rents for AHFC housing choice voucher jurisdictions. AHFC will continue to examine each market on an annual basis to determine if the payment standard is appropriate. AHFC will also ensure that it establishes a payment standard that reflects, not leads, the market. As one of its tools, staff will use an annual, independent study conducted by AHFC's Planning and Program Development Department in cooperation with the State of Alaska Department of Labor. This study surveys Alaska's communities and landlords about its housing markets including vacancy rates, market conditions, rentals, and utilities. Staff will also continue to collect its own survey data on rentals in the local market.

Revised Payment Standards were developed and began on February 1, 2014 with the issuance of Numbered Memo 14-01.

Changes or Modifications

No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0		Yes

AHFC anticipates that this will be a revenue neutral activity as staff will still survey local rental markets as well as consider additional rental market data gathered by the State of Alaska. AHFC will then compare that data to Fair Market Rents to determine an appropriate payment standard.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0		Yes

AHFC anticipates that this will not impact time devoted to this task as staff will still survey local rental markets as well as consider additional rental market data gathered by the State of Alaska. AHFC will then compare that data to Fair Market Rents to determine an appropriate payment standard.

Original Metric

Metric	Baseline	Benchmark	Outcome
Reduce voucher turn-back rate to less than five (5) percent.	Currently, a 21.8 percent turn-back rate.	Less than five (5) percent for inadequate payment standard	2017 – 1,954 issued; 440 expired (22.52% turnback)

Authorization

Attachment C, paragraph D.2.a. (no change)

Regulation Citation

24 CFR 982.503.

2011-3 Project-Based Vouchers – Waiver of Tenant-Based Requirement

Description and Status

Waive the requirement to provide a tenant-based voucher to a family upon termination of project-based voucher assistance. The project-based voucher policy was approved by AHFC's Board of Directors and implemented in 2011. AHFC monitors the turnover at project-based voucher developments.

Changes or Modifications

No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease cost to examine and brief families.	2.0 hours per family to examine and brief.	0	**2012** - $0 **2013** – Savings $683 **2014** – Savings $400 **2015** – Savings $500 (10 units) **2016** – Savings $750 (15 units) **2017** – Savings $800 (16 units)	Yes

Savings are based on a cost of $25.00 per hour (2015 HPS II, Level 6) with an average of eight (8) vacancies per year at current project-based voucher properties.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease staff time to examine and brief families.	2.0 hours per family to examine and brief.	0	2012 - 0 2013 – 16 hours 2014 – 16 hours 2015 – 20 hours (10 units) 2016 – 30 hours (15 units) 2017 – 33 hours (16 units)	Yes

Savings are based on an average of eight (8) vacancies per year at current project-based voucher properties.

Authorization

Attachment C, paragraph D.1 (no change)

Regulation Citation

24 CFR 983.205(2)(d), 983.257, and 983.260

2011-5 Project-Base Vouchers at AHFC Properties and Exceed 25 Percent Limit per Building

Description and Status

Allow AHFC to project-base vouchers (PBV) at market rental properties it owns and exceed the building cap in project-based voucher developments. This waiver was requested as part of the development of the replacement units at Loussac Manor. In accordance with recently developed PBV policy, rent to owner will be determined by an independent entity approved by HUD.

- Loussac Place contains 120 affordable housing units of which 60 are project-based vouchers in use. The vouchers are distributed throughout the bedroom sizes (one through four bedroom units) in a variety of buildings throughout the development. Based on the configuration of the development (townhouse-style units), it would have been impossible to successfully use project-based vouchers without this waiver. The units have been fully occupied since November 2012.
- MainTree Apartments contains 10 affordable housing units reserved for persons with developmental disabilities. The units have been fully occupied since 2012, and all are subsidized with a project-based voucher.
- Susitna Square contains 18 affordable housing units in three buildings. All units are subsidized with project-based vouchers and were available for occupancy on September 1, 2015. Units are fully leased as of June 30, 2016.
- Ridgeline Terrace contains 70 affordable housing units in several buildings. Sixty-three units have project-based voucher assistance attached and were available for occupancy on January 8, 2016. 53 units were leased as of June 30, 2016.

Changes or Modifications

No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	0		

AHFC will not be displacing any families; this will only impact those families that choose to no longer live at the project-based voucher development. New developments are trending towards a townhouse-style of development with five or less units per building. The building cap limits the number of units that can be made available for families at 50 percent or less of area median income. AHFC wants to ensure that families have a wide variety of units from which to choose without worrying about the number of project-based vouchers in each building.

Original Benchmark:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase the number of affordable housing units.	0	60	2012 – 10 units 2013 – additional 60 units 2014 – 4 additional units 2015 – Total of 74 units 2016 – 81 additional units Total 155 units	Yes

2012 – MainTree; 2013 – Loussac Place; 2014 – 1248 East 9th Avenue; 2016 – Ridgeline Terrace and Susitna Square

Authorization
Attachment C, paragraphs D.1.e , paragraph D.7.a , and paragraph D.7.b (no change)

Regulation Citation
24 CFR 983.56

2012-1 Raise HCV Maximum Family Contribution at Lease-Up to 50 Percent

Description and Status
Waive HUD regulations at 24 CFR 982.508 which limit a family to paying no more than 40 percent of their adjusted monthly income toward their rental portion. With the implementation of 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative, this activity was slightly modified to account for Step Program families that would be transitioning to a fixed HAP subsidy. Once on a fixed subsidy amount, these families will no longer be subject to a maximum family contribution if they decide to move.

This activity was implemented with Numbered Memo 12-09 on February 14, 2012 with a start date of February 16, 2012. This activity is included as part of AHFC's reasonable rent plan (Activity 2014-1). Reference activity 2014-1h.

Changes or Modifications
AHFC will require those families on an income-based formula (Classic and Set Aside) to adhere to this maximum family contribution of 50 percent. Families that are on a fixed subsidy will not have a family maximum due to the automatic decrease in subsidy each year.

Metrics, Baselines, Benchmarks
HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	0	**2014** – 87.8 percent in better neighborhood **2015** – 87.6 percent in better neighborhood **2016** – 87.3 percent in better neighborhood **2017** – 87.4 percent in better neighborhood	Yes

Alaska does not have any designated poverty zones, but does have neighborhoods with a concentration of lower rents. As of the date of this report, of the 2,809 families leased in Anchorage's jurisdiction, 12.6 percent of families are leased in lower rent neighborhoods. AFHC does not have any baseline data as this measurement was added after the implementation of the activity.

Original Metrics:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase the number of voucher clients able to lease due to increased income contribution from families.	0	No rejections due to units being more than 40 percent of income.	2012 – 24 Leased 2013 – 29 Leased 2014 – 25 Leased	Yes

Authorization
Attachment C, paragraph D.2.a. (no change)

Regulation Citation
24 CFR 982.508

2012-2 Nonpayment of Rent

Description and Status
Waive HUD regulations at 24 CFR 966.4(l)(3)(i)(A) that require AHFC to allow 14 days for tenants to cure nonpayment of rent. AHFC implemented its new Public Housing Program Residential Lease Agreement effective January 1, 2012 with Numbered Memo 12-03. The nonpayment of rent period was shortened to seven days to match the Alaska Landlord-Tenant Act. The new lease was offered to each family at their annual anniversary appointment.

Changes or Modifications
No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

AHFC began this activity on September 1, 2013 with Numbered Memo 13-36. A letter was sent to all public housing residents in July 2013 to remind them of their lease provision and the new shortened period to pay their late rent. In addition, the grace period for payment of rent was extended to the 7th calendar day of each month.

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0	0	

AHFC does not expect to save any money as a result of this task. Staff must still perform the necessary tasks to process the eviction. We expect the savings to the agency to come from a lower balance owed by tenants due to the shorter nonpayment of rent period.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0	0	

AHFC anticipates that this will be a time neutral activity as staff must still process the same paperwork in order to evict a family.

Year	Court-Ordered Evictions	Nonpayment Rent	Nonpayment Utilities	Good Cause	Avg. Days (Rent) to Request Eviction	Avg. Days (Remt) from NTQ to Vacate
2014	38	24	4	10	15.8	32.2
2015	53	38	0	15	11.6	27.4
2016	20	15	0	5	14.8	43.0
2017	39	37	0	2	16.8	30.4

Original Metric

Metric	Baseline	Benchmark	Outcome
Reduce the amount of rent owed by vacated tenants	36 percent of annual vacated tenant debt is rent.	Reduce rent to 25 percent of annual vacated tenant debt	Tenant notification was in July 2013 with a start date set for September 1, 2013.

Authorization

Attachment C, paragraph C.9.b. (no change)

Regulation Citation

24 CFR 966.4(l)(3)

2012-4 Sponsor-Based Rental Assistance Program, Karluk Manor

Description and Status

Fund rental assistance outside Section 8 rules consistent with 'broader uses of funds' authority in Attachment D of the Agreement. Provide the funding equivalent for rental assistance of 35 project-based voucher units at a Housing First development, Karluk Manor. Karluk Manor's 46 units are fully leased, and AHFC continues to monitor the funding requests each month.

Changes or Modifications

Prior to the end of FY2015, AHFC extended rental assistance to all 46 units at Karluk Manor. Records each month show that all individuals at Karluk Manor are income eligible under voucher income limits. Effective July 1, 2015, assistance was extended to all 46 units. Those units occupied by persons with Housing Choice Voucher assistance are excluded.

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increased rental assistance made available to households at or below 50 percent of area median income.	0	35 units Increase to 46 units-7/1/15	**2014** - 34 units as of year end; average for year is 35 units **2015** – 40 units as of year end; average for year is 36 units **2016** – 41 units as of year end; average for year is 40 units **2017** – 45 units as of year end; average for year is 45.5 units	Yes

Research shows that the average cost per unit is:

- 2014 - $512.38
- 2015 - $499.09
- 2016 - $523.64
- 2017 - $507.97

Original Metric

Metric	Baseline	Benchmark	Outcome
Serve 35 chronic homeless individuals with a physical or mental disability, substance abuse, or chronic health condition.	0	Fill 35 units each year	AHFC monitors the occupancy each month to ensure payment equivalent to 35 vouchers. For FY2013 average HAP per month is $20,115 or $575 per voucher per month. 35 units occupied each month.

Authorization and Changes to Authorization

Attachment D of the MTW Agreement signed January 30, 2012.

2013-1 Making A Home Program

Description and Status

Activity was formerly named “Youth Aging Out of Foster Care.” A time-limited (three years), tenant-based rental assistance program targeting youth ages 18 to 24 aging out of Alaskan foster care. The program serves direct referrals from the State of Alaska Department of Health and Social Services, Office of Children’s Services.

Due to the success of the TBRA Parolee/Probationer program with the Alaska Department of Corrections, AHFC partnered with the State of Alaska Office of Children’s Services to provide a similar program for youth aging out of foster care. A Memorandum of Agreement was executed in July 2012. The program began on November 1, 2012.

- HOME Investment Partnership Program funds pay for the monthly HAP for vouchers leased outside the Anchorage jurisdiction. Operational and staff costs are supported with MTW funds. AHFC has developed a fee-for-service for each housing unit month. These HOME administrative fees are booked as Non-MTW revenue. AHFC is following HOME rules at 24 CFR 92 for tenant-based assistance. Family annual income is calculated using the rules at 24 CFR 5.630.
- The State of Alaska Department of Health and Social Services provides an annual allotment to assist ten youth families in Anchorage. The number of families assisted each year is contingent upon available funding. For purposes of consistency and administrative efficiencies, family annual income is calculated using the rules at 24 CFR 5.630.

Changes or Modifications

Due to the success of the Anchorage program, the Department of Health and Social Services provided additional funding to increase the number of youth served to 15 each month.

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Serve 40 youth aging out of foster care through direct referral from the State of Alaska Office of Children’s Services	0	40 per year	2013 – 15 leased 2014 – 21 leased 2015 – 17 leased 2016 – 15 leased 2017 – 18 leased	No

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	0	0		

AHFC does not have any baseline or benchmark data for this metric as this was a population that was not traditionally served by AHFC in the past. The program was developed because

AHFC felt that this population was not utilizing rental assistance and was becoming part of the homeless population.

Authorization

Attachment D of the MTW Agreement signed January 30, 2012 allows for "broader uses of funds." AHFC will rely on that authority to use MTW block grant funds to partially offset administrative costs to support this HOME-funded activity.

2013-2 Empowering Choice Housing Program (ECHP)

Description and Status

In partnership with the State of Alaska Council on Domestic Violence and Sexual Assault and the Alaska Network on Domestic Violence and Sexual Assault (ANDVSA), a set aside of MTW vouchers to exclusively serve families displaced due to domestic violence and sexual assault. This is a time-limited (36 month) program for families referred directly from the ANDVSA member agency.

For those communities without a Voucher Program (Bethel, Cordova, Nome), AHFC continues to offer preferential placement on its Public Housing Program waiting lists for families displaced due to domestic violence. The ANDVSA member agency is responsible for referring those families.

This program is available in every community currently offering an AHFC Housing Choice Voucher Program. This proposal was approved by the AHFC Board of Directors with Resolution 2012-29 and begun on November 1, 2012 with Numbered Memo 12-42.

Changes or Modifications

No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	0	$1.0 million (to match AHFC's contribution)	2013-$1.34 million 2014-$1.5 million 2015-$1.5 million 2016-$1.2 million 2017 $1.5 million Total - $7.04 million	Yes

AHFC's block grant HAP is supplemented by an additional appropriation from the State of Alaska to increase the number of ECHP vouchers available to families. These additional funds would not be available to AHFC for rental assistance without this program.

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Serve 100 families displaced due to domestic violence by referral from the Alaska Network on Domestic Violence and Sexual Assault.	0	100 families per year	2013 – 57 leased 2014 – 146 leased 2015 – 174 leased 2016 – 190 leased 2017 – 142 leased	Yes

This program is responsible for leveraging additional funds from the State of Alaska to provide additional units of housing not previously available to AHFC through traditional federal funding.

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	0	0	2014 (Anch only) – 66 days 2015 (Anch only) – 30 days 2016 (Anch only) – 50 days 2017 (Anch only) – 172 days	

AHFC does not have baseline data for the actual decrease in waiting list time. Also, AHFC does not maintain a waiting list for ECHP vouchers for voucher locations outside of Anchorage.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	N/A	254 – all are eligible	Yes

AHFC provides a waiver to families to move to any Alaskan voucher community upon issuance of a voucher to assist with safety issues.

Original Metric

Metric	Baseline	Benchmark	Outcome
Serve 150 families with monies provided by the State of Alaska. Serve 100 families with monies provided in AHFC's MTW Block Grant.	0	250 per year	As of 06/30/2013, 57 families were leased in nine voucher communities. An additional 38 were shopping.

In June and July 2013, the average HAP decreased to approximately $765 per unit. As of the end of September 2013, HAP was averaging $716 per unit. AHFC and its partners anticipate an increase in the leasing rates for FY2014 to get closer to an increased leasing of 250 families.

Authorization

Attachment C, paragraph B.1.b.iv, paragraph D.2.d, and paragraph D.4. (no change)

2014-1 Reasonable Rent and Family Self-Sufficiency Initiative

Description and Status

This activity addresses the MTW Agreement requirement to establish a reasonable rent policy designed to encourage employment and self-sufficiency by participating families (MTW Agreement, Section III).

- Housing Choice Voucher – This activity was issued to staff on January 13, 2014 with Numbered Memo 14-01. New admission families began effective February 1, 2014; transitioning families began with annual examinations effective May 1, 2014 and later.
- Public Housing Program – This activity was issued to staff on April 21, 2014 with Numbered Memo 14-09. New admission families began effective May 1, 2014; transitioning families began with annual examinations effective August 1, 2014 and later.

Changes or Modifications

Further clarification of this activity was sent to HUD with amendments 1 and 2 to the FY2014 MTW Plan.

Metrics, Baselines, Benchmarks

Setting an income-based rent of 28.5 percent allows AHFC to break even in its first year of operation under the new model. Conservative estimates put annual HAP savings at approximately $1.5 million per year for the voucher program once families begin to transition from Year 2 to Year 3 (projected savings are based on AHFC paying 50 percent of the current payment standard).

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	February 2014 – 3,719 units leased at $635.14 per unit month	$0 in year 1 $1.5 million in year 2	**June 2015** – 3,861 units leased at $628.59 per unit month **June 2016** – 4,240 units leased at $642.25 per unit **June 2017** – 4,361 units leased at $634.19 per unit	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	1.0 hours per annual examination	0 hours in Year 1 0.5 hours in Year 2	**2015** – No Change **2016** – 2,609 annuals for 4,240 units (savings of 1,631 hours) **2017** – 2,751 annuals for 4,361 units (savings of 1,610 hours)	Yes

The period February 2014 through July 2015 included a full examination of all public housing and housing choice voucher families as AHFC transitioned them to the rent reform model. No time was anticipated to be saved.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage. This is based on internal quality assurance reviews.	HCV 2014 • New admission – 96% error free • Annuals – 95% error free	HCV • New admission – 98% error free • Annuals – 90% error free	**HCV 2015** • New admission – 96% error free • Annuals – 96% error free **HCV 2016** • New admission – 85% error free • Annuals – 95% error free **HCV 2017** • New admission – 95% error free • Annuals – 93% error free	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage. This is based on internal quality assurance reviews.	PH 2014 • New admission – 95% error free • Annuals – 91% error free	PH • New admission – 98% error free • Annuals – 90% error free	**PH 2015** • New admission – 97% error free • Annuals – 92% error free **PH 2016** • New admission – 93% error free • Annuals – 91% error free **PH 2017** • New admission – 93% error free • Annuals – 87% error free	No

Quality Assurance stated that although the error rate increased from last year, the files were actually much better organized and more complete than in the past.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase) – Public Housing	2014 – $6,053,708	$0	2015 - $6,406,741 2016 - $7,139,706 2017 - $7,434,274	Yes

This metric reflects the increase in Public Housing dwelling rent income. We do not expect any savings in this category as any gains in dwelling rents are offset by decreases in HUD subsidy. Increases do indicate increases in family income.

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	2014 <u>All Wages</u> – 1,540 individuals averaging $11,623 each	More than 1,540 individuals earning an average of $16,120	**2015 All Wages** – 1,821 individuals averaging $9,563 each **2016 All Wages** – 2,221 individuals averaging $19,898 each **2017 All Wages** – 2,729 individuals averaging $20,616 each	Yes

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. Minimum wage as of

01/01/2014 was $7.75 per hour. Baseline is calculated as one adult working full-time (40 hours) at the minimum wage of $7.75.

SS #2: Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	0	$1,500 for savings match program	**2016** – 174 individuals have savings greater than $10,000. Average savings are $37,801 **2017** – 177 individuals have assets greater than $10,000. Total assets are $10,142,271.	Yes

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d.

SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:	0	Increase families with full-time employment		
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time	2014 (1) 594 persons (2) 845 persons (3) 0 (4) 0 (5) 0 (6) 0		**2015** (1) 1,086 persons (2) 530 persons (3) 0 (4) 0 (5) 0 (6) 0 **2016** (1) 1,246 persons (2) 549 persons (3) 0 (4) 0 (5) 0 (6) 424 persons **2017** (1) 1,629 persons (2) 622 persons (3) 0 (4) 0 (5) 0 (6) 474 persons	Yes

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. Minimum wage as of 01/01/2014 was $7.75 per hour.

- Full-time is calculated as one adult working 40 hours at the minimum wage of $7.75.
- Part-time is calculated as one adult working 20 hours at the minimum wage of $7.75. This figure excludes those who are working full-time.

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2014 – 318 families receiving an average of $7,864 each. Total $2,482,402.	A reduction	**2015** – 299 families receiving an average of $7,857 each. Total $2,349,380. **2016** – 427 individuals receiving an average of $7,967 each. Total $3,401,872. **2017** – 537 individuals receiving an average of $8,065 each. Total $4,331,064.	Yes

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. Our Bridge hardship policy encourages those families that have not investigated their eligibility for benefits to see if they can qualify to reduce the impact of financial hardships.

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	0	0	0	See 2014-1d

Please see the metric under 2014-1d. This is not measured for all rent reform participants.

SS #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	February 2014 – $635.14 per unit month	A reduction	**June 2015** – $628.59 per unit month **June 2016** - $642.25 per unit **June 2017** - $633.10 per unit month	Yes

SS #7: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase) – Public Housing	2014 – $6,053,708	$0	**2015** - $6,406,741 **2016** - $7,139,706 **2017** - $7,531,970	Yes

- Setting an income-based rent of 28.5 percent allows AHFC to break even in its first year of operation under the new model.
- This metric reflects the increase in Public Housing dwelling rent income. We do not expect any savings in this category as any gains in dwelling rents are offset by decreases in HUD subsidy. Increases do indicate increases in family income.

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	0	20 percent of exits are below the shelter burden	**2017** – 943 families exited; 205 were self-sufficient (21.7%)	Pending

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. This measures the shelter burden of those families that end their program participation each year and whether the shelter burden is less than 50 percent.

Authorization

Attachment C, paragraph C.4 and paragraph C.11 (no change)
Attachment C, paragraph D.2 and paragraph D.3 (no change)

2014-1a Population Definitions

Description and Status

AHFC is using the following definitions as part of its rent reform activity.

1. **Classic Program Family** is defined as 100 percent of adult household members are either a person with a disability (as defined in 24 CFR 5.403) or 62 years of age or older. These families may include a live-in aide (as defined in 24 CFR 5.403), minors, or full-time dependent students.
2. **Full-Time Student** is defined as a dependent adult under the age of 24 who is enrolled as a student at an institution of higher education and meets the school's definition of full-time enrollment. AHFC will continue to disregard any income earned by an individual while full-time student status is maintained.
3. **Set Aside Program Family** – these are families using special purpose or direct referral vouchers which are using AHFC's simplified income calculation method. This includes the Empowering Choice Housing Program, Moving Home Program, NonElderly Disabled Vouchers, Port-in Vouchers, Project-Based Vouchers, and

Veterans Affairs Supportive Housing Vouchers. As of January 10, 2016, AHFC began absorbing all incoming portable vouchers and classifying families into the Step and Classic programs.

4. **Step Program Family** is defined as any household that does not meet the definition of a Classic Program family.

Changes or Modifications

No changes to this activity during this fiscal year.

Authorization

Public Housing – Attachment C, paragraph C.2. (no change)
Housing Choice Voucher – Attachment C, paragraph D.4. (no change)

Requested Regulation Waiver

HUD definitions of Working Family, Disabled Family, Elderly Family, and Full-Time Student are currently provided at 24 CFR 5.403 and 24 CFR 5.612.

2014-1b Minimum Rent

Description and Status

This supporting activity is for the purpose of establishing a minimum rent in exception to HUD regulations. HUD regulations require AHFC to establish a minimum monthly rent for the Public Housing and Housing Choice Voucher programs that does not exceed $50 per month. AHFC has set the following minimum rents as part of its rent reform activity.

1. **Classic Program family** – the minimum rent will be $25. This is lower than the current $50 minimum rent. Because AHFC is anticipating that these families will not have wage earners and will be subject to fixed income sources, staff felt that it was more reasonable to set a $25 rate. AHFC does not require a waiver for this proposal.
2. **Step Program family** – the minimum rent will be $100. Staff felt that this was a more reasonable minimum rent and prepares the family for the increase in their monthly rental obligation in year 2.

Changes or Modifications

No changes to this activity during this fiscal year.

Authorization

Public Housing – Attachment C, paragraph C.11. (no change)
Housing Choice Voucher – Attachment C, paragraph D.2.a. (no change)

Requested Regulation Waiver

HUD regulations at 24 CFR 5.630.

2014-1c Utility Reimbursement Payments

Description and Status

HUD regulations require AHFC to establish utility allowance schedules for each Voucher and Public Housing jurisdiction, to update those schedules annually, and to pay a utility reimbursement payment when the utility allowance exceeds the family contribution. This supporting activity eliminates utility reimbursement payments for the Voucher and Public Housing programs. Families that may need an adjustment of their subsidy due to unusual or excessive utility requirements may ask for a hardship. See supporting activity 2014-1l for a discussion of the hardship policy.

Changes or Modifications

No changes to this activity during this fiscal year.

Authorization

Public Housing – Attachment C, paragraph C.11. (no change)
Housing Choice Voucher – Attachment C, paragraph D.2.a. (no change)

Requested Regulation Waiver

Housing Choice Voucher - HUD regulations at 24 CFR 982.517.
Public Housing – HUD regulations at 24 CFR 960.253, 965.502 through 965.506, and 966.4.
Both – HUD regulations at 24 CFR 5.632.

2014-1d Jumpstart Program

Description and Status

This activity was formerly called Family Self-Sufficiency Program. AHFC has operated a voluntary Family Self-Sufficiency Program since 1994. In order to meet the needs of families participating in the Step Program, AHFC expanded its program to all its Public Housing and Housing Choice Voucher jurisdictions, as well as increasing the number of families eligible to participate. This new FSS Program is called Jumpstart. Jumpstart offers two service levels for families:

- Case Management (level 1) – these families sign a participation agreement, develop an Individual Training and Services Plan, receive individualized coaching and goal-setting services, and are eligible for monetary incentives.
- Incentives Only (level 2) – these families sign a participation agreement and receive counseling regarding available monetary incentives.

Changes or Modifications

Changes to this activity occurred under AHFC's FY2016 Moving to Work Plan as Amendment One.

Metrics, Baselines, Benchmarks

The Jumpstart Program was implemented effective November 1, 2015. Data for the metrics below are provided for families enrolled in the Jumpstart Program only. For overall program metrics, see the metrics under Activity 2014-1.

Baseline data was gathered as of 12/31/2013 using the data for individuals enrolled in the HUD FSS program prior to the implementation of the rent reform activity. AHFC choose this starting point as with the implementation of rent reform, the escrow savings account was eliminated.

As of June 30, 2016:

- Families enrolled in case management (level 1) – 322
- Families enrolled in incentives only (level 2) – 105

As of June 30, 2017:

- Families enrolled in case management (level 1) – 486
- Families enrolled in incentives only (level 2) – 302
- Total Jumpstart enrollment – 788 families

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	FY2014 – 0 No wage information was available in the old FSS program	30 percent of individuals will have earned income	**2016** – 286 individuals with average income of $16,396 **2017** – 491 individuals with average income of $19,544	Yes

Minimum wage as of 01/01/2014 was $7.75 per hour. Baseline is calculated as one adult working full-time (40 hours) at the minimum wage of $7.75 ($16,120 per year).

SS #2: Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	0 (zero)	$1,500 for savings match program	**2016** – 4 persons with $912 **2017** – 69 families enrolled	Yes

Families have up to five years to contribute to a savings account to be eligible for the savings match incentive.

SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other - Wages that are less than part-time	2014 (1) 16 persons (2) 41 persons (3) 32 persons (4) 78 persons (5) 52 persons (6) 0	Increase families with full-time employment	**2015** – Not under Jumpstart yet **2016** (1) 80 persons (2) 72 persons (3) 59 persons (4) 59 persons (5) 186 persons (6) 45 persons **2017** (1) 273 persons (2) 139 persons (3) 107 persons (4) 201 persons (5) 339 persons (6) 78 persons	Yes

- Full-time is calculated as one adult working 40 hours at the minimum wage of $7.75 ($16,120).
- Part-time is calculated as one adult working 20 hours at the minimum wage of $7.75 ($8,060). This figure excludes those who are working full-time.
- Educational Program: persons seeking a high school diploma, GED, or post secondary opportunities. These are persons that are actively working on this goal.
- Job Training Program: persons seeking vocational training, job search activities, and job retention activities. These are persons that are actively working on this goal.

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2013 – 22 of 109 families (20.2%) on TANF	20 percent of enrolled families receive TANF	**2016** – 50 of 383 families (13.1%) on TANF **2017** – 85 of 788 families (10.8%) on TANF	Yes

Our Bridge hardship policy encourages those families that have not investigated their eligibility for benefits to see if they can qualify to reduce the impact of financial hardships.

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	2014 - 109 families	600 families	**2016** – 383 families **2017** – 788 families	Yes

Enrollment in Jumpstart began November 1, 2015. AHFC paid the following incentives in 2017 to Jumpstart families:

- Educational Rewards: paid $6,633 to 17 individuals
- Savings Match: paid $900 to 2 families
- Tuition Payments: pad $12,677.60 to 22 individuals
- Work Rewards: paid $4,657.79 to 20 individuals

SS #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	February 2014 – $635.14 per unit month	A reduction	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Pending

Please see this metric under 2014-1 for all rent reform participants. AHFC does not measure the subsidy costs for Jumpstart families only.

SS #7: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Pending

Please see this metric under 2014-1 for all rent reform participants. AHFC does not measure the subsidy costs for Jumpstart families only.

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	0 (zero)	20 percent of exits are below the shelter burden	**2017** – 115 families exited; 22 were self-sufficient (19.1%)	Yes

This measures the shelter burden of those families that end their program participation each year and whether the shelter burden is less than 50 percent. These participants have exited in advance of year 5 of their contract.

Authorization

Attachment C, paragraph E. (no change)

Requested Regulation Waiver

Jumpstart is operated under the regulations at 24 CFR 984 and regulations at parts 5, 882, 887, 960, 966, and 982 (except where specifically exempted by this Plan). Requested waivers are:

- 24 CFR 984.103 – Definition of self-sufficiency; AHFC has developed its own definition
- 24 CFR 984.105 – Minimum program size; AHFC will be expanding the size and jurisdictions under the Jumpstart Program
- 24 CFR 984.202 – Program Coordinating Committee composition; AHFC will be establishing an alternate composition for this committee based on AHFC's geographic challenges
- 24 CFR 984.203 – Family selection; AHFC has defined Jumpstart family selection priorities
- 24 CFR 984.303 – Contract of Participation; AHFC has developed two Agreements for its Jumpstart participants – Jumpstart Participation Agreement (Level 1) and Jumpstart Incentive Eligibility Agreement (Level 2)
- 24 CFR 984.303(a) – Signature of head of household; AHFC is adding a procedure for an alternate head of household
- 24 CFR 984.303(b)(2) – Independence from welfare assistance; AHFC is waiving this condition for fulfillment of a Jumpstart Agreement
- 24 CFR 984.303(b)(4) – Suitable employment; Any adult family member who signs the Agreement can fulfill this requirement.
- 24 CFR 984.303(c) – Contract term; the Jumpstart Agreement will coincide with the Step Program family's subsidized housing term (this may be less than 5 years)
- 24 CFR 984.303(d) – Contract extension; AHFC Jumpstart staff may extend an Agreement at their discretion or if authorized by the Bridge Committee
- 24 CFR 984.303(d)(5)(iii) – Consequences of noncompliance; AHFC will not terminate a family's rental assistance for failure to comply with their Agreement
- 24 CFR 984.303(g) – Completion; An Agreement is complete when the family has fulfilled all of its obligations under the Agreement and the family must be in good standing with AHFC the month they complete the Agreement
- 24 CFR 984.304 – Total tenant payment; AHFC will calculate total tenant payment in compliance with policy in its Housing Choice Voucher Administrative Plan and Public Housing Program Admissions and Occupancy Policy
- 24 CFR 984.305 – FSS Account; AHFC will not offer an FSS Account. AHFC has developed an alternate system of incentives
- 24 CFR 984.306 – Residency and portability requirements; families are not eligible to port Jumpstart participation. Families are not eligible to port FSS Program participation into AHFC's jurisdiction. AHFC will not accept FSS Account balances from other PHAs. Jumpstart incentives must be earned while in an AHFC jurisdiction.

2014-1e Family Choice of Rent and Flat Rents

Description and Status

This supporting activity waives the annual requirement to offer a public housing family the choice of a flat or income-based rent. AHFC currently sets a contract rent rate for its Public Housing units. This contract rent replaces the flat rent. If a family's income rises to a point where their required income-based contribution would exceed the contract rent, AHFC offers the family the contract rent.

Changes or Modifications

AHFC will ensure that it establishes a contract rent that reflects, not leads, the market. As one of its tools, staff will use an annual, independent study conducted by AHFC's Planning and Program Development Department in cooperation with the State of Alaska Department of Labor (DOL). This study surveys Alaska's communities and landlords about its housing markets including vacancy rates, market conditions, rentals, and utilities.

AHFC will continue to compare the fair market rent, current family rent contributions, local rental market vacancy and rental rates, and local advertising materials when selecting a reasonable contract rent. AHFC will also continue to add an affordability factor as these rents are meant for low-income families. As an internal control, AHFC will set its contract rents within 15 percent of the State of Alaska Department of Labor market survey rate.

Authorization

Attachment C, paragraph C.11. (no change)

Requested Regulation Waiver

HUD regulations at 24 CFR 960.253.

2014-1f Ineligible Noncitizen Proration

Description and Status

This supporting activity offers an alternate methodology for prorating the assistance available to families with ineligible noncitizen members. Current regulations require:

- Public Housing - AHFC must formulate a "maximum" subsidy each year and update it.
- Voucher - AHFC can give families an estimated figure of their prorated subsidy, but the final figure depends upon the gross rent of the unit rented.

Both procedures are administratively burdensome for the low numbers of ineligible noncitizens in AHFC's portfolio. For a family with ineligible noncitizen members in the household, AHFC will deduct $50 from the family's subsidy as long as the ineligible noncitizen members reside in the household.

Changes or Modifications

No changes to this activity during this fiscal year.

Authorization
Attachment C, paragraph C.4 and paragraph C.11. (no change)
Attachment C, paragraph D.2.a and D.3.a. (no change)

Requested Regulation Waiver
HUD regulations at 24 CFR 5.520.

2014-1g Annual Recertification Requirement

Description and Status
This supporting activity develops an alternate recertification schedule for families subject to rent reform activities. AHFC continues to require all families to report changes in family composition within ten business days. AHFC continues to pull the Enterprise Income Verification (EIV) report to track income and how the rent reform activity is affecting its clientele.

- **Classic Program** – these families are moved to a triennial (every three years) examination schedule. In the no examination years for Public Housing, AHFC will continue to verify household composition and certify compliance with community service obligations.
- **Step Program** – these families will receive an income examination at time of admission to determine eligibility under income limit guidelines and set their income-based rent for the first year. AHFC will not conduct any additional income verification processes unless the family requests a hardship. Each year, AHFC will discuss the EIV report with the family, and the family will self-certify to its accuracy. AHFC will report those figures on the 50058.
- **Set Aside Program** – these families will receive an income examination every year.

Changes or Modifications
No changes to this activity during this fiscal year.

Authorization
Public Housing - Attachment C, paragraph C.4 and paragraph C.11. (no change)
Housing Choice Voucher - Attachment C, paragraph D.1.c, D.2.a, and D.3.b. (no change)

Requested Regulation Waiver
Public Housing – HUD regulations at 24 CFR 960.257.
Housing Choice Voucher – HUD regulations at 24 CFR 982.516

2014-1h Annual and Adjusted Annual Income Calculation

Description and Status

This supporting activity develops an alternate methodology for calculating a family's annual income. AHFC does not propose to deviate from the following regulations:

- Determination of income sources and which sources are included or excluded as part of a family's annual income.
- Determination of asset sources and when an asset becomes annual income.
- Determination of when a welfare benefit reduction affects annual income.

AHFC has previously requested waivers for the following regulations and has absorbed them into this activity.

- Activity 2010-2 raising the asset threshold from $5,000 to $10,000. Now moved under supporting activity 2014-1j.
- Activity 2010-3 eliminating the Earned Income Disallowance program for persons with disabilities and families engaging in work activities. Now moved under supporting activity 2014-1k.

As part of this plan, AHFC is implementing the following waivers. Families that believe they will suffer a financial hardship due to the elimination of these allowances will be able to request a hardship (see supporting activity 2014-1l of this Plan).

- Elimination of the annual $400 allowance for an elderly/disabled family.
- Elimination of the allowance of $480 for each minor dependent in a household.
- Elimination of the medical allowance for out-of-pocket expenses for elderly/disabled families.
- Elimination of the handicap allowance for out-of-pocket expenses which allow a person with disabilities to engage in work activities.
- Elimination of the childcare allowance for out-of-pocket expenses for care of minors under the age of 13 to allow an adult household member to engage in work activities.

Changes or Modifications

No changes to this activity during this fiscal year.

Authorization

Attachment C, paragraph C.4 and paragraph C.11. (no change)
Attachment C, paragraph D.2.a and D.3.a. (no change)

Requested Regulation Waiver

Both Programs - HUD regulations at 24 CFR 5.611, 24 CFR 5.617, and 24 CFR 5.628
Public Housing - 24 CFR 960.225 and 24 CFR 966.4(b)(1)
Housing Choice Voucher – 24 CFR 982.503, 24 CFR 982.505, and 24 CFR 982.508

2014-1i Portability

Description and Status

This supporting activity changes AHFC's Housing Choice Voucher Administrative Plan requirements that Step Program families must meet before allowing a family to port AHFC's voucher to another housing authority's jurisdiction. These changes will not impact current HUD regulations regarding portability for Nonelderly Disabled (NED) Vouchers or Veterans Affairs Supportive Housing (VASH) Vouchers. AHFC will also continue to offer portability under current HUD regulations to all MTW tenant-based voucher holders that are classified as Classic Program families.

AHFC does not plan to make any changes to the rules governing port-in vouchers, except to streamline the calculation of family income as specified in Activity 2014-1h. AHFC will continue to enforce the regulations regarding nonresident applicants under 24 CFR 982.353(c). AHFC will also continue to enforce the regulations regarding income eligibility under 24 CFR 982.353(d). AHFC does not propose any changes to the regulations under 24 CFR 982.355 regarding administration by receiving PHAs.

AHFC proposes the following limitations for Step Program families seeking to port a voucher from AHFC's jurisdiction.

- **Absorption by the Receiving PHA** – if a receiving PHA is absorbing vouchers, the Step Program family may port their tenant-based voucher if they meet the requirements under 24 CFR 982.353(b).
- **Reasonable Accommodation** – if a Step Program family needs to move their tenant-based voucher to another PHA's jurisdiction in order to accommodate a family member with a disability, AHFC will allow those with appropriate documentation. The family must meet the requirements under 24 CFR 982.353(b).
- **VAWA Protections** – if a Step Program family needs to move their tenant-based voucher to another PHA's jurisdiction in order to receive protections afforded under the Violence Against Women Act (VAWA), AHFC will allow those with appropriate documentation. The family must meet the requirements under 24 CFR 982.353(b).

Changes or Modifications
No changes to this activity during this fiscal year.

Authorization
Housing Choice Voucher - Attachment C, paragraph D.1.g. (no change)

Requested Regulation Waiver
Housing Choice Voucher – 24 CFR 982.353

2014-1j Income from Assets

Description and Status
AHFC allows a family to self-certify total family assets up to $10,000 and excludes the income generated from a family's total assets when assets total less than $10,000.

This was implemented on October 26, 2009 with Numbered Memo 09-28.

Changes or Modifications

This was formerly numbered as activity 2010-2 and updated as part of the FY2016 Annual Plan. This was wrapped into Activity 2014-1 because it is part of the new AHFC rent calculation method.

Previous Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease cost of performing asset verifications for small asset accounts	$9,432 – 2,985 asset transactions (as of 10/31/09)	$8,500 (reduce time by 10 percent)	2010 – 1,580 transactions 2011 – 182 transactions 2012 – 104 transactions	Yes
PH - Decrease cost of performing asset verifications for small asset accounts	$3,311 - 1,048 asset transactions (as of 10/31/09)	$2,980 (reduce time by 10 percent)	2010 – 771 transactions 2011 – 43 transactions 2012 – 53 transactions	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease time spent performing asset verifications for small asset accounts	PH – 1,048 clients with assets entered (as of 10/31/2009)	87.33 staff hours	2010 – 64.25 hours 2011 – 3.58 hours 2012 – 4.42 hours	Yes
PH - Decrease time spent performing asset verifications for small asset accounts	HCV – 1,580 clients with assets entered (as of 10/31/2009)	248.75 staff hours	2010 – 131.67 hours 2011 – 15.17 hours 2012 – 8.67 hours	Yes

Authorization

Attachment C, paragraphs C.11 and D.2.a. (no change)

Regulation Citation

24 CFR 5.609

2014-1k Earned Income Disallowance

Description and Status

Eliminate the Earned Income Disallowance (EID) and its associated tracking/paperwork times. Existing clients are allowed to finish the program.

This was implemented on October 26, 2009 with Numbered Memo 09-28. As of the FY2012 MTW Report, no enrollees remained.

Changes or Modifications

This was formerly numbered as activity 2010-3 and updated as part of the FY2016 Annual Plan. This was wrapped into Activity 2014-1 because methods for disregarding new earned family income were considered when developing the new AHFC rent calculation method.

Previous Metrics, Baselines, Benchmarks

In order to calculate a time savings, AHFC calculated that staff spent an average of 20 hours total per adult during an EID activity. Once all participants completed their enrollment, measurement of this activity ceased. It is difficult to provide a measure of actual time saved for an activity that no longer occurs.

AHFC did observe that once the disregard incentive was exhausted, individuals did not retain employment. A short-term incentive does not appear to encourage families to increase current earnings or secure long-term employment.

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease the cost associated with EID calculations	$9,859 (13 clients)	$2,465 (reduce costs by 75 percent)	2010 - $1,517 2011 - $5,309 2012 - $0 2013 - $0 2014 - $0	Yes
PH - Decrease the cost associated with EID calculations	$21,992 (29 clients)	$5,498 (reduce costs by 75 percent)	2010 - $6,067 2011 - $18,959 2012 - $0 2013 - $0 2014 - $0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease staff time associated with EID calculations	260 hours (13 clients at 20 hours each)	65 hours (reduce times by 75 percent)	2010 – 40 hours 2011 - 140 hours 2012 - 0 hours 2013 - 0 hours 2014 - 0 hours	Yes
PH - Decrease staff time associated with EID calculations	580 hours (29 clients at 20 hours each)	145 hours (reduce times by 75 percent)	2010 - 160 hours 2011 - 500 hours 2012 - 0 hours 2013 - 0 hours 2014 - 0 hours	Yes

Authorization
Attachment C, paragraphs C.11 and D.2.a. (no change)

Regulation Citation
24 CFR 5.617 and 960.255

2014-1I Hardship Policy and Process

Description and Status
As a Moving to Work agency, AHFC must develop a reasonable rent policy that encourages employment and self-sufficiency. AHFC refers to this policy as Rent Reform. As part of this overall rent reform, AHFC must also adopt a hardship policy to meet the individual needs of families that request a modification to, exemption from, or temporary waiver to:

- Family requirements under Moving to Work Activity 2014-1 Reasonable Rent and Family Self-Sufficiency; or
- A family's requirement to pay a minimum rent under 24 CFR 5.630; or
- AHFC's elimination of interim examinations under Moving to Work Activity 2014-1.

AHFC's hardship policy is called the Bridge Process. The temporary hardship policy for families transitioning from the traditional rent calculation method to AHFC's rent reform model had access to a one-time "Safety Net". Each of these hardship policies is summarized below. AHFC continues to offer a Minimum Rent Exemption procedure for those families subject to the minimum rent.

Unit of Measurement	Baseline	Outcome
Bridge Request Statistics	0	**2014** – 33 requests • 10 approved for Bridge Committee • 23 did not meet qualifiers
	0	**2015** – 183 requests • 75 approved for Bridge Committee • 8 approved for rent change outside the Bridge Process due to disability or other circumstances
	0	**2016** (through June 30) – 298 requests • 80 approved for Bridge Committee • 35 approved for rent change outside the Bridge Process due to disability or other circumstances

Unit of Measurement	Baseline	Outcome
Bridge Request Statistics	0	**2017** – Old Procedure • 178 requests, 105 approved for Bridge Committee • 97 approved by Bridge Committee at cost of $76,325 **2017** – New Procedure • 330 requests • 118 did not meet qualifiers • 199 granted; 0 (zero) to Bridge Committee • Cost of $225,738

Unit of Measurement	Baseline	Outcome
Safety Net Statistics	0	02/01/2014 through 06/30/2015 • 170 safety net exceptions processed

Changes or Modifications

This was formerly listed in the Appendix of the Annual Plan and updated as part of the FY2016 Annual Plan. This was wrapped into Activity 2014-1 as establishing a method for families to grieve an adverse impact due to a rent reform activity is an MTW Agreement obligation.

Beginning in November 2016, AHFC refined the Bridge Policy to a three-tiered process to expedite the processing of family requests.

Tier 1

These requests are processed by each local AHFC office. If a family meets the qualifying conditions, staff has the authority to grant a temporary reduction of rent to address the family's hardship. Hardships include:

- Permanent Loss of a Household Member with Income – AHFC will remove the individual and their associated income. If the family is on an income-based formula, the family's contribution will be recalculated. If the family is on the Step schedule and experiencing a shelter burden, they may qualify for a temporary reduction of rent as listed in the Safety Net below.
- Safety Net – Short-Term Medical/Health Condition of an employed adult which results in the loss of income. Staff may grant a reduction of the family portion to 50 percent of monthly income for a period of three months.
- Safety Net – Unanticipated Income Loss causes a shelter burden for the family. Staff may grant a reduction of the family portion to 50 percent of monthly income for a period of three months. The family will also be referred to the Jumpstart program for a consultation and possible enrollment.

Tier 2

This level of review is for families with hardship circumstances that exceed staff authority to grant and to provide a level of review for families that disagree with the relief offered at Tier 1. Review at this level also includes recommendations for family requests to appear before the Bridge Committee. Hardship relief that can be granted at this level includes:

- Medical or Child Care Expense Allowance – an allowance for out-of-pocket expenses can be considered when the expenses causes a shelter burden in excess of 50 percent of family monthly income. A reduction of the family portion to 50 percent of monthly income for a period of six months can be granted. Persons with disabilities who request the medical expense deduction are handled through the reasonable accommodation process.
- Extension to Tier 1 Safety Net – if a family's initial reduction of rent for three months is not sufficient, the family can ask for an additional three months. If the extension is needed due to the unanticipated loss of income, the family must be an active Jumpstart participant and receive their recommendation for an extension.

Review of Determinations Under Tier 2
This level of review is for families that disagree with the relief offered at Tier 2. Review at this level also includes recommendations for family requests to appear before the Bridge Committee.

Authorization
Attachment C, paragraphs C.11 and D.2.a. (no change)

Regulation Citation
24 CFR 5.617 and 960.255

2014-3 PBV Inspection Requirements

Description and Status
For project-based voucher (PBV) developments, AHFC requires flexibility when determining the number of annual and quality control inspections. The number required may vary depending on the development configuration and number of PBV units.

AHFC is basing its initial and annual inspection requirement on the needs of each individual development. AHFC reserves the right to inspect any time it suspects that the owner is not in compliance with Housing Quality Standards (HQS) or if the fail rate reaches 20 percent at the development. AHFC will continue to investigate tenant complaints regarding the condition of a PBV unit. AHFC will also continue to conduct the initial property and unit inspections before entering into a HAP Contract for the development.

AHFC has an additional quality assurance process for those developments with PBV and Low Income Housing Tax Credit Programs, as AHFC's Internal Audit Department conducts reviews of the property which includes unit inspections. AHFC's quality assurance staff will review Internal Audit's findings and consider those inspections as part of its inspection universe.

Changes or Modifications
No changes to this activity during this fiscal year.

Metrics, Baselines, Benchmarks

AHFC will measure the success of this activity by analyzing the number of failed inspections at PBV properties as a percentage of the inspections conducted in a particular period.

- The baseline is zero as PBV units are new to AHFC's portfolio.
- AHFC will count the number of inspections conducted during the period under review. AHFC will look at the number of failed inspections as a percentage of the total inspections at a particular development. AHFC will also examine the types and severity of fails to see if they are owner or tenant caused.
- AHFC will increase its inspection requirements if a property experiences more than a 20 percent fail rate for major fail items.

AHFC will examine its computer records to determine the number of move-in, annual, complaint, and quality assurance inspections at each PBV property. AHFC will also review the number of failed inspections, the types of fails (minor or major), and the owner's responsiveness to the failed inspections.

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0	0	

AHFC anticipates that this will be a revenue neutral activity as staff will still perform inspections whether it be voucher, audit, or quality assurance staff.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0	0	

AHFC anticipates that this activity will not result in time savings as staff will still perform inspections whether it be voucher, audit, or quality assurance staff.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0	0	

AHFC does not have errors for completion of annual or quality assurance inspections. All are completed as required, and AHFC does not anticipate that this will change.

Authorization

Attachment C, paragraph D.5 and paragraph D.7.d. (no change)

Requested Regulation Waiver

- HUD regulations at 24 CFR 983.103(c) for turnover inspection requirements.
- HUD regulations at 24 CFR 983.103(d)(1) for annual inspection random sample requirements.

- HUD regulations at 24 CFR 983.103(d)(2) for annual inspection failed unit inspection requirements.
- HUD regulations at 24 CFR 983.103(e)(2) for failed inspection follow-up requirements.

2014-4 Ridgeline Terrace and Susitna Square

Description and Status

This activity was formerly named Mountain View and San Roberto Development. AHFC has updated the name to match the newly named developments. AHFC will use its MTW funds and its development expertise to support affordable housing acquisition and development. AHFC will also pursue disposition and redevelopment of its current Public Housing portfolio through its subsidiary entity, Alaska Corporation for Affordable Housing (ACAH).

- Susitna Square (18 units, 18 project-based vouchers) was ready for occupancy September 1, 2015.
- Ridgeline Terrace (70 units, 63 project-based vouchers) was ready for occupancy January 8, 2016.

Changes or Modifications

The following changes were submitted as Amendment 2 to the FY2016 Moving to Work Plan. AHFC plans to increase the income limits for eligible families to match the tax credit admission guidelines. These developments are funded with a combination of funds including Low Income Housing Tax Credits and Project-Based Vouchers. The LIHTC program allows admission of families up to 60 percent of area median income.

Metrics, Baselines, Benchmarks

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	0		$24.5 million	Yes

Construction of these two developments would not have been possible without the flexibility provided under Moving to Work.

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Add new units of housing for seniors at or below 80 percent of area median income.	0	20 new units in Mountain View	20 units	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Add new units of housing for families at or below 80 percent of area median income.	0	50 new units in Mountain View	50 units	Yes
Add new units of housing for families at or below 80 percent of area median income.	16 public housing family units on San Roberto Avenue	18 new units on San Roberto Avenue	18 units	Yes

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	16 units of family housing at 80 percent of area median income	16 units of family housing at 60 percent of area median income	18 units	Yes

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	70	88	Yes

Authorization
Attachment C, paragraph D.3.a
MTW Agreement Attachment D signed January 30, 2012.

Regulation Citation
MTW Agreement Attachment D signed January 30, 2012.
AHFC will follow the guidance set forth in PIH Notice 2011-45.

2015-1 Modify Reasonable Rent Procedure for 5 Percent FMR Decrease
Description and Status
Current HUD regulations require a PHA to re-determine rent reasonableness for any unit under contract within 60 days of a five percent decrease in the Fair Market Rent (FMR). Under Moving to Work Activity 2011-2, Local Payment Standards, AHFC sets each voucher jurisdiction’s payment standard to respond to local market conditions. These are monitored

annually and any changes of 5 percent or more in the local market require an adjustment of the payment standard. Payment standard evaluation and adjustment will not typically occur at the same time that HUD publishes revised FMRs.

AHFC will continue to evaluate rent reasonableness prior to signing any new HAP contracts for families that wish to move and for landlord rent increase requests. For those families that are renewing their HAP Contract for their current unit, AHFC would like to conduct rent reasonableness as part of each family's regular examination process. The revised payment standard and rent reasonableness would coincide with the effective date of the family's examination.

Changes or Modifications
This activity was implemented on March 20, 2017 with Numbered Memo 17-13. Effective April 1, 2017, AHFC began this new process. There were no changes to the payment standard in this reporting period.

Metrics
CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Pending

Overall, rental costs are increasing in Alaska rental markets, and we do not anticipate savings due to a decrease in the payment standard. AHFC feels that larger savings are generated by the Step Program and its fixed subsidy schedule.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Pending

AHFC does not expect any savings in staff time as staff have always been obligated to conduct rent reasonableness when there was a drop in the fair market rent. AHFC has simply moved that task to coincide with a family's regular examination process.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	2016 – 0 percent	2 percent or less	2017 – 0 percent	Yes

AHFC does not anticipate a decrease in the error rate for this task as a result of this activity. We do gather data regarding the error rate of an inaccurate payment standard as part of our internal quality assurance and will report that data here.

Authorization and Changes to Authorization

Attachment C, paragraph D.2.c (no change)

Regulation Citation

24 CFR 982.507(a)(2)(ii)

B. Not Yet Implemented Activities

2016-1 Section 811 Sponsor-Based Assistance

Description

Formerly called the Housing First Sponsor-Based Assistance RFP. Under the Moving to Work Demonstration Program, approved housing authorities have the authority to fund rental assistance outside of Section 8 and 9 regulations under the 1937 Housing Act. Since this activity was first proposed in AHFC's FY2016 Annual Plan, AHFC has received a grant from HUD for Section 811 rental assistance. AHFC is in the process of preparing an RFP to solicit owners of private-market apartments to house individuals who meet the criteria under the Section 811 grant. To increase the attractiveness of the proposal, AHFC is also committing the equivalent of 50 project-based vouchers.

Statutory Objective

Increase housing choices for low-income families.

Anticipated Impact

The goal is with the addition of regular subsidy payments, a nonprofit group will be able to leverage additional funds to either develop or improve a property as well as pay for necessary supportive services.

Sponsor-based assistance will allow AHFC to expand rental assistance to vulnerable populations that may not pass the Housing Choice Voucher (HCV) screening criteria contained in the AHFC Administrative Plan due to their chronic homelessness, lack of financial resources, and references necessary to secure private sector rental housing.

Anticipated Schedule
AHFC has solicited two previous proposals for the award of these funds with unsuccessful responses. AHFC is in the process of outlining the parameters for a new proposal and selection process using a variety of funding sources to develop new housing which will include the Section 811 funds as part of the process. AHFC anticipates that it will be able to begin the initial solicitation process after January 1, 2018.

Metrics
HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	50 units at 50% of AMI	Actual housing units of this type after implementation of the activity (number).	Pending

Benchmarks will be set once the proposals have been evaluated and selected.

MTW Authorization and Need
Attachment D of the MTW Agreement signed January 30, 2012.

Regulation Citation
AHFC will follow the guidelines issued in PIH Notice 2011.45.

C. Activities on Hold

2010-11 Project-Based Voucher Assistance in Transitional Housing

Description and Status
Project-base vouchers for no longer than 24 months in transitional housing that serves homeless or hard-to-serve populations. AHFC is serving part of the homeless population through its Prisoner Re-Entry (2010-9), Sponsor-Based Rental Assistance Program, Karluk Manor (2012-4), Youth Aging Out of Foster Care (2013-1) and Empowering Choice Housing Program (2013-2).

Reason for Hold
AHFC has not pursued project-based vouchers in a transitional facility as AHFC has targeted voucher funds to specific, vulnerable populations (persons displaced due to domestic violence, persons with disabilities receiving state-funded services, homeless veterans, homeless youth, and two Housing First developments). AHFC continues to speak with its community partners for possible opportunities using this flexibility.

Implementation Plan and Timeline

None at this time. Once AHFC is able to identify the appropriate individuals to serve, AHFC will again explore this activity.

Changes or Modifications

No changes to this activity during this fiscal year.

Authorization and Changes to Authorization

Attachment C, paragraph B.4 (no change)

Regulation Citation

24 CFR 983.53

2010-13 Homeownership Program

Description and Status

Offer down payment assistance in lieu of a monthly HAP payment.

AHFC currently has 24 homeowners receiving assistance for homeownership under a HAP plan. AHFC suspended applications for this program in 2008, when administrative costs exceeded planned expenses. The Board of Directors approved the permanent closure on March 9, 2011.

Reason for Hold

Further development of this activity is tied to future leasing rates and available funds. Staff is also exploring the possibility of other funding sources that may be available to fund the down payment while using MTW funds to cover the administrative cost. Activity is on hold.

Implementation Plan and Timeline

None at this time. AHFC is investigating alternative methods of funding a down payment program and tying it to AHFC's Jumpstart program.

Changes or Modifications

No changes to this activity during this fiscal year.

Original Benchmarks

Metric	Baseline	Benchmark	Outcome
Reduce administrative costs of the homeownership program.	$6,250 per participant	$1,562 per participant	Lack of available funds has postponed implementation.

Authorization and Changes to Authorization

Attachment C, paragraph D.8.a (no change)

Regulation Citation

24 CFR 982.625

D. Closed Out Activities

2010-1 Reexamination of Income

Description and Status

Transition elderly and disabled families on fixed income to a biennial examination schedule.

This activity was implemented by staff with Numbered Memo 10-45 on December 7, 2010. After comments from staff, AHFC implemented this for elderly/disabled Public Housing residents only with Numbered Memo 11-08 on January 27, 2011.

Reason for Closure and Year Closed

This activity is closed as AHFC's reasonable rent activity implements an alternate annual family income calculation. This activity has been incorporated into MTW Activity 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative. This activity is completed.

Metrics, Baselines, Benchmarks

Because this activity was changed from all elderly/disabled households to just Public Housing elderly/households, the original benchmark was revised.

Metric	Baseline	Benchmark	Outcome
Number of reexaminations a year	Zero	Reduction of 1,300 reexaminations a year	Modified in January 2011

Revised Metric	Baseline	Revised Benchmark	Outcome
Staff time to perform annual examinations for a population on fixed income	Zero	Reduction of hours spent in reexamination of 100 percent elderly/disabled families.	462 families are 100 percent elder/disabled. This equates to a savings of 347 staff hours every year (1.5 hrs/exam x (462 ÷ 2) exams/yr.).

Final Outcome and Lessons Learned

Staff reported positive results from reducing the number of annual examinations for families with all adults on fixed income. Success in this activity lead to the use of a triennial examination schedule for Classic Program families. We also learned that the more complicated rent calculation method proposed under this activity was difficult to administer. This lead to the development of the simple 28.5 percent calculation under activity 2014-1.

Authorization

Attachment C, paragraph C.4 (changed, HCV eliminated)

Regulation Citation

24 CFR 960.257

2010-4 Rent Simplification

Description and Status

Alternate rent structure. This activity began with non-MTW activity Interim Reexamination Policy and MTW activities 2010-2 and 2010-3. With the implementation of Activity 2014-1 Reasonable Rent and Family Self-Sufficiency, this activity is no longer needed. This activity is now closed.

Reason for Closure and Year Closed

This activity was closed in the FY2013 MTW Report for the period ending June 30, 2013.

Final Outcome and Lessons Learned

Staff reported positive results from former activity 2010-2 (Asset Threshold) as it decreased staff time verifying small asset balances. It also decreased error rates for posting and updating small asset balances. Positive results from this activity encouraged the incorporation of former activity 2010-2 into activity 2014-1 as 2014-1h.

Former activity 2010-3 (EID Elimination) showed immediate results in the decrease of staff administrative time. AHFC wanted to incentivize families to increase income from wages, but past results from the Earned Income Disallowance did not produce long-term results by encouraging families to retain employment once the disallowance period ended. AHFC considered these results when evaluating how to better incentivize families to retain employment. AHFC decided to incorporate former activity 2010-3 into activity 2014-1h and provide incentives related directly to employment as well as a plan to gradually increase family responsibility for rent.

Authorization and Changes to Authorization

Attachment C, paragraph C.11 and paragraph D.2.a (no change)

Regulation Citation

24 CFR 5.609

2010-8 Live-In Aides

Description and Status

Restructure the live-in aide program to coordinate with the state-funded agencies that provide most of the live-in aides for low-income Alaskans.

Reason for Closure and Year Closed

PIH Notice 2009-22 revised guidance issued in 2008-20. With issuance of revised guidance, the waiver was not needed. Activity completed.

Final Outcome and Lessons Learned

AHFC never instituted this activity as the PIH notice was issued prior to development or implantation of this activity.

Authorization and Changes to Authorization
Attachment C, paragraph D.4 (no change)

Regulation Citation
24 CFR 982.316

2010-12 Local Preferences

Description and Status
Remove a homeless or substandard housing preference from a family that refuses to accept an offer of one or more Public Housing units.

Reason for Closure and Year Closed
On July 1, 2012, AHFC altered its application process to remove the availability of preferences in favor of a list that is ranked by date and time of application. AHFC honored those families who applied for a preference-based waiting list. AHFC exhausted its last preference-based waiting list in FY2017. This activity is closed.

Final Outcome and Lessons Learned
AHFC had proposed this activity as families with homeless preferences were declining a public housing unit offer while they "waited" for a voucher. AHFC never instituted this activity as we eliminated preferences from all our waiting lists. As those lists were being exhausted and closed, the need for this activity diminished.

Authorization and Changes to Authorization
Attachment C, paragraph C.2 (no change)

Regulation Citation
24 CFR 982.205

2010-14 AHFC Alternate Forms

Description and Status
Using HUD forms as a base, develop customized AHFC forms to coincide with MTW activities. All custom forms are forwarded to the MTW coordinator for review.

Reason for Closure and Year Closed
As suggested by HUD, this activity is closed with the publication of the FY2015 Annual Plan. AHFC will continue to develop forms for implementation of rent reform activities that are based on HUD forms and will identify those needed forms as part of each activity.

Final Outcome and Lessons Learned
Not applicable. AHFC does continue to develop custom forms for use with activities. Custom forms are submitted as part of AHFC's activities.

Changes or Modifications
No changes to this activity during this fiscal year.

Authorization and Changes to Authorization
Attachment C, paragraph D.1 (no change)

2011-4 Establish a Sponsor-Based Rental Assistance Program

Description and Status
Serve additional families through a program that mirrors the Voucher Program with savings from HAP efficiencies.

Reason for Closure and Year Closed
After advice from the MTW office in 2011, AHFC discovered this was a two-part process. As each opportunity is identified, AHFC will seek individual approval. This activity is closed.

Final Outcome and Lessons Learned
Not applicable. AHFC continues to develop specialized programs for difficult-to-house and vulnerable families. As each population is identified, AHFC provides details in each activity.

Authorization and Changes to Authorization
Attachment D signed by HUD on January 30, 2012

2012-3 Waiver of Automatic Termination of HAP Contract

Description and Status
Waive HUD regulations at 24 CFR 982.455 that require AHFC automatically terminate a HAP contract 180 days after the last housing assistance payment to the owner.

Reason for Closure and Year Closed
With the implementation of Activity 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative, AHFC has already time-limited its work-able families. The remaining population, Classic Program families, consist of elderly and disabled families. These are the most vulnerable families, and AHFC does not wish to place restrictions on these families.

This activity is closed as part of the submission of the FY2016 Annual Plan.

Final Outcome and Lessons Learned
AHFC implemented its rent reform activity prior to implementation of this activity. As a result, no baselines or benchmarks were developed.

Authorization and Changes to Authorization
Attachment C, paragraph D.1.a and paragraph D.2.d. (no change)

Regulation Citation
24 CFR 982.455 and language in the Housing Assistance Payments Contract, Part B, Section 4, Term of HAP Contract.

2013-3 Income Limits

Description and Status
In order to address community concerns about services to those most disadvantaged due to inadequate access to decent, safe, and sanitary housing, AHFC is proposing to lower its income limits to serve those populations most in need.

Reason for Closure and Year Closed
This activity has been incorporated into MTW Activity 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative. With the implementation of time limits for work-able families and set asides for vulnerable populations, AHFC feels it has addressed the need for affordable housing for its poorest families.

Final Outcome and Lessons Learned
AHFC implemented its rent reform activity prior to implementation of this activity. Also, the elimination of preferences helped eliminate the need for this activity. As a result, no baselines or benchmarks were developed. AHFC's certification as part of its Annual Report demonstrates that AHFC continues to serve the poorest families in its jurisdictions.

Authorization and Changes to Authorization
Attachment C of the MTW Agreement, paragraph C.5 (Public Housing admission) (no change)
Attachment C of the MTW Agreement, paragraph D.3 (Housing Choice Voucher admission) (no change)

Regulation Citation
In the Moving to Work Agreement (Section II.D), AHFC agreed to ensure that at least 75 percent of families assisted are very low income (50 percent of area median income) families. AHFC continues to measure this compliance each year as part of its annual reporting process.

2014-2 Use of TIC Sheets for PBV Income Calculations

Description and Status
For project-based voucher (PBV) developments that also utilize Low Income Housing Tax Credit (LIHTC) Program financing, AHFC would like to substitute the LIHTC Tenant Income Certification (TIC) for income and asset verification and determination of subsidy.

Reason for Closure and Year Closed
AHFC began talks with the operator for its project-based vouchers and discovered after further consultation that AHFC staff would prefer to mirror traditional Classic and Step Program calculations for ease of administration. AHFC will begin the process of converting

its current traditional project-based voucher families to a streamlined rent calculation instead.

This activity is closed as part of the submission of the FY2016 Annual Plan.

Final Outcome and Lessons Learned
Initial cooperation with third-party managers of properties with project-based vouchers demonstrated that this might be an administrative efficiency that AHFC could implement. Further discussions with these managers after implementation of rent reform revealed that these managers liked AHFC's Classic and Step program models. AHFC has since implemented its models for new developments (Ridgeline Terrace and Susitna Square) and implemented the streamlined calculation method (2014-1h) for existing project-based locations.

Authorization and Changes to Authorization
Attachment C, paragraph D.2.a. and paragraph D.3. (no change)

Requested Regulation Waiver
HUD regulations at 24 CFR 983.2(c)(6)(ii) which refers to 24 CFR 982.516.

V. MTW Sources and Uses of Funds

A. Actual Sources and Uses of MTW Funds

These have been submitted electronically to HUD.

AHFC has expended its Replacement Housing Factor (RHF) funds that were formerly included in the Appendix of this Report.

A.1 Activities that Used Only MTW Single Fund Flexibility

N/A

B. Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?	Yes	or	
Has the PHA implemented a local asset management plan (LAMP)?		or	No
Has the PHA provided a LAMP in the appendix?		or	No

C. Commitment of Unspent MTW Funds

N/A - per guidance given on the current HUD-50900, this section is not yet required.

VI. ADMINISTRATIVE

A. HUD Reviews, Audits, or Physical Inspection Issues

A.1 MTW Coordinator Visit

In June 2017, AHFC received a visit from its MTW coordinator, John Concannon. Mr. Concannon provided an update of activities at HUD and commented that, overall, he was pleased with AHFC's operations. AHFC conducted a tour of the Anchorage Family Investment Center as well as one of our new developments, Ridgeline Terrace.

The agenda consisted the following:

- An update on the MTW Demonstration Program and operations at the MTW office in Washington, D.C.
- A discussion of AHFC's long- and short-term goals and a review of current agency and community issues
- A discussion of the FY2018 Moving to Work Plan, possible activities for FY2019, and an amendment to the Plan for the Juneau Housing First project, Forget-Me-Not Manor
- A discussion of local needs and interactions with the local field office

A.2 Office of Housing Choice Voucher Programs Quality Assurance Division Review

In July 2017, the Office of Housing Choice Voucher Programs Quality Assurance Division conducted a Moving to Work Restricted Net Position (RNP) and Cash Validation Review at AHFC. The primary purpose of this review was to determine the total amount of HCV housing assistance payment originated funds that remain unexpended, and may be available to be transitioned to the HUD Held Reserves (HHR). The scope of the review covered the following:

- Determining the portion of the AHFC MTW assets which represent the HCV HAP originated Restricted Net Position as of March 2016, June 2016, September 2016, December 2016, March 2017, and April 2017
- Determining the portion of the MTW restricted cash that may be transitioned to the HHR as per the U.S. Department of Treasury cash management requirements
- Determining the appropriateness of non-HAP expenses paid using HAP funds
- Evaluating current and non-current liabilities that are impacting the calculated HCV RNP and cash available account balances

The report contains no findings or concerns.

B. PHA-Directed Evaluations of the Demonstration

B.1 External Auditors

AHFC's 2017 fiscal year was audited by BDO USA, LLP. As part of this audit, a sampling of program files from the public housing, housing choice voucher, and multifamily housing programs were selected for review. AHFC received a clean opinion that showed no material weaknesses or findings.

B.2 Internal Auditors

AHFC's Internal Audit department conducted the following audits of Public Housing Program locations and programs:

- Anchorage Housing Choice Voucher Program
- Homer Housing Choice Voucher Program
- Kodiak Asset Management Property 265
- Petersburg Housing Choice Voucher Program
- Sitka Asset Management Property 280 and Housing Choice Voucher Program
- Soldotna Housing Choice Voucher Program
- Wrangell Asset Management Property 213 and Housing Choice Voucher Program

B.3 Internal Quality Assurance

In addition to the regular (biannual) reviews submitted by staff for the periods July through December and January through June, PHD Quality Assurance conducted the following independent reviews during this period.

- Bethel Asset Management Property 257
- Wasilla Asset Management Property 244 and Housing Choice Voucher Program
- Valdez Asset Management Property 263 and Housing Choice Voucher Program
- Anchorage Asset Management Property 274
- Ketchikan Asset Management Property 279 and Housing Choice Voucher Program
- Kodiak Asset Management Property 265 and Housing Choice Voucher Program
- Fairbanks Asset Management Property 275 and Housing Choice Voucher Program
- Juneau Asset Management Property 277 and Housing Choice Voucher Program
- Cordova Asset Management Property 216 and S8N Multifamily Housing Property 354
- Seward S8N Multifamily Housing Property 355
- Jumpstart Program

PHD Quality Assurance conducted the following independent reviews of our partners:

- Homer – MainTree Apartments (project-based vouchers)
- Anchorage
    - Adelaide Apartments (S8 Moderate Rehabilitation SRO)
    - Loussac Place (project-based vouchers)
    - Ridgeline Terrace (project-based vouchers)
    - Susitna Square (project-based vouchers)
    - Karluk Manor (sponsor-based rental assistance eligibility and administration and supervisory Housing Quality Standards inspections)

PHD Quality Assurance also conducted a new hire reviews for seven employees working in the Housing Choice Voucher and Public Housing programs.

B.4 Step Program Evaluation

In March 2017, PHD presented an evaluation of the Step Program to the AHFC Board of Directors. The goals of the evaluation were to develop a systematic approach to collecting, analyzing, and using information to answer key questions about Step's efficiency and efficacy. Main areas of focus included housing income changes and employment status, current and project market rate shelter burden, identification of data gaps and program recommendations, and design of an ongoing evaluation process.

Program Evaluation
Results included a method for evaluating the program on a continuous basis was developed, identification of the need to better communicate program goals and deadlines to families, a need to better utilize existing technology for operational efficiencies, and proposed changes to increase support for family workforce development.

Program Outcomes
The evaluation revealed that Step families have realized a 37.1 percent increase in gross income and 50.8 percent increase in earned income. Shelter burdens at exit are projected to reach program targets.

Administrative efficiencies have been achieved through an average reduction of 25 minutes per regular examination. Financial savings realized by AHFC are being used to fund the Bridge Policy process, Jumpstart financial incentives, and an increase in the number of vouchers available to AHFC families.

Families have expressed positive results from Step by encouraging them to set goals for training, savings, and employment. Families did express struggles with visualizing self-sufficiency for themselves and accessing workforce training opportunities. Conversations with families also helped AHFC identify subsets of Step program families that are struggling to meet targets.

B.5 Organizational Review
AHFC's rent reform activity resulted in the need for PHD to examine its internal organization and structure to best support its frontline staff. AHFC engaged a consultant to help AHFC identify its strengths, weaknesses, opportunities, and threats. Once the organizational structure is complete, PHD will be forming a strategic planning team to develop PHD's vision, mission statement, and goals.

C. PHA Certification of Statutory Requirements
For FY2017, AHFC admitted 1,060 new families from the waiting lists. Of those:

- 840 (79.2 %) were extremely low income (30 percent of area median income)
- 202 (19.1 %) were very low income (50 percent of area median income)
- 18 (1.7 %) were low income (greater than 50 percent and less than 80 percent of area median income)

Alaska Housing Finance Corporation (AHFC) certifies:

> At least 75 percent of the families assisted by the Agency are very low-income families;
>
> We continue to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined;
>
> A comparable mix of families (by family size) is served, as would have been provided had the amounts not been used under the demonstration.

D. Appendix

D.1 Alaska Corporation for Affordable Housing (ACAH)

The Alaska Corporation for Affordable Housing (ACAH) is a nonprofit subsidiary of the Alaska Housing Finance Corporation formed for the acquisition, development, management, or operation of affordable housing. ACAH's purpose is to undertake the types of affordable housing and services that are not open to AHFC directly, but which support AHFC's mission of providing affordable housing and services to individuals and groups in need. Properties developed through ACAH are positioned to leverage private sector resources such as low-income tax credits and debt financing.

During this period, AHFC hired a program manager to direct the operations of ACAH and investigate affordable housing opportunities in the state. ACAH is actively researching available funding, partners, and opportunities for additional affordable housing developments.

D.2 Preliminary Development Activities

Anchorage East - Boston Street

AHFC demolished three units of Public Housing on Boston Street under a *de minimis* disposition process in FY2012. AHFC is researching options for its public housing portfolio under the Rental Assistance Demonstration program. This activity is ongoing.

D.3 Non-MTW Activities

AHFC submits these activities to its Board of Directors for approval as part of its overall Plan. These activities fall within current authority granted under HUD regulations and do not require HUD MTW approval.

2011N-6 Elder Housing Preference

Description
Mimic the policies governing the Section 8 Multifamily project-based assistance units that AHFC owns and operates to allow for an elderly super-preference, with a clause reserving at least ten percent of the units for younger, disabled households.

Status
AHFC is monitoring its use of the "super elderly" preference at its buildings in Fairbanks and Anchorage. AHFC will be investigating elder/disabled buildings in other communities to research if this option is appropriate for those communities. Activity is ongoing.

2014N-1 Smoke-Free Housing

Description
To increase the quality of indoor air, reduce smoking-related fires, and reduce maintenance costs associated with units occupied by smokers, AHFC is proposing a "smoke-free" environment in all its units, buildings, and common areas in compliance with HUD's final rule published in December 2016.

Status
Staff presented a proposal to its Board of Directors in January 2017 to implement a smoke-free policy at all its properties. This activity was approved and implemented with Numbered Memo 17-15 on March 20, 2017.

- Effective April 1, 2017, all new move-ins to an AHFC housing unit were required to sign the Smoke-Free Environment lease addendum.
- During the month of April 2017, all existing residents were required to sign and return the Smoke-Free Environment lease addenda to their property manager.
- Effective May 1, 2017, all AHFC housing units were smoke-free.

The local chapters of the American Lung Association partnered with AHFC to provide smoking cessation literature, information, and classes to any interested residents. As recognition of its implementation of smoke-free housing, the American Lung Association awarded AHFC the 2017 Breathe Easy Champion Award for the state of Alaska.