Moving to Work Report
FY2020
Public Housing Division

Original Submission: January 14, 2021
HUD Comments: March 15, 2021
Resubmitted: March 15, 2021

This Page Intentionally Left Blank

B. Overview

"Real change, enduring change, happens one step at a time."
— Ruth Bader Ginsburg

Fiscal year 2020 provided AHFC with its twelfth year as a Moving to Work agency. We continue to use the support and encouragement that Congress and the Department of Housing and Urban Development have provided to put our plans into action. Our PHD Vision is "an Alaska where all people have a safe and affordable place to call home." Our mission is to "provide the people of Alaska access to safe and sustainable housing options through innovative strategies and programs." With all of our activities, we keep in mind our three statutory goals:

- Reduce cost and achieve greater cost effectiveness in federal expenditures;
- Create incentives for families with children to work, seek work, or prepare for work and become economically self-sufficient; and
- Increase housing choices for low-income families.

"You have to cherish things in a different way when you know the clock is ticking; you are under pressure."
— Chadwick Boseman

This was our sixth full year of ***Rent Reform***. We continue to analyze our data to see how our families are doing. Toward that end, we have increased client support in our Jumpstart program. At the beginning of the year, we were also working on supporting our staff through software improvements and efficiencies, increasing personnel where needed, and providing a robust training plan. While we continue to work toward that, COVID-19 required that we address the most urgent priorities for our staff and clients. In March we established two new goals that we would work toward until we are clear of the pandemic, those are:

- Maintain housing assistance for our residents and voucher holders;
- Keep staff safe.

These are simple goals, but have helped us to focus on what is important while we live through one of the most difficult times in recent history. This new plan did slow up our progress on our other plans. We continue to be hopeful that by the end of this fiscal year, our situation will have improved, and we can get fully back on track.

B.1 FY2020 Goals

"Take your job seriously, but don't take yourself too seriously." — Alex Trebek

These goals describe our desired destination – where PHD would like to be at the end of FY2020. Unfortunately, due to the pandemic, we had to change our FY2020 goals and adapt to what was going on in the world outside of AHFC. Below, is a recap of our FY2020 goals and highlights from each of those goals:

1. Maximize financial performance, preservation, and leveraging of existing housing portfolio.
   - Completed all level one, highest needs Physical Needs Assessments for public housing to maintain units in top operational condition.
   - Conducted utility consumption study for Fairbanks, Alaska.
   - Contracted with Forget-Me-Not Manor in Juneau for additional Sponsor-Based Assistance.
   - Deployed bed bug monitoring kits to seven locations statewide to self-test and treat public housing units.

2. Achieve operational excellence.
   - Implemented our COVID-19 Safety Net relief program to support families negatively impacted by the virus.
   - Created a **Help** desk with email and phone system support to assist clients with questions.
   - Improved website experience to assist those searching for affordable housing statewide.
   - Developed statewide and program-wide monthly reporting process for staff to monitor baselines and benchmarks relative to their program.

3. Increase staff development and capacity.
   - Conducted statewide in-person public housing staff training for one week in October 2019.
   - Began development of online application for lottery applications.
   - Hired another Policy and Program Development staff person to increase file reviews, provide staff training, and support our Sponsor-Based Assistance program.

4. Increase affordable housing opportunities.
   - Received 15 additional Mainstream vouchers under the CARES Act.
   - Awarded 10 new Foster Youth to Independence vouchers.
   - Provided 15 new Making A Home coupons for youth aging out of foster care in Anchorage in partnership with the State of Alaska Office of Children's Services.

5. Ensure safety of housing options.
    - Security system upgrades in public housing facilities, including Paxton Manor (Sitka) and Anchorage properties.
    - Fire alarm replacement or upgrades at Swan Lake Terrace (Ketchikan) and Alpine Terrace, Chugach Manor, Anchorage South, and Anchorage North (Anchorage).
    - Wasilla senior housing indoor air quality assessment.
    - Duct cleaning in large senior housing facility in Fairbanks.
    - Continued with statewide Americans with Disabilities Act site improvements.

B.2 Long Term Plan

> ***"If I can help a kid discover a liking, or even a passion for music in their life, then that's a wonderful thing."***
> ***— Eddie Van Halen***

For FY2020 AHFC worked to ensure that its goals aligned with its long-term plan.

- Maximize financial performance, preservation, and leveraging of existing housing portfolio.
  PHD will assess and implement strategies that will create financially sustainable housing that meets the needs of low-income Alaskans.

- Achieve operational excellence.
  PHD will create a culture of accountability and continuous improvement by developing and implementing a robust performance management process.

- Increase staff development and capacity.
  PHD will implement processes and tools to improve staff productivity and increase staff satisfaction and client service.

- Increase affordable housing opportunities.
  PHD will increase housing capacity to Alaskan households by adding new units/vouchers by leveraging resources, affordable housing development funds, and the flexibilities of MTW and the Alaska Corporation for Affordable Housing (ACAH).

- Ensure safety of housing options.
  PHD will make the safety of its residents, clients, and staff a priority to support its mission and vision.

II. General Housing Authority Operating Information

A. Housing Stock Information

A.1 Actual New Project-Based Vouchers

	Number of Vouchers Newly Project-Based		Status at End of Plan Year	RAD?	Description of Project
Property Name	Planned	Actual			
N/A	0	0		No	N/A
N/A	0	0		No	N/A
	0	**0**			

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

A.2 Actual Existing Project-Based Vouchers

	Number of Project-Based Vouchers		Status at End of Plan Year	RAD?	Description of Project
Property Name	Planned*	Actual			
Alpine Terrace	12	22	Leased/Issued	No	See 2011-5
1248 East 9th Ave	4	4	Leased/Issued	No	See 2011-5
Loussac Place	60	49	Leased/Issued	No	See 2010-7
MainTree Apartments	10	8	Leased/Issued	No	See 2010-7
Ridgeline Terrace	63	50	Leased/Issued	No	See 2014-4
Susitna Square	18	17	Leased/Issued	No	See 2014-4
	167	**150**			

Please describe the differences between the Planned and Actual Existing Number of Vouchers Project-Based:
Alpine Terrace is a 48-unit property owned by AHFC. As existing tenants vacate, units are filled with a tenant using project-based assistance. MainTree – one vacancy; one unit has a person with income that exceeds the payment standard. Loussac, Ridgeline, Susitna – these units are under a partnership with the same organization. AHFC is working with that organization to increase leasing rates.

A.3 Actual Other Changes to MTW Housing Stock in the Plan Year

N/A

A.4 General Description of All Actual Capital Fund Expenditures During the Plan Year

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

B. Leasing Information

B.1 Actual Number of Households Served

Housing Program	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased[1]	14,606	14,553	1,217	1,213
MTW Housing Choice Vouchers (HCV) Utilized[2]	51,709	48,143	4,309	4,012
Local, Non-Traditional: Tenant-Based[3]	5,645	4,789	471	399
Local, Non-Traditional: Project-Based[4]	1,152	1,073	96	89
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	**73,112**	**68,558**	**6,093**	**5,713**

1 – Public Housing (Planned 98% of 1,242).
2 – Voucher Units (Planned 98% of 4,397); includes Homeownership, Project-Based, and Tenant/Enhanced Protection.
3 – Local, Tenant-Based (Planned 98% of 524); Empowering Choice Housing Program (254), Making A Home (25), Moving Home Program (150), and Returning Home (95).
4 – Local, Property-Based (Planned 98% of 98); Karluk Manor (41), Forget-Me-Not Manor (32), and Dena'ina House (25)
Note: Foster Youth to Independence (15), NonElderly Disabled (45), Mainstream (50), and Veterans Affairs Supportive Housing (315; 7 awarded in February 2020) vouchers' administrative costs are supported with MTW funds; however, these are not included in the totals.

Please describe any differences between the planned and actual households served:
-MTW Public Housing/Vouchers – February 2019 began the first set of families exiting the Step Program. AHFC had 649 Step households exit during this fiscal year. -Local Project-Based – at Karluk Manor, five (5) units receive an alternate form of rental assistance and are not eligible for additional sponsor-based assistance.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
Tenant-Based	ECHP – 2013-2	2,517	2,311	210	193
Tenant-Based	Moving Home – 2010-10	1,764	1,408	147	117
Tenant-Based	Returning Home – 2010-9	1,129	868	94	72
Tenant-Based	Making A Home – 2013-2	235	202	20	17
Project-Based	Karluk – 2012-4	482	496	40	41
Project-Based	Dena'ina – 2018-2	294	226	25	19
Project-Based	Forget-Me-Not – 2018-1	376	351	31	29
Homeownership	N/A	0	0	0	0
Planned/Actual Totals		**6,797**	**5,862**	**567**	**488**

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

B.2 Discussion of Any Actual Issues/Solutions Related to Leasing

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	Increase in crime, specifically, drug-related activity and theft of property and vandalism. The problem is not unique to AHFC properties, but the increase in these types of criminal activities within the communities where AHFC has housing is taxing both financial resources and staffing. AHFC has taken a multifaceted approach to protect our residents, staff, and property, including contracting security services, installing or upgrading security systems, and working with local police to identify offenders to remove from property or evict when resident behavior is not remediated. Pest Control, primarily bed bugs: As the prevalence of bed bug infestation has grown over the past ten years, AHFC reached the point at which contracting out heat treatment services became unaffordable. To continue to provide a pest-free environment, AHFC purchased equipment and provided training to local maintenance staff to reduce the high cost. However, this places additional pressure on our human resources.
MTW Housing Choice Voucher	We recognized placing a time limit on our Step program would result in a large number of vacancies during the year the initial group "graduated" from the program. Even with increased leasing efforts, we recognized we would face a decline in our actual leased MTW vouchers during the year. However, after this large group of Step participants graduated, we were confident the equalization of families in the Step program years would allow us to catch up. Unfortunately, right as we were hitting the month we thought we would begin catching up, we were faced with the COVID-19 pandemic. To create efficiencies, we are moving toward implementing online systems for intake, certifications, and landlord activities. Retirement of long-term staff over the past year has necessitated a great deal of time hiring and training new staff. Even when trained, time is required to bring new staff up to the same efficiency level as seasoned staff. Recognizing work must continue at the local level while new staff are trained, AHFC has developed a statewide virtual training program to train new employees. This removes some of the time commitment for local supervisor/staff and allows them to focus on housing new families and serving current program participants.
Local, Non-Traditional	AHFC considers housing the most vulnerable populations as a key responsibility. We have taken a partnership approach to meeting their needs. However, the time invested to reach successful housing outcomes is simply greater. We hope our online processes will enhance efficiencies for our MTW programs, as we do not anticipate finding dramatic efficiencies in working with these

Housing Program	Description of Actual Leasing Issues and Solutions
	vulnerable populations. Utilization of sponsor-based assistance has been one effective response. The sponsor-based approach does require the partner agency be able to perform more rent determination functions; therefore, AHFC does invest resources to make sure our partners are competent in this area.

C. Waiting List Information

C.1 Actual Waiting List Information

As of 07/01/2020, AHFC had the following waiting list statistics.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year
Anchorage Housing Choice Voucher	Community-Wide, All	2,190	Closed	No
Anchorage Public Housing	Community-Wide, All	2,369	Partially Open	Yes
Anchorage Public Housing Elderly	Community-Wide, Elderly/Disabled	661	Partially Open	Yes
Bethel Public Housing	Community-Wide, All	94	Open	Yes
Cordova Public Housing	Community-Wide, All	2	Open	Yes
Fairbanks Housing Choice Voucher	Community-Wide, All	818	Open	Yes
Fairbanks Public Housing	Community-Wide, All	239	Open	Yes
Fairbanks Public Housing Elderly	Community-Wide, Elderly/Disabled	564	Open	Yes
Homer Housing Choice Voucher	Community-Wide, All	102	Open	Yes
Juneau Housing Choice Voucher	Community-Wide, All	338	Open	Yes
Juneau Public Housing	Community-Wide, All	187	Partially Open	Yes
Juneau Public Housing Elderly	Community-Wide, Elderly/Disabled	82	Open	Yes
Ketchikan Housing Choice Voucher	Community-Wide, All	135	Open	Yes
Ketchikan Public Housing	Community-Wide, All	70	Open	Yes
Ketchikan Public Housing Elderly	Community-Wide, Elderly/Disabled	67	Open	Yes

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year
Kodiak Housing Choice Voucher	Community-Wide, All	41	Open	Yes
Kodiak Public Housing	Community-Wide, All	55	Open	Yes
Mat-Su Housing Choice Voucher	Community-Wide, All	82	Closed**	Yes
Mat-Su Public Housing, Elderly	Community-Wide, Elderly/Disabled	83	Open	Yes
Nome Public Housing	Community-Wide, All	42	Open	Yes
Petersburg Housing Choice Voucher	Community-Wide, All	29	Open	Yes
Sitka Housing Choice Voucher	Community-Wide, All	52	Open	Yes
Sitka Public Housing	Community-Wide, All	54	Open	Yes
Sitka Public Housing, Elderly	Community-Wide, Elderly/Disabled	15	Partially Open	Yes
Soldotna Housing Choice Voucher	Community-Wide, All	224	Open	Yes
Valdez Housing Choice Voucher	Community-Wide, All	10	Open	Yes
Valdez Public Housing	Community-Wide, All	15	Open	Yes
Wrangell Housing Choice Voucher	Community-Wide, All	4	Open	Yes
Wrangell Public Housing	Community-Wide, All	21	Open	Yes

* Partially open waiting lists for public housing are related to specific bedroom sizes in a community. There are no restrictions on applicant families provided they meet eligibility requirements.

* Partially open waiting lists for housing choice vouchers means that the list was closed during the fiscal year.

**Mat-Su voucher waiting list is planned to open prior to December 31, 2020.

Please describe any duplication of applicants across waiting lists:
Applicant families may apply for one waiting list or all waiting lists in a community or communities, provided they meet the qualifications. A separate application is required for each community.

C.2 Actual Changes to Waiting List in the Plan Year

Please describe any actual changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

Waiting List Name	Description of Actual Changes to Waiting List
All	Waiting lists are maintained by community; each community opens and closes waiting lists based on availability and the number of applicants. For Public Housing, individual bedroom size waiting lists may be opened or closed.
Anchorage Housing Choice Voucher	This waiting list opens periodically using a lottery system. The list opened for the month of July 2019. Approximately 3,200 applications were accepted.

D. Information on Statutory Objectives and Requirements

D.1 Seventy Five (75) Percent of Families Assisted Are Very Low Income

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	0
49-30% Area Median Income	26
Below 30% Area Median Income	155
Total Local, Non-Traditional Households Admitted	**181**

As shown above, 100 percent of admissions to local, non-traditional households are extremely and very-low income families.

D.2 Maintain Comparable Mix

Baseline Mix of Family Sizes Served (upon entry to MTW)					
Family Size	**Occupied Public Housing Units**	**Utilized HCV**	**Non-MTW Adjustments***	**Baseline Mix Number****	**Baseline Mix Percentage**
1 Person	442.00	2,041.00	0	2,544	0.4560
2 Person	239.00	861.00	0	1,084	0.1943
3 Person	225.00	650.00	0	862	0.1545
4 Person	182.00	358.00	0	526	0.0943
5 Person	103.00	201.00	0	291	0.0522
6+ Person	89.00	199.00	0	272	0.0488
Totals	**1,280.00**	**4,310.00**	**0.00**	**5,579.00**	**1.00**

Adjustments made to Baseline Mix:

- Baseline 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.

Please describe the justification for any “Non-MTW Adjustments” given above:
N/A

Mix of Family Sizes Served (in Plan Year)				
Family Size	Baseline Mix Percentage**	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
1 Person	0.4560	3,757	0.5327	16.82%
2 Person	0.1943	1,175	0.1666	-14.26%
3 Person	0.1545	801	0.1136	-26.50%
4 Person	0.0943	565	0.0801	-15.03%
5 Person	0.0522	383	0.0543	4.11%
6+ Person	0.0488	372	0.0527	8.18%
Totals	**1.00**	**7,053**	**1.00**	

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year
AHFC has noticed a trend toward single-person families in its waiting lists. We believe that part of this trend can be attributed to the aging of Alaska’s population. We also believe that our specialty voucher programs designed to serve vulnerable individuals (Empowering Choice, Making A Home, Moving Home, and Returning Home) are often single member families. AHFC gathered 3,200-plus applications during its voucher lottery opening in July 2019. Of the applications received, 46.7% were single-person households.

D.3 Number of Households Transitioned to Self-Sufficiency in the Plan Year

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PH Local Definition of Self-Sufficiency
2014-1 Rent Reform	384	At exit, households are paying less than 50% of monthly income for rent and utilities.
2014-1d Jumpstart Program	92	At exit, households are paying less than 50% of monthly income for rent and utilities.
N/A	0	N/A
Households Duplicated Across MTW Activities	92	
Total Households Transitioned to Self Sufficiency	**384**	

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

III. Proposed MTW Activities: HUD Approval Requested

All proposed MTW activities that were granted approval by HUD are reported in Section IV as ‘Approved Activities’.

IV. Approved MTW Activities: HUD Approval Previously Granted

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

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

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. Where required, AHFC has maintained an annual inspection schedule.
- 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.

2. Description/Impact/Update

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.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization

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

Regulation Citation

24 CFR 982.405

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** - $78,638	Yes
			2014 - $30,150 (3,292 inspections)	
			2015 - $91,725 savings (1,650 inspections)	
			2016 - $103,050 savings (1,348 inspections)	
			2017 - $86,775 (1,782 inspections)	
			2018 - $86,738 (1,783 inspections)	
			2019 - $ 77,375 (1,649 inspections conducted; 4744 units)	
			2020 - $108,725 (1,272 inspections conducted; 5,621 units)	

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** – 3146 hours **2014** – 1,206 hours **2015** – 3,669 hours **2016** – 4,122 hours	Yes
			2017 – 3,471 hours **2018** – 3,470 hours	
			2019 – 4,643 hours **2020** – 6,523 hours	

The baseline is set based on the number of vouchers leased as of May 1, 2012 and allowing for 1.5 hours 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.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2010-6 HQS Inspections on AHFC Properties

1. Plan Year Approved, Implemented, Amended
Approved by the AHFC Board of Directors April 23, 2009
Reviewed by HUD August 6, 2009

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

2. Description/Impact/Update
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.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

Regulation Citation
24 CFR 982.507

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce the cost of voucher 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** - $2,700 (24 inspections)	Yes
			2014 - $2,925 (26 inspections) **2015** - $3,713 (33 inspections)	
			2016 – $3,038 (27 inspections) **2017** - $2,700 (24 inspections)	
			2018 – $3,600 (32 inspections) **2019** - $6,075 (23 initial & 31 annual inspections)	
	84 AHFC owned units; biennial schedule		**2020** - $3,300 (20 initial & 2* annual inspections)	

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

- 32 at Etolin Heights II
- 48 at Alpine Terrace
- 4 at 1248 E 9th Avenue, Anchorage

*Annual inspections were suspended from April 1, 2020 through June 30, 2020 due to COVID-19.

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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No challenges; savings vary based on the number of voucher holders who decide to lease at AHFC-owned properties.

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

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

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

2. Description/Impact/Update

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.

In order to assure proper waiting list management, AHFC conducts an annual quality assurance review of waiting list management processes.

Statutory Objective

- Reduce cost and achieve greater cost effectiveness in Federal expenditures
- Increase housing choices for low-income families

Authorization

Attachment C, paragraph D.4 (no change)

Regulation Citation

24 CFR 983.251

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)	Yes
			2016 - $3,525 (94 new admissions)	
			2017 - $675 (18 new admissions)	
			2018 - $638 (17 new admissions)	
			2019 - $1,050 (28 new admissions)	
			2020 - $750 (20 new admissions)	

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
			2018 – 2.29 days (17 turns) **2019** – 9.46 days (28 turns)	
			2020 – 8.75 days (20 turns)	

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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2010-9 Returning Home Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This activity was started with Numbered Memo 09-30 dated November 25, 2009. The new program began November 25, 2009 for all AHFC voucher locations outside of Anchorage. This is a local, non-traditional program.

- Revised guidance to expand the pool of applicants was issued with Numbered Memo 10-41 on October 28, 2010 with an effective date of November 1, 2010. This change opened the pool of applicants to all persons under a supervision requirement that are selected by the State of Alaska Department of Corrections.
- Revised guidance to answer questions regarding the supervision requirement was issued with Numbered Memo 12-17 on April 18, 2012. This memo also put in place the time limit for all persons participating in the program that begin in 2009.
- Revised guidance expanding the program to AHFC's Anchorage jurisdiction was issued with Numbered Memo 15-31 on November 20, 2015 and effective December 1, 2015. This expansion made 20 coupons available for Anchorage.

2. Description/Impact/Update
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 expanded its program to include the Anchorage jurisdiction using MTW block grant funds. Family annual income is calculated using the rules at 24 CFR 5.630, and families meet Housing Choice Voucher income eligibility limits.

Statutory Objective
Increase housing choices for low-income families

Authorization

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

Regulation Citation

- 24 CFR 92.209
- 24 CFR 982

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	Yes
			2016 – 84 **2017** – 100 **2018** – 109	
			2019 – 120 **2020** – 127*	

*This is the number of families assisted during the fiscal year; 72 families were leased as of the fiscal year end.

A 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 Metric

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

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

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.

AHFC was pleased to form 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 in 2019. As these funds were limited to one year, AHFC reimbursed the HOME program with the State of Alaska funds so that HOME funds could be used in a future year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2010-10 Moving Home Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

AHFC signed a Memorandum of Agreement with the State of Alaska Department of Health and Social Services in November 2014, renamed the activity, and put the activity through a new public comment process.

Approved by the AHFC Board of Directors	July 23, 2014
Reviewed by HUD	April 6, 2015

The program was issued to staff with Numbered Memo 14-33 on December 1, 2014 and was effective on that date. This is a local, non-traditional program.

2. Description/Impact/Update

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. This program is available in every community currently offering an AHFC Housing Choice Voucher Program. Continuing operation of Moving Home is contingent upon available funding and continuing appropriations.

For the purposes of the agreement, persons with a disability who are eligible for Moving Home are very low-income households (50 percent of Area Median Income) that meet the criteria below:

- 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** are an Alaska Mental Health Trust Authority beneficiary.

The State of Alaska Department of Health and Social Services refers eligible families directly to AHFC. Once an applicant family has leased, families are not required to maintain services in order to remain eligible for Moving Home continuing assistance. There is no time limit on these vouchers.

Statutory Objective

Increase housing choices for low-income families

MTW Authorization and Need

Attachment C, paragraphs D.3 and D.4 (no change)

Regulation Citation

None

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	Yes
			2017 – 150 units **2018** – 167 units	
			2019 – 149 units **2020** – 137 units*	

*This is the number of families assisted during the fiscal year; 117 families were leased as of the end of the fiscal year.

Original Metric

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 Qualified Medicaid Waiver (QMV), Anchorage Chronic Mental Illness (ACMI), and Persons with Disabilities (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.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2011-1 Simplification of Utility Allowance Schedules

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 4, 2010
Reviewed by HUD	July 12, 2010

This activity was started with Numbered Memo 11-04 dated January 20, 2011 and effective with the new utility allowance tables that began on February 1, 2011.

2. Description/Impact/Update
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.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

Regulation Citation
24 CFR 982.517

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 **2016** - $600 **2017** - $600	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2018 - $600 **2019** - $600 **2020** - $600	

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 each 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	Yes
			2016 – 24 hours **2017** – 24 hours **2018** – 24 hours	
			2019 – 24 hours **2020** – 24 hours	

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 previous 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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2011-2 Local Payment Standards

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 4, 2010
Reviewed by HUD	July 12, 2010

This activity was delayed due to the development of AHFC's rent reform activity. AHFC decided to develop this with that activity. This was submitted as Amendment Two to the FY2013 MTW Annual Plan.

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	April 17, 2013

This activity was started with Numbered Memo 14-01 issued January 13, 2014 and effective on February 1, 2014.

2. Description/Impact/Update

This activity establishes payment standards that do not rely on HUD's Fair Market Rents for AHFC housing choice voucher jurisdictions. AHFC continues to examine each market on an annual basis to determine if the payment standard is appropriate. AHFC also ensures that it establishes a payment standard that reflects, not leads, the market. As one of its tools, staff uses 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, number of rentals, and utilities. Staff continues to collect its own survey data on rentals in the local market.

Statutory Objective

- Reduce cost and achieve greater cost effectiveness in Federal expenditures
- Increase housing choices for low-income families

Authorization

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

Regulation Citation

24 CFR 982.503.

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)

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

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

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 4, 2010
Reviewed by HUD	July 12, 2010

This policy was implemented with the development of Loussac Place in July 2012.

2. Description/Impact/Update

Waive the requirement to provide a tenant-based voucher to a family upon termination of project-based voucher assistance. Families assisted with an AHFC project-based voucher are eligible to apply for any open AHFC waiting list for which they qualify. AHFC monitors the turnover at project-based voucher developments.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization

Attachment C, paragraph D.1 (no change)

Regulation Citation

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

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	Yes
			2015 – Savings $500 (10 units)	
			2016 – Savings $750 (15 units)	
			2017 – Savings $800 (16 units)	
			2018 – Savings $850 (17 units)	
			2019 – Savings $1,400 (28 units)	
			2020 – Savings $1,000 (20 units)	

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	Yes
			2015 – 20 hours (10 units) **2016** – 30 hours (15 units) **2017** – 32 hours (16 units)	
			2018 – 34 hours (17 units) **2019** – 56 hours (28 units) **2020** – 40 hours (20 units)	

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

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

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

1. Plan Year Approved, Implemented, Amended
Approved by the AHFC Board of Directors May 4, 2010
Reviewed by HUD July 12, 2010

This policy was implemented with the development of MainTree Apartments and Loussac Place in July 2012.

2. Description/Impact/Update
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 to replace public housing units at Loussac Manor. In accordance with PBV policy, rent to owner is determined by an independent entity approved by HUD.

- 1248 East 9th Avenue contains four affordable housing units in one building (two efficiency and two one-bedroom units). Two of the four units are fully accessible. All units are subsidized and were available for occupancy November 2013. Units were fully leased as of January 31, 2014.

- Alpine Terrace contains 48 affordable housing units in four buildings (all are two-bedroom units). AHFC began offering project-based rental assistance in August 2018. No residents have been displaced. AHFC will adjust the number of available project-based vouchers based on future vacancies.
- Loussac Place contains 120 affordable housing units of which 60 are project-based vouchers. The vouchers are distributed throughout the bedroom sizes (one through four) 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. Units were fully leased in November 2012.
- MainTree Apartments contains 10 affordable housing units (8 one-bedroom and 2 two-bedroom) reserved for persons with developmental disabilities. Units were fully leased in 2012, and all are subsidized with a project-based voucher.
- Susitna Square contains 18 affordable housing units in three buildings (17 two-bedroom and 1 one-bedroom). All units are subsidized with project-based vouchers and were available for occupancy on September 1, 2015. Units were fully leased as of June 30, 2016.
- Ridgeline Terrace contains 70 affordable housing units in 14 buildings (a mixture of one- and two-bedroom). 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.

Statutory Objective

Increase housing choices for low-income families

Authorization

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

Regulation Citation

24 CFR 983.56

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 toward 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 Metric

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase the number of affordable housing units.	0	60	**2012** – 10 units **2013** – additional 60 units; Total 70 units	Yes
			2014 – 4 additional units; Total 74 units **2015** – 74 units **2016** – 81 additional units; Total 155 units	

- 2012 – MainTree (10);
- 2013 – Loussac Place (60);
- 2014 – 1248 East 9th Avenue (4);
- 2015 – Susitna Square (18)
- 2016 – Ridgeline Terrace (63)

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

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

1. Plan Year Approved, Implemented, Amended
Approved by the AHFC Board of Directors April 20, 2011
Reviewed by HUD June 21, 2011

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.

2. Description/Impact/Update
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. A family that is

subject to Moving to Work rules will be allowed to pay up to 50 percent of monthly income. Those families on the traditional HUD family contribution rules will use the 40 percent calculation.

Statutory Objective

Increase housing choices for low-income families

Authorization

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

Regulation Citation

24 CFR 982.508

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	Yes
			2016 – 87.3 percent in better neighborhood **2017** – 87.4 percent in better neighborhood	
			2018 – 89.8 percent in better neighborhood **2019** – 89.1 percent in better neighborhood	
			2020 – 89.3 percent in better neighborhood	

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 2,630 families leased in Anchorage's jurisdiction, 10.7 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 Metric

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

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
With the implementation of 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative, this activity was modified to account for Step Program families that transition to a fixed HAP subsidy. Once on a fixed subsidy amount, these families are no longer subject to a maximum family contribution if they decide to move. The family will decide if their required contribution is affordable.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2012-2 Nonpayment of Rent

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 20, 2011
Reviewed by HUD	June 21, 2011

AHFC implemented its new Public Housing Program Residential Lease Agreement effective January 1, 2012 with Numbered Memo 12-03. With Numbered Memo 12-04 issued on January 4, 2012, all public housing families with examinations beginning March 1, 2012 were required to sign the new lease.

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 seventh (7th) calendar day of each month. AHFC began this activity on September 1, 2013 with Numbered Memo 13-36.

2. Description/Impact/Update
Waive HUD regulations at 24 CFR 966.4(I)(3)(i)(A) that require AHFC to allow 14 days for tenants to cure nonpayment of rent. The nonpayment of rent period was shortened to seven days to match the Alaska Landlord-Tenant Act. A new lease with the new timelines was offered to each family at their annual anniversary appointment before implementation for all tenants.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

Regulation Citation

24 CFR 966.4(l)(3)

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	0	

AHFC does not expect to save any money as a result of this task. Staff must still perform the necessary tasks to process an 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 (Rent) 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
2018	30	28	1	1	21.1	48.4
2019	27	23	1	3	25.9	56.9
2020*	18	35	0	9	31.3	53.5

*Nonpayment of rent evictions were suspended effective March 27, 2020 until July 25, 2020 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

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

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	October 26, 2011
Reviewed by HUD	November 18, 2011

This activity was approved in conjunction with AHFC's request for a second amendment to its Moving to Work Agreement to add Attachment D to allow for the "broader uses of funds". This is a local, non-traditional program.

2. Description/Impact/Update

Fund rental assistance outside Section 8 rules consistent with 'broader uses of funds' authority in Attachment D of the Agreement. Provide the funding equivalent of 35 project-based voucher units for rental assistance 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.

Statutory Objective

Increase housing choices for low-income families

Authorization

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

Regulation Citation

PIH Notice 2011-45

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	Yes
			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	
			2018 – 41 units as of year end; average for year is 40 units **2019** – 41 units as of year end; average for year is 41 units	
			2020 – 42 units as of year end; average for year is 41 units*	

As of the end of the year, only 42 of 46 units were eligible for sponsor-based rental assistance as the other four units had another form of rental assistance. Research shows that the average HAP per unit is:

- 2014 - $512.38
- 2015 - $499.09
- 2016 - $523.64
- 2017 - $507.97
- 2018 - $590.06
- 2019 - $565.63
- 2020 - $549.71

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.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
Effective July 1, 2015, assistance was extended to all 46 units at Karluk Manor. Records each month show that all individuals at Karluk Manor are income eligible under voucher income limits. Those units occupied by persons with Housing Choice Voucher assistance are excluded.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2013-1 Making A Home Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 4, 2012
Reviewed by HUD	June 25, 2012

A Memorandum of Agreement was executed in July 2012. The program began with Numbered Memo 12-27 dated October 24, 2012 and was effective on November 1, 2012. This is a local, non-traditional program.

2. Description/Impact/Update
Activity was formerly named "Youth Aging Out of Foster Care." This is 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 Returning Home program (2010-9) 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.

- HOME Investment Partnership Program funds pay for the monthly HAP for coupons 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.

Statutory Objective
Increase housing choices for low-income families

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.

Regulation Citation
None

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	No
			2017 – 18 leased **2018** - 25 leased	
			2019 – 25 served **2020** – 24 served*	

*This is the number of families assisted during the fiscal year; 16 families were leased as of the end of the fiscal year.

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.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes

Due to the success of the Anchorage program, the Department of Health and Social Services provided additional funding in FY2016 to increase the number of youth served in Anchorage to 15 each month.

Due to a reduction in HOME funds, the number of youth for statewide was reduced to 5 in FY2020.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2013-2 Empowering Choice Housing Program (ECHP)

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 4, 2012
Reviewed by HUD	June 25, 2012

- This activity began with Numbered Memo 12-40 issued and effective on November 8, 2012 for all AHFC voucher program communities.
- This activity for locations without a Housing Choice Voucher Program began with Numbered Memo 12-42 issued and effective on November 16, 2012 for preferential placement on public housing program waiting lists in Bethel, Cordova, and Nome.

This is a local, non-traditional program.

2. Description/Impact/Update

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), AHFC created a set-aside of MTW vouchers to exclusively serve families displaced due to domestic violence and sexual assault. This is a time-limited (36 months) program for families qualified and referred directly from the ANDVSA member agency. This program is available in every community currently offering an AHFC Housing Choice Voucher Program.

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

Statutory Objective

Increase housing choices for low-income families

Authorization

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

Regulation Citation

None

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	Yes
			2016-$1.2 million **2017** $1.5 million **2018** $1.5 million	
			2019 $1.5 million **2020** $1.5 million **Total - $11.54 million**	

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
			2018 – 226 leased **2019** – 251 served	
			2020 – 266 served*	

*This is the number of families assisted during the fiscal year; 198 families were leased as of the end of the fiscal year.

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 **2018** (Anch only) – 89 days	
			2019 (Anch only) – 111 days **2020** (Anch only) – 102 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. This is the average waiting time for an ECHP voucher in 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 AHFC 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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1 Reasonable Rent and Family Self-Sufficiency Initiative

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	September 10, 2013

- Housing Choice Voucher Program – This activity was issued 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 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.

2. Description/Impact/Update

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).

Further clarification of sub-activities for the hardship process, conversion of existing FSS accounts, and voucher portability for Step Program families was sent to HUD with amendments 1 and 2 to the FY2014 MTW Plan.

Statutory Objective

- Reduce cost and achieve greater cost effectiveness in federal expenditures
- Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient
- Increase housing choices for low-income families

Authorization

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

Regulation Citation

As listed under each sub-activity below.

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	Yes
			June 2017 – 4,361 units leased at $634.19 per unit	
			June 2018 – 4,276 units leased at $624.61 per unit	
			June 2019 – 4,191 units leased at $622.84 per unit	
			June 2020 – 4,042 units leased at $618.92 per unit	

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	Yes
			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)	
			2018 – 3,149 annuals for 6,145 units (savings of 2,996 hours) **2019** – 2,716 annuals for 6,082 units (savings of 3,366 hours)	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2020 – 3,016 annuals for 6,153 units (savings of 3,137 hours)	

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	Yes
			HCV 2016 • New admission – 85% error free • Annuals – 95% error free	
			HCV 2017 • New admission – 95% error free • Annuals – 93% error free	
			HCV 2018 • New admission – 94% error free • Annuals – 91% error free	
			HCV 2019 • New admission – 94% error free • Annuals – 92% error free	
			HCV 2020 • New admission – 94% error free • Annuals – 92% error free	

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	Yes
			PH 2016 • New admission – 93% error free • Annuals – 91% error free	
			PH 2017 • New admission – 93% error free • Annuals – 87% error free	
			PH 2018 • New admission – 94% error free • Annuals – 87% error free	
			PH 2019 • New admission – 93% error free • Annuals – 90% error free	
			PH 2020 • New admission – 93% error free • Annuals – 89% error free	

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
			2018 - $7,747,657 **2019** - $8,152,913 **2020** - $8,262,143	

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 in family rent portion 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 All Wages – 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	Yes
			2016 All Wages – 2,221 individuals averaging $19,898 each	
			2017 All Wages – 2,729 individuals averaging $20,616 each	
			2018 All Wages – 2,593 individuals averaging $22,596 each	
			2019 All Wages – 2,938 individuals averaging $22,611 each	
			2020 All Wages – 2,733 individuals averaging $13,557 each	

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 assets greater than $10,000. Average assets are $37,801	Yes
			2017 – 177 individuals have assets greater than $10,000. Total assets are $10,142,271.	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2018 – 151 individuals have assets greater than $10,000. Total assets are $9,694,118.	
			2019 – 205 individuals have assets greater than $10,000. Total assets are $13,653,859.	
			2020 – 209 individuals have assets greater than $10,000. Total assets are $12,674,758.	

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	Yes
(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			**2016** (1) 1,246 persons (2) 549 persons (3) 0 (4) 0 (5) 0 (6) 424 persons	
(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			**2017** (1) 1,629 persons (2) 622 persons (3) 0 (4) 0 (5) 0 (6) 474 persons	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(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			**2018** (1) 1,715 persons (2) 509 persons (3) 0 (4) 0 (5) 185 (6) 365 persons	
(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			**2019** (1) 1,911 persons (2) 572 persons (3) 0 (4) 0 (5) 166 (6) 455 persons	
(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			**2020** (1) 1,764 persons (2) 545 persons (3) 0 (4) 0 (5) 274 (6) 424 persons	

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 per week at the minimum wage of $7.75.
- Part-time is calculated as one adult working 20 hours per week at the minimum wage of $7.75.
- Wage Less Than Part-time is calculated as one adult working less than 20 hours per week at the minimum wage of $7.75.

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.	No
			2016 – 427 individuals receiving an average of $7,967 each. Total $3,401,872.	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2017 – 537 individuals receiving an average of $8,065 each. Total $4,331,064.	
			2018 – 454 individuals receiving an average of $8,274 each. Total $3,756,332.	
			2019 – 558 individuals receiving an average of $7,947 each. Total $4,434,356.	
			2020 – 559 individuals receiving an average of $7,945 each. Total $4,441,148.	

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	Yes
			June 2017 - $633.10 per unit month **June 2018** - $624.61 per unit month	
			June 2019 - $622.84 per unit month **June 2020** - $618.92 per unit month	

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
			2018 - $7,787,903 **2019** - $8,152,913 **2020** - $8,262,143	

- 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%)	Yes
			2018 – 832 families exited; 175 were self-sufficient (21.0%)	
			2019 – 1,122 families exited; 404 were self-sufficient (36.01%)	
			2020 – 1,123 families exited; 384 were self-sufficient (34.19%)	

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. 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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Further clarification of sub-activities for the hardship process, conversion of existing FSS accounts, and voucher portability for Step Program families was sent to HUD with amendments 1 and 2 to the FY2014 MTW Plan.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1a Population Definitions

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

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 that use AHFC's simplified income calculation method. This includes the Empowering Choice Housing Program, Foster Youth to Independence Initiative (FYI) Voucher Program, Mainstream Voucher Programs, Moving Home Program, Non-Elderly Disabled Voucher Program, Project-Based Voucher Program, Tenant Protection Vouchers, and Veterans Affairs Supportive Housing Voucher Program. 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 or Set-Aside Program family.

Statutory Objective

As listed under 2014-1 above.

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 at 24 CFR 5.403 and 24 CFR 5.612 are used to define Classic Program participants.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1b Minimum Rent

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
This supporting activity establishes 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 is $25. Because AHFC is anticipating that these families will not have wage earners and have 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. **Set-Aside Program family** – the minimum rent is $25. AHFC does not require a waiver for this proposal.
3. **Step Program family** – the minimum rent is $100. Staff felt that this was a more reasonable minimum rent that prepares the family for the increase in their monthly rental obligation in Step Year 2.

Statutory Objective
As listed under 2014-1 above.

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.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1c Utility Reimbursement Payments

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
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.

Statutory Objective
As listed under 2014-1 above.

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.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1d Jumpstart Program

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above. With Numbered Memo 14-10 issued and effective on April 29, 2014, AHFC began transitioning HUD FSS enrollments to the MTW FSS program. Existing participants were allowed to graduate and receive accumulated escrow balances as part of this transition process.

The Jumpstart Program replaced the MTW-Family Self-Sufficiency Program. The Jumpstart Program was submitted as Amendment One to the FY2016 MTW Annual Plan. Enrollment in the MTW Family Self-Sufficiency Program was suspended with Numbered Memo 15-18 issued and effective on June 1, 2015. Any enrollments in process were enrolled by August 1, 2015.

Approved by the AHFC Board of Directors	July 29, 2015
Reviewed by HUD	December 16, 2015

New enrollments to the Jumpstart Program began November 1, 2015.

2. Description/Impact/Update
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. 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.

Statutory Objective
Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient

Authorization
Attachment C, paragraph E. (no change)

Regulation Citation

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 expanded 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 to the 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.

Metrics, Baselines, Benchmarks

Data for the metrics below are 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 chose 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

As of June 30, 2018:

- Families enrolled in case management (level 1) – 550
- Families enrolled in incentives only (level 2) – 323
- Total Jumpstart enrollment – 873 families

As of June 30, 2019:

- Families enrolled in case management (level 1) – 669
- Families enrolled in incentives only (level 2) – 338
- Total Jumpstart enrollment – 1,007 families

As of June 30, 2020:

- Families enrolled in case management (level 1) – 611
- Families enrolled in incentives only (level 2) – 348
- Total Jumpstart enrollment – 959 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	Yes
			2017 – 491 individuals with average income of $19,544	
			2018 – 621 individuals with average income of $21,525	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2019 – 730 individuals with average income of $22,827	
			2020 – 637 individuals with average income of $14,883	

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 with total savings of $20,209 **2018** – 59 families enrolled with total savings of $34,513	Yes
			2019 – 104 families enrolled with total savings of $69,056 **2020** – 75 families enrolled with total savings of $45,320.45	

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	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2017 (1) 273 persons (2) 139 persons (3) 107 persons (4) 201 persons (5) 339 persons (6) 78 persons	
(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			**2018** (1) 250 persons (2) 193 persons (3) 206 persons (4) 317 persons (5) 133 persons (6) 440 persons	
			2019 (1) 462 persons (2) 170 persons (3) 184 persons (4) 491 persons (5) 143 persons (6) 464 persons	
			2020 (1) 303 persons (2) 137 persons (3) 1,119 persons* (4) 367 persons (5) 346 persons (6) 737 persons	

Full-time is calculated as one adult working 40 hours per week at the minimum wage of $7.75 ($16,120).

Part-time is calculated as one adult working 20 hours per week at the minimum wage of $7.75 ($8,060).

Educational Program: persons seeking a high school diploma, GED, or post secondary opportunities. These are persons that are actively working on this goal and may include duplicates for persons seeking more than one educational 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.

Other Work is calculated as one adult working less than 20 hours per week at the minimum wage of $7.75 (less than $8,060).

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	Yes
			2017 – 85 of 788 families (10.8%) on TANF	
			2018 – 106 of 865 families (12.3%) on TANF	
			2019 – 92 of 1,007 families (9.14%) on TANF	
			2020 – 100 of 959 families (10.43%) on TANF	

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 **2018** – 897 families **2019** – 1,007 families	Yes
			2020 – 959 families	

Enrollment in Jumpstart began November 1, 2015. AHFC paid the following incentives in FY2020 to Jumpstart families:

- Educational Rewards: paid $19,813 to 56 individuals
- Savings Match: paid $61,528.73 to 72 families
- Tuition Payments: paid $208,911.30 to 168 individuals
- Work Rewards: paid $32,300 to 149 individuals
- Support Services: paid $72,869.96 to 349 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	See 2014-1 SS #6	

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).	

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
			2018 – 112 families exited; 29 were self-sufficient (25.89%)	
			2019 – 290 families exited; 118 were self-sufficient (40.69%)	
			2020 – 352 families exited; 92 were self-sufficient (26.14%)	

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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Numbered Memo 18-18 dated April 20, 2018 and effective May 1, 2018 increased the amount of incentives available to a Level 1 Case Management family to $5,000. AHFC also changed its incentive rules to allow a Level 1 family to receive all its incentives in Tuition Assistance.

For families wishing to participate in the Savings Match incentive, AHFC requires that these families complete a financial literacy requirement.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1e Family Choice of Rent and Flat Rents

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

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.

AHFC ensures that it establishes a contract rent that reflects, not leads, the market. As one of its tools, staff uses 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, rent amounts, and utilities.

AHFC continues 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 also continues to add an affordability factor as these rents are meant for low-income families.

A family may exit subsidy and remain in a unit. These families pay a Market Rent, a rate that is higher than the Contract Rent. As an internal control, AHFC sets its market rents within 15 percent of the State of Alaska Department of Labor market survey rate where comparable unit sizes exist.

Statutory Objective

As listed under 2014-1 above.

Authorization

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

Requested Regulation Waiver

HUD regulations at 24 CFR 960.253.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1f Ineligible Noncitizen Proration

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
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.

Statutory Objective
As listed under 2014-1 above.

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

Regulation Citation
HUD regulations at 24 CFR 5.520.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1g Annual Recertification Requirement

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

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 receive a triennial (every three years) examination. In the no examination years for Public Housing, AHFC continues to verify household composition and certify compliance with community service obligations.
- **Step Program** – these families 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. Each year, AHFC discusses the EIV report with the family, and the family self-certifies to its accuracy. AHFC does not conduct any additional income verification processes unless the family requests a hardship. AHFC reports these figures on the 50058.
- **Set-Aside Program** – these families receive an income examination every year.

Statutory Objective

As listed under 2014-1 above.

Authorization

- Public Housing - Attachment C, paragraphs C.4 and C.11. (no change)
- Housing Choice Voucher - Attachment C, paragraphs 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

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1h Annual and Adjusted Annual Income Calculation

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

This supporting activity develops an alternate methodology for calculating a family's annual income. AHFC does not 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.

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

- 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 that 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.

AHFC has previously requested waivers for the following regulations and has absorbed them into Activity 2014-1.

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

Statutory Objective

As listed under 2014-1 above.

Authorization

- Attachment C, paragraphs C.4 and C.11. (no change)
- Attachment C, paragraphs 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

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1i Portability

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	August 21, 2013
Reviewed by HUD	December 31, 2013

This activity was issued with Numbered Memo 14-01 on January 13, 2014.

- Families were allowed to port under the traditional HUD rules before their first annual examination for transition to rent reform.
- AHFC was administering vouchers as of February 1, 2014 and classified those families into the Set-Aside Program.
- AHFC absorbed all families that ported into AHFC as of August 1, 2014. These families were allowed to retain their right to port out under traditional HUD rules before their first annual examination for transition to rent reform.
- AHFC began absorbing all port-in families as of August 1, 2015. This policy change was issued with Numbered Memo 15-12 on April 20, 2015.
    - New port-in families as of August 1, 2015 are classified into the Step or Classic Program.
    - Families in the Set-Aside Program were allowed to retain their right to port out under traditional HUD rules before their first annual examination for transition to rent reform.

2. Description/Impact/Update

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 do not impact current HUD regulations regarding portability for Enhanced or Tenant Protection, Foster Youth to

Independence Initiative (FYI), Mainstream, Non-Elderly Disabled (NED), or Veterans Affairs Supportive Housing (VASH) vouchers. AHFC also continues to offer portability under current HUD regulations to all MTW tenant-based voucher holders that are classified as Classic Program families.

AHFC did not make any changes to the rules governing port-in vouchers, except to classify these families in the Set-Aside Program and streamline the calculation of family income as specified in Activity 2014-1h.

- AHFC continues to enforce the regulations regarding nonresident applicants under 24 CFR 982.353(c).
- AHFC also continues to enforce the regulations regarding income eligibility under 24 CFR 982.353(d).
- AHFC did not make 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).

Statutory Objective
As listed under 2014-1 above.

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

Requested Regulation Waiver
Housing Choice Voucher – 24 CFR 982.353

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1j Income from Assets

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This was implemented on October 26, 2009 with Numbered Memo 09-28. This was formerly numbered as Activity 2010-2 and updated as part of the FY2018 Annual Plan. This was wrapped into Activity 2014-1 because it is part of the AHFC rent calculation method.

2. Description/Impact/Update
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.

Statutory Objective
As listed under 2014-1 above.

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

Regulation Citation
24 CFR 5.609

Original 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 12/10/09)	$8,500 (reduce time by 10 percent)	**2010** – 1,580 transactions **2011** – 182 transactions **2012** – 104 transactions	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PH - Decrease cost of performing asset verifications for small asset accounts	$3,311 - 1,048 asset transactions (as of 12/10/09)	$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 12/10/2009)	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 12/10/2009)	248.75 staff hours	**2010** – 131.67 hours **2011** – 15.17 hours **2012** – 8.67 hours	Yes

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1k Earned Income Disallowance

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This was implemented on October 26, 2009 with Numbered Memo 09-28. As of the FY2012 MTW Report, no enrollees remained. This was formerly numbered as Activity 2010-3 and updated as part of the FY2018 Annual Plan. This was wrapped into Activity 2014-1 because it is part of the AHFC rent calculation method.

2. Description/Impact/Update

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

Statutory Objective

As listed under 2014-1 above.

Authorization

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

Regulation Citation

24 CFR 5.617 and 960.255

Original 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.

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

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1I Hardship Policy and Process

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	January 8, 2014
Reviewed by HUD	April 30, 2014

The Bridge Process was implemented with rent reform activity 2014-1:

- On February 1, 2014 for Housing Choice Voucher families
- On May 1, 2014 for Public Housing Program families

This was formerly listed in the Appendix of the Annual Plan and updated as part of the FY2018 Annual Plan. This was wrapped into Activity 2014-1 as establishing a method for families to grieve an adverse impact due to an alternate rent calculation activity is a requirement.

2. Description/Impact/Update

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 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. Families transitioning from the traditional rent calculation method to AHFC's rent reform model had access to a one-time "Safety Net".

- The current hardship policy is summarized below.
- AHFC continues to offer a Minimum Rent Exemption procedure for those families subject to the minimum rent.

2.A Bridge 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 is 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 – 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 is also referred to the Jumpstart program for a consultation and possible enrollment.
- Safety Net – Short-Term Medical/Health Condition of an employed adult that 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.

2.B Bridge Tier 2

This level of review is for families with hardship circumstances that exceed staff authority to grant and 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 expenses cause 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.

2.C Bridge 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 be evaluated by the Bridge Committee.

Statutory Objective

MTW Agreement, Section III

Authorization

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

Regulation Citation
24 CFR 5.617 and 960.255

Metrics, Baselines, Benchmarks

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
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
	0	**2018 – 446 requests** • 153 were incomplete or did not meet qualifiers • 90 staff decisions were appealed • 362 qualified and received a rent deduction • 6 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $450,408
	0	**2019 – 326 requests** • 129 were incomplete or did not meet qualifiers • 55 staff decisions were appealed • 188 qualified and received a rent deduction • 1 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $259,593

Unit of Measurement	Baseline	Outcome
	0	**2020 – 274 requests*** • 109 were incomplete or did not meet qualifiers • 5 staff decisions were appealed • 153 qualified and received a rent deduction • 12 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $210,643

*Beginning April 1, 2020, AHFC offered a special hardship process for those families that lost income due to COVID-19; these families are not included in the Bridge Process numbers. These individuals would normally have gone through the Bridge Process.

Unit of Measurement	Baseline	Outcome
Step Extension Request Statistics	0	**2020 – 216 requests** • 59 were incomplete or did not meet qualifiers • 8 staff decisions were appealed • 151 qualified and received a rent deduction • 5 approved for rent change outside the Extension Process due to disability or other circumstances • Hardship cost $247,201.

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

3. Actual Non-Significant Changes

Beginning in November 2016, AHFC refined the Bridge Policy to a three-tiered process to expedite the processing of family requests (shown above). This change was distributed to staff with Numbered Memo 16-27 issued October 20, 2016 and effective November 1, 2016.

The Safety Net period for unexpected loss of income was extended from two months to three months effective February 20, 2017. This was distributed to staff with Numbered Memo 17-10 on February 20, 2017.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Ongoing analyses of Step Program families' progress toward financial self-sufficiency indicates that while some families have achieved great success, others are struggling. To help families that need additional time to achieve goals or stabilize income, AHFC introduced a Step Extension Process. This was issued with Numbered Memo 18-30 on September 20, 2018 with an effective date of November 1, 2018.

Two separate, consecutive, one-year extensions to rental assistance are available. For both extensions:

- Families are required to apply for the extension each year.
- Families must pay more than 50 percent of monthly income toward rent and tenant-paid utilities.
- Families must be compliant with family obligations under their rental assistance program.
- Jumpstart enrollment:
  - For year one eligibility, families must enroll or become active in Jumpstart.
  - For year two eligibility, families must have remained active during their year one extension period.
- Rental assistance:
  - Voucher Step Program families receive 20 percent of the Payment Standard.
  - Public Housing Step Program families pay 80 percent of the unit's Contract Rent.

A log was created to track Step Program Extension applications and approvals. Reminder notices advising families of the upcoming end of their Step Program rental assistance were created to encourage families that need additional time to apply for the Step Extension Process.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-3 PBV Inspection Requirements

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	September 10, 2013

This activity began with Numbered Memo 14-27 issued on September 22, 2014 and effective on October 1, 2014.

2. Description/Impact/Update

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 complying 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 that include unit inspections. AHFC's quality assurance staff will review Internal Audit's findings and consider those inspections as part of its inspection universe.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

Regulation Citation
- 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.

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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-4 Ridgeline Terrace and Susitna Square

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	September 10, 2013

AHFC subsidy began for these two developments in accordance with their HAP Contracts. Staff received policy guidance with Numbered Memo 16-29 issued December 20, 2016 and effective on January 1, 2017.

2. Description/Impact/Update

This activity was formerly named Mountain View and San Roberto Development. AHFC has updated the name to match the developments. AHFC used its MTW funds and its development expertise to support affordable housing acquisition and development. AHFC also pursued 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.

Statutory Objective

Increase housing choices for low-income families

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.

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
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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Approved by the AHFC Board of Directors April 27, 2016
Reviewed by HUD May 17, 2016

AHFC increased 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. The changes were submitted as Amendment 2 to the FY2018 Moving to Work Plan.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2015-1 Modify Reasonable Rent Procedure for 5 Percent FMR Decrease

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 14, 2014
Reviewed by HUD	April 6, 2015

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.

2. Description/Impact/Update

Current HUD regulations require a PHA to re-determine rent reasonableness within 60 days of a five percent decrease in the Fair Market Rent (FMR) for any unit under contract. 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 requires 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 will 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.

AHFC expects that this activity will have minimal impact to families as Step Program families receive a reduced percentage of the payment standard each year, and Classic Program families receive triennial examinations.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need

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

Regulation Citation

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

Metrics, Baselines, Benchmarks

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).	

Overall, rental costs are increasing in Alaska rental markets, and we do not anticipate savings from the current HUD regulations. 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).	

AHFC does not expect any savings in staff time as staff will continue to conduct rent reasonableness and examine their local rental markets.

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 **2018** – 1.41 percent	Yes
			2019 – 23.0 percent **2020** – 22 percent	

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.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2016-1 Section 811 Sponsor-Based Assistance Match

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 29, 2015
Reviewed by HUD	September 14, 2015

2. Description
Formerly called the Housing First Sponsor-Based Assistance RFP. Under the Moving to Work Demonstration Program, housing authorities have the authority to fund rental assistance outside of Section 8 and 9 regulations under the 1937 Housing Act. When this activity was first proposed in AHFC's FY2018 Annual Plan, PHD planned to collaborate with our Planning Department to offer additional project-based vouchers to incentivize owners to participate in the Section 811 project-based rental assistance program. AHFC has solicited two proposals for the award of these funds with unsuccessful responses prior to the selection of its current partner. At this time, none of the private market owners that dedicated units to Section 811 project-based vouchers want the additional units offered by the Public Housing Division.

PHD offered to change the form of additional subsidy from a project-based voucher to sponsor-based rental assistance for ease of administration. At this time, AHFC has not received any new requests for Section 811 project-based rental assistance.

The State of Alaska was anticipating that more private market owners would choose to participate in this program. Because the response level was low, the State of Alaska has families that would qualify under this program unable to secure a unit. As a result, the State of Alaska has dedicated monies to a tenant-based program in partnership with AHFC. At this time, the monies will serve approximately ten (10) families per year.

Statutory Objective
Increase housing choices for low-income families.

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

Regulation Citation
PIH Notice 2011-45

Metrics, Baselines, Benchmarks

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

To date, there have been no applications or proposals for additional PHD units. Benchmarks will be set once a proposal has been evaluated and selected.

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, or references necessary to secure private sector rental housing.

3. Actions Taken Toward Implementation

AHFC continues to hold this activity open pending award of new units to owners or developers that may be interested in Section 811 funding at their development.

2018-1 Sponsor-Based Rental Assistance, Forget-Me-Not Manor

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	July 26, 2017
Reviewed by HUD	August 18, 2017

The policy for this activity was implemented on February 20, 2018, effective March 1, 2018, with Numbered Memo 18-10. Our partner submitted their first billing statement effective November 1, 2017 in accordance with the signed sponsor-based rental assistance HAP Contract. This is a local, non-traditional program.

2. Description/Impact/Update

Fund rental assistance outside Section 8 rules consistent with ‘broader uses of funds’ authority in Attachment D of the Agreement. Provide the funding equivalent of 32 project-based voucher units at a Housing First development, Forget-Me-Not Manor in Juneau.

AHFC continues to provide and monitor funding based on its annual MTW Block Grant appropriation.

Statutory Objective
Increase housing choices for low-income families

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

Regulation Citation
PIH Notice 2011-45

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	32 units	**2018** – 30 units as of year end **2019** – 32 units as of year end **2020** – 32 units as of year end	Yes

Research shows that the average HAP per unit is:

- 2018 - $763.41
- 2019 - $677.70
- 2020 - $588.14

3. Actual Non-Significant Changes
This development was originally named Alder Manor in AHFC's FY2018 Plan.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
Forget-Me-Not Manor was awarded funds to expand its current 32 units to 64 units. AHFC will be increasing its sponsor-based rental assistance for 24 of the new 32 units. The new wing is expected to be ready by September 1, 2020. AHFC will be inspecting all 32 units prior to signing a HAP Contract for the new units.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2018-2 Sponsor-Based Rental Assistance, Dena'ina House

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	October 25, 2017
Reviewed by HUD	November 29, 2017

The policy exhibit was distributed on May 21, 2018 with Numbered Memo 18-24, and it was effective June 1, 2018. The building was ready and the HAP Contract signed on March 30, 2018. Our partner submitted their first billing statement effective May 1, 2018. This is a local, non-traditional program.

2. Description/Impact/Update

Fund rental assistance outside Section 8 rules consistent with 'broader uses of funds' authority in Attachment D of the Agreement. Provide the funding equivalent of 25 project-based voucher units at a development providing homeless youth with supportive services, Dena'ina House.

AHFC continues to provide and monitor funding based on its annual MTW Block Grant appropriation.

Statutory Objective
Increase housing choices for low-income families

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

Regulation Citation
PIH Notice 2011-45

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	25 units	**2018** – 19 units as of year end **2019** – 25 units as of year end **2020** – 14 units as of year end	Yes

Research shows that the average HAP per unit is:

- 2018 - $688.06
- 2019 - $436.77
- 2020 - $428.10

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

B. Not Yet Implemented Activities

C. Activities on Hold

2010-13 Homeownership Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

2. Description
Offer down payment assistance in lieu of a monthly HAP payment. AHFC currently has 21 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.

Statutory Objective

- Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient
- Increase housing choices for low-income families

MTW Authorization and Need

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

Regulation Citation

24 CFR 982.625

Original Metrics

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.

3. Actions Taken Toward Implementation
AHFC is currently conducting a study of its current voucher allocation and available funding. 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 due to activities associated with the COVID-19 pandemic. Research of down payment methods will resume once the pandemic subsides.

D. Closed Out Activities

2010-1 Reexamination of Income

1. Description
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.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need
Attachment C, paragraph C.4 (changed, HCV eliminated)

Regulation Citation
24 CFR 960.257

2. Closure Reason
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.

Final Outcomes 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.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
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.).

2010-4 Rent Simplification

1. Description
Alternate rent structure. This activity began with non-MTW activity Interim Reexamination Policy and MTW activities 2010-2 and 2010-3. This activity was closed in the FY2013 MTW Report for the period ending June 30, 2013.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

Regulation Citation
24 CFR 5.609

2. Closure Reason
With the implementation of Activity 2014-1 Reasonable Rent and Family Self-Sufficiency, this activity was no longer needed.

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.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
This activity was never fully developed, so no benchmarks or outcomes are available.

2010-8 Live-In Aides

1. Description

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.

Statutory Objective
Increase housing choices for low-income families

MTW Authorization and Need
Attachment C, paragraph D.4 (no change)

Regulation Citation
24 CFR 982.316

2. Closure Reason

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 implementation of this activity.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
This activity was never fully developed, so no benchmarks or outcomes are available.

2010-11 Project-Based Voucher Assistance in Transitional Housing

1. Description
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 Returning Home Program (2010-9), Sponsor-Based Rental Assistance Program at Karluk Manor (2012-4), Forget-Me-Not Manor (2018-1), and Dena'ina House (2018-2), Making A Home Program (2013-1), and Empowering Choice Housing Program (2013-2).

Statutory Objective
Increase housing choices for low-income families

MTW Authorization and Need
Attachment C, paragraph B.4 (no change)

Regulation Citation
24 CFR 983.53

2. Closure Reason
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.

Final Outcomes and Lessons Learned
No comments at this time.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
This activity was never fully developed, so no benchmarks or outcomes are available.

2010-12 Local Preferences

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

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need
Attachment C, paragraph C.2 (no change)

Regulation Citation
24 CFR 982.205

2. Closure Reason
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.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
This activity was never fully developed, so no benchmarks or outcomes are available.

2010-14 AHFC Alternate Forms

1. Description
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.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need
Attachment C, paragraph D.1 (no change)

2. Closure Reason
As suggested by HUD, this activity is closed with the publication of the FY2015 Annual Plan. AHFC will continue to develop forms 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.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
At the time of this activity, no benchmarks or outcomes were developed.

2011-4 Establish a Sponsor-Based Rental Assistance Program

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

MTW Authorization and Need
Attachment D signed by HUD on January 30, 2012

2. Closure Reason
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.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
At the time of this activity, no benchmarks or outcomes were developed.

2012-3 Waiver of Automatic Termination of HAP Contract

1. Description
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.

MTW Authorization and Need
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.

2. Closure Reason

With the implementation of Activity 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative, AHFC provided time-limits to 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 FY2018 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.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

At the time of this activity, no benchmarks or outcomes were developed.

2013-3 Income Limits

1. Description

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.

Statutory Objective

Increase housing choices for low-income families

MTW Authorization and Need

- Attachment C, paragraph C.5 (Public Housing admission) (no change)
- Attachment C, 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.

2. Closure Reason

This activity has been incorporated into AHFC's Moving to Work planning process. With the implementation of set-asides for vulnerable populations, AHFC feels it has addressed the need for affordable housing for its poorest and most vulnerable families.

Final Outcome and Lessons Learned

AHFC's certification as part of its Annual Report demonstrates that AHFC continues to serve the poorest families in its jurisdictions.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

This was achieved through development of the Empowering Choice Housing Program (Activity 2013-2), Making A Home Program (Activity 2013-1), Moving Home Program (Activity 2010-10), Returning Home Program (Activity 2010-9), and Sponsor-Based Rental Assistance Programs (Activities 2012-4, 2018-1, and 2018-2).

2014-2 Use of TIC Sheets for PBV Income Calculations

1. Description

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.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need

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.

2. Closure Reason

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 began 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 FY2018 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 these models for new developments (Ridgeline Terrace and Susitna Square) and implemented the streamlined calculation method (2014-1h) for existing project-based locations.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

At the time of this activity, no benchmarks or outcomes were developed.

V. MTW Sources and Uses of Funds

A. Actual Sources and Uses of MTW Funds

A.1 Actual Sources of MTW Funds in the Plan Year

These are submitted electronically to HUD in accordance with the Financial Assessment System guidelines.

A.2 Actual Uses of MTW Funds in the Plan Year

These are submitted electronically to HUD in accordance with the Financial Assessment System guidelines.

A.3 Describe Actual Use of MTW Single Fund Flexibility

During 2020, AHFC exercised its MTW flexibility to allocate MTW Block Grant revenues among our housing and administrative programs. AHFC used single fund authority to support the following local programs:

- Help resident and voucher households in its Jumpstart program (see Activity 2014-1d) achieve greater economic stability through attaining education goals, overcoming barriers, and gaining job opportunities through the payment of incentives.
- Offer rental assistance to vulnerable, very low-income persons that may not be normally served in traditional HUD programs (see Activities 2012-4, 2013-1, 2013-2, 2018-1, and 2018-2).
- Pursue low-income housing acquisition, development, preservation, and rehabilitation to increase the capacity to serve more low-income people through ACAH-owned developments.
- Provide direct support of local low-income housing operations and capital repairs to ensure safe, decent, and affordable housing.

B. Local Asset Management Plan

B.1 Did the MTW PHA allocate costs within statute in the Plan Year?

Yes

B.2 Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

No

B.3 Did the MTW PHA provide a LAMP in the appendix?

No

B.4 If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP.

Not applicable.

VI. Administrative

A. Reviews, Audits, and Inspections

A.1 External Auditors
AHFC's 2020 fiscal year was audited by Eide Bailly 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. The auditors noted the following in their report.

1. There were six instances in the selection sample of 50058 reports that were not submitted within the 60-calendar day requirement. At this time, AHFC was submitting reports to HUD on a monthly basis.

   AHFC Corrective Action: AHFC has changed its 50058 submission schedule to a bi-weekly schedule. This should ensure that all reports are submitted within the 60-calendar day requirement. In addition, AHFC will retain a listing of all 50058 reports in each HUD submission.

2. There was one instance in the selection sample of a reported Housing Quality Standards inspection that did not have the supporting documentation.

   AHFC Corrective Action: AHFC is scheduling a training sessions for Housing Quality Standards inspection supervisors on how to run a monthly monitoring report.

A.2 Internal Auditors
AHFC's independent Internal Audit department conducted the following audits of Public Housing Program locations and programs:

- Cordova Asset Management Property 216
- Cordova Multifamily Housing Program property Sunset View
- Matanuska-Susitna Asset Management Property 244
- Matanuska-Susitna Housing Choice Voucher Program
- Sitka Asset Management Property 280
- Sitka Housing Choice Voucher Program

B. Evaluation Results

B.1 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.

- Anchorage Asset Management Property 247
- Anchorage Multifamily Housing Program Property Chugach View
- Anchorage Multifamily Housing Program Property Ptarmigan Park
- Homer Housing Choice Voucher Program

- Jumpstart Program
- Juneau Asset Management Property 277
- Juneau Housing Choice Voucher Program
- Kodiak Asset Management Property 265
- Kodiak Housing Choice Voucher Program
- Nome Asset Management Property 260
- Petersburg Housing Choice Voucher Program
- Seward Multifamily Housing Program property Glacier View
- Soldotna Housing Choice Voucher Program
- Wrangell Asset Management Property 213
- Wrangell Housing Choice Voucher Program

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

- Homer – MainTree Apartments (project-based vouchers)
- Juneau – Forget-Me-Not Manor (sponsor-based rental assistance eligibility and administration and supervisory Housing Quality Standards inspections)
- Anchorage
    - Adelaide Apartments (S8 Moderate Rehabilitation SRO)
    - Dena'ina House (sponsor-based rental assistance eligibility and administration and supervisory Housing Quality Standards inspections)
    - Karluk Manor (sponsor-based rental assistance eligibility and administration and supervisory Housing Quality Standards inspections)
    - Loussac Place (project-based vouchers)
    - Ridgeline Terrace (project-based vouchers)
    - Susitna Square (project-based vouchers)

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

B.2 Step Program Evaluation

The goals of the evaluation are to maintain a systematic approach to collecting, analyzing, and using information to answer key questions about Step's efficiency and efficacy. Main areas of focus include housing income changes and employment status, current and projected shelter burden, and identification of data gaps and program recommendations.

The evaluation, conducted quarterly, measures current program data against baselines obtained in September 2014. AHFC utilizes household shelter burden (housing costs compared to income) as a measure of housing affordability. The evaluation looks at data for the entire Step population (all families participating in the quarter) with specific sub-populations (Rural, Economic Impact Areas, Single Caregivers with more than Two Children, and Families who Transitioned into Step with implementation of the program).

During this past year, AHFC's Step population has changed. As we closed out the prior fiscal year (June 30, 2019), the large group of families who transitioned from the traditional HUD rent structure to Step 1 in 2014 were reaching the end of their five years under the program. With the large number of families in Year 5, average gross income for Step households was $30,964 (for participants in all years). Families entering Year 5 reported gross annual income of $38,737. Average shelter burden for these families, based on income at entry to Year 5, was projected to be 41 percent at exit. Upon entry to the program, shelter burden at exit for these families was anticipated to be 74.7 percent.

The following table provides the breakdown of households by year in Step, including Extensions and Market Rent households (public housing families who have graduated from Step but have chosen to stay in public housing and pay market rent), for June 30 of each year.

	Number of Households		
Step Year	**as of June 30, 2019**	**as of June 30, 2020**	**Difference**
Year 1	456	429	+ 27
Year 2	388	381	- 7
Year 3	262	306	+ 44
Year 4	272	205	- 67
Year 5	**677**	**220**	**- 457**
Extension 1	41	104	+ 63
Extension 2	0	16	+ 16
Market Rent	9	149	+ 140

As of June 30, 2020, AHFC and the families we serve were still coming to grips with the coronavirus (COVID-19) pandemic. Although some businesses had reopened, many of them had done so with uncertainty; most persons who had been laid off had not returned to work at pre-pandemic levels. The tourism and hospitality industries, common employment for many of our Step participants, have seen full closures or drastic reductions in workforce at their high season. School districts moved from in-classroom instruction to conducting school online adding further complication to families seeking steady work as they are forced with the challenge of how to work, when work was available, and the supervision of children participating in online school from home.

Employment engaged in by many persons in Step does not lend itself to teleworking, and paid leave is minimal or not available. The CARES Act's $600 per week unemployment benefit helped many of our families. Early distribution of the Alaska Permanent Fund Dividend and a retroactively paid unemployment benefit dependent allowance increase from $24 per child per week for up to 3 children, to $75 per week for unlimited children will serve as another resource to help our families make rent. However, all of these sources of income were distributed by July 2020 and quickly exhausted.

On March 24, 2020, AHFC responded to the pandemic by providing those families who had lost income due to COVID-19 a Safety Net to reduce minimum family rent contribution to 28.5 percent of current gross income. We anticipated the Safety Net would end as the pandemic wound down by the end of June 2020. However, the economic impact remained significant past June. Two extensions to the Safety Net were offered. The second extension is scheduled to end March 31, 2021, or when a family reports the return to the income at the level they were receiving prior to the pandemic, whichever occurs sooner. As families receive an extension to the COVID-19 Safety Net, they are referred to Jumpstart for case management support.

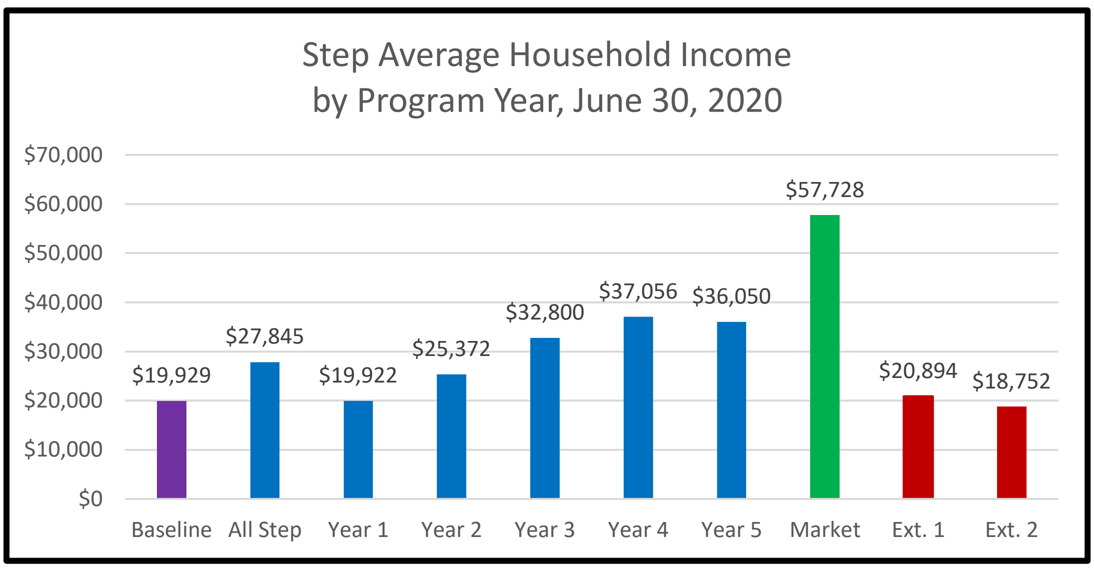
As of June 30, 2020, 443 families had received a COVID-19 Safety Net (this number includes a small number of non-Step households).

- 289 voucher families averaged an increased Housing Assistance Payment of $372 per month.
- 152 Public Housing families are paying an average of $523 per month less for tenant rent.

AHFC will continue to monitor economic opportunities and will further extend this Safety Net, if necessary. We are also exploring other avenues of relief for Step families.

Due to the way AHFC applies our hardship rent/Safety Net, the individual family's income picture will not be fully evident until the regular (annual) examination is posted in our database. We feel that we will not be able to measure the full COVID-19 impact on household income until after the new year.

B.2.1 Household Income



Average household income reported for families in each year of the program (collected from examinations as participant entered the Step year).

Below is a comparison of an income by program year from June 30, 2019 and June 30, 2020.

	Average Income		
Year in Step Program	June 30, 2019	June 30, 2020	Difference
Year 1	$20,496	$19,922	-$574
Year 2	$26,319	$25,372	-$974
Year 3	$33,374	$32,800	-$574
Year 4	$34,388	$37,046	$2,668
Year 5	$38,737	$36,050	-$2,687
Extension 1	$24,689	$20,894	-$3,795

As participants work through the years of Step, we see an increase in income for years 2 through 4, similar to that of the group of first graduates. However, for June 30, 2020, average household income at each program year, except Year 4, declined from 2019. Average household income for families in Year 1 (measured at intake) was $19,922 (almost identical to family income at the baseline established in September 2014).

Forty-eight percent of all Step households reported full-time employment (at least 32 hours per week at minimum wage); this is a decrease from 57 percent of households who reported full-time employment as of June 30, 2019. Though this percentage may be partially due to COVID-19, this is primarily due to the graduation from Step of the large group of employed families at Step 5 over the past year. Full-time employment at baseline was 40 percent. Families reporting at least part-time employment also decreased from 70 to 64 percent (up from 54 percent at baseline).

B.2.2 Shelter Burden

Current average household shelter burden (comparison of income reported at most recent examination and current family shelter cost) was 30.2 percent of gross household income. Current shelter burden is up 0.9 percent, but still well within the range of affordable.

Projected shelter burden at exit (comparison of income reported at most recent examination and payment standard or market rent plus tenant-paid utilities) for Step as a whole was 54 percent. For families in Year 5, projected shelter burden at exit was 43 percent (an increase of 2 percent from families in Year 5 on June 30, 2019).

B.2.3 At Risk Families

Single Caregivers with 2 or more Dependents (Single Caregivers), and those families on a Step Extension are identified as those most at risk for not being able to sustain rent payments without assistance.

During the five years of Step, our Jumpstart program is voluntary; however, families anticipated to pay shelter burden greater than 50 percent, within the 13 months following an examination are referred to Jumpstart for outreach. Recognizing the extra challenge faced by Single Caregivers to gain financial independence, these families are referred to Jumpstart for assistance when shelter burden is anticipated to be greater than 50 percent of income within 25 months following an income examination. The income of this group is growing, but at a much slower rate than the rest of the Step population.

Families who are granted an Extension to Step are required to participate in Jumpstart in order to be granted a future extension. Therefore, our Jumpstart team is focusing on how to best meet the needs of this group.

These two at-risk groups have been dramatically impacted by COVID-19. We recognize transitioning families from the COVID-19 Safety Net (income-based rent) back to the Step rent structure will be an additional challenge.

B.2.4 Jumpstart

Families identified through the examination or hardship process as anticipated to pay shelter burden of 50 percent of income or more are referred to Jumpstart (AHFC's self-sufficiency program) for case management support and financial incentives. AHFC refers to our Jumpstart level of service that provides case management services as Level 1. During the initial five years of a family's Step participation, Jumpstart is voluntary. Step program enrollment on June 30, 2020 comprised 26 percent of all Step households.

B.3 Organizational Review

Three years ago, we created a strategic plan to serve as a "road map" that has guided our efforts in pursuing our mission and vision. The plan was developed with careful consideration of feedback from management, staff, and other stakeholders, and a review of internal performance data, housing alternatives, client outcomes, state economic indicators, and other relevant research. We continue to meet quarterly and make adjustments as necessary. The plan guides our services to our customers through the following core competencies:

- Connecting to those in need.
- Obtaining and administering housing subsidy.
- Providing safe shelter.
- Providing high quality customer service
- Assisting clients in becoming self-sufficient.

C. MTW Statutory Requirement Certification

For FY2020, AHFC admitted 1,201 new families from the waiting lists. Of those:

- 977 (81.3 %) were extremely low income (30 percent of area median income)
- 212 (17.7 %) were very low income (50 percent of area median income)
- 12 (1.0 %) 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. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable.

E. Appendix

E.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 housing tax credits and debt financing.

During this period, ACAH assisted the AHFC Public Housing Division with a HUD Section 18 Disposition application to dispose of three non-dwelling public housing properties. ACAH continues to assess opportunities to expand affordable housing in Alaska and expects to begin construction on a new affordable housing development during the summer of 2020.

E.2 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

1. 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.

2. Status

The COVID-19 pandemic has highlighted our elder's sense of vulnerability in buildings with larger numbers of young, disabled individuals. AHFC will be researching and pursuing a system of preferences during FY2021 to favor elderly admissions. We do not expect to displace any persons as part of this process.