



HOUSING AUTHORITY OF CHAMPAIGN COUNTY



MTW
AMERICA'S
HOUSING
POLICY LAB

YEAR 5 ANNUAL REPORT

January 1 – December 31, 2016

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INTRODUCTION

On October 17, 2010, the Housing Authority of Champaign County executed a Moving to Work Agreement (MTW) with the U.S. Department of Housing and Urban Development (HUD).

Moving to Work (MTW) is a demonstration program for public housing authorities (PHAs) that provides them the opportunity to design and test innovative, locally-designed strategies that use Federal dollars more efficiently; help residents find employment and become self-sufficient; and increase housing choices for low-income families. MTW gives PHAs exemptions from many existing public housing and voucher rules and more flexibility with how they use their Federal funds. MTW PHAs are expected to use the opportunities presented by MTW to inform HUD about ways to better address local community needs.

Created by Congress in 1996, less than 1% of PHA's are currently designated as Moving to Work agencies. However, recognizing the innovation of the MTW Program, Congress adopted an expansion of the demonstration as part of the 2016 Consolidated Appropriations Act (the Act). Signed by President Obama in December 2015, the Appropriations Act authorizes HUD to expand the MTW demonstration by an additional 100 public housing authorities (PHA) over seven years. Agencies to be selected as part of the MTW expansion must be high performers, meet certain site selection requirements and represent geographic diversity across the country.

This report discusses the activities designed and implemented through the MTW flexibilities over the past five years: January 2011 through December 2016 and discusses specific outcomes for the 2016 calendar year.

All data contained in this plan is based on data reported in HUD systems (Voucher Management System, VMA; Financial Data System, FDS; and, the Public Housing Information Center, PIC) as of December 31, 2016 unless otherwise noted.

Overview of HACC's Goals and Objectives

The Housing Authority of Champaign County has three goals that drive its Moving to Work Program and related activities.

Goal 1 ***Operational Efficiency through Innovation***

Streamline business processes and implement advanced technological solutions that will result in operational cost efficiencies and enable reallocation of resources to local initiatives and strategies.

Objectives:

- a. Reduce current workloads of staff by simplifying routine transactional processes.
- b. Implement additional technology to ease administrative burden and reduce paperwork for standard operations.
- c. Utilize cost savings to support new initiatives designed under this plan.

MTW Activities:

2011-1	Local Investment Policies
2011-2	Triennial Re-certifications
2013-1	Rightsizing Vouchers
2014-1	Local Inspection Standards

Progress – Of the above activities, Triennial Recertification was an ongoing activity. Rightsizing vouchers was completed and closed-out in 2015; Local Investment Policies was closed-out as of December 31, 2016; and Local Inspection Standards was put on hold in 2016.

The cumulative cost savings from operational efficiencies resulting from the above activities since their inception has been \$890,169. These funds have been re-invested in case management services to assist HACC clients in their achievement of self-sufficiency goals and in development activities to expand the affordable housing portfolio and provide additional housing choice for residents of Champaign County.

Goal 2 Self-Sufficiency
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Provide alternate incentives designed to motivate families to actively seek financial independence and transition from dependency on housing subsidy. Carefully measure success of each incentive to identify and replicate the greatest motivators.

Objectives:

- Engage families in self-improvement activities designed to meet their individual needs and goals.
- Adopt policies that mandate personal accountability and financial responsibility.
- Assess results and adjust incentives to provide continued motivation.

MTW Activities:

2011-3	Local Self-Sufficiency Program
2011-4	Tiered Flat Rents
2015-1	Emergency Family Shelter

Progress – The Local Self-Sufficiency Program and Tiered Flat Rents have been fully implemented using a phase-in approach and 63% of all households are in compliance with education and employment requirements. The greatest result of these activities has been the overall increase in household income of the families served by HACC. In 2010 the average household income was \$9,451; as of December 31, 2016, the average household income was \$16,705, representing an increase of 43%

These activities were designed to mandate personal accountability and financial responsibility and have resulted in significant progress towards accomplishment of this goal.

Construction was completed on the shelter building and The Emergency Family Shelter Program commenced in July 2016.

Goal 3
Expand Housing Opportunities through Repositioned Assets

Maximize HACC's economic viability and sustainability through repositioning the current real estate portfolio and development of new affordable housing opportunities to meet the broad spectrum of low and moderate income residents of Champaign County.

Objectives:

- a. Increase the number of “hard” units with HACC ownership that provide direct subsidy to the lowest income tenants.
- b. Create opportunities for additional development of “hard” units through public and private partnerships.
- c. Maximize income and extend viability of existing designated public housing sites through conversion to alternate subsidy.
- d. Develop homeownership opportunities relevant to today's real estate market.

MTW Activities:

2011-5	Modified Definition of Elderly
2011-6	Local Homeownership Program
2011-7	Local Project Based Voucher Program
2012-1	Local Payment Standards
2012-2	Acquisition without Prior HUD Approval)
2012-3	Affordable Housing Development

Progress - Three of the above activities: Local Project Based Voucher Program; Acquisition without Prior HUD Approval; and, Affordable Housing Development resulted in 412 new housing units being added to the affordable housing portfolio in Champaign County.

The Modified Definition of Elderly activity continued to expand housing options for 38 individuals age 55 to 61; the Local Homeownership Program in partnership with Habitat for Humanity provided 6 families with new homes in 2016; and Local Payment Standards provided 252 families with the ability to move to expanded areas of opportunity.

II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

General

In 2010 with the MTW designation, the Housing Authority of Champaign County embarked on an aggressive plan to reposition its Public Housing portfolio and expand affordable housing units throughout Champaign County. Repositioning strategies have included the demolition and redevelopment of former Public Housing communities; acquisition and development of new mixed income communities; and conversion of Public Housing to Project Based Rental Assistance under the Rental Assistance Demonstration (RAD) Program.

In 2016, multiple repositioning projects reached completion and HACC's saw a dramatic shift from traditional Public Housing to Mixed Income Communities with Project Based Vouchers.

Project Based Vouchers

The MTW Local Project Based Voucher Program has significantly expanded the quality of housing for voucher participants and enabled access to private capital for improvements at former Public Housing Properties.

Table 1 below identifies the Public Housing properties that converted to Project Based Vouchers under the Rental Assistance Demonstration Program in 2016. The RAD closing occurred in December and rehab construction will continue throughout 2017.

Table 1 - Project Based Vouchers 2016

Property Name	Anticipated Number of New Vouchers to be Project-Based	Actual Number of New Vouchers that were Project-Based	Description of Project
Hayes Homes	6	6	RAD Conversion of Public Housing
Columbia Place	15	16	RAD Conversion of Public Housing
Youman Place	20	20	RAD Conversion of Public Housing
Steer Place	108	108	RAD Conversion of Public Housing
Washington Square	104	104	RAD Conversion of Public Housing
TOTAL NEW PBV	254	254	

Variance in Project Based Vouchers - The anticipated total vouchers to have been project-based by the end of 2016 was 744. The actual number of Project Based Vouchers under HAP contract; under construction or committed was 842. Of these, 584 were leased; 51 were under construction; and, 207 were in predevelopment as of December 31, 2016. Table 2 below provides the detail of PBV properties as of December 31, 2016.

Table 2- All PBV Commitments

PROJECT BASED HOUSING CHOICE VOUCHERS			
Name of Property	Total Units	PBV Units	COMMITMENT OR HAP DATE
PBV HAP CONTRACTS EXECUTED SINCE IMPLEMENTATION			
Douglass Square	50	13	October 1, 2011
Oakwood Trace	50	39	June 1, 2012
Hamilton on the Park	36	36	September 1, 2013
Providence at Sycamore Hills	92	83	December 1, 2015
Providence at Thornberry	160	143	December 1, 2015
Maple Park Manor (Urban Park Place)	24	15	June 1, 2016
RAD Conversion (Table 1 above)	254	254	January 1, 2017
TOTAL UNDER HAP	666	584	
PBV COMMITMENTS UNDER CONSTRUCTION			
Highland Green	33	33	November 1, 2016
The Manor at Prairie Crossing	18	18	November 1, 2016
TOTAL UNDER CONSTRUCTION	51	51	
PBV NEW COMMITMENTS			
Bristol Place Residences	96	96	December 1, 2016
The Haven at Market Place	111	111	December 1, 2016
TOTAL NEW COMMITMENTS	207	207	
ALL PROJECT BASED VOUCHERS	924	842	

The variance between the projected PBV's of 744 and the actual under lease of 584 is 160 units. Of these, 18 are The Manor at Prairie Crossing and 142 units at The Haven at Prairie Park.

Weather related construction delays resulted in a longer than anticipate construction period for The Manor at Prairie Crossing. Construction completion is now estimated for June 30, 2017. Haven at Prairie Park was the rehabilitation of an existing privately owned HUD multi-family property in extremely poor condition and new construction on a site acquired t by the City of Urbana through condemnation proceedings. The fee developer on this project withdrew from the project due to internal organizational issues and HACC determined that the project was too great of a risk to pursue without a development partner.

Providence at Sycamore Hills is an MTW Project Based Voucher property and the redevelopment of the former Dorsey Homes Public Housing community. The new community consists of 92 two and three bedroom townhomes with an amenity center that provides a community room; computer lab; and exercise facility as well as the management and leasing offices. Construction was completed in March 2016 and the property was fully leased by July 2016.

Picture 1 - Providence at Sycamore Hills





Picture 2 – Thornberry Community Room

Providence at Thornberry is an MTW Project Based Voucher property built in an area of opportunity with a poverty rate of only 8.6% compared with the city-wide poverty rate of 28.2% and a minority concentration rate of only 15.9% compared with a city-wide rate of 32.2%. Thornberry consists of 160 apartment and townhome units

and an amenity center that also provides a community room;

computer lab; exercise facility; children's after school program; as well as management and leasing offices. A courtesy officer (city police officer) lives on-site to support resident safety and security.

The Manor at Prairie Crossings is an MTW Project Based Voucher property that is HACC's first affordable housing development in rural Champaign County. Located in the Village of Mahomet, The Manor consists of 9 duplex buildings offering 18 one bedroom cottages for seniors. Amenities include attached garage; in-unit washer and dryer; spacious living area including modern kitchens will range, refrigerator, microwave, dishwasher and disposal. Residents will also enjoy their individual outdoor patios and ample green space for gardening.



Picture 3 – Construction of The Manor at Prairie Crossings

Traditional Public Housing Portfolio

As noted above, five of the traditional Public Housing communities converted to Project Based Vouchers under the RAD Program. The chart below reflects the remaining properties and units in the traditional Public Housing portfolio as of December 2016.

Table 3 Public Housing Portfolio 2016

PUBLIC HOUSING COMMUNITIES AS OF DECEMBER 31, 2016									
Project	Name	Type	Total Units	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
IL06-01	Skelton Place	Elderly/Disabled	84	14	68	2	0	0	0
IL06-07	Scattered Sites	Family	16	0	0	0	0	0	16
TOTAL PUBLIC HOUSING UNITS			100	14	68	2	0	0	16
SUMMARY OF PUBLIC HOUSING UNIT TYPES									
Total Family Units			16	0	0	0	0	0	16
Total Elderly/Disabled Units			84	14	68	2	0	0	0
TOTAL ALL UNITS			100	14	68	2	0	0	16

Major Capital Expenditures

All capital expenditures in 2016 were related to the RAD conversion of the first five Public Housing properties. The chart below provides the detail of the funds expended as par to the RAD conversion.

Table 4 2016 Major Capital Improvements

2016 CAPITAL EXPENDITURES			
PROPERTY	REHAB CONSTRUCTION ESCROW	IDDR	OPERATING RESERVE
Columbia Place	\$59,250	\$16,000	\$0
Hayes Homes	\$5,805	\$25,000	\$0
Steer Place	\$507,335	\$54,000	\$927,812
Washington Square	\$638,232	\$67,600	\$1,778,810
Youman Place	\$326,113	\$20,000	\$0
TOTAL	\$1,536,735	\$182,600	\$2,706,622
TOTAL ALL CAPITAL EXPENDITURES 2016			\$4,425,957

Other Housing Owned/Managed by HACC

In addition to the housing stock described above, HACC owns Oakwood Trace Apartments located in the City of Champaign.

Table 5 Other HACC Owned Housing

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End		
Housing Program	Overview of the Program	Total Units
Market Rate	Oakwood Trace is a 50 unit LIHTC property owned by an HACC affiliate located in the City of Champaign; 11 of the units are market rate and not reflected elsewhere in this report.	11
Market Rate	Providence at Sycamore Hills has 9 LIHTC units only; and Providence at Thornberry has 16 LIHTC units only. These units are not reflected elsewhere in this report.	25
Locally Funded	The Emergency Housing Shelter (Maple Grove Manor, formerly Urban Park Place) are locally funding and not reflected elsewhere in this report.	8
Total Other Housing Owned and/or Managed		44

Statutory Objectives

The Moving to Work Agreement includes two statutory objectives regarding households served under the MTW Program:

1. At least 75% of the families assisted by HACC must be very low income (<50% of AMI). HUD verifies this information based on the information submitted throughout the fiscal year to the Public Housing Information Center (PIC) utilizing current resident data at the end of the calendar year.
2. HACC must maintain a comparable mix of families (by family size) as would have been served had HACC not been participating in the MTW Program.

The information reported in the chart below provides an analysis of the baseline households served by HACC upon execution of the MTW Agreement in 2011.

Table 6 Baseline Households Served - Family Size

BASELINE HOUSEHOLDS SERVED - OCTOBER 2011					
Family Size:	Occupied Public Housing Units When HACC Entered MTW	Vouchers Utilized When HACC Entered MTW	Non-MTW Adjustments to Distribution	Baseline Number of Households to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	327	263	0	590	35%
2 Person	39	232	0	271	16%
3 Person	15	292	0	307	18%
4 Person	23	229	0	252	15%
5 Person	14	145	0	159	9%
6+ Person	12	83	0	95	6%
Totals	430	1244	0	1674	100%

The chart below provides the breakdown of the 1,908 total households served in 2016 and a comparative analysis of the percent of each family size served in 2016

Table 7 2016 Households Served - Family Size

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline % of Household Sizes to be Maintained	35.2%	16.2%	18.3%	15.1%	9.5%	5.7%	100.0%
Number of Households Served by Family Size this Year	620	378	345	298	164	103	1908
Percentages of Households Served by Household Size this Fiscal Year	32.5%	19.8%	18.1%	15.6%	8.6%	5.4%	100.0%
Percentage Change	-7.7%	22.3%	-1.2%	3.4%	-9.5%	-5.3%	0.0

Variations in Families Served – Changes in households with 1, 3, 5, and 6+ households members reflect a percentage change of a decrease. This is attributed to a 13.9% increase in total households served (234 additional households). As a result of this overall increase, the denominator changes resulting in reduction of the percentages in various household sizes. However, the number (but not the percent) of household served in every household size actually increased.

Transition to Self-Sufficiency

HACC implemented a mandatory self-sufficiency program in 2011 which had a four year phase-in for existing residents and participants. The chart below lists the households that have successfully transitioned to self-sufficiency as of December 31, 2016.

Table 8- HHs Transitioned to Self-Sufficiency

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity Name/#	Number of Households Transitioned	Agency Definition of Self Sufficiency
2011-3 Local Self-Sufficiency Program	119	<i>“demonstrated behavior that exhibits personal accountability and financial responsibility demonstrated through consistent (20 hours per week for more than 12 months) employment appropriate to the maximum skill level achievable by the individual”.</i>
Households Duplicated Across Activities/Definitions	0	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	69	

Wait List Information

In December 2016, five of the Public Housing site based waiting lists were eliminated based on the conversion of those properties under the RAD Program. All applicants were invited to apply for the same site properties on the PBV site based waiting lists. The chart below summarizes the wait list activity that occurred during 2016.

Table 9- Wait List Information 2016

WAIT LIST INFORMATION AT THE END OF 2016				
Housing Program(s)	Wait List Type	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Site-Based	88	Partially Open	Yes
Federal MTW Housing Choice Voucher Tenant Based Program	Community Wide	642	Closed	Yes
Local MTW Housing Choice Voucher Project Based Program	Site-Based	355	Partially Open	Yes

Leasing Issues – The Public Housing Scattered Site units are all five-bedroom single family homes. Occupants in all but one of the 16 units are over-housed. We have found that there simply is no longer a need for five bedroom units in the market place. As discussed above, it is the intent of HACC to demolish these units through a “de minimis” disposition under the RAD portfolio conversion.

III. REQUIRED ELEMENTS FOR PROPOSED ACTIVITIES

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

IV. APPROVED MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

MTW ACTIVITIES IMPLEMENTED

Summary – The chart below summarizes the implemented and ongoing activities continued from prior years that are actively utilizing the MTW flexibility under HACC’s MTW Agreement.

Table 10- HUD Approved MTW Activities

ACTIVITY NUMBER	ACTIVITY NAME	DATE IMPLEMENTED
2011-1	Local Investment Policies	March 2011
2011-2	Biennial Recertifications	March 2011
2011-3	Local Self-Sufficiency Program	November 2012
2011-4	Tiered Flat Rents	January 2012
2011-5	Modified Definition of Elderly	March 2011
2011-6	Local Homeownership Program	July 2014
2011-7	Local Project Based Voucher Program	October 2010
2012-1	Local Payment Standards	July 2014
2012-2	Acquisition without Prior HUD Approval	January 2012
2012-3	Affordable Housing Development	October 2012
2015-1	Emergency Family Shelter	July 2016

Activity 2011-1 Local Investment Policies

Description - This activity was approved and implemented in Year 1 (2011). HACC adopted investment policies consistent with Illinois Public Funds Investment Act (30ILCS235) to the extent such policies are in compliance with applicable OMB circulars and other federal laws. HACC invested in securities authorized under state law that allowed the flexibility to invest productively, efficiently and securely.

Outcome – The HUD standard metrics table below summarizes the outcome of this activity.

Table 11- Outcomes Local Investment Policies

ACTIVITY 2011-1 LOCAL INVESTMENT POLICIES				
CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars).	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	NO
	\$46,500	\$15,000 Annually	\$1,895	

To compare the actual outcome of this activity, the average funds during 2016 must be adjusted to the equivalent of the average annual funds invested for the baseline period. The 2010 funds invested represent 146% of the 2016 funds available for investment. The chart below illustrates the 2016 adjusted investment earnings.

Table 12- Local Investment Policies Adjusted Earnings

LOCAL INVESTMENT POLICIES - ADJUSTED EARNINGS 2016		
TIME PERIOD	AVERAGE FUNDS INVESTED	INVESTMENT EARNINGS
Baseline Investment Results (2010)	\$3,184,915	\$46,500
Investment Results 2016	\$2,188,385	\$22,868
Increased Investment in Earnings	(\$996,530)	(\$23,632)
2010 Funds Invested as a Percent of 2016 Funds Invested		146%
2016 Earnings Adjusted to 2010 Equivalent		\$33,281.45
Adjusted Increase (Decrease) in Earnings		(\$13,218.55)

Impact – The 2016 results of earnings was significantly less than in previous years. Thus, we analyzed the cumulative impact of this activity since its inception. The chart below reflects a cumulative increased earning over five years of only \$1,895.

Table 13 Cumulative Investment Earnings

LOCAL INVESTMENT POLICIES - AVERAGE ANNUAL EARNINGS	
Adjusted Increased Earnings 2012	\$2,370
Adjusted Increased Earnings 2013	\$18,746
Adjusted Increased Earnings 2014	\$31,515
Adjusted Increased Earnings 2015	(\$37,517)
Adjusted Increased Earnings 2015	(\$13,219)
Cumulative Increased Earnings	\$1,895

Benchmarks, Metrics and Data Collection – The cumulative earnings no longer meet the benchmark. This is due to the implementation of a cash management system by HUD. Reserves previously held by HACC are now held by HUD, reducing the available cash that HACC can invest. Thus, it is our intent to close out this activity in 2017.

Activity 2011-2 Triennial Re-certification

Description – This activity was approved and initially implemented in Year 1 (2011) as biennial recertification. In 2016, HACC revised this activity to triennial re-certification for applicable households. All other components of the activity will remain the same.

Outcomes – The HUD standard metrics table below summarizes the outcomes of this activity.

Table 14- Outcomes Triennial Re-Certifications

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 - inflated for 2016 staff rates).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	YES
	\$176,757	\$143,979	\$96,716	
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).	YES
	7,632	6,374	3,240	
CE #5: Increase in Agency Rental Revenue THIS ACTIVITY HAS NO IMPACT ON RENTAL REVENUE				

In 2016, HACC served an additional 234 households in all combined programs. Thus, the data was adjusted to account for this change in total households served. Supporting detail of the outcomes above is illustrated in the chart below.

Table 15-Triennial Re-Certifications Staff Savings

TRIENNIAL RECERTIFICATIONS	ALL PROGRAMS	
	BASELINE 2011	2016
Annual Recertifications Required All Households	1,674	1,908
Recertifications Completed	1,674	1,044
Hours Per Recertification	4	4
Total Staff Hours for Recertifications	6,696	4,176
Adjustment for Increased Households (234 x 4 hours)	0	(936)
TOTAL STAFF HOURS FOR RECERTIFICATIONS	6,696	3,240
2016 Staff Time Savings	3,456	

Table 16 – Triennial Recertification Cost Savings

	ANNUAL RECERTIFICATION COSTS	TRIENNIAL RECERTIFICATION COSTS
TOTAL 2016 HOUSEHOLDS	1,908	1,908
Hours Per Recert	4	4
Total Annual Recertifications	1,908	1,044
Total Hours Annual Recerts	7,632	4,176
2016 Average Hourly Cost	\$23.16	\$23.16
Total Cost for All Annual Recertifications	\$176,757.12	\$96,716.16
COSTS SAVINGS		\$80,040.96

Impact – As noted, we changed this activity from biennial to triennial recertification. To review the impact of this change we looked at the cumulative savings. Table 17 below provides the total savings as the result of this activity since its inception.

Table 17 – Cumulative Savings of Bi/Triennial Recertification

BIENNIAL RECERTIFICATIONS CUMULATIVE SAVINGS	
Annual Savings 2012	\$13,724
Annual Savings 2013	\$24,570
Annual Savings 2014	\$37,167
Annual Savings 2015	\$17,632
Annual Savings 2016	\$80,041
CUMULATIVE SAVINGS	\$173,134

The cumulative impact has resulted in significant cost savings. Without the MTW authorization to change rent policies, this savings would not have been possible. These savings help compensate for the loss of revenue resulting from continued decreases in funding levels and have been redirected to the cost of case management to support the Local Self-Sufficiency Program.

Rent Reform Initiative – This activity represents a rent reform initiative. Residents were informed of the opportunity to request a hardship and one request was received and approved.

Benchmarks, Metrics and Data Collection - The cumulative benefit has surpassed the benchmark; thus, we do not anticipate any changes in the benchmark, metrics or data collection methods for this activity.

Activity 2011-3 Local Self-Sufficiency Program

Description – This activity was approved in the Year 1 (2011) Plan but was not implemented until January 1, 2013. Community leadership, stakeholders and residents expressed great concern that compliance with employment requirements would be difficult to meet based on current economic conditions, limitation of available jobs and limitation of transportation. In response to these concerns, HACC developed a new strategy to enable ample time to prepare for employment.

HACC defines self-sufficiency as *“demonstrated behavior that exhibits personal accountability and financial responsibility demonstrated through consistent (more than 12 months) employment appropriate to the maximum skill level achievable by the individual”*.

Participation in a self-sufficiency program is a condition of eligibility for new admissions and a condition of continued occupancy for existing residents and participants. All abled bodied individuals ages 18 through 54 are required to actively pursue activities to achieve economic self-sufficiency.

Households in which all members ages 18 through 54 have been employed 25 hours or more per week for a minimum of 12 months are compliant with the Mandatory LSS Program. All elderly and disabled individuals are exempt from the Mandatory LSS Program and all corresponding employment requirements.

Effective January 1, 2016, HACC amended this activity to include a term limit of 8 years from the amended effective date.

Impact – The most impressive outcome of this activity has been the significant increase in earned income and its impact on overall household income since the inception of this activity.

It would be expected that other economic factors might also impact household income; thus, in analyzing the increase HACC client income, we also analyzed the county-wide area median income. The most recent available data indicates that there was a 15.7 increase in median household income from 2011 to 2015 in Champaign County as reflected in Table 18 below.

Table 18 – Champaign County Median Household Income

CHAMPAIGN COUNTY AREA MEDIAN INCOME		
2011	2015	PERCENT CHANGE
\$44,609	\$51,600	15.7%

Table 19 provides a comparison of household income from initiation of the MTW Program through December 31, 2016. As noted there has been an increase of earned income of 40%; an increase in overall household income of 43%; and, an increase in income of households compliant with the LSS Program of 47%.

We adjusted the increase in household income of each category of client by the amount of increase in the county-wide increase in household median income and the results are still impressive with HACC client income increasing by 24% to 31%.

Table 19 – Income of Client Households

LSS HOUSEHOLD INCOME	2016 INCOME	2010 INCOME	% INCREASE	% OF INCREASE ADJUSTED FOR COUNTY WIDE AMI
Average Household Income All Sources	\$16,705	\$9,451	43%	28%
Average Household Earned Income	\$17,163	\$10,280	40%	24%
Average Household Income LSS Compliant	\$19,365	\$10,280	47%	31%

Outcome - The HUD standard metrics table below summarizes the additional outcomes of this activity.

Table 20- Outcomes Local Self-Sufficiency Program

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy after implementation of the activity (in dollars).	Actual average earned income of households affected by this policy after implementation (in dollars).	YES
	\$9,451	\$10,500	\$19,365	
SS #2: Increase in Household Savings THIS ACTIVITY HAS NO IMPACT ON HOUSEHOLD SAVINGS				

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Head(s) of households prior to implementation	Expected head(s) of households after implementation	Actual head(s) of households after implementation.	YES Employed FT/PT actual total exceeds expected total NO Other Metrics
(1) Employed Full- Time	64	100	500	
(2) Employed Part- Time	164	500	347	
(3) Enrolled in Education	0	25	20	
(4) Enrolled in Training	0	49	6	
(5) Unemployed	585	200	445	
(6) Exempt	861	800	590	
HH Served Per Year	1674	1674	1908	
	Percentage prior to implementation	Expected Percentage after implementation	Actual percentage after implementation	YES Employed FT/PT actual total exceeds expected total NO Other Metrics
(1) Employed Full- Time	4%	6%	26%	
(2) Employed Part- Time	10%	30%	18%	
(3) Enrolled in Education	0%	1%	1%	
(4) Enrolled in Training	0%	3%	0%	
(5) Unemployed	35%	12%	23%	
(6) Other	51%	48%	31%	
HHServed Per Year	100%	100%	100%	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation (number)	Expected number of households receiving TANF after implementation (number).	Actual households receiving TANF after implementation of the activity (number).	NO
	120	20	25	

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).	Households receiving self sufficiency services prior to implementation (number).	Expected number of households receiving self sufficiency services after implementation (number).	Actual number of households receiving self sufficiency services after implementation (number).	YES
	0	648	1199	
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).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	NO
	\$545	\$450	\$521	
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).	YES
	\$696,000	\$696,000	\$792,327	
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	Households transitioned to self sufficiency prior to implementation of the activity (number).	Expected households transitioned to self sufficiency after implementation of the activity (number).	Actual households transitioned to self sufficiency after implementation of the activity (number).	NO
	0	600	119	

Table 21 provides a summary of all household and individual activity related to the Local Self-Sufficiency Program.

During 2016, HACC served 1,908 households in all programs. There were 590 households that were exempt from the LSS Program and 119 households had transitioned to self-sufficiency.

The remaining 1,199 households receiving housing assistance were required to participate in the LSS Program. Of these households, 63% (754) were compliant with the LSS requirements. Of the compliant households, 26 were enrolled in educational or training programs; 728 were employed a minimum of 25 hours per week.

Table 21- Summary of LSS Household Status

TOTAL HOUSEHOLDS SERVED 2016	1908	100%
Transitioned to Self-Sufficiency	119	6%
Exempt from LSS	590	31%
Active LSS Households	1199	
COMPLIANT	754	63%
Education	26	
Employed	728	
NON-COMPLIANT	445	37%
Unemployed/Underemployed	344	
Receiving TANF	25	
Pending Exemption/Hardship/Termination	76	

Rent Reform Initiative – This activity represents a rent reform initiative. Residents were informed of the opportunity to request a hardship but no requests were received as a result of this activity.

Benchmarks, Metrics and Data Collection - The greatest outcome from the LSS activity is the increase in household income. The chart below highlights the increase in household income from all income sources and earned income of all households and LSS compliant households. As noted, the overall household income has increased 46% for LSS compliant households. We do not anticipate any changes in the benchmarks, metrics or data collection methods for this activity.

Activity 2011- 4 Tiered Flat Rents

Description – This activity was approved in Year 1 (2011) but was not implemented until January 1, 2012. A tiered flat rent schedule is utilized based on income ranges in increments of 5% of the Area Median Income (AMI). The applicable flat rent for an assisted household is the corresponding rent for the range in which the gross annual income of the household falls. The flat rent is the amount that the tenant will pay towards rent. Utility allowances are eliminated.

Flat rents are reviewed annually and the flat rent schedule is adjusted effective January 1st of each year as applicable. The flat rent is based on the mid-point of all households within the applicable income range: 30% of the total annual income for the household at mid-point results in the flat rent for that range.

The flat rent schedule is based on the gross annual income of the household with no further deductions or allowances. Gross annual income is calculated pursuant to the HUD regulatory requirements. However, employment income for dependents is included in total household income if they are not also pursuing a training certification or educational degree. Current income exclusions as defined by HUD continue to apply.

Households with gross annual income less than 5% of the Area Median Income (AMI) pay a minimum rent based on bedroom size of the assisted housing unit.

To ensure affordability for participants of the Housing Choice Voucher Program, the tenant rent is capped at the flat rent amount. Units, for which the reasonable rent requires the participant to pay more than the established flat rent for their income level, are not approved by HACC.

Impact – This activity reduces staff time and corresponding staff costs as illustrated in Table 24 below. Additional outcomes overlap with other activities and thus, cannot be measured solely for this activity.

Table 22- Tiered Flat Rents Cost Savings

TIERED FLAT RENTS	ALL PROGRAMS	
	BASELINE 2011	2016
TOTAL HOUSEHOLDS	1,674	1,908
Annual/Triennial Recertifications Completed	1,674	1,044
Interim Recertification Completed	502	313
Average Staff Hours Per Rent Calculation	1.5	0.75
Total Staff Hours Per Rent Calculation	3,264	1,018
2016 Staff Hours Saved	2,246	
Average Cost Per Hour	\$23.16	
Total Cost for Rent Calculation	\$75,601	\$23,575
2016 Cost Savings	\$52,026.62	

Outcome - The HUD standard metrics are reflected in Table 23 below.

Table 23- Outcomes Tiered Flat Rents

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).	YES
	\$73,407	\$37,308	\$23,575	
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).	YES
	3,264	1,674	1,018	
CE #3: Decrease in Error Rate of Task Execution THERE IS NO DATA AVAILABLE FOR THIS METRIC				
SS #1: Increase in Household Income - THIS ACTIVITY HAS NO IMPACT ON THIS METRIC				
SS #3: Increase in Positive Outcomes in Employment Status THIS ACTIVITY HAS NO IMPACT ON THIS METRIC				
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8/ 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	NO
	\$545	\$450	\$521	

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).	YES
	\$696,000	\$696,000	\$792,327	
SS #8: Households Transitioned to Self Sufficiency THIS ACTIVITY HAS NO IMPACT ON THIS METRIC				

Rent Reform Initiative – This activity represents a rent reform initiative. Residents were informed of the opportunity to request a hardship but no requests were received as a result of this activity.

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmarks, metrics or data collection methods for this activity.

Activity 2011-5 Modified Definition of Elderly

Description - This activity was approved and implemented in Year 1 (2011). HACC adopted a modified definition of elderly to include households in which all household members were age 55 or older.

Impact – Preservation of housing units is defined in this activity as the number of able bodied individuals age 55 to 61 that were housed in available senior housing that would not have been available without the MTW authorization.

The impact of this activity is the expansion of housing choice for a select group of individuals for which HACC previously had limited housing options. It also enables current over-housed assisted families to “age-in” to certain properties sooner, thus making available more units to families. Table 24 below details the new admissions in 2016 for households ages 55 to 61 and 62 and older.

Table 24 – 2016 New Admissions 55+

MODIFIED DEFINITION OF ELDERLY	
Total Households Admitted Over Age 55	51
Total Households Admitted 62+	13
Total Households Admitted 55 to 61	38

Outcomes – The HUD standard metrics table below summarizes the outcomes of this activity. This activity does not measure “hard units” of housing preserved; it measures the number of units occupied by individuals under the modified definition of elderly.

Table 25- Outcomes Modified Definition of Elderly

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). Elderly Households	Households losing assistance/moving prior to implementation of the activity (number).	Expected households losing assistance/moving after implementation of the activity (number)	Actual households losing assistance/moving after implementation of the activity (number).	YES
	0	0	0	
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number).	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	YES
	0	20 Annually	38	

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmarks, metrics or data collection methods for this activity

Activity 2011-6 Local Homeownership Program

Description - HACC has partnered with Habitat for Humanity and through a Memorandum of Agreement, Habitat administers the local homeownership program.

The goal of the MTW Local Homeownership program is to expand on HACC's Mandatory Self-sufficiency Program and to assure that other existing affordable homeownership opportunities and services in Champaign County are not duplicated.

HACC targets existing residents of HACC programs that complete the MTW Mandatory Local Self-Sufficiency Program through compliance with employment requirements. All families must meet the eligibility criteria set forth in Habitat's Partner Family Selection Process including income limits; asset limits; housing expense to income and total debt to income ratios; and other applicable credit requirements.

Habitat provides all homeownership services program consistent with HACC's MTW goals of self-sufficiency including pre and post home purchase counseling; financial literacy, credit repair and counseling; sweat equity by the home buyer; and, home mortgages at 0% interest, amortized at 25 years. To provide additional resources for Habitat to serve HACC resident referrals, HACC purchases the equity in the homes built.



Picture 4 - Working on an MTW Habitat Home

HACC provides a second mortgage at the time of construction completion and closing of permanent financing for the difference between the appraised value of the home and the maximum mortgage that can be supported by the purchaser. The second mortgage is limited to a maximum of \$40,000 per home and is forgivable at the rate of 10% per year over a 10-year period.

Impact – The impact has been 13 new homeowners since the inception of this activity. Of the 13 participants, 62% have been current tenant based voucher holders who have reached self-sufficiency and left the voucher program allowing new families to receive vouchers. .

Table 26 – Cumulative New Homeowners

LOCAL HOMEOWNERSHIP PROGRAM	
New Homeowners 2014	4
New Homeowners 2015	3
New Homeowners 2016	6
Total Cumulative New Homeowners	13

Outcomes – The HUD standard metrics tables are provided in Table 27 below.

Table 27 - Outcomes Local Homeownership

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation (number).	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation (number).	YES
	0	4 Annually	6	

HC #6: Increase in Homeownership Opportunities				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	Number of households that purchased a home prior to implementation (number).	Expected number of households that purchased a home after implementation (number).	Actual number of households that purchased a home after implementation (number).	YES
	0	4 Annually	6	
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation (number).	Expected number of households receiving these services after implementation (number).	Actual number of households receiving these services after implementation (number).	YES
	0	4 Annually	6	

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmarks, metrics or data collection methods for this activity.

Activity 2011-7 Local Project Based Voucher Program

Definition – This activity was approved and implemented in Year 1 (2011). HACC established a local Project Based Voucher Program to assist in repositioning its real estate portfolio and to expand the availability of new high quality affordable housing units for voucher families. Key components of the Local PBV Program include optional longer term HAP contracts; administration by the applicable management company for the site, of all program activities including wait list management, leasing and re-certification transactions; and limitation of voucher conversion to tenant based subsidy.

Impact – The impact of this activity is the quality of housing in which vouchers are utilized. In the tenant based program, the majority of the vouchers are utilized in older, lower quality housing units located in highly impacted neighborhoods. HACC has targeted new construction or substantial rehabilitation for placement of PBV units in neighborhoods of opportunity with higher income levels.

The additional impact is the cost savings to HACC as administrative functions such as recertifications are processed by the private property management company at the Project Based Voucher property.

Table 28 below provides analysis of the Local MTW Project Based Voucher Program for 2016.

Table 28 – 2016 PBV Cost Savings

PROJECT BASED VOUCHERS COST SAVINGS	
Total PBVs Leased in 2016	330
Managed by Private PM's	276
Average Staff Hours Per Unit	12
Total Estimated Staff Hours	3,312
Average Cost Per Hour	\$23.16
Total Staff Cost PBV Administration	\$76,706

Outcomes – The HUD standard metrics table below highlight the outcomes of the Local MTW PBV Program.

Table 29- Outcomes Local PBV Program

Table 20 Outcomes Local DV Program

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 (in dollars).	Expected cost of task after implementation (in dollars).	Actual cost of task after implementation (in dollars).	YES
	\$9,941	\$0	\$0	
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 (in hours).	Expected amount of total staff time dedicated to the task after implementation (in hours).	Actual amount of total staff time dedicated to the task after implementation (in hours).	YES
	444	0	0	
CE #3: Decrease in Error Rate of Task Execution THERE IS NO DATA AVAILABLE FOR THIS METRIC				
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation (in months).	Expected average applicant time on wait list after implementation in months).	Actual average applicant time on wait list after implementation (in months).	YES
	36	30	3.6	

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation (number).	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation (number).	YES
	0	315	330	

The table below summarizes the individual properties with Project Based Vouchers identifying units under HAP contract; units under construction; and, units committed through the December 31, 2016.

Table 30- Summary of PBV Units

PROJECT BASED HOUSING CHOICE VOUCHERS			
Name of Property	Total Units	PBV Units	COMMITMENT OR HAP DATE
PBV HAP CONTRACTS EXECUTED SINCE IMPLEMENTATION			
Douglass Square	50	13	October 1, 2011
Oakwood Trace	50	39	June 1, 2012
Hamilton on the Park	36	36	September 1, 2013
Providence	252	227	December 1, 2015
Maple Park Manor (Urban Park Place)	24	15	June 1, 2016
TOTAL UNDER HAP	412	330	
PBV COMMITMENTS UNDER CONSTRUCTION			
Highland Green	33	33	November 1, 2016
The Manor at Prairie Crossing	18	18	November 1, 2016
TOTAL UNDER CONSTRUCTION	51	51	
PBV NEW COMMITMENTS			
Bristol Place Residences	96	96	December 1, 2016
The Haven at Market Place	111	111	December 1, 2016
TOTAL NEW COMMITMENTS	207	207	
TOTAL PBV UNITS AS OF 12/31/2016	670	588	

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmarks, metrics or data collection methods for this activity.

Activity 2012-1 Local Payment Standards

Description – This activity was approved in HACC’s Year 2 (2012) Plan. HACC procured a third-party marketing firm to conduct the market analysis necessary to identify the primary real estate sub-markets (PRESMs) within Champaign County and recommend payment standards for the Housing Choice Voucher Program that are reflective of the actual rents in each of the identified sub-markets. HACC established boundaries for each sub-market to include a Village, Town or Township in the more rural areas of the County and census tracts in the urban areas of the County.

Impact – This activity was intended to provide Tenant Based Voucher holders with improved ability to move to areas of opportunity. However, in 2016, it did not have the desired results anticipated for tenant based voucher moves. With the continued growth of HACC’s Project Based Voucher Program, we are analyzing the impact of this activity on the PBV Program as well as the continued impact on the TBV Program in 2017.

Table 31 below identifies 2016 households that moved to areas of higher poverty; to areas of lower poverty and to poverty neutral areas. As noted, 38% of all movers selected areas of lower poverty. The remaining movers selected areas of higher poverty or a poverty neutral area.

Table 31 – 2016 Program Moves

TENANT BASED PROGRAM MOVES		
Moves to Lower Poverty Rates	34	38%
Moves to Higher Poverty Rates	31	34%
Moves with No Change in Poverty Rate	25	28%
TOTAL MOVES IN 2016	90	100%

Outcomes – The HUD standard metrics table below highlight the outcomes of the local Payment Standards

Table 32 Local Payment Standards Outcomes

CE #1: Agency Cost Savings THIS ACTIVITY HAS NO COST SAVINGS				
CE #2: Staff Time Savings THIS ACTIVITY HAS NO STAFF TIME SAVINGS				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation (number).	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation (number).	NO
	0	250	3	

This activity is not anticipated to have any staff time or cost savings. In fact, it is expected that this activity will slightly increase staff time and the per unit HAP costs for tenant based vouchers.

The justification for development and implementation of this activity is the overall condition of units in which participants utilize tenant based vouchers. In analysis of the properties, HACC found that 80% of all tenant based vouchers are used in properties rated in the real estate market as C grade or lower. These are marginal properties that meet minimal Housing Quality Standards. This activity is intended to provide an opportunity for tenant based voucher participants to secure higher quality properties in lower impact neighborhoods.

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmark, metrics or data collection methods for this activity.

Activity 2012 - 2 Acquisition without Prior HUD Approval

Description - This activity was approved and implemented in the Year 2 (2012). To facilitate development activities, HACC acquires sites without prior HUD approval and certifies that the HUD site selection requirements have been met.

Impact – The impact of this activity has been more expeditious acquisition, resulting in the ability to competitively negotiate prices as owners do not have to wait unreasonable amount of time to complete the sale. Acquisition of these sites has also increased the supply of high quality affordable housing available to the residents of Champaign County.

Table 33 below identifies the properties that have been developed to date under this activity. As noted, all units serve household be low 80% of area median income.

Table 33 - Units Developed with Income Restrictions

HOUSING UNITS RESTRICTED TO 80% AMI				
NAME OF PROPERTY DEVELOPED UNDER THIS ACTIVITY	TOTAL UNITS	UNITS WITH SUBSIDY	UNITS WITH NO SUBSIDY	RENT RESTRICTION LIMITS
Hamilton on the Park	36	36	0	
Maple Park Manor	24	15	8	IHDA <80%
Providence at Sycamore Hills	92	83	9	LIHTC <60%
Providence at Thornberry	160	143	17	LIHTC <60%
Highland Green	33	33	0	
The Manor at Prairie Crossings	18	18	0	
TOTAL	363	328	34	

Table 34 below identifies acquisition completed in 2016 which consists of the acquisition of an 8.6-acre site on Prospect Avenue in the City of Champaign. This site is the location of the new construction transfer of assistance that will replace the Skelton Place Public Housing community under the RAD conversion.

Table 34 - New Acquisitions in 2016

NEW ACQUISITIONS IN 2016			
Acquisition	Location	Amount	Purpose
Prospect Avenue Site	Urbana	\$940,000	RAD Transfer of Assistance

Outcomes – The HUD standard metrics table below summarizes outcomes of this activity in 2016.

Table 35 Acquisition w/o Prior HUD Approval Outcomes

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).	Housing units of this type prior to implementation (number).	Expected housing units of this type after implementation (number).	Actual housing units of this type after implementation (number).	YES
	0	350	363	
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation (in months).	Expected average applicant time on wait list after implementation (in months).	Actual average applicant time on wait list after implementation (in months).	YES
	36	30	5.5	
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). I	Households losing assistance/moving prior to implementation (number).	Expected households losing assistance/moving after implementation (number).	Actual households losing assistance/moving after implementation (number).	YES
	93	0	0	

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmarks, metrics or data collection methods for this activity.

Activity 2012 – 3 Affordable Housing Development

Description - To facilitate development activities, HACC utilizes its authorization under the Second Amendment to the Amended and Restated Moving to Work Agreement (Amendment to Attachment D) to use Replacement Housing Factor Funds for Development. HACC will also utilize Section 8 and Section 9 reserve funds to further the development of new affordable housing units.

Impact – The impact of this activity has been additional units developed and the ability to leverage private capital for development of new affordable housing options. The chart below provides details of private investment that has been leveraged using this MTW activity. As noted, HACC has raised \$5.88 private capital for each \$1.00 of MTW investment.

Table 36 - Leveraged Capital

DEVELOPMENT PROJECT	Private Capital	HACC Funding	Total Cost	Units	Total Cost Per Unit	HACC Cost Per Unit
Hamilton on the Park	\$6,657,400	\$725,000	\$7,382,400	36	\$205,067	\$20,139
Maple Park Manor	\$1,304,343	\$712,000	\$2,016,343	24	\$84,014	\$29,667
Providence	\$34,871,175	\$4,750,000	\$39,621,175	252	\$157,227	\$18,849
Highland Green	\$6,904,264	\$0	\$6,904,264	33	\$209,220	\$0
The Manor at Prairie Crossings	\$1,200,000	\$2,480,352	\$3,680,352	18	\$204,464	\$137,797
TOTAL	\$50,937,182	\$8,667,352	\$55,924,182	363	\$154,061.11	\$23,877
Leverage	\$5.88	Private dollars for every \$1.00 of HACC funds				

The MTW authorization has made it possible to produce 363 new units of affordable housing for the low income residents of Champaign County. Without this authorization, the maximum number of units built is estimated at approximately 12 based only on RHF funds which would be the sole available funding source for development.

Outcomes – The HUD standard metrics tables below summarize additional outcomes of this activity.

Table 37 Affordable Housing Development Outcomes

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation (in dollars).	Expected amount leveraged after implementation (in dollars).	Actual amount leveraged after implementation (in dollars).	YES
	\$0	\$42,266,471	\$42,269,830	

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).	Housing units of this type prior to implementation of the activity (number).	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	YES
	0	350	363	
HC #2: Units of Housing Preserved THIS ACTIVITY HAS NO HOUSING PRESERVATION				
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	YES
	36	30	3.6	
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).	Households losing assistance/moving prior to implementation (number).	Expected households losing assistance/moving after implementation (number).	Actual households losing assistance/moving after implementation (number).	YES
	93	0	0	

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmark, metrics or data collection methods for this activity.

Activity 2015-1: Emergency Family Shelter Program

Description - HACC has partnered with the Continuum and United Way to develop and implement an Emergency Family Shelter Program at Maple Park Manor (formerly Urban Park Place). The Emergency Shelter Program provides temporary shelter and intensive case management services for families with dependent children.



Picture 5 - Maple Park Manor Emergency Family Shelter

Families are eligible to stay in the shelter for a temporary period of 30 days with extensions up to 45 days. Families must agree to participate in case management services to remain in the shelter.

Under a three-way Memorandum of Agreement, the Champaign County Continuum of Care is responsible for administration and oversight of all program policies and procedures for the eight shelter units including furnishings, housekeeping and preparing units for re-occupancy. United Way funds intensive case management services and manages the contract with the corresponding service agency. HACC provides property management and building maintenance services for all units in the property. HACC administers 15 MTW Project Based Vouchers for the Permanent Supportive Housing units and an operating subsidy to support the 8 Emergency Shelter Units.

Impact – After months of weather-related construction delays, the Champaign County Emergency Family Shelter opened on July 1, 2017. The only homeless facility in Champaign County that serves families with dependent children, Maple Grove Manor was a much needed and long awaited resource to address homelessness.

Outcomes – The HUD standard metrics tables below summarize additional outcomes of this activity.

Table 38 – Outcomes Emergency Family Shelter

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation (in dollars).	Expected amount leveraged after implementation (in dollars).	Actual amount leveraged after implementation (in dollars).	NO
	0	\$1,304,343 Year 1	\$1,304,343 Year 1	
		\$50,000 Annually	\$25,000	
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	YES
	\$0	\$5,000	\$7,821	

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Head(s) of households prior to implementation	Expected head(s) of households after implementation	Actual head(s) of households after implementation.	NO
(1) Employed Full-Time	0	4	2	
(2) Employed Part-Time	0	30	6	
(3) Enrolled in an Educational Program	0	2	0	
(4) Enrolled in Job Training Program	5	8	0	
(5) Unemployed	40	2	18	
(6) Other	3	2	0	
HH Served Per Year	48	48	26	
	Percentage of total work-able households prior to implementation of activity	Expected Percentage of total work-able households after implementation of activity	Actual percentage of work-able households after implementation of activity	NO
(1) Employed Full-Time	0%	8%	8%	
(2) Employed Part-Time	0%	63%	23%	
(3) Enrolled in an Educational Program	0%	4%	0%	
(4) Enrolled in Job Training Program	10%	17%	0%	
(5) Unemployed	83%	4%	69%	
(6) Other	6%	4%	0%	
HH Served Per Year	100%	100%	100%	

Benchmarks, Metrics and Data Collection - We do not anticipate any changes in the benchmark, metrics or data collection methods for this activity.

ACTIVITIES ON HOLD OR CLOSED

CLOSED - Activity 2013-1: Rightsizing Vouchers

Description – Housing Choice Voucher Program participants are required to lease a unit equal to or smaller than the size of the voucher issued. HACC utilizes subsidy standards as detailed in its HCV Administrative Plan to determine the size of a voucher issued to a family. A Request for Tenancy Approval is only accepted if the unit selected by the family contains an equal or lesser number of bedrooms than those listed on the voucher issued.

Status - This activity was implemented January 1, 2013 effective immediately for all new program participants. The activity was phased-in at the next scheduled recertification following the effective date for existing participants. HACC utilized biennial recertifications through the end of 2015 at which time, all voucher holders had been right-sized. Thus, the activity was closed out as of December 31, 2015.

ON HOLD - Activity 2014-1: Local Inspection Standards

Description – Initially HACC had proposed adoption of HUD's Uniform Physical Condition Standards (UPCS) for tenant based voucher units in the Housing Choice Voucher Program. In addition, HACC proposed implementation of a rating system for each property that would determine the frequency of inspections.

HACC subsequently eliminated the property rating system and proposed using local municipal building codes for tenant based voucher units in the Housing Choice Voucher Program.

Status - This activity was placed on hold. Staff changes resulted in the need to contract for inspection services in 2016. HACC was unable to secure outside inspectors that were sufficiently versed in local building codes; thus, to assure proper inspections were conducted, HQS standards were utilized in 2016. HACC will re-evaluate this activity and make a determination whether to implement or close this activity in 2017

V. SOURCES AND USES

As of the date of this report, the MTW Block Grant unaudited 2016 sources and uses has been submitted in the prescribed Financial Data System (FDS) format. The audit has been scheduled and will be submitted within the required timeframes.

The chart below reflects the actual sources and uses of funds for 2016.

A. SOURCES AND USES OF MTW FUNDS		
Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	792,327
70600	HUD PHA Operating Grants	13,934,839
71100+72000	Interest Income	24,054
71200+71300+71310+71400+71500	Other Income	53,224
70000	Total Revenue	\$14,804,444
Uses		
91000 (91100+91200+91400+91500+91600 +91700+91800+91900)	Total Operating - Administrative	1,211,266
91300+91310+92000	Management Fee Expense	681,019
92500 (92100+92200+92300+92400)	Total Tenant Services	1,542
93000 (93100+93600+93200+93300+93400 +93800)	Total Utilities	323,860
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	622,454
96100 (96110+96120+96130+96140)	Total insurance Premiums	124,106
96000 (96200+96210+96300+96400+96500 +96600+96800)	Total Other General Expenses	463,899
97300+97350	Housing Assistance Payments + HAP Portability-In	9,113,740
97400	Depreciation Expense	767,018
90000	Total Expenses	\$13,308,904
	Surplus/Deficit	\$1,495,540

VI. ADMINISTRATIVE

HUD REVIEWS, AUDITS OR INSPECTION ISSUES

There are no HUD reviews, audits or inspection issues which require HACC to take any action.

MOVING TO WORK CERTIFICATION OF COMPLIANCE WITH STATUTORY REQUIREMENTS

The Housing Authority of Champaign County hereby certifies that it has met the three statutory requirements under the Moving To Work Demonstration Program:

1. At least 75% of the families assisted by HACC are very low income families;
2. HACC has continued to assist substantially the same total number of eligible low income families as would have been served had the amounts of funding under the MTW Block Grant funding flexibility not been combined; and,
3. HACC has maintained a comparable mix of families served as would have been served had the MTW Block Grant funding not been used under the demonstration.

Executed this 5th day of May, 2017

HOUSING AUTHORITY OF CHAMPAIGN COUNTY, ILLINOIS

By: Edward Bland

Title: Executive Director

Signature: _____



Annual MTW Report

II.4.Report.HousingStock

A. MTW Report: Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based	Actual Number of New Vouchers	Description of Project
Hayes Homes	6	6	RAD Conversion of Public Housing
Columbia Place	16	16	RAD Conversion of Public Housing
Youman Place	20	20	RAD Conversion of Public Housing
Steer Place	108	108	RAD Conversion of Public Housing
Washington Square	104	104	RAD Conversion of Public Housing
TOTAL	254	254	

Anticipated Total New Vouchers to be Project-Based

254

Actual Total New Vouchers that were Project-Based

254

Anticipated Total Project-Based Vouchers Committed at the End of the Fiscal Year

744

Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year

588

Anticipated Total Project-Based Vouchers Leased Up at the End of the Fiscal Year

583

Actual Total Number of Project-Based Vouchers Leased Up at the End of the Fiscal Year

584

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year

As of December 31, 2016 no other changes have occurred to the housing stock.

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

General Description of Actual Capital Fund Expenditures During the Plan Year

Actual capital expenditures equaled a total of \$4,425,957 for the 5 RAD converted properties. Of these funds, \$1,536,735 was placed in construction escrow for rehabilitation work to be completed in 2017; \$182,600 was initial deposits to replacement reserves; and, \$2,706,622 was deposited into operating reserves.

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

Housing Program *	Total Units	Overview of the Program
Market Rate	11	Oakwood Trace is a 50 unit LIHTC property owned by an HACC affiliate located in the City of Champaign; 11 of the units are market rate and not reflected elsewhere.
Low Income Housing Tax Credit	25	Providence at Sycamore Hills and Providence at Thornberry is a 252 units mixed income property; 227 units have PBV rental assistance and 25 units are LIHTC units only.
Locally Funded	8	The Emergency Housing Shelter consists of 8 units that are funded by United Way of Champaign County.
Total Other Housing Owned and/or Managed	44	

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

If Other, please describe:

None

II.5.Report.Leasing

B. MTW Report: Leasing Information

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

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs.	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Port-In Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	0	0

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

** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:**Unit Months Occupied /
Leased****Planned****Actual**

Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***

0

0

Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***

0

0

Port-In Vouchers (not absorbed)

0

#

0

Total Projected and Annual Unit Months Occupied/Leased

0

0

N/A

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

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

**Average Number of
Households Served Per
Month****Total Number of
Households Served
During the Year**Households Served through Local Non-Traditional Services
Only

2.16

26

Reporting Compliance with Statutory MTW Requirements:**75% of Families Assisted are Very Low-Income**

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	0	0	0	0	0	0	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	0	0	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	0	0	X	X

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	327	263	0	590	35.2%
2 Person	39	232	0	271	16.2%
3 Person	15	292	0	307	18.3%
4 Person	23	229	0	252	15.1%
5 Person	14	145	0	159	9.5%
6+ Person	12	83	0	95	5.7%
Totals	430	1244	0	1674	100.0%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline % of Household Sizes to be Maintained	35.2%	16.2%	18.3%	15.1%	9.5%	5.7%	100.0%
Number of Households Served by Family Size this Year	620	378	345	298	164	103	1908
Percentages of Households Served by Household Size this Fiscal Year	32.5%	19.8%	18.1%	15.6%	8.6%	5.4%	100.0%
Percentage Change	-7.8%	22.4%	-1.4%	3.8%	-9.5%	-4.9%	0.0

Justification
Explanation for Family
Size Variations Over 5%
from Baseline

HACC increased the overall number of households served by 14% during 2016. The changes in percentages of household sizes is a result of the increased denominator.

* “Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

** The numbers in this row will be the same numbers in the chart above listed under the column “Baseline percentages of family sizes to be maintained.”

*** The methodology used to obtain these figures will be the same methodology used to determine the “Occupied number of Public Housing units by family size when PHA entered MTW” and “Utilized number of Section 8 Vouchers by family size when PHA entered MTW” in the table immediately above.

**** The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End
Housing Program
Description of Leasing Issues and Solutions
Public Housing - Scattered Sites

The Public Housing Scattered Site units are all five bedroom single family homes. Occupants in all but one of the 16 units are over-housed. We have found that there simply is no longer a need for five bedroom units in the market place. As a result, we have submitted a "de minimis" demolition/disposition proposal for these units as part of the RAD conversion.

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End

Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
2011-3 Local Self-Sufficiency Program	119	"demonstrated behavior that exhibits personal accountability and financial responsibility demonstrated through consistent (30 hours per week for more than 12 months) employment appropriate to the maximum skill level achievable by the individual".
Households Duplicated Across Activities/Definitions	0	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	119	

II.6.Report.Leasing**C. MTW Report: Wait List Information****Wait List Information at Fiscal Year End**

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Site-Based	88	Partially Open	Yes
Federal MTW Housing Choice Voucher Tenant Based Program	Community Wide	642	Closed	Yes
Local MTW Housing Choice Voucher Project Based Program	Site-Based	355	Partially Open	Yes

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

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

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

The waiting lists for the PH properties converted under RAD were eliminated and applicants were provided with an opportunity to apply for Project Based Voucher waiting lists. The PH wait list for Skelton Place (0 and 1 BR units only) was opened. PBV wait lists were opened only for certain properties.

If Local, Non-Traditional Program, please describe:

NONE

If Other Wait List Type, please describe:

NONE

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

NONE

Annual MTW Report										
V.3.Report.Sources and Uses of MTW Funds										
A. MTW Report: Sources and Uses of MTW Funds										
<div style="background-color: #d9e1f2; text-align: center; padding: 5px; margin-bottom: 5px;">Actual Sources and Uses of MTW Funding for the Fiscal Year</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system </div> <div style="background-color: #d9e1f2; text-align: center; padding: 5px; margin-bottom: 5px;">Describe the Activities that Used Only MTW Single Fund Flexibility</div> <div style="background-color: yellow; padding: 5px;"> The activities that utilized only MTW Single Fund Flexibility were Acquisition without HUD Approval and Non-Traditional Use of Funds. The details of these activities are provided Section IV of this report and the corresponding projects completed or in progress under these activities are described in Section II of this report. </div>										
V.4.Report.Local Asset Management Plan										
B. MTW Report: Local Asset Management Plan										
Has the PHA allocated costs within statute during the plan year? Has the PHA implemented a local asset management plan (LAMP)? Has the PHA provided a LAMP in the appendix?	<table style="margin: auto;"> <tr> <td style="background-color: yellow; padding: 5px; border: 1px solid black;">Yes</td> <td style="padding: 0 5px;">or</td> <td style="background-color: yellow; padding: 5px; border: 1px solid black;"></td> </tr> <tr> <td style="background-color: yellow; padding: 5px; border: 1px solid black;"></td> <td style="padding: 0 5px;">or</td> <td style="background-color: yellow; padding: 5px; border: 1px solid black;">No</td> </tr> <tr> <td style="background-color: yellow; padding: 5px; border: 1px solid black;"></td> <td style="padding: 0 5px;">or</td> <td style="background-color: yellow; padding: 5px; border: 1px solid black;">No</td> </tr> </table>	Yes	or			or	No		or	No
Yes	or									
	or	No								
	or	No								

V.5.Report.Unspent MTW Funds**C. MTW Report: Commitment of Unspent Funds**

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds
	RAD Transfer of Assistance (Skelton Place)	4,420,000.00
	Bristol Place Redevelopment	1,500,000.00
	Complete construcion of The Manor at Prairie Crossing	1,450,000.00
Total Obligated or Committed Funds:		\$ 7,370,000.00

The Skelton Place RAD conversion is a transfer of assistance to a new construction project to be developed with tax exempt bonds and 4% LIHTC. HACC has issued commitments of \$4,420,000 in secondary financing.

The Manor at Prairie Crossing is an 18 unit Project Based Voucher property developed and owned solely by HACC in the Village of Mahomet. Financing consists of a first mortgage from a local bank and the balance is financed with MTW Block Grant funds. Costruction commenced in May 2016 and is scheduleld for completion in June 2017. The balance of the the second mortgage due from HACC at 12/31/2016 was \$1,450,000.

Bristol Place Residences is a major redevelopment in cooperation with the City of Champaign to acquire, demolish and rebuild the Bristol Park neighborhood. HACC has provided a commitment of \$1,500,000 of secondary financing for this project.

Evaluation of the Moving to Work Program in Champaign County



Annual Report to the Housing Authority of Champaign County

Paul E. McNamara, Associate Professor and Principal Investigator

Cathy Strick, Visiting Research Coordinator

Han Bum Lee, Program Evaluation Associate

Department of Agricultural and Consumer Economics

March 15, 2017

Executive Summary

In October 2010, the U.S. Department of Housing and Urban Development (HUD) designated the Housing Authority of Champaign County (HACC) a Moving to Work (MTW) demonstration agency. MTW demonstration agencies are designated 'high performing', allowing them autonomy in providing housing assistance to low-income individuals and families through unique, locally tailored initiatives, and, with a goal of improving self-sufficiency, while considering HUD's three statutory goals: 1) Reduce costs and achieve greater cost effectiveness in federal expenditures; 2) Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and 3) Increase housing choices for low-income families. Overall, the MTW program intends to transition families into self-sufficiency while retaining access to a quality living environment.

In May 2011, the HACC contracted with the Department of Agricultural and Consumer Economics at the University of Illinois at Urbana-Champaign to conduct a minimum, five-year longitudinal program evaluation of its housing authority, concentrating on the goal of family self-sufficiency. In April 2016, the HACC extended the evaluation through 2018. Therefore, to-date, we have collected five years of longitudinal data, in addition to receiving annual administrative data, and submit our key findings and recommendations in this report.

Briefly, the longitudinal qualitative findings presented in this report reflect a positive movement along the path to self-sufficiency for HACC housing participants, as compared to their non-MTW counterparts, who continue to struggle in key areas of employment, income and education. Quantitative findings analyzing HACC administrative data substantiates an increase in income and employment, while survey data analysis adds a dimension of self-reported health, mental health and hopefulness with unemployed and employed part-time head of households reporting more psychological distress.

In addition, our role as evaluators has provided opportunities for public engagement, where we have provided information, evaluation findings and solicited feedback from housing authority staff at workshops, as well as sharing our findings with the broader community at statewide and multi-state conferences and at the annual Moving to Work Conference in Washington, DC. The evaluation findings have become more relevant especially to HUD housing policies and the MTW Expansion in particular, and have been included in HUD's recent MTW Expansion 'Summary on Public Feedback of Policies to Study' concerning statutory objective #2.

Key Findings

Qualitative Results

In 2016 we conducted third key informant interviews with eight HACC housing participants. We analyzed data for three of these eight participants, looking at changes from the initial interviews conducted in late 2011/early 2012 to the second interviews conducted in 2014 to the third interviews conducted in 2016. We analyzed two of these three participant interviews early in 2016 and they were included in our University update presentation at the MTW Conference in April 2016.

As well, we conducted third key informant interviews with four non-MTW housing participants, analyzing two, looking at changes from interviews conducted across time in 2012, 2014 and 2016. We describe these analyses in further detail later in this report.

Finally, we compared the 2016 analyses of the key informant interview findings between the MTW and non-MTW housing authorities. Findings suggest that while basic needs are met at both MTW and non-MTW housing authorities through housing assistance and self-report of food security, there are differences in discourse concerning housing assistance requirements, housing satisfaction, employment, education, personal goals, motivation, social support, and their financial situation. However, key informants across housing authorities also talk similarly about physical and mental health challenges, goals for children, children's school experiences, children's health, neighbors, and spirituality.

Quantitative Results

- Earned income for all HACC subsidized households increased from about \$6,300 in 2013 to \$9,680 in 2016.
- Earned income for households in the Local Self-Sufficiency (LSS) group increased from \$8,775 in 2013 to \$14,701 in 2016, about a \$6,000 dollar increase (or \$500 a month) on average.
- A higher proportion of head of households (HHs) with full-time employment completed some college or higher degrees.
- About 18% of HHs who did not meet the work requirement took college courses, 3% to complete GED or receive high school diploma, and 1% to attend technical and trade school. These persons strategically invested in schooling for a higher level of education degree or achievement of proper job skills, hence increasing a chance to have stable and quality jobs.
- HHs employed full-time were more likely to keep their employment one year or longer, compared to HHs employed part-time.
- The majority of subsidized HHs were employed in retail or nursing services-related jobs.
- Overall, part-time and unemployed HHs described having poorer physical and mental health than work compliant HHs.

Recommendations

In our last annual report we advised the HACC that a growing number of housing participants were increasing income to levels that would no longer qualify the household for housing assistance, and that housing participants, 'may benefit from understanding about homeownership and the steps to attain homeownership. For those housing participants who are consistently employed, and especially full-time, an escrow account to save toward a home down payment would be a beneficial incentive and might increase motivation to work and save. In this same matter, our recent qualitative interviews highlight housing participants who are on the verge of becoming self-sufficient and financially independent, and who are seeking education and guidance about successfully transitioning from housing assistance.' We are delighted to learn that the HACC is considering implementing escrow accounts in 2018.

In addition, our research team has been in conversation with extension educators at the University of Illinois at Urbana-Champaign (UIUC) to provide a financial literacy workshop to educate housing participants about financial matters. However, we have learned that the ideal process for providing such a workshop would be for the UIUC extension educator to train HACC staff who would then deliver the workshop to committed housing participants. We believe the workshop would be a good program within the Local Self-Sufficiency (LSS) program, with LSS case managers receiving training from the UIUC extension educator, and then conducting workshops with housing participants the LSS case managers identify as willing and committed participants. However, in view of the current caseload of LSS case managers, and, as we have recommended in the past, we continue to recommend adding another member to the LSS team to provide additional staff time to train for and conduct this workshop.

Introduction

This report of the Housing Authority of Champaign County (HACC) Moving to Work (MTW) evaluation by the University of Illinois at Urbana Champaign reflects the period January 1 – December 31, 2016, our fifth year of data collection.

Social Survey Data Collection

During Baseline, Year 1, 307 HACC program participants and 162 non-MTW comparison group participants completed our quantitative Housing & Self-Sufficiency Social Survey, totaling 469 surveys.

In Year 2, 215 HACC program participants and 112 non-MTW comparison group participants who completed a survey during Baseline Year 1, completed a survey, totaling 327 surveys. In addition, 142 HACC program and waitlist participants and 14 non-MTW comparison group participants completed a survey, totaling 483 surveys completed in Year 2.

In Year 3, 179 HACC program participants and 92 non-MTW comparison group participants who completed a survey during Baseline Year 1, and Year 2, completed a survey, totaling 272 surveys. In addition, 149 HACC program and waitlist participants and 30 non-MTW comparison group participants completed a survey, totaling 450 surveys completed in Year 3.

In Year 4, 181 HACC program and waitlist participants and 21 non-MTW comparison group participants who completed a survey during Year 1, Year 2, or Year 3 completed a survey, totaling 202 surveys. Additionally, 214 HACC and 70 non-MTW comparison group completed a survey for the first time, totaling 486 surveys completed in Year 4.

Year 4 survey recruitment included a new process that began in April 2015 with both HACC and the non-MTW comparison housing authority asking housing participants to complete a survey as part of their annual recertification for housing assistance. The intent in changing the process was to address the low participation, and high attrition, rates of housing participants in the evaluation thus far, with the hopes of increasing survey participation so that statistically significant differences might be realized in analyzing social survey data.

Year 5 data collection realized a significant increase in response rate from all previous data collection years to a total of 796 surveys completed between HACC and the non-MTW comparison housing authority. We attribute this increase in response rate to the change in the process for completing surveys that was fully implemented by the housing authorities during this past year. Specifically, at the HACC 309 surveys were completed by program and waitlist participants who previously completed a survey, and 243 new participants completed a survey totaling 552 surveys. At the non-MTW comparison housing authority, 58 surveys were completed by program participants who previously completed a survey, and 186 new participants completed a survey totaling 244 surveys.

Monthly, we randomly chose one participant from each housing authority who completed a survey to receive a \$100.00 Wal-Mart gift card as remuneration for completing a survey. As well, the housing authority case manager at each housing authority with the highest percentage of completed surveys returned on their caseload received a \$25.00 gift card.

Key Informant Interview Data Collection

During Baseline, Year 1, we conducted our qualitative Key Informant Interview with 25 HACC, and 24 non-MTW comparison group participants. During Year 2 we conducted an additional 16 qualitative Key Informant Interviews with HACC waitlist participants, for a total of 65 qualitative Key Informant Interviews conducted. During Year 3 we re-interviewed 12 Key Informants from HACC and 13 Key Informants from a non-MTW comparison group.

In Year 4, we re-interviewed three of the original 16 HACC waitlist participants.

Early last year we conducted third interviews with a few HACC housing participants and analyzed these data for a preliminary view of changes in self-sufficiency over time, from the housing participant's perspective. A summary of those results were included in our annual report last year and presented at the 2016 Moving to Work Conference in Washington, DC. Further analysis for key themes was conducted with a third participant and those three key informant interview findings were reported to the HACC Board of Commissioners in spring 2016.

In addition, we conducted third interviews with five more HACC participants and four non-MTW participants and analyzed one HACC and two non-MTW interviews for key themes. We report findings from the comparison group and provide a comparison between the MTW and non-MTW housing authorities in this report.

Evaluation Overview

The overall purpose of this evaluation is to measure the impact on households participating in the Housing Authority of Champaign County Moving to Work program, over time, especially in terms of their family self-sufficiency measured by variables such as income, employment, hours worked, attainment of educational and job skills goals, and other variables related to family self-sufficiency. The evaluation is designed to quantitatively measure these potential impacts as well as identify factors that might be related to non-attainment of the program's self-sufficiency goals. Such factors include difficulties with access to childcare, limited job opportunities, and personal-level factors such as undiagnosed mental health issues or other barriers participants may face.

To measure the program impact on participants we utilize four sources of information:

First, we have conducted baseline qualitative interviews using an in-depth key informant interviewing approach with 25 HACC MTW participants, 24 non-MTW program participants, and 16 HACC waitlist participants. During the third year of data collection

we conducted follow-up interviews with 12 HACC MTW participants and 13 non-MTW program participants. Early in year five, we conducted third follow-up interviews with two HACC program participants. We utilize non-MTW program participants as controls and a comparison group for the qualitative interviews and for the social survey. The key informant interviews provide information on the program participants' perspectives on topics such as self-sufficiency, work, stress, housing and neighborhood issues, education and job skills, and overall quality of life and family issues. We hypothesize that over time it may be possible to observe a change in some participants' attitudes and practices related to self-sufficiency as a result of the MTW Program.

A second information source is the quantitative social survey we have fielded with HACC MTW participants and waitlist participants, and with non-MTW program participants. The social survey has a variety of question domains ranging from education, housing choices, neighborhood issues, and employment history and current work situation, to family structure and social supports. There are also questions about food security, health care access, and mental health status among other domains. This detailed data, which are being collected over time, allow us to create multivariate regression models to assess the program's impact, and these models can be constructed to control for confounding variables, and they can have non-treated (non-MTW participants) controls, and they can address the issue of unobserved factors which could affect the impact of the program on participants.

A third source of data is administrative data available from HACC and the U.S. Department of Housing and Urban Development (HUD). This data also allows the creation of econometric program evaluation analyses that allow for non-treated controls, confounding variables, and for unobserved variables which could affect the program's performance at the individual level.

Further, we are investigating the possibility of creating linked models using the social survey and the administrative data.

A fourth source of data is HACC 'Mandatory Self-Sufficiency and Employment Education Requirements Implementation Plan', or, 'Treatment Plan' data from which we can describe participant Plans, and determine adherence and successful completion of Plans and how this relates to education and employment outcomes.

Key Informant Interviews

In 2016 we conducted third key informant interviews with eight HACC housing participants. We analyzed three of these eight participants, looking at changes from the initial interviews conducted in late 2011/early 2012 to the second interviews conducted in 2014 to the third interviews conducted in 2016. We analyzed two of these three participant interviews early in 2016 to include in our University update presentation at the MTW Conference in April 2016. Both of those participants displayed progress in reaching self-sufficiency as evidenced by maintaining stable housing, a stable family structure, increased education, increased employment and income, increased financial knowledge and engagement with financial institutions, social support networks that provided social leverage and reduced barriers such as having childcare and transportation. They exhibited motivation, discipline and focus. They are emotionally mature and spiritually invested. Psychologically, they possess high self-efficacy and an internal locus of control, exhibit high maternal self-esteem, and are resilient. While this evidence is positive, it nevertheless presents a challenge to successful housing participants who reach household income limits and must transition to independent housing. Consequently, key informants talk about the help they need, for example, education about finances and homeownership, to make this transition.

In addition we analyzed one more HACC participant whom we had interviewed a third time and whose journey toward self-sufficiency continued to present challenges, as evidenced by serious undiagnosed and untreated mental illness, stagnated skills and education and unstable employment.

We have included vignettes of these three HACC key informants – Carly, Brittany and Laura - with this report. The names of these key informants and some of the details of the interviews have been changed to maintain confidentiality.

As well, we conducted third key informant interviews with four non-MTW housing participants, analyzing two, looking at changes from interviews conducted across time in 2012, 2014 and 2016. Some of the ways that these key informants describe self-sufficiency is by having stable housing, having time to enjoy and engage with their children, having some opportunity to increase their education and being spiritually empowered. From a family-centered life these key informants garner high maternal self-esteem, and from increasing their education they increase self-esteem and self-efficacy. In addition, they purposefully maintain small social support networks to decrease drama and increase privacy. They are spiritual, talk about God, pray and are empowered by spirituality. They are hopeful about the future. Still, these key informants struggle. They are unemployed for long periods, making gainful employment in the near future difficult and this causes them to struggle financially.

They cite lack of available childcare and serious chronic illness as barriers to employment. But, they also cite lack of employment opportunities in the community. These key informants also describe having some mental illness in the form of depression, anxiety, and stress. They lack financial knowledge and therefore do not engage regularly with financial institutions. And, their small, mostly familial, social support networks limits their engagement with the greater community where they could establish social leverage to possibly learn about employment or other resources that could improve their situation.

We have included vignettes of these two non-MTW key informants – Ann and Chantel - with this report. The names of these key informants and some of the details of the interviews have been changed to maintain confidentiality.

We compared these 2016 analyses of the key informant interview findings between the MTW and non-MTW housing authorities. Findings suggest that while basic needs are met at both MTW and non-MTW housing authorities through housing assistance and self-report of food security, there are differences in discourse concerning housing assistance requirements, housing satisfaction, employment, education, articulating and realizing personal goals, motivation, social support, and their financial situation. However, key informants across housing authorities also talk similarly about physical and mental health challenges, family structure changes, goals for children, children's school experiences, children's health, neighbors, and spirituality.

All of the key informants in these analyses were single, mostly minority, women with children. Beginning with a social constructivist theoretical framework to describe how single mothers receiving housing assistance define self-sufficiency, our interview process employed inductive, open ended interview questions that focused on education, physical and mental health, employment, social support and relationships, family structure, housing, neighborhoods, neighbors, health care access, and financial goals and motivation. Our goal was to interpret meaning from the key informant's environment and personal perspectives, affecting her ability toward self-sufficiency. Social constructivism is an ideal interpretive framework employed by qualitative researchers seeking to tell the story from the participant's point of view, and, within the culture and context that the participant interacts (Creswell, 2013, Unger, 2003). The interview process was collaborative (Creswell, 2013) with the research coordinator, an experienced, master's level social work clinician having previously counseled similar populations of homeless and near-homeless people in the community, positioning herself within the interview as one who initiated a space that reflected equality, respect and dignity, inviting study participants to be engaged in a conversation about intimate details of their lives. The research coordinator's previous community social work experience allowed an opportunity to "learn the culture" (Creswell, 2013, p. 250) of a population similar to the key informants. The research coordinator's relationships with these key informants also grew over time, beneficial also to interpreting meaning from the key informants' narratives.

All of the interviews took place at the key informants' homes, either apartment-style or single-family homes. Most of these women worked and accommodated our interviews within their busy lives and while simultaneously caring for their infant, toddler and/or school-aged children who were home at the time of the interview.

Housing

When we asked key informants how they came to live in their current housing, MTW families are more native to their community than their non-MTW counterparts who move in from areas outside their community. MTW families have spent less time living in subsidized housing as an adult, and this is reflected in their attitudes by their more frequent discourse that housing assistance is “a stepping stone” to “a better life”. While families in both MTW and non-MTW housing authorities have maintained stable housing over the past five years, families in the non-MTW housing authority stayed longer in the same residence and were generally more satisfied with their housing and landlord saying, “It’s fine” or “Can’t complain too much.” Both MTW and non-MTW housing participants are aware of the requirements to receive housing, with MTW having work requirements and a new term limit, and non-MTW participants expressing they can stay in their housing as long as they meet income and family size requirements.

Employment

Head of households in the MTW program are more employed, have longer work histories and cite few barriers to employment. Initially when we interviewed these participants in late 2011 and early 2012, they cited a slow economy with few opportunities, with only one head of household unemployed at that time. Now, all are employed and most are able to articulate professional ideal job goals. These women view work as mandatory and view themselves capable of finding and keeping work. They have also increased education and vocational training, which has led to better jobs. Conversely, women in the comparison housing authority have some previous work history but are more unemployed or employed sporadically and cite barriers of lack of childcare, poor physical health and lack of employment opportunities. Their main sources of income are unemployment compensation, child support and SSI for their children. They articulate changing job goals, in different professions, but also there is discourse about finding a job with a schedule to accommodate family responsibilities. For these women, the interview question itself seemed to facilitate some brainstorming. And, when asked if their housing authority helped them if they needed resources for jobs, one key informant said, “Probably, if I ask.” Still, she has never asked.

Education

MTW head of households accomplish larger increases in education over time. Initially having high school diplomas, they have earned some college and college degrees. Conversely, non-MTW head of households gained smaller ground in finishing a high school diploma and attending one year of college. They cite barriers of serious physical health, domestic violence, student debt and childcare and family responsibilities. However, both groups understand the education or training necessary to reach their ideal job goals.

Similarly, both groups talk about the need for having a computer and internet access to attend on-line classes and for completing schoolwork; that parenting responsibilities limits education participation; and that financial help is needed.

Goals

At each interview, we've asked women to tell us where they would like to be five years from now, personally and financially. Our findings suggest there are some big differences between the goals articulated and realized in MTW households vs. non-MTW households. MTW households articulate specific goals, for example, completing education, paying off debt, or getting a good job in a specific field. They have plans, work toward their goals and complete most of their goals. On the other hand, women in non-MTW households may talk about a goal, for example, having a job and going to college, but have no concrete plan, "I don't like to plan stuff, so I just go with it." Therefore, most of their goals are unrealized. The major barriers they talked about – physical illness and having no childcare – were constant over time.

Motivation

We asked women to tell us about some of the things that they do in their free time, when they're not working or going to school or attending job or vocational training. MTW head of households who are more employed report they have less free time, which is spent mainly on family responsibilities. When children are home from childcare or school they cook, help with homework, watch some TV or movies, listen to music, read, take children to the library, "hang out", shop, bake and care for an ill extended family member. In the evenings, there is discourse about a routine with children, giving them baths and putting them to bed, and also free time for themselves, to study, walk, watch TV or movies, exercise, sleep or have a cocktail with a friend.

For non-MTW households where women are more unemployed they view themselves as homemakers. During the day when older children are in school they watch TV, "mainly just watch TV", walk the dog, clean the house, pay bills, grocery shop, run errands, visit family, play with young children, "chill" with friends. When their older children are home from school, activities are child and family centered, as they cook, help with homework, watch TV, read to children, play with children, visit family and friends. In the evenings, one woman "rests" to alleviate physical illness symptoms.

On the weekends families in both MTW and non-MTW households spend time as a family and attending church on Sunday. MTW households may also work, entertain friends, and do homework. Non-MTW households spend time partying, "on weekends I party", drink occasionally, hang out with friends, play cards, and go bowling.

Social Support

Both MTW and non-MTW households garner most of their social support from their family, some friends, and some church members and purposefully keep their social networks small. However, MTW households increase their social network when they include co-workers and school friends and are able to increase social leverage in the community-at-large. Conversely, non-MTW households talk about more usage and financial help through engaging with community resources, including food banks, energy assistance programs like LIHEAP and donations from church. Both MTW and non-MTW households report their social network, from which they receive tangible and emotional support, helpful to their reaching self-sufficiency.

Financial Situation

In an effort to understand key informants' financial situations we ask them to please tell us about their experience with banks, credit unions and other financial institutions, and also to talk about their credit history. While households in both groups talk about past banking mistakes, for example, with over-drafting an account, MTW households are more currently engaged with financial institutions. They pay down debt, establish credit, increase their credit history, increase their credit score and receive mortgage approval. Non-MTW households establish a checking account and pay down student loan debt and perceive their credit to be "okay".

Overall, MTW households also perceive they have more control over their money and their financial future. They talk about taking responsibility for their actions and how the choices they make affects their financial situation, an internal locus of control perspective. Non-MTW households fluctuate in their perceived control and when they talk about having no control, they attribute this to forces outside themselves, for example, rising costs.

Nonetheless, both groups talk about financial struggle over time, mostly with paying utilities, phone and cable.

Physical and Mental Health

Both MTW and non-MTW head of households report some type of physical health concern. MTW households report more physical health challenges, for example, having asthma, smoking, being pre-diabetic, but non-MTW households report more serious physical health challenges, for example, a life-threatening chronic illness.

Over time, there is similar discourse from both MTW and non-MTW households about mental health challenges resulting in stress, anxiety and depression. Stress from managing work, school and home simultaneously. Stress from dealing with children with serious health issues. Stress from dealing with one's own health or serious physical health situation. Depression and grief from death of extended family members. Depression and anxiety about family structure changes – a child's father sentenced to prison, siblings move out of town. Even seemingly positive events cause stress – job changes, increased work hours, increased income, children's father released from prison and spends more time with the family, a marriage proposal. Nonetheless, MTW key informants talk more about serious mental illness, seeking help and receiving medication.

Children

Parenting is a priority for all the households in these analyses, with single mothers garnering high self-esteem from their ability to feel successful in child rearing. In our interview, when we asked women to tell us about their children, the conversation took an obvious turn and their emotion was palpable. They are candid and describe more similarities than differences in their goals for their children. All agreed that education is a priority, that they want their children to have basic needs met, for example to be able to eat healthy, have a good place to live, have clothes and maintain personal hygiene. Also similar is their belief that God, and attending church are priorities. And there is continued discourse over time about their children's involvement in church activities.

Also similar is discourse about engaging with the larger social arena, for example, “stay out of trouble”, “don’t run the streets”, “stay positive in an environment that could present the wrong crowd”, “stay focused” and “make good choices.” Their vigilant parenting translates to children doing well in school. They get good grades, “honor roll students”, have friends, participate in the arts and sports, and most are not bullied. Children with learning disabilities receive help and children who excel academically receive college scholarships.

Overall, families in MTW households are smaller, younger and report are healthier than non-MTW households who report more serious physical health issues with their children. Nonetheless, the research coordinator has spent time with these families with their children present during interviews, except for one household, and has observed mostly healthy, happy and sweet kids.

Neighbors

All of the families in this analysis have lived in the same housing over time, except one MTW family who moved once in five years. Key informants describe their neighbors similarly, people who are diverse – people who work, go to school, are retired, are disabled, or homeowners. Still, women do not perceive their neighbors as friends, but acquaintances to whom they are cordial, “I speak. They speak. That’s it.” Only a few talk about gaining a friend as they live in the neighborhood longer. Eventually, one participant says, “I feel comfortable ‘cause I got good neighbors.” Otherwise, most of their activity takes place outside the neighborhood.

Spirituality

Similar across MTW and non-MTW households is discourse about religion, spirituality and God. These are families who report attending church regularly, whose children participate in activities at church, for example in choir, praise dance teams and bible study. These head of households talk openly about God as a source of emotional support, “Girl, that’s my lover, my comforter, my best friend”, “The main person I really talk to when I’m alone is God because he knows my heart and he knows exactly what I’m going through, so”, “The Lord. Yeah I pray about how, how this gonna get taken care of.”

Quantitative Analysis

Administrative Data Analysis

This section presents longitudinal changes in demographic and economic characteristics of housing subsidy beneficiaries at the Housing Authority of Champaign County (HACC), using HUD-50058 family records data between 2013 and 2016. We use repeated cross-sectional data (we do not follow individuals over time) and report descriptive statistics for analysis outcomes, categorized into four groups: all subsidized households, LSS program eligible households, new admissions, and end of participation households. Table 1 presents demographic changes in head of households' (HH) age, gender, and race, as well as family size and children of subsidized households by groups between 2013 and 2016. The results show that HH's age in the new admission group decreased over time from the average of 46 years old in 2013 to 35 years old in 2016 due to a substantial influx of new entries with younger HHs. We also observe that more female-headed households and households with children were admitted to the subsidy programs in 2016.

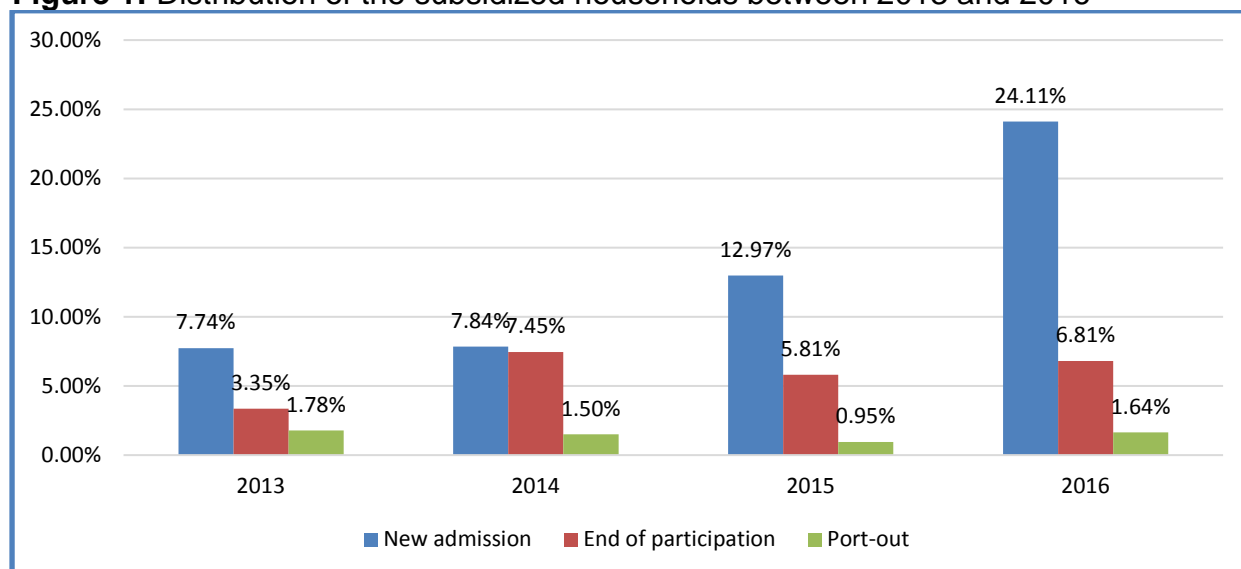
Table 1: Demographic characteristic changes by groups between 2013 and 2016

	2013	2014	2015	2016
Head Age				
All	44.41	44.70	45.81	44.62
LSS	37.43	37.82	37.38	36.03
New admission	46.07	44.25	40.76	35.00
End of participation	48.40	46.86	48.04	48.74
Head is Black*				
All	67%	68%	70%	82%
LSS	70%	71%	73%	94%
New admission	61%	77%	80%	87%
End of participation	64%	63%	70%	75%
Head is Female				
All	85%	85%	82%	76%
LSS	93%	93%	94%	81%
New admission	82%	65%	71%	83%
End of participation	74%	83%	76%	70%
Family Size				
All	2.66	2.66	2.51	2.46
LSS	3.33	3.32	3.29	3.12
New admission	2.35	1.77	2.06	2.52
End of participation	2.00	2.69	2.33	2.23
Having a Child				
All	57%	58%	55%	56%
LSS	80%	81%	82%	81%
New admission	48%	40%	53%	69%
End of participation	40%	53%	44%	47%

Notes: The frequency values for "Head is Black" in 2016 were overestimated because the values included multi-racial persons, while only Black HHs were accounted in the other years.

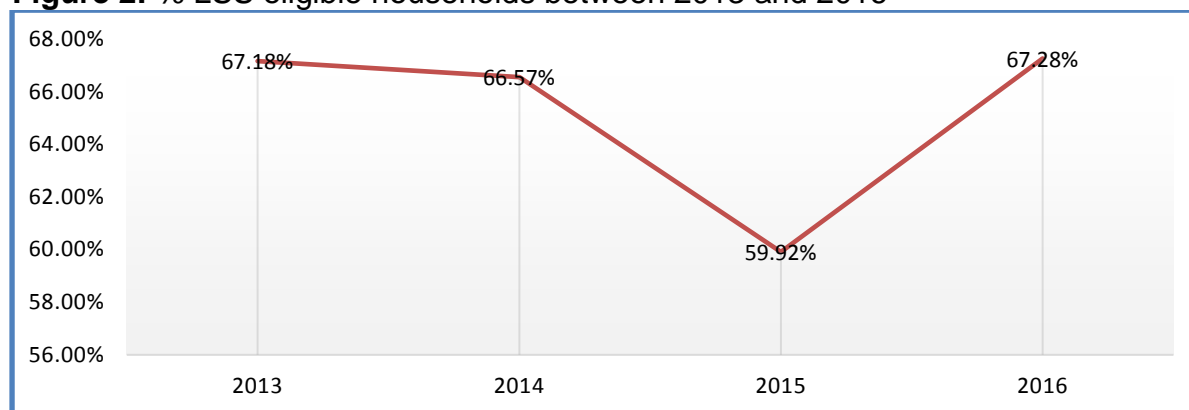
These dramatic changes in demographic characteristics for newly admitted households can be explained by distribution of the new admission group over time. Figure 1 shows that the proportion of the new admission group increased substantially in fiscal year 2015 and 2016, mainly associated with building completion and lease-up of new project-based voucher (PBV) units through the Rental Assistance Demonstration (RAD) program, while the proportion of the end of participation and portability-out groups remained similar.

Figure 1: Distribution of the subsidized households between 2013 and 2016



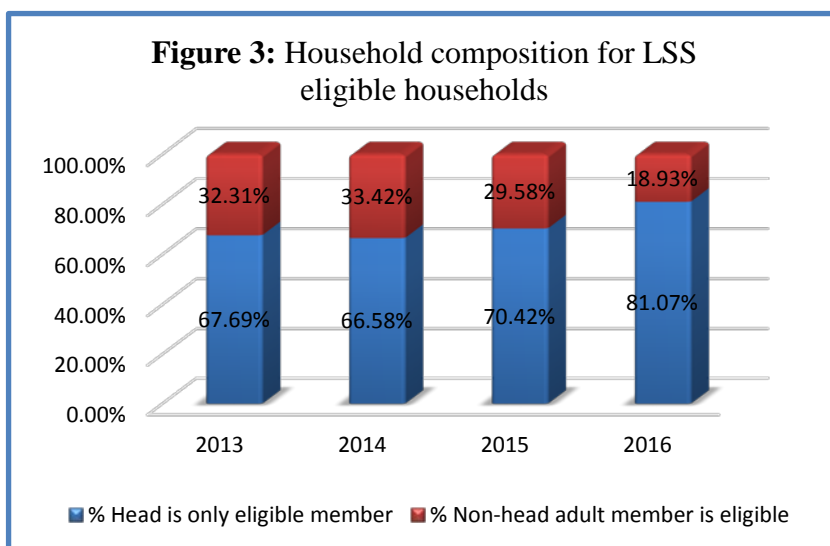
Changes in household composition are quite important in the HACC's self-sufficiency strategy since such variations affect distribution of the LSS eligible households, the LSS program of which has been proven to have a substantial impact on recipients' employment and income. Figure 2 shows that, in 2013, about 67% of the entire subsidized households were eligible for HACC's LSS program, but the housing authority had experienced a gradual decrease of 8% in the proportion of LSS eligible households by 2015. Specifically, LSS eligible households might become non-eligible since eligible adult members in the household became elderly (>54) or disabled. Also, eligible adult members in the household might decide not to live with a subsidy holder any longer. However, in 2016, we observe a significant increase in the proportion of LSS eligible households, similar as in 2013, through admitting younger HHs.

Figure 2: % LSS eligible households between 2013 and 2016



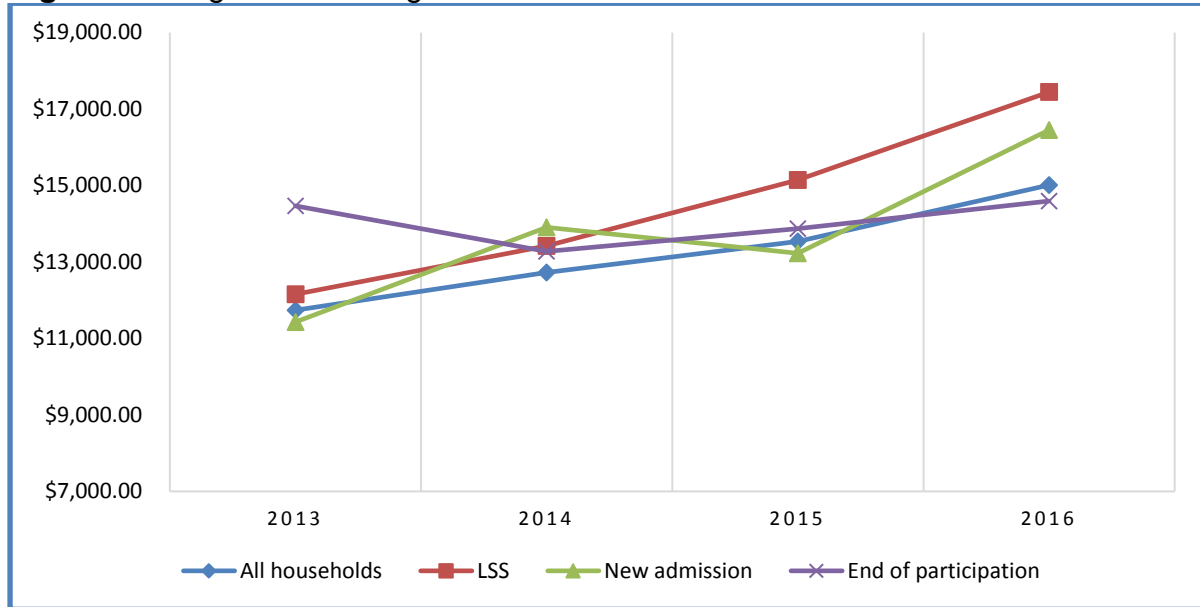
Additionally, we present household composition of LSS eligible households over time (Figure 3). The blue bar represents the proportion of households where the HH is the only LSS eligible member, and the red bar indicates the proportion of households with non-HH LSS eligible members (but also includes LSS eligible HHs if they exist in the household). We observe that the proportion of households where a HH is the only eligible member increased gradually with a relatively larger change between 2015 and 2016. Indeed, we can assume some dynamics in satisfying HACC's self-sufficiency program requirements and time limits by household composition.

Specifically, households where a HH is the only eligible member have two options to maintain the current subsidy - either by working a certain number of hours a week or attending educational institutions or job training in the second recertification. And then, HHs have to work at least 25 hours a week by the fourth recertification. On the other hand, households with non-HH LSS eligible members may have more flexibility in satisfying the requirements, by exploiting options among eligible members within the household.



In Figure 4, we show patterns in household's annual income by different subsidy groups between 2013 and 2016. Each point in the plot represents a mean value, expressed in 2016 dollars, of the specified group in the year. The results show that the annual income for LSS and new admission groups were similar in 2013, while end of participation households had a higher income by around \$2,600. Surprisingly, the HACC's LSS program has started since 2013, and we observe, in following years, a significant increase in annual income for the LSS eligible households, which indicates an impact of the self-sufficiency program; however, since income patterns for counterfactuals were not accounted for here, interpretation may need caution. In addition, the annual income for new admission and end of participation households also increased over time, but the gap between LSS and other groups is still noticeable. On the other hand, new entries' annual income increased significantly between 2015 and 2106 mainly due to HACC's admission criteria, requiring employment to apply for the program.

Figure 4: Longitudinal changes in household's annual income over time



Furthermore, we report subsidized households' annual earned income and employment status in Figure 5 and Figure 6, respectively. In Figure 6, we define household employment by assigning 1 if a member in the household had a job, and 0 if otherwise. Indeed, these two figures show very similar income patterns, as in Figure 4. On average, earned income for all the subsidized households increased from about \$6,300 in 2013 to \$9,680 in 2016. Notably, earned income for the LSS group increased from \$8,775 in 2013 to \$14,701 in 2016, representing about a \$6,000 dollar increase (or \$500 a month) on average. Earned income for new admission and end of participation households also increased similarly until 2015; however, as expected, earned income for the new admission group increased significantly in 2016.

Figure 5: Longitudinal changes in household's annual earned income over time

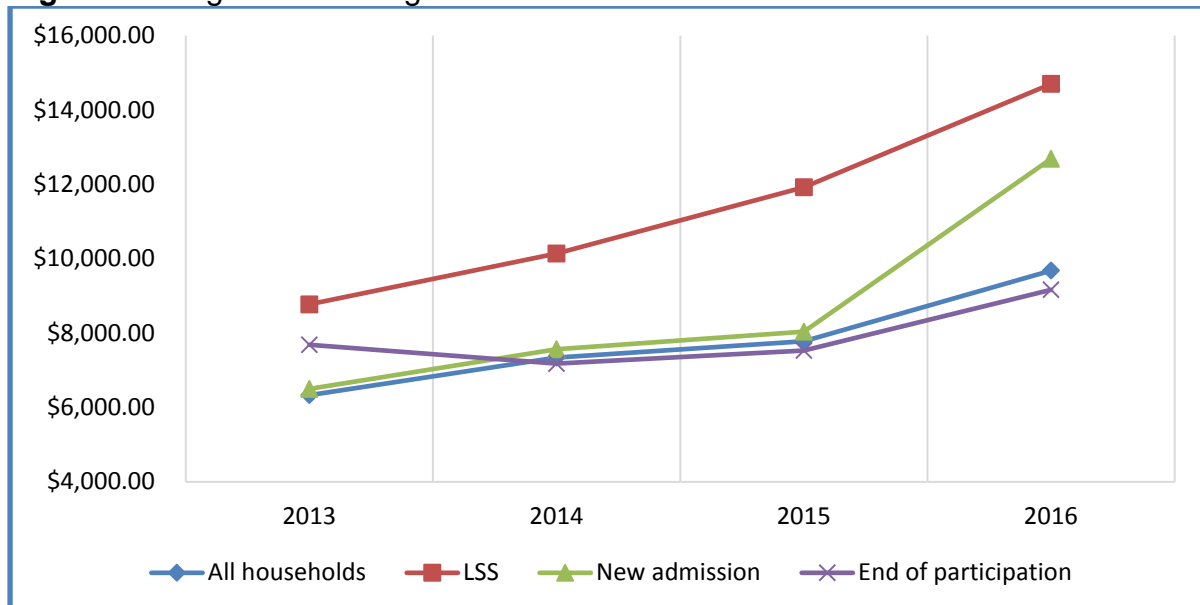
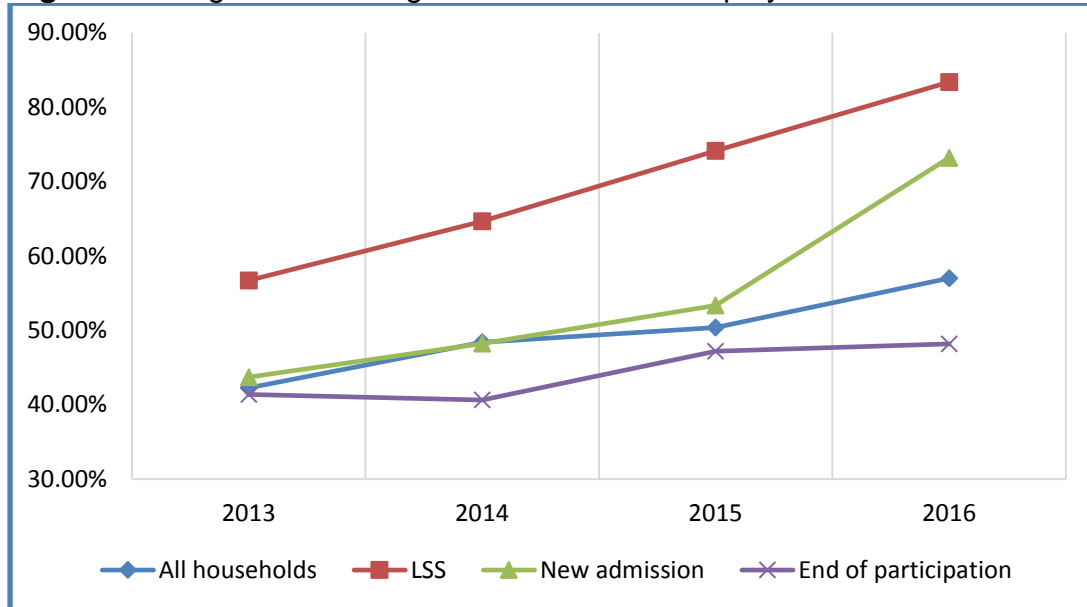


Figure 6: Longitudinal changes in household's employment status over time



Survey Data Analysis

All HACC's LSS eligible HHs, aged 18 through 54 who are not disabled, were asked to complete a Housing and Self-Sufficiency Social Survey at the time of their annual recertification. This survey completion was mandatory. Eligible households received a survey via mail with their annual recertification notice and were asked to complete the survey and return it to the housing authority in a sealed envelope, which was provided. Surveys were then collected by our research team at the University of Illinois at Urbana-Champaign for processing and data analysis.

Table 2 reports the monthly summary of survey collection in 2016. Survey collection rates ranged from 51% to 75% with the mean of 66%. We collected a total of 470 surveys from a possible 722 LSS eligible households between March and December. Surveys were also collected in January and February 2016, but the data were not used in the analyses due to very low collection rates.

Table 2: Social Survey Completion (2016)

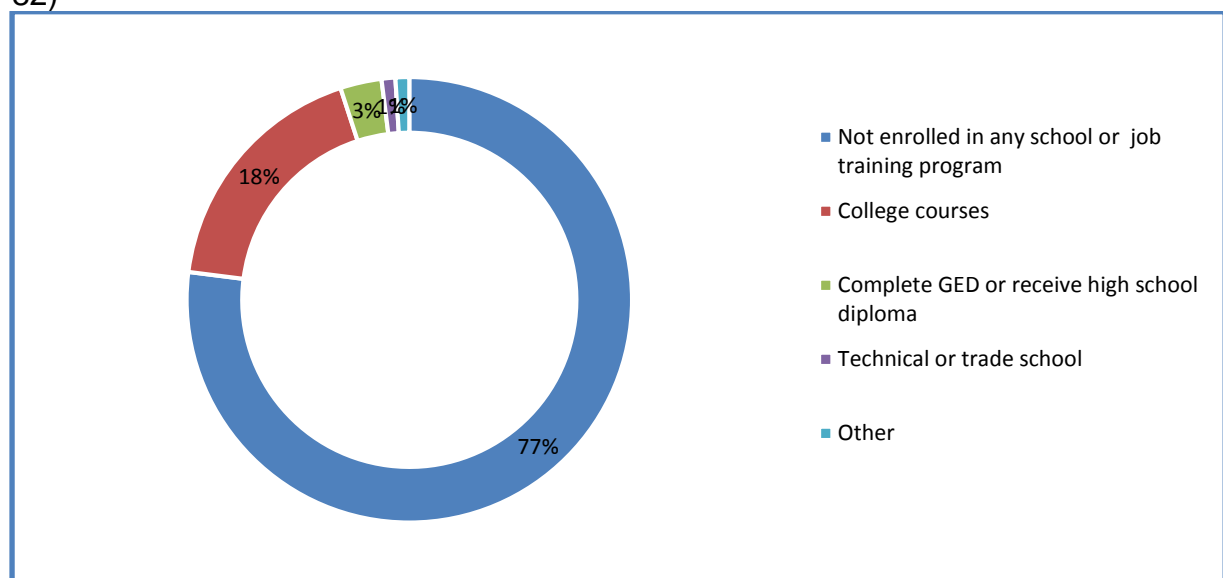
Month	Scheduled for Recertification	Completed Survey	Monthly Survey Collection Rates	Average of Monthly Survey Collection Rates
June	55	40	72.73%	66.02%
July	66	49	74.24%	
August	115	84	73.04%	
September	89	56	62.92%	
October	72	47	65.28%	
November	91	54	59.34%	
December	101	51	50.50%	
January	49	30	61.22%	
February	44	29	65.91%	
March	40	30	75.00%	
Total	722	470	65.10%	

Table 3 shows the relationship between HHs' employment status and educational attainment. The results show that a higher proportion of HHs with full-time employment (FT) completed some college or higher degrees, compared to HHs with part-time employment, working between 20 and 34 hours a week (PT-1). On the other hand, interestingly, a higher proportion of HHs with part-time employment, working less than 20 hours a week (PT-2), and the unemployed tended to have similar educational attainment to the FT HHs, which was counterintuitive. In order to understand this phenomenon, we investigate who were HHs in the PT-2 and unemployed groups and how they could satisfy the self-sufficiency requirements. Figure 7 shows that about 18% of these HHs took college courses, 3% to complete GED or receive high school diploma, and 1% to attend technical and trade school. These persons strategically invested in schooling for a higher level of education degree or achievement of proper job skills, hence increasing a chance to have stable and quality jobs.

Table 3: Relationship between employment and educational attainment ($N = 467$)

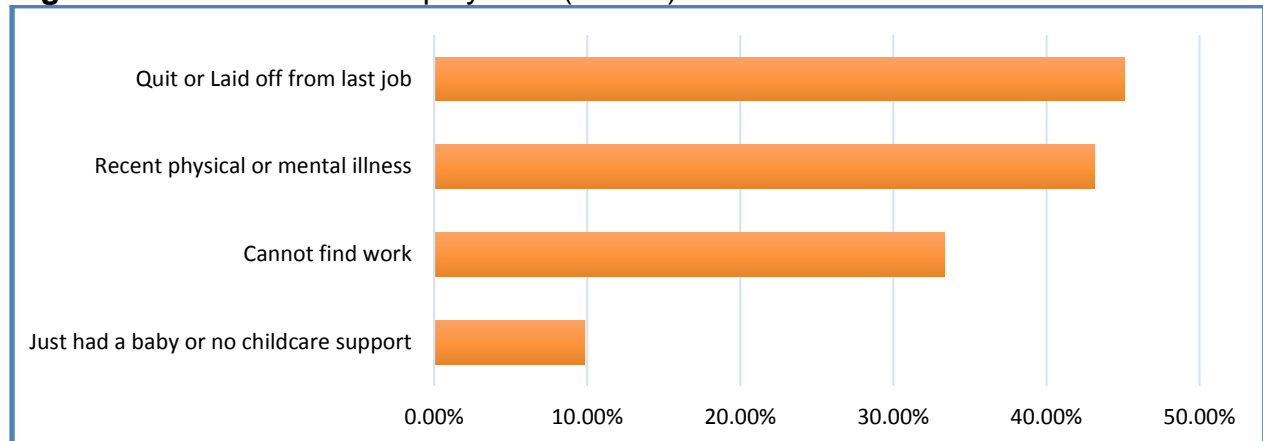
	Total (%)	Highest Level of Education Completed		
		Some High School or Less	High School Diploma or GED	Some College or Higher
Employment	408 (87.58)	12.01%	31.37%	56.62%
Full-Time (35 or more hours)	172 (36.83)	11.11%	28.07%	60.81%
Part-Time (20-34 hours a week)	210 (44.97)	12.86%	34.29%	52.86%
Part-Time (Less than 20 hours a week)	27 (5.78)	11.11%	29.63%	59.56%
Unemployed	58 (12.42)	10.34%	29.31%	60.34%

Figure 7: LSS head of households working less than 20 hours and unemployed ($N = 82$)



Additionally, HHs that neither attended school nor worked were asked why they were not working (Figure 8). More than 40% of these HHs selected the response, “quit or laid off from last job” and “recent physical or mental illness”. Also, about one-third answered that they couldn’t find jobs and about 10% answered that they just had a baby or had no childcare support. These indicate that some HHs may need more intensive job referrals, daycare services, and proper examination for their physical and mental health.

Figure 8: Reasons for Unemployment (N = 51)



Note: The analysis samples are not mutually exclusive.

We find quite consistent patterns of correlation between HHs’ employment status and the period of holding their main job. Table 4 shows that FT HHs were more likely to keep their employment one year or longer, compared to HH employed part-time. However, about one-fourth of the PT-2 HHs answered that they were employed less than three months, which was about three times greater than FT HHs and twice as great as PT-1 HHs. These results may imply that holding current employment longer increases the chance to have a full-time job.

Table 4: Relationship between employment status and length of employment (main job)

	Full-time (35 or more hours)	Part-time (20-34 hours a week)	Part-time (Less than 20 hours a week)
One year or longer	72.09%	55.12%	53.85%
More than three months, but less than one year	19.19%	21.46%	19.23%
Less than three months	8.72%	13.66%	26.92%
Total	172	205	26

Table 5 reports types of jobs of HHs by employment status. The majority worked in retail sector or nursing services-related jobs. Specifically, about 8% of FT HHs had jobs in manufacturing, compared to 2.5% and 3.85% for the PT-1 and PT-2 HHs. Also, 28% of FT HHs worked in retail sector jobs, while about 39% and 35% HHs worked in retail sector jobs for the PT-1 and PT-2 group, respectively. Additionally, 40% of FT HHs were employed in nursing services jobs, compared to 35% and 27% for PT-1 and PT-2 HHs. The results show that 10%-15% of each employment group had jobs in the education sector (i.e., transportation and dining hall).

Table 5: Type of Jobs by employment status

	Full-time (35 or more hours)	Part-time (20-34 hours a week)	Part-time (Less than 20 hours a week)
Manufacturing	8.38%	2.49%	3.85%
Retail Sector	28.14%	39.30%	34.62%
Nursing Services (i.e., homecare, childcare, daycare, etc.)	39.52%	34.83%	26.92%
Education (i.e., pre-school, transportation and dining hall)	10.78%	11.44%	15.39%
Other (i.e., cleaning, food, self- employed, etc.)	13.18%	11.94%	19.22%
<i>N</i>	167	201	26

Table 6 shows the relationship between employment and health. Work compliant HHs (WC-HHs) described their health status as excellent or very good (42%), good (41%), and fair or poor (17%), while HHs working less than 20 hours a week and unemployed (PTU-HHs) described their health as excellent or very good (35%), good (31%), and fair or poor (34%). Particularly, about twice as many PTU-HHs described their health as fair or poor. Similarly, based on the Generalized Anxiety Disorder (GAD) scale, about 10% of WC-HHs reported some levels of anxiety symptoms – moderate (5.96%) or severe anxiety (4.34%) – while 14% and 9% of the PTU-HHs reported moderate and severe anxiety symptoms. Also, according to the CES-D scale, about 23.58% of WC-HHs scored at a level indicating a risk for clinical depression, while 44% of PTU-HHs scored at a level indicating a risk for clinical depression.

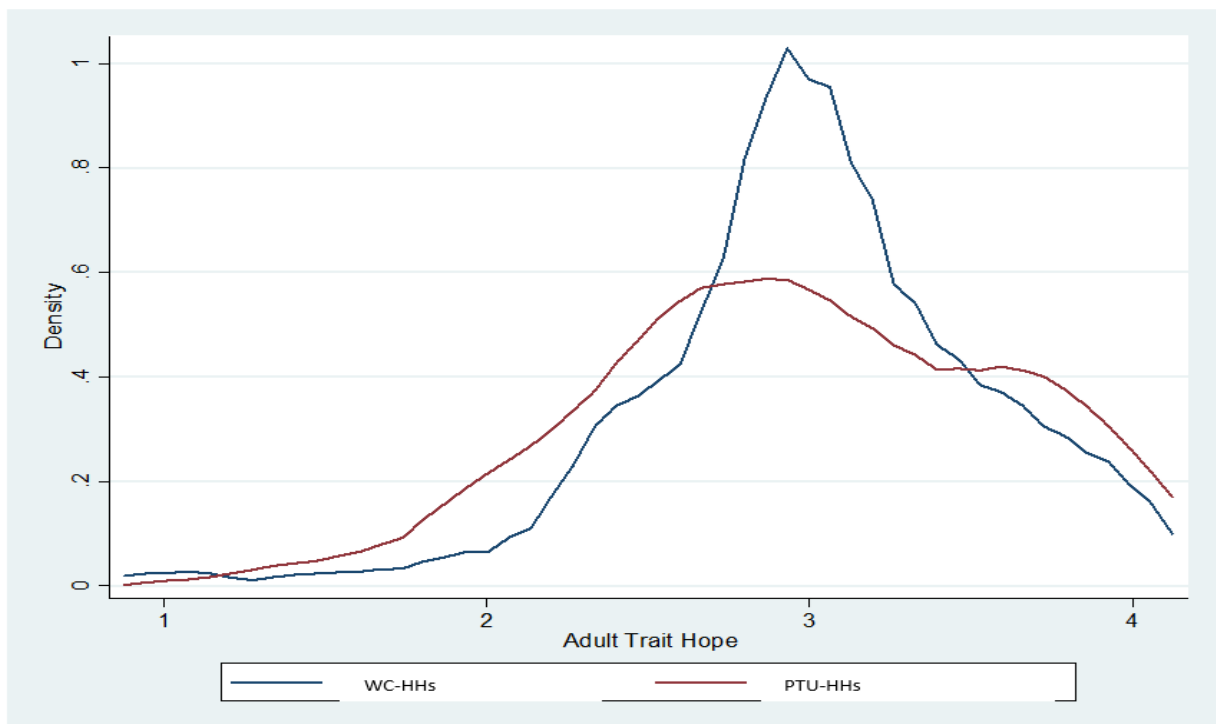
The results can be explained by the fact that PTU-HHs may suffer from psychological distress due to undesired labor market outcomes and academic achievement, as well as fear of sanctions as a response to failure of compliance. Lastly, Figure 9 shows the kernel density plot of the Adult Trait Hope (ATH) scale between WC-HHs and PTU-HHs. The plot indicates that WC-HHs showed a relatively higher mean value of the ATH scale score, compared to PTU-HHs, which indicates a better hope status among WC-HHs.

Table 6: Health & Employment

	Describe Your Health				Generalized Anxiety Disorder Scale					CES-D Scale	
	Excellent or Very Good	Good	Fair or Poor	<i>N</i>	No Symptom	Mild	Moderate	Severe	<i>N</i>	Risk for Clinical Depression	<i>N</i>
All Head of Households	41.18%	39.22%	19.61%	459	68.16%	19.28%	7.40%	5.16%	446	27.27%	407
Work Compliant Head of Households	42.44%	41.11%	16.45%	377	70.73%	18.97%	5.96%	4.34%	369	23.58%	335
Full-Time (35 or more hours)	43.20%	40.24%	16.57%	169	66.87%	21.69%	5.42%	6.02%	166	26.80%	153
Part-Time (20-34 hours a week)	41.83%	41.83%	16.35%	208	73.89%	16.75%	6.40%	2.96%	203	20.88%	182
Part-Time (less than 20 hours a week) or Unemployed Head of Households	35.37%	30.49%	34.15%	82	55.84%	20.78%	14.29%	9.09%	77	44.44%	72

Notes: CES-D represents Center for Epidemiologic Studies Depression.

Figure 9: Adult Trait Hope Scale between LSS work compliant and part-time or unemployed head of households



Notes:

WC-HHs: work compliant head of households

PTU-HHs: part-time working less than 20 hours a week or unemployed head of households.

Mandatory Local Self-Sufficiency Program

One of our goals has been to receive and analyze HACC's Mandatory Local Self-Sufficiency (LSS) data, which we refer to as 'Treatment Data'. This is information collected by HACC that we would use to track over time with LSS participants to assess their compliance to the mandatory work or education requirements.

During 2016, the HACC was still in the process of migrating from their Tracking-At-A-Glance and WinTen software to their new WinTen2+ software. In December 2016 we received LSS reports from the new system in an excel spreadsheet format documenting an active case list, family services listing, participant age listing, and a final goals by participant report. Missing from these reports, however, was information by participant of goals set and progress toward goals. That information needed to be manually extracted via a 'copy and paste' process into a word document by LSS case managers and in February 2017 we have received these reports. We anticipate looking at this data in 2017 to evaluate the effectiveness of the treatment to program participants.

HACC Staff Workshop

On May 17, 2016, our research staff spent a half day with about 30 HACC staff, representing all departments within the agency. We began the morning with a PowerPoint presentation providing background on the Moving to Work Demonstration - explaining the program history, why the program came to be, highlighting flexibilities allowed under MTW, reviewing MTW statutory goals, describing activities within an MTW agency designed to meet the statutory goals and HACC's role in the demonstration, including HACC's ability to reposition its portfolio and assets under MTW initiatives.

We then gave a report on our evaluation findings similar to what we report in our annual report and our presentation at the 2016 MTW Conference including qualitative and quantitative analyses details. We summarized our findings – finding that HACC's MTW Self-Sufficiency programs increased 7.3 percentage-points the head of household's probability of working, and increased the head of household's earnings by 5.0 percent. Also, the program increased 5.8 percentage-points in employment ratio of the eligible family members, and increased household's earnings by 3 percent. Moreover, we found that the MTW Self-Sufficiency programs decreased the probability of TANF receipt by 4.3 percentage-points. Our presentation was interactive with housing authority staff asking questions and also other housing authority staff providing additional information.

Then, we engaged housing authority staff in an activity allowing them to share their perspectives on housing, public housing, and family self-sufficiency. Staff divided into small groups and worked collaboratively to answer our questions:

- What do you view as the major challenges that HACC participants face in moving to self-sufficiency?
- What is your perception of the local economy and people's opportunity to find employment?

- What is your role, if any, in helping families achieve self-sufficiency?
- How do you view the services that HACC provides as playing a role in families achieving self-sufficiency?

Groups reassembled back to the large group and we discussed some of the major themes emerging from the small group discussion.

Finally, some key HACC staff participated as panel discussants providing their perspectives on the MTW program. For example, we learned how the HAP payment per month has changed, providing more income to the housing authority and the ability to serve more housing participants; and how funding flexibility allows the housing authority to become partial owners in housing developments, providing some stability. We also learned about the new partnership between the HACC, United Way and the City of Champaign to create an emergency family shelter, the first in Champaign County. And we listened to a report by the LSS case managers on the status of some of their caseload of almost 800 housing participants.

We ended our workshop with our evaluation plan going forward and appreciated spending time with the HACC staff.

Comparison Housing Authority

To support the statistical validity of our evaluation, the HACC is participating in a mixed methods evaluation with a non-MTW control group housing authority. This allows us to gather and analyze data from two comparable groups. We selected this non-MTW housing authority as a control group due to neighboring proximity in central Illinois, having some similar participant demographics, the size of the agency, having some business and commercial base, and having community education resources with a university and community college. Nonetheless, there are some differences between the two housing authorities, most notably, that the non-MTW housing authority provides housing assistance to families residing in a community which has experienced loss of its economic base with large manufacturing companies downsizing through worker layoffs. Still, they have been active in this evaluation since the beginning and we appreciate their continued willingness to participate.

On September 28, 2016, our research team visited the non-MTW housing authority. We spent some time with key staff, providing them some general information about the Moving to Work Demonstration and presenting some findings from our evaluation and learning from them some of their perspectives about self-sufficiency of their housing participants. This housing authority offers a voluntary Family Self-Sufficiency (FSS) program and currently has 30 participants. Our presentation to them provided longitudinal analyses so that they could better understand their housing participants' socioeconomic and residential behaviors over time and to guide policy making to support HUD's program objectives. Our qualitative analyses described how their housing participants described self-sufficiency, for example, by having stable housing, opportunity to spend time with children, garnering some maternal self-esteem, and opportunity to increase education bringing them some self-esteem and self-efficacy.

As well, we reported how participants describe some ways in which they struggle, for example, by being unemployed, citing barriers such as lack of childcare and transportation, but also lack of employment opportunities in the community, and describing some serious and chronic health and mental health challenges. Our quantitative analyses showed that participants' economic activities are highly associated with the city's economic situation, and households with working-aged and able-bodied head of households tended to have a higher level of employment-adult ratio and earnings. We also found that this non-MTW housing authority has admitted highly economically vulnerable households even compared to the existing subsidized households. In addition, we observed a locational pattern where housing participants have clustered in the inner city areas with higher poverty rates over time.

Finally, our research team dialogued with staff about their perspectives, or questions, and we provided them some recommendations on engaging their housing participants to continue participation in the study.

Informing HACC and the Greater Community

Our accomplishments this past year include:

- In April, 2016 we submitted our Annual Report for 2015 to the HACC and this was included in HACC's Annual Report to HUD.
- In April, 2016 we presented our evaluation findings at the MTW Conference in Washington, DC, informing federal housing policy initiatives.
- In May, 2016 we provided a half-day presentation to the staff of the HACC, providing background on MTW, HACC MTW program timeline, our evaluation findings, and facilitating small group discussions with staff about MTW perspectives.
- In June, 2016 we presented our Annual Report to the HACC Board of Commissioners.
- In July, 2016 we presented our evaluation findings at the Illinois Association of Housing Authorities meeting at Allerton, IL.
- In September, 2016 we presented our evaluation findings to the non-MTW comparison group housing authority staff.
- In September 2016, we were invited and presented our evaluation findings during a workshop, *MTW Transforming Public Housing*, at the Regional Neighborhood Network Conference, Champaign, IL.

Conclusion

The University of Illinois ongoing evaluation of the HACC MTW program reveals a number of key findings from our mixed methods assessment using qualitative and quantitative data. The self-sufficiency program has generated significantly positive impacts in terms of earnings, employment status of the household head and eligible family members. Additionally, using social survey data, we analyzed various relationships of participants' employment status with educational attainment, types of jobs, length of employment, and physical and mental health.

It seems likely that in the future, the issue may be how best to assist the MTW program participants who are in the LSS program but are not progressing as well towards their goals, especially as the work requirements become more binding.

Our qualitative data analyses in 2016 included analyzing self-sufficiency themes from key informant interview data across time for two key informants of the non-MTW comparison housing authority, as well as, three HACC key informants, and comparing these findings between HACC and the non-MTW housing authority. An MTW housing authority is required to meet a statutory goal to help people become economically self-sufficient. To meet this goal, one of the activities the HACC implemented was work requirements. And, for households struggling to meet the work requirement, the HACC provides a team of case managers through its Local Self-Sufficiency program to assist housing participants to plan for and meet their self-sufficiency goals. HACC housing participants in these analyses describe lives that are goal-focused toward self-sufficiency. They describe housing assistance as a 'stepping stone', an opportunity where they can experience higher education as a pathway to professionalize their passions. And while all the women described some time to 'hang out', still, HACC key informants are motivated to use their time to study. They understand they have a finite period to accomplish their goals and they are determined. HACC key informants have found a way to problem-solve some of the barriers that all the women experienced at some time, for example, having adequate child care to be able to access work and education. This problem-solving ability comes, in part, from living from an internal locus of control. All of the women in these analyses, whether from HACC or the non-MTW housing authority, have experienced, and to some extent still do experience, much adversity in their lives. And when we asked women from HACC if they might think about disclosing their identity and sharing their journey with their peers, to help others meet their goals, they said things like, "I think it would be good if um the housing program had a mentoring program. You know, people that are using the assistance can help other people who are using the assistance. That you guys work together to climb up the ladder. If you had a person that has been to where you are, that can make a difference. And you let 'em know it wasn't all peachy keen, you know. There are struggles. But you use that as motivation."

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