

# Moving to Work

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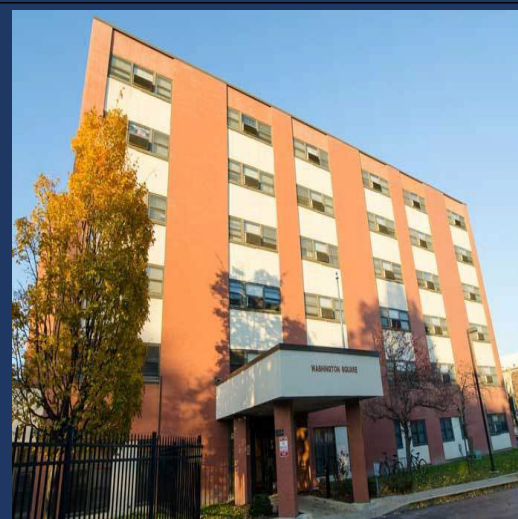
## 2021 Annual Report



GROWING *and ...*



MOVING  
FORWARD  
*Together*



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## Mission

*“Provide a quality living environment as a foundation for individuals to achieve their full potential”*

## Vision

*“Develop quality affordable housing communities providing opportunity and support to maximize individual potential; while sustaining long term financial viability of HACC.”*

## Goals

In 2019, the Housing Authority of Champaign County completed the conversion of the last remaining public housing community to private ownership under the Rental Assistance Demonstration (RAD) Program.

The exit from the Public Housing Program redefined how we will deliver housing assistance in the future. A visioning process resulted in rebranding the agency to focus on

### ***“Growing and Moving Forward Together”***

**Growing...** housing options to meet the ever-increasing demand for affordable housing throughout Champaign County; and,

**Moving Forward Together...** with residents and communities we serve, opening doors to support their success.

**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.

#### **Goal 2 - Self-Sufficiency**

*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.*

#### **Goal 3 - Expand Housing Opportunities**

*Develop new housing in rural communities currently not served by HACC and housing to serve special needs in Champaign County, leveraging private capital to ensure HACC's economic viability and sustainability.*

## BOARD OF COMMISSIONERS

Dr. Grant Henry  
*Chair*

Rev. Rickey Parks  
*Vice-Chair*

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*Resident Advisor*

Peter McFarland  
*Commissioner*

Rebecca Obuchowski  
*Commissioner*

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*Commissioner*

## LEADERSHIP TEAM

Lily Walton  
*Executive Officer*

Temeka Edwards  
*Deputy Director of Housing Operations*

Shevone Myrick  
*Interim Program Manager*

Miguel Manero  
*Director of Finance*

Robyn Dodd  
*Acting Director of Housing*

Jean Wingler  
*Procurement & IT Manager*

Stephanie Burnett  
*MTW & Client Outreach Manager*



## MESSAGE FROM THE CEO

### Celebrating New Beginnings and the Next Level of Excellence

It is my absolute pleasure to present to you the 2021 annual report. Amid many challenges globally and locally, the HACC maintained the forward progression established over the past several years. Due to the global COVID-19 pandemic, 2021 was a year that brought about many changes in operations, funding, the workforce, and client relations. Much about the authority has changed since I was selected to lead this great agency as Executive Director, following the resignation of a truly transformative leader. It brings me great joy to celebrate the success of the last year as we build upon the spirit of excellence and position ourselves to take our service to the next level of greatness.

*"It is hard to argue that housing is not a fundamental human need. Decent, affordable housing should be a basic right for everybody in this country. The reason is simple: without stable shelter, everything else falls apart."*

— Matthew Desmond,



We've experienced a year of exceptional growth and service to the Champaign County community. In 2021, we saw a nearly \$2 million increase in our budget and operations due to new programs and affordable housing developments. We fully placed in service 176 units of affordable housing which include the following projects: The Haven at Market Place, Pinewood Place, and Oakfield Place which all reached nearly 100% occupancy during the fiscal year. In addition to all of the ongoing development, we also fully absorbed 50 vouchers from Ford County Housing Authority, received funding for 113 Emergency Housing Vouchers, and increased our Tenant Based Vouchers by 50. Overall, in 2021 we provided nearly 400 more individuals and families the much-needed resource of stable housing.

To ensure the long-term stability of our many programs, we cross-trained 60% of HACC employees in various industry recognized subjects leading to us significantly reducing our

*"The only thing worse than training your employees and having them leave is not training them and having them stay."* — Henry Ford

reliance on external consultants which we diverted resources toward employee training, education, and professional development. We successfully trained HACC team members in over 10 industry specific certification or training programs which include: HCV Program Management, Supervision & Management, Mastering LIHTC Compliance, Hearing Officer Specialist, HCV Specialist, Fair Housing and Reasonable Accommodation, HCV Financial Management, Procurement & Section 3, Open Meetings Act, National Center for Construction Education and Research Instructor Certification, OSHA 10 Trainer Certification, and Youth Program Development.

Following the challenges of 2020, it became even more critical for us to engage with our residents, MTW clients, the community, and young people. The rise in crime and gun violence inspired our team to develop increasingly progressive programming that addressed the looming need for supportive services for those we serve. Through our coordinated community outreach strategy, we engaged with those closest to our hearts by safely hosting over 20 in-person resident events which also included COVID-19 vaccination clinics for initial and second doses. Through intensive case management, tutoring, and career coaching, our YouthBuild program successfully served 68 young adults aged 16-24 years leading to 100% of participants receiving educational gains and 91% earning Highschool Diplomas, and/or career credentials in the fiscal year.

Our MTW program also showed drastic leaps in individual client development due to the brand new strategically designed workforce development program coupled with the recently launched SHIFT program which incentivizes MTW voucher holders for making significant leaps toward financial freedom and self-sufficiency. During 2021, the SHIFT program grew from 30 to 69 participants successfully achieving 88 goals and earning a cumulative total of \$30,570 in financial incentives.

Of all the many successes of the past year, I am most proud of the resiliency of our team, operating under unprecedented conditions the phenomenal HACC team showed compassion, strength, and tenacity in our business and community operations.

On behalf of the Board of Commissioners and the HACC Staff, please enjoy your review of 2021!

**Lily L. Walton, MPA**  
**Executive Director**  
**Housing Authority of Champaign County**

# Introduction

**October 17, 2010** - The Housing Authority of Champaign County executes 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 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. The MTW Demonstration Program was originally authorized by Section 204 of the Omnibus Consolidated Rescissions and Appropriations Act of 1996 (1996 MTW Statute).

Recognizing the innovation of the MTW Program, Congress adopted an expansion of the demonstration under Section 239 of the Fiscal Year 2016 Appropriations Act, (2016 MTW Expansion Statute). The Expansion Statute authorizes HUD to expand the MTW Demonstration Program by an additional 100 PHAs over seven years.

This report discusses the activities designed and implemented through the MTW flexibilities over the past 11 years: January 2011 through December 2021 and discusses specific outcomes for the 2021 calendar year.

All data contained in this plan is based on data reported in HUD systems (Voucher Management System, VMS; Financial Data System, FDS; and, the Public Housing Information Center, PIC) as of December 31, 2021 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***

#### **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 remains an ongoing activity. Rightsizing vouchers was completed and closed-out in 2015; Local Investment Policies and Local Inspection Standards were closed-out as of December 31, 2017.



## **GOAL 2 – Self-Sufficiency**

### **Objectives:**

- a. Engage families in self-improvement activities designed to meet their individual needs and goals.
- b. Adopt policies that mandate personal accountability and financial responsibility.
- c. 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. As of December 2021, 93% of all active households are in compliance with education and employment requirements.

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

## **GOAL 3 – Expand Housing Opportunity through Repositioned Assets**

### **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
- 2019-1 Re-Entry Transitional Housing Program
- 2020-2 Sponsor-Based Voucher Program



Progress – Three of the above activities: Local Project Based Voucher Program; Acquisition without Prior HUD Approval; and, Affordable Housing Development resulted in 176 new housing units in 2021 and a total of 1,158 units since receipt of our MTW designation.

The Modified Definition of Elderly activity continued to expand housing options for 90 individuals age 55 to 61. The Local Homeownership Program provided 3 families with new homes in 2021. Local Payment Standards provided 42 families with the ability to move to expanded areas of opportunity in 2021 and a total of 230 families have moved to better neighborhoods since commencement of this MTW activity.

The Re-entry Transitional Housing Program has provided 5 individuals with an MTW Housing Choice Voucher. The Community Improvement and Support Initiative has created a partnership with Carle Foundation's Healthy Beginnings Program to provide additional affordable housing for expectant mothers and their children in the community as well as student vouchers for University of Illinois students eligible for the Illinois Commitment Financial Aid Package.

## Operational Information

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 and central Illinois. 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 2020, HACC completed construction on the final RAD conversion project: The Haven at Market Place. The traditional Public Housing Program has been replaced with privately financed developments 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 and new construction of the final RAD conversion project.

Table 1 below identifies the Public Housing properties that converted to Project Based Vouchers under the Rental Assistance Demonstration Program in 2018 and 2019.

The Haven at Market Place is a RAD Transfer of Assistance from the former Skelton Place Public Housing Community. Construction on Haven Court, the 98-unit senior building, was complete in December of 2020 and all units have been leased. Haven Flats, the two 12 units buildings serving individuals with special needs are also 100% leased.



**Picture 2 –The Haven at Market Place**

**Table 1 – RAD Project Based Vouchers**

Property Name	Number of RAD Project Based Vouchers	Description of Project
Hayes Homes	6	RAD Conversion of Public Housing
Columbia Place	16	RAD Conversion of Public Housing
Youman Place	20	RAD Conversion of Public Housing
Steer Place	108	RAD Conversion of Public Housing
Washington Square	104	RAD Conversion of Public Housing
Haven at Market Place	84	RAD Transfer of Assistance
<b>TOTAL RAD PBV</b>	<b>338</b>	

Table 2 identifies all other Project Based Vouchers in HACC's affordable housing portfolio. Please note that The Haven at Market Place consists of a total of 122 units, of which 84 are listed in Table 1 as the RAD Transfer of Assistance units from the former Skelton Public Housing Community. The balance of 36 PBV's are MTW Project Based Vouchers and are listed in Table 2.

**Table 2- All PBV Commitments**

PROJECT BASED HOUSING CHOICE VOUCHERS			
Name of Property	Total Units	PBV Units	HAP Date or Commitment Date
<b>PBV HAP CONTRACTS EXECUTED SINCE IMPLEMENTATION</b>			
Douglass Square	50	20	October 1, 2011
Oakwood Trace	50	49	June 1, 2012
Hamilton on the Park	36	36	September 1, 2013
Providence at Sycamore/Thornberry	252	226	December 1, 2015
Maple Grove Manor	24	15	June 1, 2016
Highland Green	33	33	August 1, 2017
Manor at Prairie Crossing	18	18	November 1, 2017
Bristol Place Residences	90	84	December 1, 2019
The Haven at Market Place	38	36	December 1, 2018
Oak Field Place	30	10	February 28, 2019
Pinewood Place	24	24	July 19, 2018
<b>TOTAL UNDER HAP</b>	<b>645</b>	<b>548</b>	
<b>PBV UNDER CONSTRUCTION</b>			
<b>TOTAL UNDER CONSTRUCTION</b>	<b>0</b>	<b>0</b>	
<b>PBV COMMITMENTS</b>			
Newton Senior Housing	35	9	February 11, 2019
Sugar Creek Crossing	43	11	February 11, 2019
Main Street Lofts	24	12	February 11, 2019
Ladd Senior Housing	40	11	February 11, 2019
<b>TOTAL NEW COMMITMENTS</b>	<b>142</b>	<b>43</b>	
<b>ALL PBV AS OF 12/31/2020</b>	<b>787</b>	<b>591</b>	

**Traditional Public Housing Portfolio**

HACC exited the Public Housing program in 2020 with the disposition of two remaining non-dwelling buildings.

**Major Capital Expenditures**

None in 2021.

**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 3 - 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 a HACC affiliate located in the City of Champaign; 4 of the units are market rate and not reflected elsewhere in this report.	1
LIHTC Only	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.	26
Locally Funded	Maple Grove Manor, the Emergency Housing Shelter has 8 shelter units that are locally funded and not included elsewhere in this report.	8
Total Other Housing Owned and/or Managed		35

### 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 Table 5 below provides an analysis of the baseline households served by HACC upon execution of the MTW Agreement in 2011.

**Table 4 - 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%
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%
<b>Totals</b>	<b>430</b>	<b>1244</b>	<b>0</b>	<b>1674</b>	<b>100%</b>

The chart below provides the breakdown of the 2,023 total households served in 2021 and a comparative analysis of the percent of each family size served in 2021.

**Table 5 - 2021 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%
Number of Households Served by Family Size this Year	786	408	369	237	136	87	2023
Percentages of Households Served by Household Size this Fiscal Year	38.9%	20.2%	18.2%	11.7%	6.7%	4.3%	100%
Percentage Change	3.7%	4%	(0.1%)	(3.4%)	(2.8%)	(1.4%)	



**Variations in Families Served** – The U.S. Census Bureau reports a total of 81,418 households in Champaign County. The average number of persons per household is 2.36 for the period from 2013 through 2017. The decrease of the number of households served by HACC with 3 persons or more is simply reflective of the overall changing demographics in family size throughout Champaign County. The decrease in 2 person households and the increase in 1 person households is the result of the demand for housing for single individuals, particularly individuals with special needs in Champaign County.

### **Transition to Self-Sufficiency**

HACC implemented a mandatory self-sufficiency program in late 2012 but the program was phased in with all non-exempt households required to participate by 2014. As of December 31, 2021, there were a total of 710 households that had fully transitioned to self-sufficiency over the seven-year period, an average of 101 per year.

**Table 6 - HOHs 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	710	<i>“demonstrated behavior that exhibits personal accountability and financial responsibility demonstrated through consistent (25 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	
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b>	<b>101</b>	

### **Wait List Information**

Haven Flats, a 24-unit new construction community was completed in 2020 and the wait list opened in August 2020 with initial occupancy in November.

Table 7 below details all wait lists that were opened in 2021.



Wait lists for the Project Based Voucher program are site based and are opened on a property-by-property basis as needed.

As of December 2021, there were 139 applicants on the Tenant-Based Voucher wait list and 3,749 applicants on the Project Based Voucher waiting lists for all properties combined.

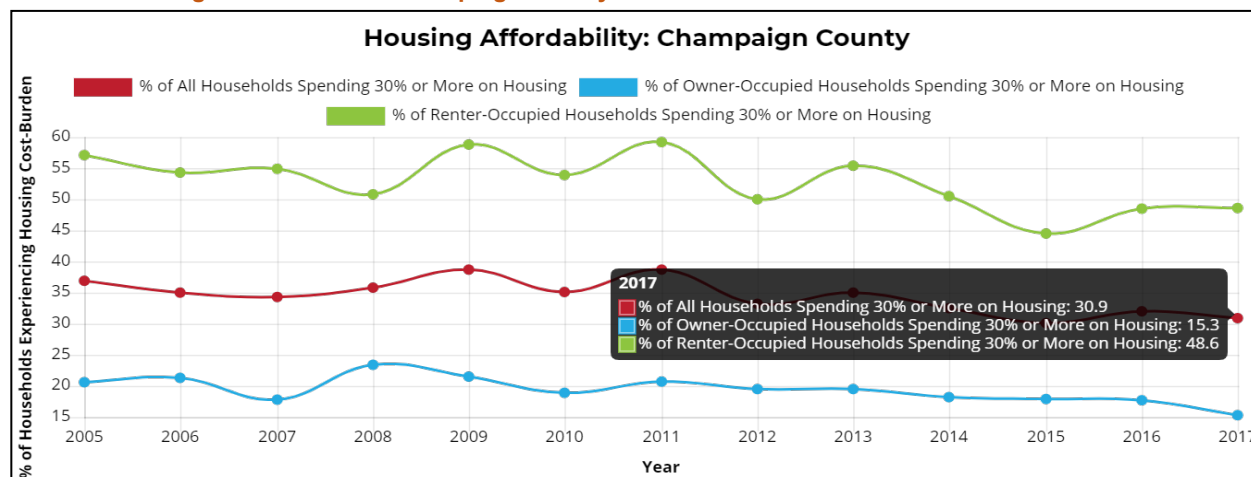
Table 7 - Wait List Information 2021

WAIT LIST ACTIVITY – 2021		
PROGRAM	MONTH OPENED IN 2021	TOTAL PROGRAM APPLICANTS AS OF 12/31/2021
Tenant Based Vouchers	N/A	139
PBV – Providence at Sycamore	N/A	236
PBV – Bristol Place	June	754
PBV – Providence at Thornberry	N/A	452
PBV – Oakwood Trace	Oakwood	651
PBV – Manor at Prairie	N/A	202
PBV – Haven Flats	November	70
PBV – Haven Court	N/A	481
PBV – Pinewood	November	113
RAD PBV - Steer Place	N/A	273
RAD PBV – Youman Place	N/A	32
RAD PBV – Hayes Homes	N/A	342
RAD PBV – Washington Square	N/A	94
RAD PBV – Columbia	N/A	49

**Leasing Issues** – There were no leasing issues during 2021.

Table 8 below illustrates the housing cost burden in Champaign County. As noted, over 48% of all renter households are rent burdened, paying more than 30% of their income for rent. This rent burden results in large numbers of applicants when wait lists open. Since we are unable to serve all applicants, we have implemented a lottery system which limits the number of applicants that are placed on wait list to the estimated number of households that can be offered housing over a twelve-month period.

Table 8 - Housing Cost Burden in Champaign County



## Proposed MTW Activities

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

**FORM 50900: ELEMENTS FOR THE ANNUAL MOVING TO WORK PLAN  
AND ANNUAL MOVING TO WORK REPORT**

**ATTACHMENT B  
TO THE MOVING TO WORK AGREEMENT  
BETWEEN THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
AND MOVING TO WORK AGENCIES**

**(II) GENERAL OPERATING INFORMATION**

**ANNUAL MTW REPORT**

**A. HOUSING STOCK INFORMATION**

**i. Actual New Project Based Vouchers**

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Ladd Senior Housing	11	11	Under Construction	NO	Ladd Senior Housing is a 40 unit senior project located in the town of Ladd. HACC secured a 9% LIHTC allocation in 2019 for this new construction project.
Sugar Creek Crossing	11	11	Under Construction	NO	Sugar Creek Crossing is a 43 unit senior housing project in the town of Robinson. HACC secured a 9% LIHTC allocation in 2019 for this new construction project.
Newton Senior Housing	9	9	Under Construction	NO	This is a 35-unit senior housing project in the town of Newton. HACC secured a 9% LIHTC allocation in 2019 for this new construction project.
Williams Street Townhomes	8	8	Under Construction	NO	Williams Street Townhomes in a 24-unit family housing project in the town of Dwight. HACC is a developing partner and will administer 8 PBVs.

Main Street Lofts	24	24	Under Construction	NO	This is a 24-unit permanent supportive housing community in the city of West Chicago in Dupage County. The HAs of Dupage County and Champaign County entered into an agreement for HACC to administer MTW Housing Choice Vouchers for this project.
	63	63	<b>Planned/Actual Total Vouchers Newly Project-Based</b>		

\* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

\*\* Select "Status at the End of Plan Year" from: Committed, Leased/Issued

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

The planned and actual number of vouchers newly Project Based were the same in 2021.



**ii. Actual Existing Project Based Vouchers**

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Columbia Place	16	16	Leased	YES	Former Public Housing property converted under RAD
Hayes Homes	6	6	Leased	YES	Former Public Housing property converted under RAD
Steer Place	108	108	Leased	YES	Former Public Housing property converted under RAD
Washington Square	104	104	Leased	YES	Former Public Housing property converted under RAD
Youman Place	20	20	Leased	YES	Former Public Housing property converted under RAD
Douglas Square	20	20	Leased	NO	LIHTC Property, total 50 units, 13 MTW PBV
Oakwood Trace	46	46	Leased	NO	LIHTC Property, total 50 units, 46 MTW PBV
Hamilton on the Park	36	36	Leased	NO	LIHTC Property, all units are MTW PBV
Providence at Sycamore and Thornberry	226	226	Leased	NO	LIHTC Property, total 252 units on two sites; 226 units are MTW PBV
Maple Grove Manor	15	15	Leased	NO	Emergency Family Shelter Transitional Units
Highland Green	33	33	Leased	NO	LIHTC Property for Veterans
Manor at Prairie Crossing	18	18	Leased	NO	Locally funded new construction property
Haven at Market Place (Phase I – Haven Flats)	24	24	Leased	NO	The Haven at Market Place has two phases: Phase I - Haven Flats and Phase II - Haven Court. Haven Flats is 2 twelve-unit buildings which completed construction in 2019 and were occupied. Haven Court is a three story 98 units building which was approximately 50% complete at the end of 2019. This building consists of 84 RAD TOA PBV's; 12 MTW PBV's and 2 Market Rate Units.
Haven at Market Place (Haven Court)	84	84	Leased	YES	
Haven at Market Place	12	12	Leased	NO	
Bristol Place Residences	84	84	Leased	NO	Partnership with City of Champaign to redevelop Bristol neighborhood; total of 90 unit new construction; 84 are MTW PBV

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Oak Field Place	10	10	Leased	NO	Oak Field Place is a 30 unit senior project locate in Henry. Of the 30 units, 10 are MTW PBV's. This is a 9% LIHTC new construction project which began construction in 2019.
Pinewood Place	24	24	LEased	NO	Pinewood Place is a 24-unit project located in the City of Urbana that will serve individuals with special needs.
	886	886	<b>Planned/Actual Total Existing Project-Based Vouchers</b>		

\* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

\*\* Select "Status at the End of Plan Year" from: Committed, Leased/Issued

**Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:**

The planned and actual number of existing Project Based Vouchers were the same in 2021.

**iii. Actual Other Changes to MTW Housing Stock in the Plan Year**

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR
There were no other changes to the MTW Housing Stock in 2021.

**iv. General Description of All Actual Capital Expenditures During the Plan Year**

Narrative general description of all actual capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR
N/A

## B. LEASING INFORMATION

### i. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	0	0	0	0
MTW Housing Choice Vouchers (HCV) Utilized	20,376	24,276	1,698	2,023
Local, Non-Traditional: Tenant-Based	0	0	338	0
Local, Non-Traditional: Property-Based	96	96	8	8
Local, Non-Traditional: Homeownership	48	36	4	3
<b>Planned/Actual Totals</b>	<b>20,520</b>	<b>24,408</b>	<b>2,048</b>	<b>2,034</b>

\* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

\*\* "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

The planned units exceed the actual units as not all Project Based Vouchers were utilized for the entire plan year.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Property-Based	2015-1 Emergency Shelter	96	96	8	8
Homeownership	2011-6 Local Homeownership Program	48	36	4	3
<b>Planned/Actual Totals</b>		<b>144</b>	<b>132</b>	<b>12</b>	<b>11</b>

- The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
NONE	N/A	N/A

ii. **Discussion of Any Actual Issues/Solutions Related to Leasing**

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

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	N/A
MTW Housing Choice Voucher	N/A
Local, Non-Traditional	N/A

**C. WAITING LIST INFORMATION**

i. **Actual Waiting List Information**

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Tenant-Based Vouchers	Tenant-Based Vouchers	884	CLOSED	NO
Project Based Vouchers	Property Based Waiting List for Each Project Based Voucher Property	3125	OPEN	YES

**Please describe any duplication of applicants across waiting lists:**

Some project based voucher applicants are also on the tenant based waiting list.

ii. **Actual Changes to Waiting List in the Plan Year**

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

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
NONE	NONE

**D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS**

i. **75% of Families Assisted Are Very Low Income**

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA’s Plan Year reported in the “Local, Non-Traditional: Tenant-Based”; “Local, Non-Traditional: Property-Based”; and “Local, Non-Traditional: Homeownership” categories. Do not include households reported in the “Local, Non-Traditional Services Only” category.



INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	0
49%-30% Area Median Income	0
Below 30% Area Median Income	8
<b>Total Local, Non-Traditional Households Admitted</b>	<b>8</b>

ii. **Maintain Comparable Mix**

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
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%
<b>TOTAL</b>	<b>430</b>	<b>1244</b>	<b>0</b>	<b>1674</b>	<b>100%</b>

\* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" given above:

NONE
------

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASELINE MIX PERCENTAGE	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	35.20%	786	38.9%	3.7%
2 Person	16.20%	408	20.2%	4%
3 Person	18.30%	369	18.2%	-0.1%
4 Person	15.10%	237	11.7%	-3.4%
5 Person	9.50%	136	6.7%	-2.8%
6+ Person	5.70%	87	4.3%	-1.4%
<b>TOTAL</b>	<b>100%</b>	<b>2023</b>	<b>100%</b>	

\*\* The "Baseline Mix Percentage" figures given in the "Mix of Family Sizes Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

- ^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.
- ^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

**Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:**

The U.S. Census Bureau reports a total of 81,418 households in Champaign County. The average number of persons per household is 2.36 for the period from 2013 through 2017. The decrease of the number of households served by HACC with 3 persons or more is simply reflective of the overall changing demographics in family size throughout Champaign County. The decrease in 2 person households and the increase in 1 person households is the result of the demand for housing for single individuals, particularly individuals with special needs in Champaign County.

**iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year**

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
2011-3 Mandatory Local Self-Sufficiency Program	80	HACC defines self-sufficiency as <i>"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"</i> .
	80	
	0	
		<b>(Households Duplicated Across MTW Activities)</b>

**Total Households Transitioned to Self Sufficiency**

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

## (V) SOURCES AND USES OF MTW FUNDS

### ANNUAL MTW REPORT

#### A. ACTUAL SOURCES AND USES OF MTW FUNDS

i. **Actual Sources of MTW Funds in the Plan Year**

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

ii. **Actual Uses of MTW Funds in the Plan Year**

The MTW PHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

iii. **Describe Actual Use of MTW Single Fund Flexibility**

The MTW PHA shall provide a thorough narrative of actual activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (IV) of the Annual MTW Report. The MTW PHA shall also provide a thorough description of how it used MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).

#### ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

NONE

#### B. LOCAL ASSET MANAGEMENT PLAN

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

NO

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

NO

iii. Did the MTW PHA provide a LAMP in the appendix?

NO

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

N/A

# Approved MTW Activities

**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.

The HUD standard metrics for each of these activities can be found in Exhibit A of this report.

**Table 9 - HUD Approved MTW Activities**

ACTIVITY NUMBER	ACTIVITY NAME	DATE IMPLEMENTED
2011-2	Biennial Re-certifications	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 2017
2019-1	Re-Entry Transitional Housing Program	December 2019
2020-2	Sponsor Based Vouchers	July 2021
2020-3	Good Steward Lease Purchase Program	N/A

## **Activity 2011-2 Triennial Re-certification**

**Description** – This activity was approved and initially implemented in Year 1 (2011) as biennial recertification. In 2017, HACC revised this activity to triennial re-certification for applicable households. All other components of the activity will remain the same.

**Outcomes** – In 2021, HACC realized time savings of 4,436 hours of staff time which translates into \$165,527.40 in costs savings. Tables 9 and 10 below detail these savings.

**Table 10 -Triennial Re-Certifications Staff Savings**

TRIENNIAL RECERTIFICATIONS	ALL PROGRAMS	
	BASELINE 2011	2021
Annual Recertifications Required All Households	1,674	2,032
Recertifications Completed	1,674	923
Hours Per Recertification	4	4
Total Staff Hours for Recertifications	6,696	3,692
Adjustment for Increased Households (358 x 4 hours)	0	(1,432)
<b>TOTAL STAFF HOURS FOR RECERTIFICATIONS</b>	<b>6,696</b>	<b>2,260</b>
<b>2021 Staff Time Savings</b>	<b>4,436</b>	



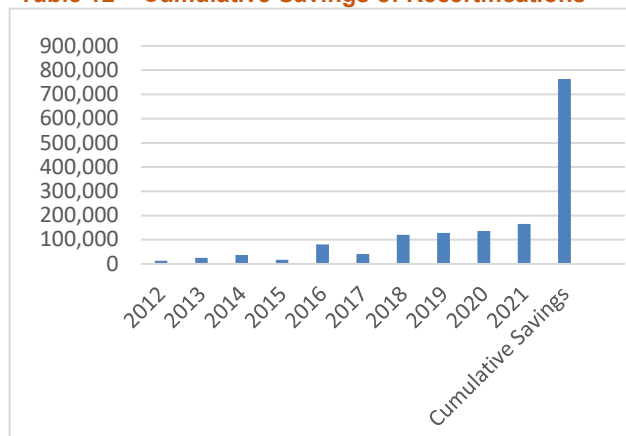
**Table 11 – Triennial Recertification Cost Savings**

2021 RECERTIFICATION ACTIVITIES	ANNUAL RECERTIFICATION COSTS	TRIENNIAL RECERTIFICATION COSTS
<b>TOTAL 2021 HOUSEHOLDS</b>	<b>2,032</b>	<b>2,032</b>
Hours Per Recert	4	4
Total Annual Recertifications	2,032	397
Total Hours Annual Recerts	8,128	1,588
2021 Average Hourly Cost	<b>\$25.31</b>	<b>\$25.31</b>
Total Cost for All Annual Recertifications	\$205,719.68	\$40,192.28
<b>COSTS SAVINGS</b>		<b>\$165,527.40</b>

**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 13 shows the total savings each year with a cumulative total of \$763,021.40 over the ten-year period of implementation.

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 are continuously informed of the opportunity to request a hardship, but no requests were received in 2021.

**Table 12 – Cumulative Savings of Recertifications**

**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, 2014. 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 able 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, 2017, HACC amended this activity to include a term limit of 8 years from the amended effective date.

In January 2019, this activity was amended again to include a job retention program. We found that most individuals were able to get a job, but many had difficulty maintaining employment. We entered into a partnership with the Illinois WorkNet Center and participants who had lose their job more than once and demonstrate a pattern of inability to maintain employment for long periods of time are required to participate in the mandatory job retention program developed with WorkNet.

In December 2019, HACC expanded its ability to provide Self-Sufficiency services under the YouthBuild Program. U.S. Rep. Rodney Davis (R-Ill.) announced that the U.S. Department of Labor has awarded a \$1,500,000 grant to the Housing Authority of Champaign County to establish a new YouthBuild program.

YouthBuild is an education and training program with a strong pre-apprenticeship component that helps at-risk youth complete high school or state equivalency degree programs, earn industry-recognized credentials for in-demand occupations, and undergo training to build housing for low-income or homeless individuals and families in their communities.

"YouthBuild provides great opportunities for students through its unique curriculum and this grant will help bring those same opportunities to Champaign-area youth," **said Davis**. "YouthBuild helps at-risk kids learn valuable construction, IT, or CNA skills they can use to find meaningful employment as well as get their G.E.D. It not only helps them in the classroom, but it also provides support services to make sure these kids have a smooth transition into future jobs. I am proud to support YouthBuild and I look forward to seeing these young people succeed in the workforce."

**Picture 3 – Youthbuild Training and Employment**



**Picture 4 – YouthBuild Graduation**

On January 9, 2021 HACC's YouthBuild Program holds its first commencement ceremony. HACC celebrated nineteen young adults who each graduated with a high school diploma, OSHA, Flaggers, and NCCER certifications. In addition to basic education, YouthBuild members completed over 570 hours of community service and more than 3,200 hours of hands-on work experience rehabilitating affordable housing. The skills acquired by young people during their time in the program can be applied to secondary education or career options in the future ultimately leading to self-sufficiency. By the end of 2021, 68 youth have been served by YouthBuild.

In August 2020, the Local Self-Sufficiency Program further expanded to offer compliant HACC residents the opportunity to enroll in the SHIFT Program. SHIFT is an FSS Program designed to help Head of Households enrolled as an HCV participant at the Housing Authority of Champaign County become economically self-sufficient, reach their goal of homeownership, receive individualized services, earn financial incentives, and participate in workshops and trainings.



Enrollment in the SHIFT Program offers participants opportunities suited to their specific needs and goals. Once enrolled in the SHIFT Program participants have access to a variety of one-on-one services and workshops. Some of these include case management, homeownership, credit repair, job training, leadership development, personal budget and financing, career building, and many more. SHIFT participants can work with HACC community partners to provide specialized services that HACC may not be able to offer.

Participants plan short and long-term goals with their FSS Coordinator and as progress is made, goal based financial credits are deposited into a special savings account. Once a SHIFT participant accomplishes their final goal, the money in the account can be used toward education, transportation, or even a down payment on a home. Participants of this program may earn up to \$16,000 which may be used to further advance their goals.

As of December 31, 2021, 69 households have successfully enrolled in the SHIFT Program with a combined total of \$30,570 earned in financial incentives.

Participants of the LSS and SHIFT Programs also partnered with the YouthBuild Program and enrolled in workforce development trainings and educational activities. Individuals have earned Forklift and OSHA certifications to increase their job skills and career options as well as enrolled in the Penn Foster Adult Education Initiative to earn their high school diplomas online using the same program as YouthBuild members.



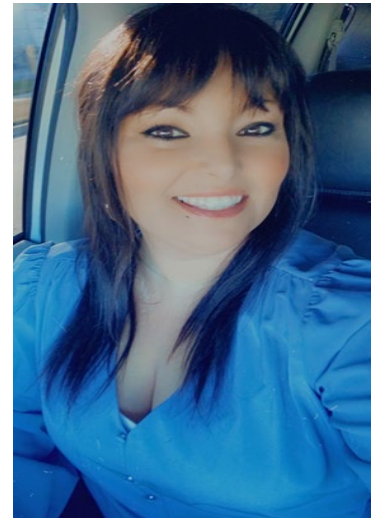
## Resident Spotlight

**Meet Maleah Perry.** She is one of the recipients of the HACC Enrichment Foundation Educational Scholarship. Maleah is a first-generation college student and is currently enrolled at Parkland College majoring in Business Administrative Technology. She is proudly set to graduate in May 2022 with her associates.

Upon graduating, she plans to pursue full-time employment. However, she will not stop there. Maleah's ultimate educational goals are to obtain her bachelor's and then master's degrees.

Her motivation for pursuing a higher education is not only to better her life, but the lives of her four children and to teach them the value of a higher education.

In addition to attending school full-time, Maleah is an active SHIFT participant. She aspires to own a home one day and is committed to building her credit, participating in financial literacy and homeownership education classes and earning incentives that will assist her in accomplishing her dreams.



Picture 5 – Maleah Perry

**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.

Table 13 – Champaign County MFI

CHAMPAIGN COUNTY MEDIAN FAMILY INCOME		
2010	2021	PERCENT OF CHANGE
\$67,100	\$83,600	28.8%

It would be expected that other economic factors might also impact household income; thus, in analyzing the increase in HACC client income, we also analyzed the county-wide Median Family Income. As noted in Table 12 to the left, the MFI for Champaign County has increased 28.8% since commencement of our MTW designation.

Table 13 below provides a comparison of household earned income from initiation of the MTW Program through December 31, 2021. The increase in earned income has been 35.2%. When adjusting for the increase in MFI, the increase with earned income is 10.6%. This is a direct result of the Mandatory LSS Program and its corresponding work requirements.

Table 14 – Increase in Income

LSS HOUSEHOLD INCOME	2021 INCOME	2010 INCOME	% OF INCREASE	% INCREASE ADJUSTED FOR FMI
Average Household Earned Income	\$15,436	\$10,280	50.1%	21.3%

**Outcome** - The outcomes of this activity are best summarized in Table 14 below. HACC served a total of 2023 households in 2021. Of these, 80 transitioned to self-sufficiency and 1,495 were exempt from the LSS Program. The remaining 528 received active case management services during 2021. Of these 318, 60% or 596 households were fully compliant with the LSS Program; 40% were not compliant.

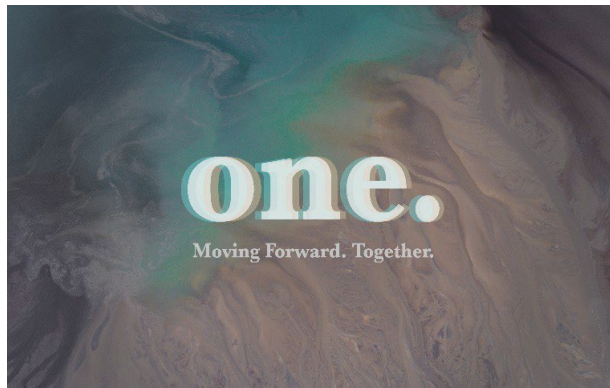


Table 15 - Outcomes of LSS Participants

MANDATORY LOCAL SELF-SUFFICIENCY PROGRAM - 2020		
<b>Total Households Served</b>	<b>2023</b>	<b>100%</b>
Transitioned to Self-Sufficiency	80	4%
Exempt from LSS	1,495	74%
<b>Active LSS Households</b>	<b>448</b>	<b>22%</b>
<b>COMPLIANT</b>	<b>417</b>	<b>93%</b>
Education/Training	71	
Employed	346	
<b>NON-COMPLIANT</b>	<b>31</b>	<b>7%</b>
Unemployed/Underemployed	30	
Pending Exemption/Hardship/Termination	1	

**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. 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 1<sup>st</sup> 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. 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.

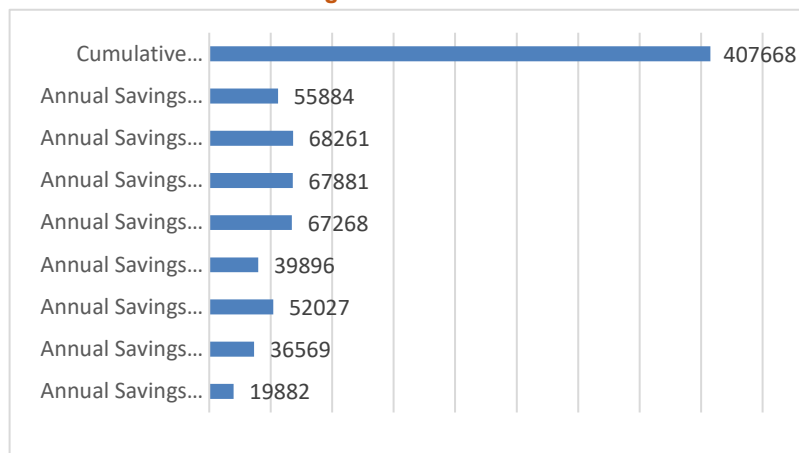
**Impact** – This impact of this activity is the costs savings realized through simplified rent calculations. Simplification of the calculations also contributes to more accurate rent determinations and minimizes calculation errors.

**Table 16 - Tiered Flat Rents Cost Savings**

TIERED FLAT RENTS	ALL PROGRAMS	
	BASELINE 2011	2021
Total Households	1,674	2023
Annual/Triennial Recertifications Completed	1,674	923
Interim Recertification Completed	502	485
Average Staff Hours Per Rent Calculation	1.5	0.75
<b>Total Staff Hours Per Rent Calculation</b>	<b>3,264</b>	<b>1,056</b>
<b>2021 Staff Hours Saved</b>	<b>2,208</b>	
<b>Average Cost Per Hour</b>	<b>\$25.31</b>	
Total Cost for Rent Calculation	\$82,611	\$26,727
<b>2020 Cost Savings</b>	<b>\$55,884</b>	

**Outcome** – Significant cost savings has been realized since the inception of this activity as reflected in the Table 18 below.

**Table 18 – Cumulative Savings – Tiered Rents**



**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.

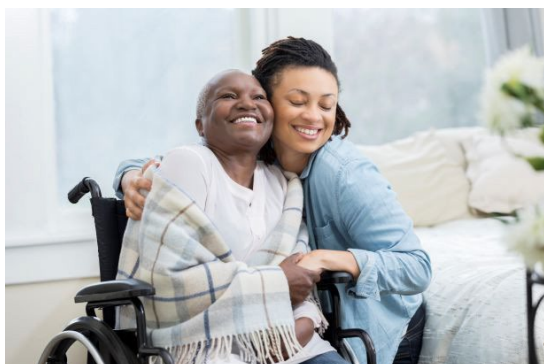
**Impact** – Preservation of housing units is defined in this activity as the number of able-bodied individuals age 55 to 61 that were housed in available senior housing that would not have been available without the MTW authorization. The impact of this activity is the expansion of housing choice for 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 19 below details the new admissions in 2021 for households ages 55 to 61.

**Table 18 –New Admissions 55 - 61**

MODIFIED DEFINITION OF ELDERLY	
<b>Total Households Admitted 55 to 61</b>	<b>90</b>



**Picture 6 – Older Elder Enjoying Younger Elder**

**Outcomes** – This activity does not measure the number of units occupied by individuals under the modified definition of elderly. The outcome in 2021 was 90 individuals housed age 55-61 that would not have been housed without the MTW designation.

**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.

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 of this Activity has been the motivation of individuals to reach economic self-sufficiency early in the MTW Local Self-Sufficiency Program to become eligible for homeownership. The Resident Spotlight below tells the story of a program participant that recently became homeowners.

**Table 19 – Cumulative New Homeowners**

LOCAL HOMEOWNERSHIP PROGRAM	
New Homeowners 2014	4
New Homeowners 2015	4
New Homeowners 2016	6
New Homeowners 2017	3
New Homeowners 2018	2
New Homeowners 2019	3
New Homeowners 2020	3
New Homeowners 2021	3
<b>Total Cumulative New Homeowners</b>	<b>28</b>

**Outcomes** – The outcome of this Activity has been the cumulated 28 households that have successfully transitioned to self-sufficiency and off housing assistance programs through the purchase of their own home.

**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.



**Picture 7 - Providence at Thornberry Community Room**

**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 21 below provides analysis of the cost savings of the Local MTW Project Based Voucher Program for 2021.

Table 20 – 2021 PBV Cost Savings

PROJECT BASED VOUCHERS COST SAVINGS - 2021	
Total PBVs Leased in 2021	698
Managed by Private PM's	359
Average Staff Hours Per Unit	12
Total Estimated Staff Hours	4,308
Average Cost Per Hour	\$25.31
Total Staff Cost PBV Administration	<b>\$109,035</b>

**Outcomes** – The outcomes are the affordable housing units produced with Project Based Voucher assistance under this Activity.

Table 21- 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	20	October 1, 2011
Oakwood Trace	50	49	June 1, 2012
Hamilton on the Park	36	36	September 1, 2013
Providence	252	226	December 1, 2015
Maple Grove Manor	24	15	June 1, 2016
Washington Square (RAD)	104	100	December 1, 2016
Steer Place (RAD)	108	108	December 1, 2016
Hayes Homes (RAD)	6	6	December 1, 2016
Columbia Place (RAD)	16	16	January 1, 2017
Youman (RAD)	20	20	January 1, 2017
Highland Green	33	33	August 1, 2017
Manor at Prairie Crossing	18	18	November 1, 2017
Bristol Place Residences	90	84	November 1, 2019
Haven at Market Place	38	36	November 1, 2019
Oak Field Place	30	10	February 28, 2018
Pinewood Place	24	24	July 19, 2018
<b>TOTAL UNDER HAP</b>	<b>899</b>	<b>801</b>	
PBV COMMITMENTS UNDER CONSTRUCTION DURING 2021			
<b>TOTAL UNDER CONSTRUCTION</b>	<b>0</b>	<b>0</b>	
PBV COMMITMENTS IN DEVELOPMENT IN 2020			
Newton Senior Housing	35	9	February 11, 2019
Sugar Creek Crossing	43	11	February 11, 2019
Ladd Senior Housing	40	11	February 11, 2019
Main Street Lofts	24	12	February 11, 2019
<b>TOTAL NEW COMMITMENTS</b>	<b>142</b>	<b>43</b>	
<b>ALL PBV AS OF 12/31/2021</b>	<b>1041</b>	<b>844</b>	

**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 is intended to provide Tenant Based Voucher holders with improved ability to move to areas of opportunity. Table 23 below identifies 2021 households that moved to areas of higher poverty; to areas of lower poverty and to poverty neutral areas. As noted, 44% of all movers selected areas of lower poverty. The remaining movers selected areas of higher poverty or a poverty neutral area.

**Table 22 – 2020 Program Moves**

TENANT BASED VOUCHER PROGRAM MOVES - 2021		
Moves to Lower Poverty Rate	42	44%
Moves to Higher Poverty Rate	26	27%
Moves with No Change in Poverty Rate	28	29%
<b>TOTAL MOVES</b>	<b>96</b>	<b>100%</b>

**Outcomes** – This activity is not anticipated to have any cost savings. In fact, it is expected that this activity will slightly increase the per unit HAP costs for tenant-based vouchers as tenants have options to move to higher rent areas of opportunity.

**Table 23 – Cumulative Low Poverty**

CUMULATIVE TBV PROGRAM MOVES TO LOWER POVERTY RATE	
2016	34
2017	61
2018	32
2019	36
2020	25
2021	42
<b>TOTAL</b>	<b>230</b>

The reason 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.

Table 24 provides the cumulative number of households that have moved to areas of lower poverty since implementation of this activity.

**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 25 below identifies the properties that have been developed to date under this activity. As noted, all units serve households below 80% of area median income.

**Table 24 - 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	LIHTC <60%
Maple Grove Manor	23	15	8	PSH <80%
Providence at Sycamore Hills	92	83	9	LIHTC <60%
Providence at Thornberry	160	143	17	LIHTC <60%
Highland Green	33	33	0	LIHTC <60%
The Manor at Prairie Crossings	18	18	0	PBV<50%
Bristol Place	90	84	6	LIHTC <60%
Haven at Market Place	122	120	2	LIHTC <60%
Oakfield Place	30	10	20	LIHTC <60%
Pinewood Place	24	24	0	PSH<50%
<b>TOTAL</b>	<b>628</b>	<b>566</b>	<b>62</b>	

**Table 25 – New Acquisitions 2021**

NEW ACQUISITIONS IN 2019			
Acquisition	Location	Type of Acquisition	Purpose
Ladd Senior Housing	Ladd	Co-Member New Construction	LIHTC<60%
Newton Senior Housing	Newton	Managing Member New Construction	LIHTC<60%
Sugar Creek Crossing	Robinson	Co-Member New Construction	LIHTC<60%
Main Street Lofts	Dwight	Co-Member New Construction	LIHTC<60%

Table 26 identifies acquisition completed in 2019 which consists of the acquisition of four properties in which HACC will have an ownership interest in new construction 9% Low Income Housing Tax Credit properties. All developments were still under construction at the end of 2021.



**Picture 8 - Rendering Sugar Creek Crossing**

### Outcomes

The outcome of this activity has been the ability to acquire land, ownership interest and existing properties to expand housing choice for the residents of Champaign County.

**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 \$4.67 of private capital for each \$1.00 of MTW investment.

**Table 26 - Leveraged Capital**

LEVERAGED CAPITAL						
DEVELOPMENT PROJECT	Private Capital	MTW Block Grant Funds	Total Development Costs	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 Grove 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
Manor at Prairie Crossing	\$1,200,000	\$2,480,352	\$3,680,352	18	\$204,464	\$137,797
Bristol Place Residences	\$21,829,506	\$1,700,000	\$23,529,506	90	\$261,439	\$18,889
Haven at Market Place	\$17,753,206	\$9,000,000	\$26,753,206	122	\$219,289	\$73,770
Oak Field Place	\$7,379,745	\$0	\$7,379,745	30	\$245,992	\$0
Pinewood Place	\$3,223,569	\$1,800,000	\$5,023,569	24	\$209,315	\$75,000
<b>TOTAL</b>	<b>\$101,123,208</b>	<b>\$21,167,352</b>	<b>\$122,290,560</b>	<b>629</b>	<b>\$194,421</b>	<b>\$33,652</b>
<b>Leverage</b>	<b>\$4.78</b>	<b>Private dollars for every \$1.00 of MTW Block Grant Funds</b>				



**Outcomes** - The MTW authorization has made it possible to produce 176 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.



**Picture 9 - Haven Court Under Construction**

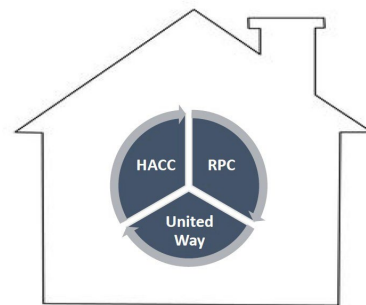
**Benchmarks, Metrics and Data Collection** - We do not anticipate any changes in the benchmark, metrics or data collection methods for this activity.

### **Activity 2015-1: Emergency Family Shelter Program**

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

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** – Homeless families with children had a warm and secure place to stay during the arctic winter months and throughout the entire year. Case Management Services assisted to stabilize the families and transition them into permanent housing.

**Outcomes** – A total of 38 households were assisted at the Emergency Family Shelter in 2021. All families in 2021 were stabilized with permanent housing and there was no return to homelessness of the families served.

**Activity 2019-1: Re-Entry Transitional Housing Program**

**Description** – Working with the Champaign County Reentry Council, HACC provided 2 single family homes to local non-profits to address the needs of the reentry population. The Reentry Council connects people reentering the community from the criminal justice system to the services and support structures they need to succeed individually. That success translates to less recidivism in the community and better support for families to be safe and successful as well.

HACC transferred ownership of the two houses to a related non-profit affiliate who entered into Use Agreements with First Followers, a Re-entry Service Provider for men; and WIN Recovery, a Re-Entry Service Provider for Women. HACC rehabbed the properties and provided an operating subsidy to support the Reentry Transitional Houses. The operating subsidy is equal to the actual per unit operating costs for maintenance, and insurance.

HACC provides property management services; performs any critical maintenance to structures or systems and will provide insurance coverage. First Followers and WIN are responsible for managing the day to day operations of the housing units including routine maintenance, utilities, cleaning and turnover of vacant rooms, and provision and replacement of all furnishings and supplies.

First Followers and WIN developed policies and procedures under which they administer the Reentry Transitional Housing Program which were approved by HACC. Policies and procedures include admission criteria, continued occupancy criteria and a clear definition of successful completion of the transitional housing program. Individuals are admitted to transitional housing pursuant to the approved policies and procedures. Waiting lists, selection of individuals and occupancy of the transitional reentry beds is maintained and managed by First Followers and WIN. Participants in the Re-entry program are individuals referred from the Illinois Department of Corrections, the Champaign County Sheriff, or Local Police Departments from various municipal jurisdictions in Champaign County.

Upon successful completion of the transitional housing period as certified by First Followers and WIN, individuals are eligible to request a tenant-based voucher. HACC allocates MTW Reentry Tenant Based Vouchers for the program each calendar year. Provided that funding is available, 24 vouchers for individuals successfully exiting the Re-Entry Transitional Housing Program will be made available each calendar year.

HACC policies regarding criminal background are waived for individuals determined eligible for an MTW Reentry Tenant-Based Voucher with the exception of registered sex offenders and individuals with a conviction for the production or manufacture of methamphetamine on the premises of federally assisted housing. Individuals with these crimes are ineligible for an MTW Reentry Tenant-Based Voucher. Individuals receiving an MTW Reentry Voucher have one year from the effective date of the initial HAP contract to be compliant with all MTW self-sufficiency requirements.

Case Management and/or Peer Mentors advocate with local landlords to assist individuals with the MTW Reentry Tenant-Based Voucher to locate alternate housing. Extensions of the Reentry vouchers will be granted for a period not to exceed six months to allow sufficient time to secure alternate housing.

Under this activity, HACC also committed to review and revise all current admissions policies for the Housing Choice Voucher Program and to work with its partners that receive HACC Project Based Vouchers to review and revise admissions policies that will broaden reentry housing options.

**Impact** – Access to housing is one of the most critical issues facing formerly incarcerated individuals and family members of people still in prison. The Illinois Department of Corrections (IDOC) requires individuals to remain in prison for half of their parole time if they cannot find an approved residence to parole to. Most local landlords, including the Housing Authority of Champaign County have long standing policies that preclude renting to individuals with felony records. This activity provides individuals with criminal

backgrounds to secure housing. Additionally, all individuals determined eligible for an MTW Reentry Tenant-Based Voucher are enrolled in the SHIFT Program in order to receive additional social services and resources as they work towards self-sufficiency.

**Outcomes** –In 2021, five MTW Reentry Tenant-Based Vouchers were provided to individuals that successfully completed their transitional housing period as certified by First Followers and WIN Recovery.

#### **Activity 2020-2: Sponsor Based Vouchers**

**Description** – HACC previously owned and operate sixteen single family scattered site homes under the traditional Public Housing Program. These units were removed from the Public Housing portfolio in December 2018 through the “de minimus” authority under the Rental Assistance Demonstration (RAD) Program. Two of the homes were acquired at Fair Market Value and demolished by the City of Champaign. HACC initially planned to demolish the remaining fourteen units, however, in working with community partners, it was determined that the houses could be repurposed for use by local non-profit organizations to provide services or raise funds that benefit HACC program recipients or other low-income households in Champaign County.

**Impact** – The primary impact of the Community Improvement and Support Initiative is to expend housing for special needs populations through the repurposing of housing stock previously slated for demolition.

**Outcomes** – Two of the units are currently being used for Activity 2019-1 Re-Entry Transitional Housing Program by First Followers and WIN Recovery, two local non-profits that address the needs of the reentry population. Both programs offer services and support structures individuals leaving the criminal justice system need to succeed. That success translates to less recidivism in the community and better support for families to be safe and successful as well.

A third unit is currently being used by Carle Foundation’s Healthy Beginnings Program. The Healthy Beginnings Program was launched to reduce complex disparities and, ultimately, break local poverty cycles. Nurses and social workers provide supportive care and services directly to expectant mothers and their families during and after their pregnancy. The home is being used as an affordable housing unit for a family participating in the Healthy Beginnings Program.

A fourth unit is being used for the YouthBuild Transition to Independence Program House. YouthBuild is a community-based, pre-apprenticeship program designed to offer a unique second chance to young people. The program serves at-risk and advantaged youth between the ages of 16 and 24 who are high school dropouts and other disconnected youth populations. YouthBuild provides basic education, occupational training and leadership development while also addressing several core issues important to low-income communities such as affordable housing. The YouthBuild Transition to Independence Program House provided affordable housing to YouthBuild students experiencing homelessness or housing insecurity.

Additionally, once a student turns 18, graduates from YouthBuild in good standing, has achieved all required components (high school diploma and NCCER Certification) and is currently working and/or in school, he/she may qualify for a YouthBuild voucher. Priority is given to students with children and/or experiencing a documented history of housing insecurity.

The Illinois Commitment Student Vouchers are another HACC program that falls under the Sponsor Based Voucher MTW activity.

**Description** – Illinois Commitment is a financial aid package that provides scholarships and grants to cover tuition and campus fees at the University of Illinois for students who are Illinois residents age 17 to 24 and have a family income of \$61,000 or less. DACA and undocumented students do not qualify for this program. Students age 24 and over will be reviewed on a case-by-case basis. Illinois Commitment will cover tuition and campus fees for new freshmen for up to four (4) years, eight (8) semesters of continuous enrollment, and tuition and campus fees for up to three (3) years, six (6) semesters of continuous enrollment for new transfer students. The University will cover the cost of tuition and campus fees not covered by other federal, state, institutional and private awards including Federal Pell Grant, State of Illinois MAP Program (MAP), and other awards.

Illinois Commitment does not cover the additional costs associated with room and board, course fees, summer classes, winter classes, intercampus enrollment, concurrent enrollment, study abroad, co-op, internship or other student expenses.

The Housing Authority of Champaign County will offer Student Vouchers to members of HACC assisted households who are compliant with HACC's MTW Local Self-Sufficiency Program; have been approved for admission at the University of Illinois Urbana-Champaign Campus; and are receiving assistance under Illinois Commitment. The Student Voucher will cover full cost of on-campus housing during the time the student is actively enrolled at the UIUC Campus as a full-time student and maintains a passing grade point average.

**Impact** – The primary anticipated impact of this MTW activity is to provide assisted household members ages 18-26 with opportunities to live on-campus. Data has shown that students on campus take more credit hours, maintain higher GPA's, have higher retention rates, and are more likely to graduate on time.

**Outcome** – This activity is currently underway and ongoing. Six Illinois Commitment students were the recipients of the Student Vouchers for the 2021-2022 academic year. More data regarding the success of the program and its desired outcomes will be available once the school year has concluded.

### **Activity 2020-3: Good Steward Lease Purchase Program**

**Description** – HACC will work with owners of Low-Income Housing Tax Credit rental properties where the units have been designed to be compatible with homeownership units in the applicable community and which meet local city codes to be sold as homeownership.

The Good Steward Program will be offered during the initial tax credit compliance period to prepare rental residents for homeownership and shall be comprised of the components below.

**Rental Phase** – The initial 8 years of the tax credit compliance period at any applicable LIHTC property shall be the rental phase only of the program. Beginning in year 9, existing residents must elect to convert their tenancy to a lease purchase arrangement. Residents opting out of the lease purchase program shall exit the program if at the end of the MTW Term limit; move to another Project Based Voucher unit; or receive a Tenant-Based Voucher for the remaining period of their MTW Term limit.

**First Right of Refusal** – Beginning with year 9 of the tax credit compliance period, existing residents and all newly admitted residents will execute a first right of refusal agreement which provides them with the option to purchase the unit at the end of the tax credit compliance period. The FROR will detail all provisions of the Good Steward Lease Purchase Program.

**Right Size Unit** – During the rental phase of the project, residents will be required occupy an appropriate size unit in accordance with the number of household members. If an appropriate size unit does not exist at the property, residents will be right-sized to the smallest unit size available. Upon execution of the First Right of Refusal, residents shall be eligible to remain in the unit which they intend to purchase regardless of changes in household size. HACC shall enter into a separate agreement with the corresponding municipality, for each applicable LIHTC property participating in the Good Steward Lease Purchase Program, to pay the costs of the difference between the right size unit and the actual unit until such time that the unit is purchased by the resident.

**Financial Literacy and Credit Repair** – Upon determination of eligibility for the Low-Income Housing Tax Credit rental unit, a credit report will be reviewed to determine the current credit score of each household. A credit repair or credit stabilization plan will be developed for each household as needed, to enable sufficient time to repair credit and/or maintain good credit prior to the end of the tax credit compliance period. Financial literacy classes will be offered on a regular basis to support residents progress on the credit repair or credit stabilization plan and will include such topics as personal budgeting; energy conservation; understanding recourse versus non-recourse debt, home equity and other financial topics.

**Counseling and Training** – During the rental phase of the Good Steward Program, expectations and standards to which residents must maintain their housing unit will be clearly defined. Training classes will be offered to residents and will focus on interior and exterior maintenance; energy cost savings; being a good neighbor; and other topics to support compliance with lease requirements while preparing for homeownership. Individual counseling will be required when residents are in violation of lease requirements.

**Equity Credits** - Rental residents can earn equity credits to be used for the purchase of their housing unit at the end of the tax credit compliance period. Credits will be earned based on compliance with the following requirements:

1. Maintaining the exterior areas for which tenants have responsibility and the interior of the unit in accordance with requirements stipulated in the lease agreement.
2. Timely payment of tenant rent and other charges pursuant to the lease agreement.
3. Adherence to all other terms and conditions of the lease agreement and addenda including policies regarding visitors and guests.
4. Compliance with obligations set forth in the Project Based Voucher Statement of Family Obligations.
5. Compliance with all MTW Self-sufficiency requirements as stipulated in the MTW Local Self-Sufficiency contract.

Residents will earn a Good Steward credit of \$500 each calendar quarter towards the purchase of the housing unit in which they reside when they have remained compliant with all criteria outlined above during that quarter. At least annually, residents will be provided with a written statement of the amount of their earned equity credit. Credits shall only be applicable towards the purchase of a unit at the Tax Credit property and are not transferable to any other housing unit and cannot be claimed in cash.

The Property Management Agent for the property will conduct quarterly inspections to determine compliance with lease provisions. HACC will certify compliance with PBV and MTW requirements and provide certifications to the Property Management Company who will be responsible for tracking each tenant's accumulated credits.

**Purchase Qualification** – Residents must meet the following qualification criteria to be eligible to purchase their housing unit.

1. Total annual household income cannot exceed 80% of the area median income for Champaign County at the time of purchase.
2. Households must be able to secure a minimum mortgage from a qualified financial institution equal to the difference between the established value of the housing unit and the total amount of the Good Steward equity credits earned as a rental tenant. If equity credit is insufficient, tenants may secure down payment assistance from other sources or provide the required down payment amount from personal resources.
3. Maintain their housing unit so that it will pass the required home inspection of the lender and/or have the available resources to correct any deficiencies required as a condition of closing.

Approximately one year prior to the expiration of the tax credit compliance period, each resident desiring to purchase their housing unit shall be pre-qualified by a local financial institution approved by HACC, to determine the mortgage amount for which they can qualify. The Good Steward Program will provide the financial institution with confirmation of the total equity credit earned by the resident and the applicability of the credit as “down payment” towards the purchase of the housing unit.

**Minimum Sales Price** The purchase price of each home shall be based on the costs to convert the project from rental housing to for-sale housing. These costs shall include the balance of the outstanding debt at the end of the tax credit compliance period plus an amount not to exceed the estimated exit taxes of the private partners in the ownership structure. The total of these costs divided by the number of units converting to homeownership plus the maximum Good Steward equity credit of \$30,000 and estimated closing costs shall establish the minimum per unit sales price.

An estimated sales price will be calculated and stated in the first right of refusal agreement executed by each resident. If at the end of the tax credit compliance period, the appraised value of the home is less than the established sales price, HACC will fund the difference between the appraised value and the minimum sales price based on availability of funds.

A minimum of twenty-four months prior to the end of the tax credit compliance period, residents must advise management of their intent to exercise their first right of refusal.

Any resident who chooses not to exercise the FROR, shall be provided with a twelve month notice of non-renewal of their lease agreement. No further housing assistance will be provided to the resident and they shall forfeit all Good Steward Equity Credits.

This activity will be implemented as follows.

1. Only properties in which HACC or a related affiliate have an ownership interest will be considered for this activity.
2. Properties must be located in Champaign County to participate in this activity.

3. The initial activity will be a Pilot program for Bristol Place and will be implemented in conjunction with the City of Champaign under the Intergovernmental Agreement between HACC and the City.
4. All services to be provided to residents to prepare for homeownership under this activity will be provided through community partnerships and not directly by HACC.

**Impact** – The primary anticipated impact is to expand housing choice through making homeownership opportunities available to existing assisted rental households.

**Outcome** – No reported outcomes. The initial eight years of the tax credit compliance period at any applicable LIHTC property shall be the rental phase of the program.

## Activities Not Yet Implemented

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None.

## Activities on Hold or Closed

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### **CLOSED – Activity 2011-1: Local Investment Policies**

**Description** - HACC adopted investment policies consistent with the Illinois Public Funds Investment Act (30ILCS235) to the extent such policies were 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.

**Status** – In 2016, HUD implemented a cash management system. This new system established a HUD held reserve and no longer allows HACC to maintain cash reserves on hand locally. Thus, there is no longer sufficient cash to provide any significant benefit for this activity.

### **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.

### **CLOSED - 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 has been closed. Staff changes resulted in the need to contract for inspection services in 2017. 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 2019.



# Sources and Uses

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As of the date of this report, the MTW Block Grant unaudited 2019 year-end close has not been completed due to COVID 19. The numbers below are tentative and subject to change upon completion of the year end close in the prescribed Financial Data System (FDS) format.

**Table 27 – 2021 Sources and Uses**

<b>2021 SOURCE AND USES OF MTW BLOCK GRANT FUNDS</b>	
<b>SOURCES</b>	<b>AMOUNT</b>
Total Tenant Revenue	\$3,760,036
HUD PHA Operating Grants	\$15,322,773
Other Government Grants	\$699,125
Interest Income	\$177,907
Other Revenue	\$1,125,195
Other Income	\$193,628
<b>Total Revenue</b>	<b>\$21,278,664</b>
<b>USES</b>	<b>AMOUNT</b>
Total Operating - Administrative	\$2,823,048
Total Tenant Services	\$55,472
Total Utilities	\$365,765
Total Ordinary Maintenance	\$896,345
Total insurance Premiums	\$353,279
Total Other General Expenses	\$795,311
Interest and Amortization Cost	\$250,000
Extraordinary Maintenance	\$0.00
Housing Assistance Payments + Portability-In	\$13,211,023
Depreciation Expense	\$1,000,000
<b>Total Expenses</b>	<b>\$19,750,243</b>
<b>SURPLUS/DEFICIT</b>	<b>\$1,528,421</b>

## Administrative

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### **HUD Reviews, Audits or Inspection Issues**

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

**Certification of Compliance**

**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.

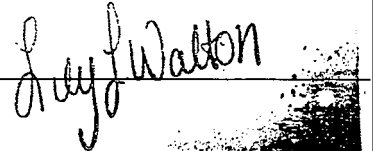
Executed this 16<sup>th</sup> day of April, 2022

**HOUSING AUTHORITY OF CHAMPAIGN COUNTY, ILLINOIS**

By: Lily Walton

Title: Interim Executive Director

Signature: \_\_\_\_\_

A handwritten signature in black ink, appearing to read "Lily Walton", is written over a horizontal line. To the right of the signature is a dark, rectangular stamp or seal.

**Exhibit A**

**HUD 50900**  
**Standard Metrics**

**FORM 50900: ELEMENTS FOR THE ANNUAL MOVING TO WORK PLAN  
AND ANNUAL MOVING TO WORK REPORT**

**ATTACHMENT B  
TO THE MOVING TO WORK AGREEMENT  
BETWEEN THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
AND MOVING TO WORK AGENCIES**

**STANDARD HUD METRICS**

For all activities in Section (III) Proposed Activities and activities in Section (IV) Approved Activities in the "Implemented" category, the MTW PHA must use all of the applicable Standard HUD Metrics listed below. Standard HUD Metrics must be reported in the table format provided in order to allow analysis and aggregation across MTW PHAs for similar activities.

For Standard HUD Metrics that are different from the metrics the MTW PHA had been reporting on for an implemented MTW activity, the MTW PHA may set a baseline prior to when the MTW activity began (through historical records or extrapolation from available data). If such information is not available, the MTW PHA may set the baseline in the Annual MTW Report where the Standard HUD Metric is first presented. If one of the Standard HUD Metrics had not been used in previous Annual MTW Reports, the MTW PHA must begin tracking the MTW activity using the Standard HUD Metrics during the current Plan Year.

MTW PHAs should show the component variables that comprise figures (for example, in showing a "Total Cost," an MTW PHA would show the cost per transaction and number of transactions).

MTW PHAs have the flexibility to report on agency developed and previously established metrics in addition to the required Standard HUD Metrics.

## ACTIVITY 2015-1 - 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).	YES
	0	\$1,304,343 Year 1	\$1,304,343 Year 1	
		\$50,000 Annually	\$90,000	

### 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	\$23,656	

### 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	17	
(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	2	
(6) Other	3	2	9	
HH Served Per Year	48	48	34	

<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Percentage of total workable households prior to implementation of activity	Expected Percentage of total workable households after implementation of activity	Actual percentage of workable households after implementation of activity	<b>NO</b>
(1) Employed Full- Time	0%	8%	50%	
(2) Employed Part- Time	0%	63%	18%	
(3) Enrolled in an Educational Program	0%	4%	0%	
(4) Enrolled in Job Training Program	10%	17%	0%	
(5) Unemployed	83%	4%	6%	
(6) Other	6%	4%	26%	
<b>HHServed Per Year</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	<b>YES</b>
	<b>12</b>	<b>6</b>	<b>3</b>	

<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
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).	<b>NO</b>
	<b>\$545</b>	<b>\$450</b>	<b>\$522</b>	

<i>SS #7: Increase in Agency Rental Revenue</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue for the Emergency Shelter building only 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
	\$0	\$13,800 / Annually	N/A	

<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The definition of self-sufficiency for this activity is households transitioned to permanent housing with or without	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	48 Annually	27	

<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for <b>HOMELESS</b> households at or below 80% AMI as a result of the activity (increase).	Housing units for homeless families prior to implementation of the activity (number).	Housing units for homeless families after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	NO
	0	48 Annually	34	

<i>HC #3: Decrease in Wait List Time</i>				
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	0	0	



<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of homeless households receiving case management services to increase housing choice (increase).	Households receiving case management services prior to implementation of the activity (number).	Expected number of households receiving case management services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	YES
	0	48	48	

## ACTIVITY 2011-2 - TRIENNIAL RECERTIFICATIONS

### 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 2017 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
	\$0	\$136,134	\$40,192	

### 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
	6,696	3,493	4,436	

NOTE: Benchmark adjusted by 208 hours for costs of recertifications attributed to increase in households served in 2018 (52)

**CE #5: Increase in Agency Rental Revenue THIS ACTIVITY HAS NO IMPACT ON RENTAL REVENUE**

## ACTIVITY 2011-3 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 prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	YES
	\$9,451	\$10,500	\$15,436	

### 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
(1) Employed Full- Time	64	100	80	
(2) Employed Part- Time	164	500	346	
(3) Enrolled in Education	0	25	62	
(4) Enrolled in Training	0	49	9	
(5) Unemployed	585	200	30	
(6) Other	861	800	1,496	
<b>HH Served Per Year</b>	<b>1674</b>	<b>1674</b>	<b>2023</b>	
	Percentage of total work-able households prior to implementation	Expected Percentage of total work-able households after implementation	Actual percentage of work-able households after implementation	YES
(1) Employed Full- Time	4%	6%	4%	
(2) Employed Part- Time	10%	30%	17%	
(3) Enrolled in Education	0%	1%	3%	
(4) Enrolled in Training	0%	3%	0.5%	
(5) Unemployed	35%	12%	1.5%	
(6) Other	51%	48%	74%	
<b>HH Served Per Year</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	NO
	120	20	23	
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 of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	YES
	0	648	528	
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).	YES
	\$545	\$450	\$501	

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	N/A	
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).	YES
	0	600	710 Cumulative	

## ACTIVITY 2011-4 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	\$26,727	

### 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	1,057	

*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 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	\$532	



<i>SS #7: Increase in Agency Rental Revenue</i>				
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).	<b>YES</b>
	\$696,000	\$696,000	N/A	

*SS #8: Households Transitioned to Self Sufficiency THIS ACTIVITY HAS NO IMPACT ON THIS METRIC*

## ACTIVITY 2011-5 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	90	

## ACTIVITY 2011-6 LOCAL HOMEOWNERSHIP PROGRAM

<i>HC #5: Increase in Resident Mobility</i>				
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).	<b>NO</b>
	0	4 Annually	3	
<i>HC #6: Increase in Homeownership Opportunities</i>				
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 of the activity (number).	Expected number of households that purchased a home after implementation of the activity (number).	Actual number of households that purchased a home after implementation of the activity (number).	<b>NO</b>
	0	4 Annually	3	
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
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 of the activity (number).	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	<b>NO</b>
	0	4 Annually	3	

## ACTIVITY 2011-7 LOCAL PROJECT BASED VOUCHER 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 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
	\$29,737	\$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 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
	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 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	14	

<i>HC #5: Increase in Resident Mobility</i>				
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).	<b>YES</b>
	<b>0</b>	<b>315</b>	<b>844</b>	

## ACTIVITY 2012-1 LOCAL PAYMENT STANDARDS

*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 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).	NO
	0	250	230 Cumulative	



## ACTIVITY 2012-2 ACQUISITION WITHOUT HUD APPROVAL

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	628	
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	14	
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	

## ACTIVITY 2012-3 HOUSING DEVELOPMENT

### 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).	YES
	\$0	\$42,266,471	\$101,123,208	

### 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	628	

### HC #2: Units of Housing Preserved THIS ACTIVIY 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	14	

<i>HC #4: Displacement Prevention</i>				
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 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).	<b>YES</b>
	<b>93</b>	<b>0</b>	<b>0</b>	