Making an IMPACT…

2021 Moving to Work Report

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DISTRICT OF COLUMBIA HOUSING AUTHORITY

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District of Columbia Housing Authority Board of Commissioners

This Moving to Work (MTW) Annual Report is prepared in accordance with the "Amended and Restated Moving to Work Agreement" between the Department of Housing and Urban Development (HUD) and District of Columbia Housing Authority. This agreement was signed by both parties in September 2010 which extended the MTW Program until the end of DCHA's 2018 Fiscal Year. In 2016, through an act of Congress, the MTW program was extended once more with a new program end date of DCHA's fiscal year 2028. The required elements of the Annual MTW Report are detailed in HUD Form 50900, published July 24, 2008 and was subsequently revised (OMB Control Number: 2577-0216 Expiration Date: 03/31/2024).

Cover photo— The District of Columbia Housing Authority's EnVision Center/Workforce Development Initiative earned the National Association of Housing and Redevelopment Officials 2021 Award of Merit in the Resident and Client Services Category. The EnVision Center/Workforce Development Initiative was also nomination for the 2021 NAHRO Award of Excellence. DCHA's Youth Development program and the Frederick Douglass Family Self-Sufficiency Center both earned 2021 Awards of Merit in the Resident and Client Services Category.

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Section I. Introduction

A. Overview

The District of Columbia Housing Authority (DCHA) is an independent public agency that provides housing assistance to almost ten percent of the city's population. As a landlord, property manager, voucher administrator, and real estate developer, DCHA is a key player in the provision, preservation and production of affordable housing in the District of Columbia. The Agency's local leadership role and its innovative approaches to sustaining its mission have made DCHA a national leader in its field.

DCHA is one of only 80 public housing authorities nationwide selected to participate in a federal demonstration program titled Moving to Work (MTW). The MTW program allows certain regulatory flexibility to participating agencies to design and test innovative approaches to local housing and policy issues. MTW also allows designated agencies to combine funding provided by the US Department of Housing and Urban Development (HUD) into one single budget with the flexibility to fund services and initiatives that may have been delayed or not undertaken at all due to funding gaps or other limitations.

This annual report outlines the work of DCHA in FY2021 through its MTW activities. It has been prepared in accordance with DCHA's MTW agreement with HUD and includes general operating information for the year and DCHA's progress in utilizing its MTW authority.

In FY2021, DCHA continued its work to explore and implement various initiatives that utilize the agency's MTW authority to more effectively serve our clients. DCHA's current MTW agreement with HUD extends the program to 2028, so the policy, programmatic and funding flexibilities put in place can continue while the agency implements new innovations.

Continued Operations through Public Health Emergency

Coronavirus continued impacting every aspect of DCHA's work in FY2021; however, by the beginning of FY2021, DCHA's employees, residents, and operations (assisted by the CARES Act waivers), had fully adjusted to the pandemic. Throughout FY2021, DCHA prepared for a safe "return to work" while prioritizing the safety of staff and employees.

In addition to continuing operations, DCHA partnered with DC Health and Johns Hopkins/ Sibley Memorial Hospital to vaccinate 2,525 residents, voucher holders, front-line employees, and community members. DCHA also partnered with Unity Health to bring a mobile health clinic to smaller properties. The mobile clinic offered COVID vaccines and testing, health screenings and basic healthcare services to residents to mitigate transportation and access challenges they may be facing due to the public health emergency.

DCHA also worked with residents to access other benefits available during the pandemic, especially the U.S. Department of Treasury's Emergency Rental Assistance program, administered by Stronger Together by Assisting You (STAY) DC in the District. While outreach started in FY2021, the bulk of payments were disbursed in FY2022.

Mission and Strategic Goals

DCHA's MTW Program is guided by the principles set forth by the Agency's Mission Statement and Strategic Goals. In addition, each of the Agency's MTW activities advances at least one of the three MTW Statutory Objectives.

Mission Statement

The District of Columbia Housing Authority provides quality affordable housing to extremely low- through moderate-income households, fosters sustainable communities, and cultivates opportunities for residents to improve their lives.

DCHA's Strategic Goals

Goal A: Create opportunities to improve the quality of life for DCHA residents through collaboration and partnerships

Goal B: Increase access to quality affordable housing

Goal C: Provide livable housing to support healthy and sustainable communities

Goal D: Foster a collaborative work environment that is outcome driven and meets the highest expectations of the affordable housing industry

Goal E: Effectively communicate DCHA's accomplishments and advocate for its mission

MTW Statutory Objectives

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

B. Short-Term and Long-Term MTW Goals and Objectives

During FY2021, DCHA's long-term focus expanded beyond its 2019 Transformation Plan to revisit the capital needs across the entire portfolio. This assessment included both smaller capital needs and rehabilitation/redevelopment plans. DCHA created a detailed decision tree to reassess the most appropriate long-term plan for each property: preservation, rehabilitation, or redevelopment, including updated timetables for each property. These plans are critical to DCHA's mission because they are driving reoccupancy decisions that support DCHA's core mission of providing quality affordable housing to extremely low- through moderate-income households. In addition to capital planning, DCHA has undergone deep analysis and process mapping to optimize operations and increase occupancy.

The Power of Opportunity

Access to opportunities is often the catalyst for positively changing life outcomes. DCHA endeavors to facilitate access to opportunities that empower children and families while maximizing the availability and quality of affordable housing in the District of Columbia.[1] Whether it is the ability to escrow rental payments in preparation for homeownership or efforts to increase/preserve affordable housing for families

[1] DCHA defines family here as any participating household that includes one or more members.

in need, in FY2021 DCHA saw notable outcomes to the MTW flexibilities the agency has implemented to create opportunities for residents.

In addition to policy flexibilities, DCHA continues to utilize MTW's funding flexibilities which have been vital to addressing the ongoing challenge of fulfilling the agency's mission and strategic goals in light of diminished federal funding. DCHA acknowledges that the flexibility provided by its MTW designation has lessened the impact of reductions in federal funding on the provision of core services.
During the year, DCHA continued to aggressively seek ways to utilize the agency's MTW authority to fulfill its mission and strategic goals with approaches that are reflective of local housing needs, while implementing activities designed to meet one or more of the MTW statutory objectives.

The following outlines the progress DCHA made in FY2021 to meet the agency's long-term and short-term goals and objectives.

<u>Long-term – *Planning for Opportunity*</u>
DCHA looks to create outcome-based housing programs that incorporate streamlined administrative functions, with a focus on the "power of opportunity." With respect to Public Housing, DCHA has been working to: build a program that provides opportunities for seniors and the disabled to live with integrity; use the program as a platform for work-able adults to fully explore opportunities to make their families more self-sufficient; and provide opportunities for youth to fully explore their potential, both academically and socially.

Understanding that the HCV subsidy is a pass-through to landlords and participants, DCHA, as program administrator for approximately 15,000 local and federal voucher subsidies, strives to improve the experiences of HCV landlords and participants.

In addition, the Agency looks to increase pathways to self-sufficiency for HCV and Public Housing families through homeownership and improved access to private/public services. Finally, DCHA will increase affordable housing opportunities in the District of Columbia by continuing to be a strong partner with the public and private sectors.

<u>Short-term – *Opportunities Being Realized*</u>
DCHA's short-term goals and objectives align with the Agency's long-term vision. The following outlines DCHA's progress in FY2021 toward fulfilling the Agency's vision. For additional information about the following activities, refer to full descriptions provided in Section IV of the report.

Increasing/preserving the supply of affordable housing
<u>Creating Permanent Supportive Housing</u>
During FY2021, DCHA continued moving forward its redevelopment projects that will preserve the supply of high-quality affordable housing in the District of Columbia. Relocation is underway at Sursum Corda and Sibley Townhomes. Relocation is almost complete at Park Morton within the Phase 1 area and demolition and infrastructure activities for phase 1 are ongoing. Demolition is complete at Barry Farm except the five buildings located within the DC-designated Historic area. Lease-up is complete at Parkway Overlook.

Streamlining Processes and Creating Savings

<u>DCHA Subsidiary as Energy Services Company (ESCo)</u>

From FY2010 to FY2021, ECIP Phases I and II have generated approximately $80 million in utility cost savings. In FY2021, DCHA continued its Energy Conservation Measures in ECIP II to include new energy-efficient heating and mechanical upgrades.

Empowering residents through self-sufficiency resources

<u>Homeownership Assistance Program (HOAP)</u>

Four families became first-time homeowners through DCHA's Homeownership Assistance Program (HOAP) in FY2021.

<u>Enhanced Neighborhood Services</u>

218 participants graduated from the transitional housing program located at the Sibley Plaza public housing community. Approximately 68% of the graduates obtained employment and 85% to 90% of participants received stable housing via referrals through housing entities in the community. During the fiscal year, the program provided services that increase self-sufficiency (i.e. case management, counseling, financial literacy, job preparedness, etc.) to an average of 19 participants each month.

<u>Pathways to Self-Sufficiency</u>

During FY2021, DCHA conducted a city-sponsored rent reporting pilot program for public housing residents. The pilot program complemented DCHA's self-sufficiency program, as demonstrated by the programs' outcomes. Participants in the pilot had zero late payments during the pilot and saw an average credit score increase of 28.5 points.

Also during FY2021, 35 participants graduated from the Apprenticeship Training Program (ATP) participants graduated. The program offers basic training to DCHA customers in the fields of carpentry, plumbing, electrical, and landscaping, among others. The goal of the program is to have these apprentices trained and employed by the agency or partner organizations.

The agency's EnVision Center served clients online during FY2021. Due to the ongoing public health emergency, the services provided including intake assessments, case management services, job development activities, and trainings, were completed online. Clients were highly engaged in these remote opportunities and 307 clients earned national certifications through the EnVision Center's partnership with the University of the District of Columbia. Additionally, while the Center was closed for in-person workforce development services during the public health emergency, it remained open during FY2021 as a virtual learning hub staffed by partner organization, The Good Project. This programming and the centers that house them are made possible by MTW flexibilities.

Of particular note for client services are the awards indicated in the caption to the cover photo. DCHA's EnVision Center/Workforce Development Initiative earned the National Association of Housing and Redevelopment Officials 2021 Award of Merit in the Resident and Client Services Category. The EnVision Center/Workforce Development Initiative was also nomination for the 2021 NAHRO Award of Excellence. DCHA's Youth Development program and the Frederick Douglass Family Self-Sufficiency Center both earned 2021 Awards of Merit in the Resident and Client Services Category.

Single Fund Flexibility

Through single fund flexibility, in FY2021, DCHA has been able to:

- Provide funding to support Public Housing operations and to undertake much needed modernization and repair of deferred maintenance matters necessary to keep/bring units on-line for occupancy;
- Operate the agency's workforce development center;
- Operate the agency's Customer Call Center; and
- Purchase and maintain public safety equipment and tools to improve safety and security in and around DCHA's Public Housing communities.

Section II. General Housing Authority Operating Information

A. Housing Stock Information

i. Actual New Project Based Vouchers

No new project based vouchers were released during FY2021.

Property Name	Number of Vouchers Newly Project-based		Status at End of Plan Year**	RAD?	Description of Project
	Planned*	Actual			
None	-	-	-	-	-
Total	**-**	**-**			

Difference between "Planned" and "Actual" number of vouchers that were newly project-based.
No new project based vouchers were released during FY2021.

ii. Actual Existing Project Based Vouchers

	Property Name	Number of Project Based Vouchers		Planned Status as the End of the Plan Year**	RAD? (Yes or No)	Description of Project
		Planned	Actual			
1	Meridian	34	34	Leased	No	Family
2	Edgewood Senior	38	38	Leased	No	Senior
3	2008 3rd Street	11	11	Leased	No	Family
4	Chapin House	15	15	Leased	No	Family
5	Euclid	17	17	Leased	No	Family
6	Weinberg House	6	6	Leased	No	Family
7	First Street	12	12	Leased	No	Family
8	Soho	4	4	Leased	No	Family
9	Beacon House—Good Hope Road	15	15	Leased	No	Family
10	Kenyon	12	12	Leased	No	Family
11	Champlain	28	28	Leased	No	Family
12	Shalom House	90	90	Leased	No	SRO
13	Green Door	4	4	Leased	No	Family
14	Capital Gateway Senior	151	151	Leased	No	Senior
15	Robert Walls Senior	47	47	Leased	No	Senior
16	Henson Ridge	92	92	Leased	No	Senior
17	Oxford Manor	3	3	Leased	No	Family
18	Carver Terrace	103	103	Leased	No	Senior
19	Accessibuild 22 – DCHA	22	22	Leased	No	Family
20	Beacon House	13	13	Leased	No	Family
21	JW King	74	74	Leased	No	Senior
22	St. Paul – Wayne Place Senior	49	49	Leased	No	Senior
23	Birchmere Homes, LLC	2	2	Leased	No	Family
24	Fairlawn	10	10	Leased	No	Family
25	The Overlook	201	201	Leased	No	Senior/Family
26	Affordable Housing Corporation of the District of Columbia	1	1	Leased	No	Family
27	Crawford – Bethune House	20	20	Leased	No	Family
28	Edgewood – Wheeler Terrace	4	4	Leased	No	Senior
29	Williston	28	28	Leased	No	Family
30	Edgewood – Gregory /Vista -- Gregory	50	50	Leased	No	Family
31	Kenilworth	132	132	Leased	No	Family
32	Beacon House	10	10	Leased	No	Family
33	Community Connections – North Carolina	12	12	Leased	No	Family
34	SOME – Independence Place	21	21	Leased	No	Family
35	Charles Thorton	2	2	Leased	No	Family
36	Bourne Enterprise, LLC	1	1	Leased	No	Family

	Property Name	Number of Project Based Vouchers		Planned Status as the End of the Plan Year**	RAD? (Yes or No)	Description of Project
		Planned	Actual			
37	St. Martin	10	10	Leased	No	Family
38	Fendall Height – SOME	29	29	Leased	No	Vash
39	SOME – Griffin House	1	1	Leased	No	Family
40	VIDA Senior	9	9	Leased	No	Senior
41	Ernestine	2	2	Leased	No	Family
42	Kunlipe	1	1	Leased	No	Family
43	Gibson Plaza	20	20	Leased	No	Family
44	WC Smith – 1320 Mississippi Ave	19	19	Leased	No	Family
45	St. Dennis – 1636 Kenyon St	8	8	Leased	No	Family
46	NCC – VASH	60	60	Leased	No	VASH
47	Mi Casa – Intergenerational	20	20	Leased	No	Intergenerational
48	Columbia Road/Colorado Road	44	44	Leased	Yes	RAD Family
49	Matthews Memorial	35	35	Leased	Yes	Family
50	Fairlawn Marshall	30	30	Leased	Yes	Family
51	Conway Center	20	20	Leased	No	SRO
52	St. Stephens	18	18	Leased	No	Family
53	Parkway Overlook	55	55	Leased	No	Family
54	**TOTAL**	**1,715**	**1,715**			

Difference between “Planned” and “Actual” existing number of vouchers project-based.
There were no differences between the planned and actual number of project based vouchers in FY2021.

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

Narrative description of other changes that occurred during the plan year.

Other Changes to the Housing Stock that Occurred During the Fiscal Year
There were approximately 1,102 Public Housing units offline at the end of FY2021 for rehabilitation and redevelopment projects, over one third of which were at New Communities Initiatives sites (Park Morton, Lincoln Heights/Richardson Dwellings).
Parkway Overlook –DCHA purchased this property from the DC Housing Finance Agency in FY2014 in order to preserve affordable housing in the District of Columbia and closed on the construction financing in FY2018. A total of 220 units were rehabilitated, of which 55 are PBV/LIHTC, and the remaining 165 units are LIHTC only. The first units were delivered in FY2019 and the remainder were complete by the first quarter of FY2020. Lease-up is complete, and DCHA is now in the process of permanent conversion, including approximately 60 additional PBVs.
New Communities Initiative – DCHA continues to cooperatively work with the District of Columbia's New Communities Initiative. During FY2020 the Office of Planning began a Map & Text Amendment for Barry Farm in order to facilitate zoning approvals for the site so that redevelopment could begin. In FY2020 the District of Columbia designated a local Historic Landmark consisting of five (5) buildings at the southwest corner of the site near the corner of Stevens Rd. SE and Firth Sterling Rd. SE. Demolition of the entire site was completed in FY2020 with the exception of the five (5) buildings located within the DC-designated Historic Area. DCHA anticipates closing Senior Building 1B in FY2022 for 108 units, of which 77 are replacement units. At Park Morton, demolition and infrastructure activities for phase 1 are ongoing with expected financial closing in FY2022. 43 of the 44 families impacted by Phase 1 redevelopment have been relocated.
Demolition/Disposition Applications – DCHA received approval for a phased demolition application at Kenilworth Courts (88 units) in FY2018. These units will be demolished and redeveloped into a 166 unit mixed-income site with a new senior building, multi-family building, and townhomes. Financing for Phase 1 is expected to close in FY2022, with new construction to follow. DCHA also received approval for a Demolition/Disposition application at Park Morton for a total of 174 units in FY2019 (June 2019) which will be redeveloped into a mixed-income site. At Sursum Corda and Sibley Townhomes, a Demolition/Disposition application was approved in FY2020. Relocation activities from the site were started in FY2020 and are ongoing. A developer RFP was issued, responses were received, and DCHA is awaiting selection.

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

Narrative general description of actual capital fund expenditures during the Plan year (by development).

The following summarizes the actual capital fund expenditures during FY2019 by grant year and development:

CFP2018 (CFP 501-18)

Greenleaf Gardens	A&E Services	$53,827.00
Greenleaf Gardens	Replace Fire Alarm	$56,571.76
Greenleaf Senior	Replace Fire Alarm	$69,143.27
Harvard Towers	Advertisement/Publication	$2,568.06
Harvard Towers	Permit Fee	$22,713.24
Hopkins Apartments	Replace Fire Alarm	$71,583.74
James Creek	Security upgrades	$18,065.44
Judiciary House	Appraisal Services	$6,625.00
Judiciary House	Garage Construction	$71,969.00
Kenilworth Courts	Security upgrades	$47,935.56
Langston Addition	A&E Services	$44,064.02
Langston Terrace	Security upgrades	$27,833.30
Le Droit Apartments	Security upgrades	$34,968.74
Lincoln Heights	Security upgrades	$34,934.48
Marley Ridge	Security upgrades	$39,625.35
Park Morton	Relocation Services	$49,953.54
Park Morton	Replace Elevator O/H Traction Sheaves	$13,137.15
Potomac Gardens	Replace Fire Alarm	$112,349.11
Richardson Dwellings	Security upgrades	$45,920.37
Stoddert Terrace	Security upgrades	$37,738.16
Syphax Gardens	Security upgrades	$35,753.10
Various Properties	Contract Administration Fees	$54,533.99
Various Properties	Security upgrades	$7,361.87

CFP2019 (CFP 501-19)

Potomac Gardens	A&E Services	$10,000.00
Langston Terrace	Design Services	$14,874.00
Judiciary House	A&E Services	$28,463.89
Le Droit Apartments	Building Permit	$8,399.07
Various Properties	Contract Administration Fees	$3,444.62

CFP2019 (CFP 501-20)

NA

CFP2021 (CFP 501-21)

Claridge Towers	Environmental Consulting	$8,431.31
Fort Lincoln	Environmental Consulting	$1,424.26
Greenleaf Gardens	CCTV Camera repair	$605.21

Harvard Towers	Environmental Consulting	$1,096.45
Hopkins Apartments	CCTV Camera repair	$6,250.00
Horizon House	CCTV Camera repair	$10,000.00
Horizon House	Environmental Consulting	$6,022.57
James Apartments	CCTV Camera repair	$7,500.00
James Apartments	Environmental Consulting	$4,232.32
Judiciary House	A&E Services	$28,463.89
Judiciary House	CCTV Camera repair	$3,750.00
Judiciary House	Environmental Consulting	$8,093.74
Judiciary House	Roofing Consulting services	$18,318.10
Judiciary House	A&E Services (Plumbing Tier & Electrical)	$1,026.32
Kelly Miller	CCTV Camera repair	$2,500.00
Kentucky Courts	CCTV Camera repair	$43,223.00
Langston Terrace	Design Services	$14,874.00
Le Droit Apartments	Building Permit	$8,399.07
Le Droit Apartments	Water Permits	$4,640.00
Le Droit Apartments	A&E Services	$5178.00
Park Morton	Yardi - relocation	$2,175.00
Park Morton	CCTV Camera repair	$5,793.76
Potomac Gardens	A&E Services	$10,000.00
Regency House	Environmental Consulting	$4,159.24
Sibley Plaza	Environmental Consulting	$15,254.39
Stoddert Terrace	Emergency Furnace Replacement	$52,035.55
Sursom Corda	Environmental Consulting	$181.52
Various Properties	Construction Administration Fees	$3,444.62
Various Properties	Management Fees	$59,730.00
Various Properties	Physical Needs Assessment	$251,135.86

B. Leasing Information

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

Number of Households Served	Number of Unit Months Occupied/Leased*		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	80,557	71,928	6,713	5,994
MTW Housing Choice Vouchers (HCV) Utilized	124,608	121,236	10,384	10,103
Local, Non-Traditional: Tenant-Based	N/A	N/A	N/A	N/A
Local, Non-Traditional: Property-Based	N/A	N/A	N/A	N/A
Local, Non-Traditional: Homeownership	N/A	N/A	N/A	N/A
Planned/Actual Totals	205,165	193,164	17,097	16,097

Difference between "Planned" and "Actual" households served.
The 719 household difference in planned versus actual MTW public housing units leased is due to vacancy rates that were higher than planned due to rehabilitation and redevelopment, particularly at New Communities sites, 0 bedroom unit refusals, and temporary leasing challenges during the coronavirus pandemic. These leasing issues are discussed further in Section II.B.ii. The 281 household difference in MTW Housing Choice Vouchers utilized planned versus actual is primarily accounted for by the 223 units that were not project based as planned during the fiscal year. The balance of 58 households is accounted for by slower unit turnovers due to the pandemic.

Local, Non-Traditional Category	Number of Unit Months Occupied/Leased*		Number of Households Served	
	Planned	Actual	Planned	Actual
Tenant-Based	-	-	-	-
Property-Based	-	-	-	-
Homeownership	-	-	-	-
Planned/Actual Totals	-	-	-	-

Households Receiving Local, Non-traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
-	-	-

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

Housing Program	Description of Leasing Issues and Solutions
Public Housing	Refusals: Despite opening 0 bedroom leasing to the external waitlist, DCHA continued experiencing issues with leasing the units since applicants prefer larger units. DCHA is marketing these units with flyers, photographs, and information about services and amenities in the buildings and neighborhoods. Redevelopment Vacancies: The agency opened many of the units held for redevelopment for leasing; however, rumors about environmental and rodent issues continue to cause high refusal rates. Additionally, the absence of HUD approval to reclassify or exclude New Communities units that have been taken offline as part of the redevelopment process continued to negatively impact the agency's vacancy rate. Pandemic: Supply chain issues due to the pandemic slowed some unit turnovers; however, DCHA has worked on pre-ordering common materials and expanding its approved vendor list.
Housing Choice Voucher	While HUD increased the Fair Market Rents (FMRs) for the DC Metropolitan area again in FY2019, the increase was not enough to address the challenges faced by participants in finding housing in high rent submarkets/opportunity neighborhoods. In FY2019 DCHA utilized its MTW authority to increase payment standards to 187% of the HUD FMRs. This was done in response to the removal of the HUD waiver. The increase to 187% was done in order to maintain access to neighborhoods that would have become inaccessible once the HUD waiver was removed. This policy change continued through FY2021; however, changes to the payment standards are expected during FY22 following the most recent market analysis and anticipated implementation of a new rent reasonableness assessment tool.
Local, non-Traditional	N/A

C. Waiting List Information

i. Wait List Information at Fiscal Year End

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing	Community-wide	25,519	Closed	No
Federal MTW Housing Choice Voucher	Community-wide	38,077	Closed	No
Federal non-MTW Housing Choice Voucher Units (Moderate Rehabilitation)	Community-wide (same list as Federal MTW HCV)	23,281	Closed	No
Federal non-MTW Housing Choice Voucher Units (Tenant-Based and Project-based)	Community-wide (Federal MTW HCV/None)	38,077	Closed/NA	No
Federal MTW Public Housing (Mixed Finance/Service Rich)	Site-based	5,969	Varies by Site--DCHA has various mixed finance/service rich unit sites that have site-based wait lists. Each site makes decisions about the need to open or close their respective wait lists.	Varies by Site

Please describe any duplication of applicants across waiting lists.
Applicants can select to be listed on multiple waiting lists, both DCHA managed and those managed by other entities. As such, there are applicant households who appear on more than one of the above lists.

ii. Actual Changes to the Waiting List(s) in the Plan Year

Describe any actual changes to the organizational structure of 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 the Waiting List
Federal MTW Public Housing	DCHA began the process of converting to a new agency management software system in FY2019, which was completed in FY2020. The agency decided not to complete the process of operationalizing the conversion of the agency's centrally managed community-wide public housing waiting list to centrally managed site-based waiting lists until the software was implemented. DCHA anticipates moving to site-based waiting lists during FY2023.
Federal MTW Housing Choice Voucher	None
Federal non-MTW Housing Choice Voucher Units (Moderate Rehabilitation)	None
Federal non-MTW Housing Choice Voucher Units (Tenant-Based and Project-based)	None
Federal MTW Public Housing (Mixed Finance/Service Rich)	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	N/A
49%-30% Area Median Income	N/A
Below 30% Area Median Income	N/A
Total Local, Non-Traditional Household Admitted	N/A

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 for the Mix of Family Sizes Served (upon entry to MTW program)					
Family Size	**Occupied Number of Public Housing Units**	**Utilized HCVs**	**Non-MTW Adjustments**	**Baseline Mix Number**	**Baseline Percentages**
0 bdrm	2,255	see previous column	2,255	2,255	13.7%
1 bdrm	3,592	see previous column	3,592	3,592	21.8%
2 bdrm	5,193	see previous column	5,193	5,193	31.6%
3 bdrm	3,857	see previous column	3,857	3,857	23.4%
4 bdrm	1,177	see previous column	1,177	1,177	7.2%
5 bdrm	343	see previous column	343	343	2.1%
6+ bdrm	35	see previous column	35	35	0.2%
Totals	**16,452**		**16,452**	**16,452**	**100%**

Describe the justification for any "Non-MTW Adjustments" given above.
None

Mix of Family Sizes Served (In Plan Year)								
	0 Bdrm	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5 Bdrm	6+ Bdrm	Totals
Baseline Percentages of Household Sizes to be Maintained	13.7%	21.8%	31.6%	23.4%	7.2%	2.1%	0.2%	100%
Number of Households Served by Family Size this Fiscal Year	1,198	6,511	3,695	3,051	1,118	408	116	16,097
Percentages of Households Served by Household Size this Fiscal Year	7.44%	40.45%	22.95%	18.95%	6.95%	2.53%	0.72%	100.00%
Percentage Change	-6.3%	18.6%	-8.6%	-4.4%	-0.3%	0.4%	0.5%	0.00%

Description of the justification for any variances of more than 5% between the Plan Year and the Baseline year
As provided in DCHA's 2003 MTW agreement and subsequent annual reports, the Agency has provided family size in terms of bedroom size in a cumulative number for both the Public Housing and HCV programs. The percent change from the 2003 baseline bedroom size distribution can be attributed to shifts in the demographics of voucher holders. DCHA pulls households from the waiting list for federal vouchers by date and time of application and preference, not bedroom size. Therefore the mix of household sizes needed by the households DCHA serves can change frequently. The percentage of households served by family size (bedroom size) is consistent with bedroom sizes reported in the American Community Survey for the Washington Metropolitan Area. According to the U.S. Census Bureau, 2019 American Community Survey 1-Year Estimates[2], the housing stock of renter-occupied housing units in Washington, DC includes the following breakdown by unit size: 14.9% of the housing stock are 0 bedroom units, 44.0% are 1 bedroom, 36.9% are 2 or 3 bedroom, 4.2% are 4 or more bedroom units.

2 https://data.census.gov/cedsci/table?q=United%20States&t=Owner%2FRenter%20%28Tenure%29&g=0400000US11&tid=ACSST1Y2019.S2504

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

Activity Name/#	Number of Households Transitioned*	Agency Definition of Self Sufficiency
Modification to HCV Homeownership Program/Initiative #3 (HOAP)	4	Households purchasing homes
Modification to HCV Homeownership Program/Initiative #3 (AYBL Program)	1	Households purchasing homes or renting in the private market
Simplified Certification and Multi-Year Income Recertification/Initiative #4	283	HCV families who are able to afford the full contract rent and Public Housing families who transition from TANF due to increased earnings
Establishment of Resident Driven Community Based Program to Improve Customer Service and Foster Greater Resident Empowerment/Initiative #19	0	Households participating in a resident driven community based program implemented under this initiative
Enhance Neighborhood Services within Public Housing Communities/Initiative #20--Safe Haven (Employment)	148**	Graduation from the service provider administered program and obtain employment and/or stable housing
Enhance Neighborhood Services within Public Housing Communities/Initiative #20--Safe Have (Stable Housing)	190**	Graduation from the service provider administered program and obtain employment and/or stable housing
Encourage the Integration of Public Housing Units into Overall HOPE VI Communities/Initiative #23	0	Families participating in community governance activities and events
Family Stabilization through Housing and Education Demonstration/Initiative #27	0	Families who transition from TANF due to increased earnings
Modifications to the HCV Family Self-Sufficiency Program/Initiative #32	2	# of households to become homeowners/rent in the private rental market as a result of completion of the FSS program under the new policy
Households Duplicated Across Activities/Definitions	*0***	
Total Households Transitioned to Self Sufficiency	628	

*** The number provided here should match the outcome reported where metric SS #8 is used.**
**** Please note that the information provided by Safe Haven does not include detail necessary to capture those clients that obtained both employment and housing.**

Section III. Proposed MTW Activities

Table III.1 Summary of Proposed Activities

New Number	Old Number	Activity	Statutory Objective	MTW Flexibility	Yr. Identified

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

Section IV. Approved MTW Activities: HUD Approval Previously Granted

A. Implemented Activities

Table IV.1 Summary of MTW Activities/Initiatives

New Number	Old Number	Activity	Statutory Objective	MTW Flexibility	Year Identified	Year Implemented
1	1.1.04 1.5.05 1.9.06	Modifications to DCHA's Project-Based Voucher Program	• Increase housing choices for low-income families	Sections D4 and D7 of Attachment C.	FY2004, FY2005 & FY2006	FY2004, FY2005 & FY2006
2	1.3.04	Designation of Elderly-Only Properties	• Reduce cost and achieve greater cost effectiveness	Section C10 of Attachment C.	FY2004	FY2004
3	1.4.04	Modifications to HCV Homeownership Program	• Reduce cost and achieve greater cost effectiveness • Increase housing choices for low-income families	Sections C11, D2, D8, D(1)(b), D(8)(a), and E of Attachment C.	FY2004	FY2004
4	2.1.04	Simplified Certification and Multi-Year Income Recertification	• Reduce cost and achieve greater cost effectiveness • Encourage families to obtain employment and become economically self sufficient	Sections C4 and D1c of Attachment C.	FY2004	FY2004
5	2.2.04	Modifications to Market-Based Rents	• Reduce cost and achieve greater cost effectiveness • Encourage families to obtain employment and become economically self sufficient	Section D2 of Attachment C.	FY2004	FY2004
7	4.1.04	DCHA Subsidiary to Act as Energy Services Company	• Reduce cost and achieve greater cost effectiveness	Attachment D.	FY2004	FY2004
8	1.6.05 3.8.10	Modifications to Methods for Setting Total Tenant Payments and Determining HCV Market Rents and Promoting Deconcentration	• Reduce cost and achieve greater cost effectiveness • Increase housing choices for low-income families	Section D2 of Attachment C.	FY2005 & FY2010	FY2005 & FY2010
11	1.10.06; 2.5.04; 3.9.12; 22	Site-based In-take and Waiting List Management of Public Housing, Redeveloped Properties and Service Rich Properties	• Reduce cost and achieve greater cost effectiveness • Encourage families to obtain employment and become economically self-sufficient • Increase housing choices for low-income families	Sections C1, C9b, C10, C11, and D4 of Attachment C.	FY2004 FY2012	FY2005 FY2014
12	3.5.06	Rent Simplification and Collections	• Reduce cost and achieve greater cost	Sections C11 and D2 of Attachment C.	FY2006	FY2006

New Number	Old Number	Activity	Statutory Objective	MTW Flexibility	Year Identified	Year Implemented
			effectiveness			
16	2.7.11	Requirement to Correct Minor HQS Unit Condition Discrepancies—Tenant/Landlord Self-Certification	• Reduce cost and achieve greater cost effectiveness	Section D5 of Attachment C.	FY2011	FY2012
17	2.8.11	Change in Abatement Process, including Assessment of a Re-inspection Fee as an Incentive to Maintain Acceptable Housing Quality Standards (HQS) in Voucher Assisted Units	• Reduce cost and achieve greater cost effectiveness	Section D5 of Attachment C.	FY2011	FY2012
18	3.9.11	Creation of Local Authorization and Release of Information Form with an Extended Expiration to Support the Biennial Recertification Process	• Reduce cost and achieve greater cost effectiveness	Sections C4 and D3b of Attachment C.	FY2011	FY2012
20	2.9.12	Enhance Neighborhood Services within Public Housing Communities	▪ Encourage families to obtain employment and become economically self-sufficient	Sections B1b3, C1 and C15 of Attachment C.	FY2012	FY2012
23	3.10.12	Encourage the Integration of Public Housing Units into Overall HOPE VI Communities	• Increase housing choices for low-income families	Section C2 and C11 of Attachment C.	FY2012	FT2015
24	NA	Simplified Utility Allowance Schedule	▪ Reduce cost and achieve greater cost effectiveness in federal expenditures	Section D2(b) of Attachment C.	FY2012	FY2014
25	NA	Local Blended Subsidy	• Reduce cost and achieve greater cost effectiveness ▪ Increase housing choices for low-income families	Attachment C, Section B.1; Attachment D, Uses of Funds	FY2014	FY2014
32	N/A	Modifications to the HCV Family Self-Sufficiency Program	• Increase housing choices for low-income families	Attachment C, Section D(1)(a)	FY2019	FY2020
33	N/A	Waiver for Third-Party Housing Quality Standards (HQS) Inspections	• Reduce cost and achieve greater cost effectiveness	Attachment C, Section D.1.f, D.5, D.7.a and D.7.d[3]	FY2021	FY2021
34	N/A	Virtual Housing Quality Standards (HQS) Inspections	• Reduce cost and achieve greater cost effectiveness	Attachment C, Section D.1.f, D.5, D.7.a and D.7.d[4]	FY2021	FY2021

[3] Authorizations now derived from Fifth Amendment to Attachment C of the MTW Agreement.

[4] Ibid.

Initiative 1: Modifications to DCHA's Project-Based Voucher Program

Description/Impact/Update

In order to increase housing choices for low-income families, as part of its Partnership Program, DCHA modified existing project-based voucher (PBV) rules and regulations. Specifically, the changes included:

- Allow a longer HAP contract term—from 10 to 15 years.
- Increase the threshold of units that can be project-based at a single building from 25% to 100%.
- Increase the percentage of DCHA's total voucher allocation that can be project-based to greater than 20%.
- Allow the owners of PBV units to establish site-based waiting lists.
- Allow applicants on the Public Housing waiting list who are determined to be eligible for UFAS units to be eligible for UFAS PBV units that are subsidized through the Partnership Program.
- Allow applicants on the Public Housing waiting list who are determined to be eligible for accessible units meeting Uniform Federal Accessibility Standards (UFAS) to be eligible for UFAS PBV units that are subsidized through the Partnership Program.
- Create a UFAS Loan Program to assist landlords in converting existing units to UFAS units or create new UFAS units that are subsidized through the Partnership Program and thus creating more housing choices for the disabled and their families.

The changes resulted in:

- Increasing participation by housing owners/landlords
- Meeting local housing and community needs

In addition, between FY2004 and FY2006, DCHA used its flexibility to award project based vouchers to properties with affordable units who were receiving local funding through the city's Tenant Assistance Program (TAP). The city was faced with having to discontinue funding for the properties in the program and without MTW flexibility, 328 families would have been displaced as a result.

During FY2019, 55 units were project based at Parkway Overlook through the agency's continued partnership with the city to create affordable housing with supportive services through the city's local NOFA process.

DCHA stopped making loans through the UFAS Loan program several years ago. As such no additional UFAS units are being added to the DCHA portfolio via this initiative. However, the units that have been created continue to be available for housing families in need of fully accessible units.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing

Metrics

DCHA Defined Metric(s)

Unit of Measurement	Baseline (FY2010)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of housing units in the Partnership Program (with executed HAP or AHAP)	1,467	235 units added	1,715	Benchmark met
Number UFAS of completed units added to inventory thru the UFAS loan program	6	11 new UFAS units added	13 (total units added since FY2010—no units added in FY2021)	Benchmark met
Number of Public Housing applicants requiring UFAS compliant units who are housed in the UFAS loan program	6	11	12 (total housed since FY2010)	Benchmark met

Housing Choice #4: Displacement Prevention				
Unit of Measurement	Baseline (FY2006)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move.	Households losing assistance/moving prior to the implementation of the activity	Expected households losing assistance/moving after implementation of the activity	Actual households losing assistance/moving after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
Number of households under the local Tenant Assistance Program facing displacement (FY2004-FY2006)	328	0	0	Benchmark met

Initiative 2: Designation of Elderly Only Properties

Description/Impact/Update

DCHA established a local review, comment and approval process designating properties as Elderly-Only. This replaced the requirement for HUD review of proposed Elderly-Only designation of Public Housing properties with a local review, broad community input and approval by the Board of Commissioners.

In addition, under this initiative, designation of Elderly-Only properties automatically renews from year to year indefinitely from the date of the designation unless otherwise rescinded or modified by the Board of Commissioners.

As is required locally, implementation of this initiative included adoption of local regulations outlining the process. These regulations can be found at Title 14 of the District of Columbia Municipal Regulations Section 6115 and are summarized below:

1. Staff reviews of resident and applicant needs and requests, market conditions and resource availability.
2. If review findings support an Elderly-Only designation of a DCHA property(ies), staff makes a recommendation to the Board of Commissioners.
3. The Board of Commissioners considers staff recommendations in committee.
4. Upon committee approval, the proposed Elderly-Only designation is published as part of the Board agenda for consideration at a Board of Commissioners' meeting.
5. The Board of Commissioners either accepts or rejects the designation after receiving comments from the public.
6. If the Board of Commissioners accepts the staff recommendation, the name of the new designated elderly property is published it the DC Register.
7. The designation continues from year to year indefinitely from the date of the designation.

In FY2004, the following conventional sites were designated as Elderly-only: Knox Hill, Regency House, Arthur Capper Senior I and Carroll Apartments. That same year Elderly-Only existing designations were extended for units at Wheeler Creek as part of a HOPE VI project and the redeveloped Edgewood Terrace.

In FY2007, Elderly-Only units were designated at Henson Ridge as part of a HOPE VI project.

In the FY 2011 MTW Plan, it was anticipated that units at Mathews Memorial would be designated as Elderly-Only. However, during FY2011, it was determined that the Elderly-Only designation was not necessary for Matthews Memorial. While there will be units in the overall site that are designated Elderly-Only, as referenced in the DCHA MTW 2012 Plan, the 35 units for which DCHA is providing Public Housing subsidy will be family units.

To date, DCHA has designated seven (7) properties in whole or in part as Elderly-Only.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing

No elderly-only units were designated in FY2021.

This activity reduced the time necessary to put in place an Elderly-only designation. Outside of the assessment process to determine the need, feasibility and federal compliance of an Elderly-Only designation, completing a designation under the DCHA local process can take as few as 30 days. Even under the HUD streamlined designation process, HUD has 60 days to evaluate the request and respond to housing authorities with a decision. In addition, the default approval built into the HUD process requires a 60 day waiting time for housing authorities.

This initiative remains open to provide the agency with the ability to continue its existing designation without periodic approvals required by HUD, keeping the needed flexibility for future designations in place.

Metrics

As the local policy for streamlining of the Elderly-Only designation process was adopted in FY2004 and the subsequent designations took place prior to the new reporting requirements under the MTW Agreement, the related benefits are in the past. Future benefits will be experienced with the designation of additional properties/units. DCHA has established a metric to capture the difference in timing required to designate elderly only properties/units based on the HUD required review process that is foregone by way of this initiative.

DCHA Defined Metric(s)

Unit of Measurement	Baseline	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Time to complete a designation	Up to 6.5 months (inclusive of HUD 60 day review)	3.5 months	To be determined with the next designation	TBD

HUD Standard Metric(s)

Cost Effective #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total cost of task in dollars	Cost of task prior to implementation (in dollars)	Expected cost of task after implementation of the activity (in dollars)	Actual cost of task after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark.
Cost to complete the task (completing feasibility determination, preparation of documents; resident and Board presentation preparation, etc.)	To be determined with the next designation	To be determined with the next designation	To be determined with the next designation	TBD

Cost Effectiveness #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (completing feasibility determination, preparation of documents; resident and Board presentation preparation, etc.)	20 hours	15 hours	To be determined with the next designation	TBD

Housing Choice #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of households able to move to better unit and/or neighborhood of opportunity as a result of the activity	Households able to move to better unit and/or neighborhood of opportunity prior to implementation of the activity	Expected Households able to a move to better unit and/or neighborhood of opportunity after implementation of the activity	Actual increase in Households able to a move to better unit and/or neighborhood of opportunity after implementation of the activity	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to better unit and/or neighborhood of opportunity as a result of the activity	0	To be determined with the next designation	To be determined with the next designation	TBD

Initiative 3: Modifications to HCV Homeownership Program

Description/Impact/Update

As part of DCHA's efforts to develop new housing opportunities for low-income families that promote self-sufficiency, the Agency explored and implemented various modifications to its HCV Homeownership Program (HOAP), as regulated by HUD, that make it:

- more attractive to financial institutions and DCHA participants/residents;
- more user-friendly to DCHA participants interested in homeownership;
- more cost efficient to administer; and
- more realistic in promoting long-term homeownership success.

The result was the establishment of the following policies utilizing MTW flexibility:

1. The minimum down payment was set at 3% with no minimum required from the family's personal resources
2. A recapture mechanism was established what allows for the recapture of a portion of the homeownership (mortgage payments) assistance if the family leaves the property in the first 10 years
3. The employment requirement was increased from one year to at least two years
4. Portability is no longer permitted under the Homeownership program.
5. A termination clause was included providing for the termination of a Household from the program if the household income falls below the minimum amount required for more than 12 months.

In addition to the above HOAP policy changes, DCHA created a homeownership component in HOAP for Public Housing residents as part of the Agency's second phase of implementation for this initiative. The **Achieving Your Best Life Rewards Program (AYBL)** was created to encourage and support upward mobility of Public Housing residents by facilitating the provision and utilization of necessary incentives and supportive services with homeownership as a goal.

The most important feature that distinguishes this program from Public Housing self-sufficiency/homeownership programs offered elsewhere is that this program is place-based. All of the neighbors in the community will have similar motivations and will work towards the same goals. It is the intent that this model will foster an environment in which participating families support and learn from each other while working toward the end goal of homeownership. The first development to be designated as a Reward Property was Elvans Road.

It is expected that after five (5) years, participating residents will have the down payment for the purchase of a home through the assistance of a Savings Escrow Account. If the family has successfully completed homeownership preparation, identified a home, and received a mortgage commitment, participating residents will be issued a homeownership voucher through HOAP.

A result of a review of existing federal requirements for Public Housing authorities (PHA) administering homeownership/self-sufficiency programs, lessons learned from the experiences of clients participating in the existing program, and the realities of the financial markets, DCHA utilized its MTW authority to create AYBL with the intent to increase the chances for acquiring financing and for long-term homeownership success for program participants. The following outlines key program elements for which MTW authority was utilized:

Eligibility: To be eligible for AYBL, unless the lessee(s) or spouse is elderly or disabled, the lessee and spouse must have a combined earned income sufficient to be able to afford a house with voucher assistance within five years. Currently, the minimum requirement for entry into the program would be $35,000 in earned income.

Transfer into Rewards Properties: AYBL eligible families are relocated to designated Public Housing communities—referred to as Rewards Properties. These communities will have undergone major modernization prior to the initial occupancy by AYBL eligible families; the modernization should make the units easy for the residents to maintain.

Rent, Utilities and Savings and Maintenance Escrows: The payments required of the AYBL participants have been established to reflect the budgeting required of a homeowner. However, in place of the mortgage payment, the resident will pay into Savings Escrow and Maintenance Escrow accounts. Home maintenance costs will be reflected in the required Maintenance Escrow payment. Utility costs will be charged to reflect the reality of homeownership. Non-elderly or non-disabled AYBL residents will pay rent based on their unearned income with the expectation that this income source will cease as their earned income increases.

Rent—AYBL participants will pay 30% of their unearned income as traditional rent. Elderly and disabled families will be able to use unearned income to qualify for the program and pay into the escrow accounts rather than rent.

Savings Escrow Account—A major incentive of the program is that a portion of the family's earned income (28%), which is excluded from income in the calculation of rent, will be placed in a Savings Escrow account for the down-payment on a home. Account funds will be released to the AYBL participant when the family has a contract on a home, has a mortgage commitment and is ready to close on a purchase. Interim account disbursements will be considered, with DCHA approval, if needed to complete a task(s) in their ITSP.

Maintenance Escrow Account—As part of their homeownership training, AYBL families will be responsible for the upkeep of their unit with technical assistance provided by DCHA. To pay for unit maintenance costs, AYBL families will pay 2% of their earned income into a maintenance escrow account. The maintenance escrow account will be available to cover maintenance costs.

Elderly and disabled families will be able to use unearned income in the determination of eligibility and to pay into the Savings and Maintenance escrow accounts.

Homeownership Preparation: In addition to AYBL participants participating in homeownership training, home maintenance training, money management, credit repair and similar activities identified during the Needs Assessment process, they are responsible for the maintenance of their unit and for paying the utilities.

Program Term: It is expected that over the course of the five years of participation in the program, the residents will be able to increase their earned income to at least $45,000; so that, when combined with a HOAP voucher and the five years of Savings Escrow funds the participant is able to purchase a home. If after five (5) years, the family is not successful and thus not ready to buy a home, they will be required to transfer to another conventional Public Housing unit and the escrow account balances will be forfeited to DCHA.

The local regulations governing AYBL were approved by the Board of Commissioners and published in FY2012 after working closely with the housing advocate community and in accordance with the local public review process. In addition, recruitment, eligibility screening began and the first families moved into Elvans Road during the latter part of FY2012.

It is anticipated that more families will move toward self-sufficiency through their efforts to meet the AYBL minimum income program entry requirement. In addition, the desire to participate in AYBL and HOAP may motivate residents/participants to be more diligent in achieving/maintaining their “good-standing” status.

AYBL requirements, along with changes in HOAP requirements, are designed to foster sustained homeownership by requiring that families are better prepared for homeownership beyond the expiration of the voucher assistance.

DCHA anticipates that this activity will increase the number of families housed off of the Public Housing waiting list as AYBL families transfer into AYBL Rewards properties and move on to homeownership or renting in the private market.

Based on a review of the AYBL program, in FY2014, DCHA made changes to AYBL program eligibility requirements and added an additional program goal as a means of increasing program participation. Those changes included the following:

(1) Expanding the program goal of homeownership to renting in the private market without federal or local housing assistance
(2) Decrease the earned income requirement from $35,000 to $32,000
(3) Increasing the pool of potential applicants in the event AYBL units cannot be filled with families residing in conventional public housing by allowing the selection of families residing in mixed finance properties and applicants from the public housing waiting list selection pool

(4) Allow applicant families up to four (4) late rental payments in either public housing or the private market within the twelve (12) months prior to the approval of an AYBL application.

While these changes did not require MTW authority, measurement of the additional program goal will be captured with a HUD standard metric (see Measurement Changes section). Due to the policy changes related to program eligibility and increased recruitment efforts, an additional 3 families entered the AYBL program by the end of FY2014. With the additions to the program, the total number of AYBL program participants at the end of FY2014 was 14.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing

In FY2021, a total of 4 HCVP families purchased homes through the HOAP program. During FY2021, a total of 7 public housing families participated in AYBL and one purchased a home during the year. The remaining households are diligently working towards homeownership and hope to purchase in the coming years.

The average earned income in FY2021 of participating AYBL families ($48,598) increased since last year and now exceeds the baseline. The decline in the average amount of escrow savings occurred due to accounting discrepancies that are in the process of being updated.

In late FY2018, DCHA converted Columbia Road (also referred to as Columbia), one of the agency's two AYBL sites, to RAD. In addition, to address the need for units for current residents as part of the agency's portfolio stabilization efforts, there was a program policy change that discontinued new entries into the AYBL program at Elvans Road in order to make vacant units available for families that needed to transfer. Existing AYBL households living at these properties will continue participation until they complete the program or have to leave the program for not meeting their goal of homeownership or renting in the private rental market. Units vacated by AYBL households will not be back filled with new AYBL households at either site. DCHA proposed a reimagined family self-sufficiency program in the FY2020 MTW Plan for public housing residents in light of the changes to the AYBL program.

FY2021 was the ninth year of the AYBL program and a total of ten (10) AYBL families have purchased homes since the program began. While some of the MTW initiative benchmarks were not met, DCHA considers the program a success since none of the past homeowners under AYBL had to utilize a voucher to purchase their homes— an unexpected outcome of the program as DCHA anticipated families would need voucher assistance to purchase.[5]

Metrics

DCHA Defined Metric(s)

Unit of Measurement	Baseline (FY2010)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Housing Choice Voucher participants				
Number of HCV families purchasing homes	51	At least 5 additional families each FY	4 (new homeowners at the end of FY2021)	Benchmark not met
Public Housing participants—AYBL (Baseline=FY2011)				
Number of families enrolled in AYBL	0	18 by the end of FY2014 (formerly 21 one year after implementation)	7 (total at the end of FY2021)	Benchmark not met (see "Status" section for explanation)
Number of HOAP vouchers issued to Public Housing families through AYBL*	0	Up to 18 by 2018 (formerly 21 by 2017)	0	Benchmark not met (see "Status" section for explanation)
Number of AYBL families purchasing homes*	0	Up to 18 by 2018 (formerly 21 by 2017)	1	Benchmark not met
Number of AYBL families renting in the private market**	0	Up to 18 by 2018 (formerly 21 by 2017	0	Benchmark not met

*Modified
**New metric—added with the expansion of the AYBL program goal to include renting in the private market.
^Correction—the number of AYBL families purchasing homes in FY2016 was 4 and not 5 as previously reported. A Family Self-Sufficiency program participant who purchased in FY2016 was inadvertently counted in the AYBL 2016 total.

[5] Correction—the number of AYBL families purchasing homes in FY2016 was 4 and not 5 as previously reported. A Family Self-Sufficiency program participant who purchased in FY2016 was inadvertently counted in the AYBL 2016 total.

HUD Standard Metrics

Cost Effective #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total cost of task in dollars	Cost of task prior to implementation (in dollars)	Expected cost of task after implementation of the activity (in dollars)	Actual cost of task after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark.
Portability (cost to process portability action—interim recertification + 10mins)	$38.5/port	$0	$0	Benchmark met

Cost Effectiveness #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Portability (time to process portability action—interim recertification + 10mins)	1 hour and 10mins	1 hour	1 hour	Benchmark met

Self Sufficiency #1: Increase in Household Income				
Unit of Measurement	**Baseline (FY2011/FY2012)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Average earned income of households affected by this policy in dollars (increase) **AYBL Program**	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)	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase)	$35,000/year	$45,000/year	$48,598 /year	Benchmark met

Self Sufficiency #2: Increase in Household Savings				
Unit of Measurement	**Baseline (FY2011/FY2012)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Average amount of savings/escrow of households affected by this policy in dollars (increase) **AYBL Program**	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars).	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars)	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark.
Average amount of savings/escrow of households affected by this policy in dollars (increase)	$0	$800/month per household	$297/month per household	Benchmark not met

Self Sufficiency #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline (FY2011/FY2012)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase) **AYBL Program**	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)	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self-sufficiency (increase)	0	At least 18	7	Benchmark not met

Self Sufficiency #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (households becoming homebuyers or renting in the private market) prior to implementation of the activity (number)	Expected households transitioned to self-sufficiency (households becoming homebuyers or renting in the private market w/out federal or local housing assistance) after implementation of the activity (number)	Actual households transitioned to self-sufficiency (households becoming homebuyers or renting in the private market) after implementation of the activity (number)	Whether the outcome meets or exceeds the benchmark.
HCVP—HOAP (Baseline=FY2010)				
Number of households transitioned to self-sufficiency—households becoming homebuyers	51	At least 5 additional families each FY	4 (FY2021)	Benchmark not met
Public Housing participants—AYBL (Baseline=FY2011)				
Number of households transitioned to self-sufficiency—households	0	18	1 (2 in FY2015; 4 in FY2016^; 2 in	Benchmark not met

Self Sufficiency #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
becoming homebuyers or renting in the private market (increase).			FY2017; 1 in FY2018; 1 in FY2021)	

^Correction—the number of AYBL families purchasing homes in FY2016 was 4 and not 5 as previously reported. A Family Self-Sufficiency program participant who purchased in FY2016 was inadvertently counted in the AYBL 2016 total.

Housing Choice #6: Increase Homeownership Opportunities				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households that purchased a home as a result of the activity	Number of households that purchased a home prior to implementation of the activity	Expected number of households that purchased a home after implementation of the activity	Actual number of households that purchased a home after implementation of the activity	Whether the outcome meets or exceeds the benchmark.
HCVP—HOAP (Baseline=FY2010)				
Number of households that purchased a home as a result of the activity—**HOAP**	51	At least 5 additional families each FY	4	Benchmark met
Public Housing participants—AYBL (Baseline=FY2011)				
Number of households that purchased a home as a result of the activity —**AYBL**	0	18	1	Benchmark not met

Initiative 4: Simplified Certification and Multi-Year Income Recertification

<u>Description/Impact/Update</u>

This initiative has two parts—Simplified Certification and Multi-year Recertification, both designed to make the income and eligibility determination process more efficient and cost effective. The initiative has a double benefit. First, saving staffing costs so that scarce resources can be used where they bring more benefit to DCHA's customers. Second, providing greater convenience, as well as incentives for self-sufficiency to residents of DCHA properties and applicants for housing or assistance provided through DCHA.

Simplified Certification

At final determination of eligibility, as applicants are pulled from the waiting lists and forwarded to HCV or Public Housing for lease-up, DCHA extended the length of time to 180 days so that the verified application data is deemed valid. This has reduced the amount of duplicative work required of eligibility staff in DCHA's Client Placement Division as well as reduce the time necessary to build a qualified applicant pool

Multi-year Recertification (Biennial Recertification)
In FY2007, DCHA began conducting re-certifications for HCV participants every two years, instead of annually. In conjunction with this change, DCHA adopted local rules for the HCV program that provide work incentives for all participants. Specifically, any increase in earned income in the amount of $10,000 or less will not result in an increase in rent until the family's next scheduled biennial recertification. However, a family may request an interim recertification and reduction of rent as a result of a reduction in income. These revised procedures were developed with the assumption that the policy would provide an ongoing incentive to residents and voucher holders to increase income by removing the current limitation on eligibility for the earned income disregard.

In FY2013, DCHA drafted Public Housing biennial recertification regulations with the final regulations approved by the DCHA Board of Commissioners in early FY2014.

After further consideration, in FY2015, DCHA re-proposed this initiative in order to remove the requirement to report increases in earned income greater than $10,000 between scheduled recertifications. Going forward, families will not have to report increases in earned income, regardless of how large, between scheduled biennial recertifications. As DCHA works to encourage self-sufficiency through other activities aimed at residents obtaining employment and increasing earned income, it is anticipated that this change will further incentivize residents.

<u>Actual Non-Significant Changes</u>
There were no non-significant changes in FY2021.

<u>Actual Changes to Metrics/Data Collection</u>
There were no changes to the initiative metrics in FY2021.

<u>Actual Significant Changes</u>
There were no actual significant changes in FY2021.

<u>Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)</u>
Implemented and Ongoing

Multi-year Recertification (Triennial Recertifications)—Public Housing and HCV
In FY2017, both the public housing and HCV programs completed assignment of elderly and/or disabled households on fixed income into a triennial recertifications schedule. DCHA continued processing triennial recertifications according to Resolution 16-25 throughout FY2021.

Earned Income Reporting Requirements
In FY2016, DCHA finalized the local regulations (HCV Administrative Plan), eliminating the need for HCV participants to report increases in earned income between scheduled recertifications. The HCV program began implementation in FY2016. At the end of FY2018, the new policy was implemented for a full fiscal cycle.

As the outcome of the HUD standard metrics show below, the pandemic has impacted DCHA families' average earned income and the number of families receiving unemployment. This is inline with national trends during the pandemic, and DCHA does not believe it represents the effectiveness of this initiative, especially since this is an anomaly in this initiative's trend.

Metrics

Due to a data conversion, data collection for these metrics is processing. DCHA will update the metrics and submit an updated report.

HUD Standard Metrics

Cost Effectiveness #1: Agency Cost Savings*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total cost of task in dollars.	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).	Whether the outcome meets or exceeds the benchmark.
Cost per Interim Certification Each interim costs approx. $100 in administrative processing (which may include any back-charges for family failure to report). DCHA averages 150 families reporting increases in income monthly (outside of scheduled recert processing). $100 x 150 = $150,000	$150,000	$0	$8,900/year for 89 interims*	Benchmark not met

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total time to complete the task in staff hours	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)	Whether the outcome meets or exceeds the benchmark.
Time per Interim Certification related to increases in income (avg 150 interims/year; staff time to complete an interim = 1 hour)	150 hours	0	89 hours /year for 89 interims*	To be updated

*Data Note: Due to data limitations, DCHA is only able to identify interim certifications that resulted in an increase in **household income**. There is not an ability to isolate just increases in **earned income**. Therefore, the information provided reflects interim certifications that resulted in an overall increase in the household's income. This could be due to a variety of factors including, an increase in benefit income like Social Security or TANF etc., and an increase in earned income, a change to the household composition that increased the income and any combination of these factors.

Self-Sufficiency #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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 cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average Earned Income (Biennial Recertifications)	**Public Housing** $27,414 (based on FY2015 Recertification Cycle Cohort) **Housing Choice Voucher** $25,489 (based on FY2011 Recertification Cycle Cohort)	1% increase each biennial recertification cycle*	**Public Housing** $15,515 (43% decrease from FY2015) **Housing Choice Voucher** $17,573 (31% decrease from FY2011)	Benchmark not met

*After consideration of the feasibility of the benchmark for this metric, the percentage increase was changed from 3% to 1%.

Self-Sufficiency #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in in the categories identified below prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in the categories identified below after implementation of the activity (number).	Actual head(s) of households in the category after implementation of the activity (number)	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in the categories identified below prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in the categories identified below after implementation of the activity (percent).	Actual percentage of total work-able households in the category after the implementation of the activity (percent)	Whether the outcome meets or exceeds the benchmark.
Employment Status for (1) Employed Full-Time: (2) Employed Part-Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other:	**Public Housing** Based on FY2015 Recertification Cohort Baseline is equal to: The number of the Study population in each of these categories: (1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other: *FY2015 Recertification Cycle Cohort: 546 households with earned income*	Benchmark is equal to: The following changes in the number of the Study population in each of these categories: (1) Employed Full-Time: 1% increase (2) Employed Part-Time: 1% increase (3) Enrolled in an Educational Program: 1% increase	**Public Housing** *Head of Households* • 898 employed HOH • 154 HOH receiving unemployment income *Percentage of total work-able households* • 38.0% work-able households have wage income • 7.0% work-able households have unemployment income **Housing Choice Voucher**	Benchmark Partially Met

	and 28 households with unemployment compensation out of 2,096 total households recertified in FY2015[6] **<u>Housing Choice Voucher</u>** Based on FY2011 Recertification Cohort *FY2011 Recertification Cycle Cohort 1,511 households with earned income and 335 with unemployment compensation out of 5,079 total households recertified in FY2011.*[7] *Not able to provide baseline data*	(4) Enrolled in Job Training Program: 1% increase (5) Unemployed: 1% decrease (6) Other:	*Head of Households* • 2,650 employed HOH • 771 HOH receiving unemployment income *Percentage of total work-able households* • 41.4% work-able households have wage income • 12.5% work-able households have unemployment income	

Self-Sufficiency #4: Households Removed from Temporary Assistance for Needy Families (TANF)*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome* (FY2021)**	**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 (percent).	Actual households receiving TANF after implementation of the activity	Whether the outcome meets or exceeds the benchmark.
Households Receiving TANF Benefits	**<u>Public Housing</u>** 388 (FY2015 Recertification Cycle Cohort) **<u>Housing Choice Voucher</u>** 1,336 (FY2011 Recertification Cycle Cohort)	1% decrease of families by the end of a complete biennial recertification cycle after the activity is implemented	**<u>Public Housing</u>** 193 households receive TANF (50% decrease from FY2015) **<u>Housing Choice Voucher</u>** 964 households receive TANF (28% decrease from FY2011)	**<u>Public Housing</u>** Benchmark met **<u>Housing Choice Voucher</u>** Benchmark met

*It should be noted that the decrease in TANF income cannot be directly attributed to this initiative. There may have been households or individuals with TANF income who left the program or had their benefits reduced.

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[6] Due to data limitations of archived baseline data, DCHA is not able to report on relationship to household to isolate income sources of Head of Households, but can provide aggregate household level income detail.

[7] Due to data limitations of archived baseline data, DCHA is not able to report on relationship to household to isolate income sources of Head of Households, but can provide aggregate household level income detail.

Self-Sufficiency #8: Households Transitioned to Self-sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency after implementation of the activity (number).	Actual households transitioned to self-sufficiency after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Non-elderly Non-disabled Households Transitioned/ Graduated to Self-sufficiency per Year. **[Public Housing Families who transitioned from TANF due to increased earnings]** **[HCVP Families who are able to afford the full contract rent for their unit (DCHA pays $0 HAP)**	0 (HCVP) 0 (Public Housing)	Increase of 1% after the first full biennial recertification cycle after implementation of the activity	**<u>Public Housing</u>** 195 less households receive TANF in FY2021 than in FY2015 **<u>Housing Choice Voucher</u>** 88 households on $0 HAP as of end of FY2021	Benchmark met

Initiative 5: Modifications to Market-Based Rents

<u>Description/Impact/Update</u>

The local regulations developed under this initiative simplify the process of providing a work incentive to Public Housing residents. The regulation discontinues the HUD requirements that DCHA:

- Provide all residents information about the market-based and income based rents associated with the unit in question; and
- Obtain written documentation of their choice of rent calculation method

Instead, DCHA calculates a resident's income-based rent, compares it to the market-based rent from a periodically updated rent schedule and automatically charges the resident the lower of the two rent options.

If a family's income decreases between recertifications, residents, regardless of the methods used for calculating their rents, may request an interim recertification and the rent charged will be the lower of the two rent calculation options, automatically. There is no longer the requirement that the resident demonstrate a particular hardship to return to income-based rent from market-based rent. In addition, DCHA has removed the provision outlined in earlier plans and reports that families on market-based rent will recertify every three (3) years. Instead, these families currently recertify annually and will be included in the Public Housing biennial recertification process once implemented.

DCHA received approval as part of the FY2016 MTW plan process for the establishment of a ***<u>Local Public Housing Flat Rent Schedule</u>***. In response to the HUD mandate to establish Public Housing flat rents at no less than 80% of the HUD established Fair Market Rents (FMR), DCHA is using its MTW authority to establish a local flat rent schedule for its Public Housing communities that more realistically reflects local market conditions at the submarket or neighborhood level by allowing flat rents to be set at less than 80% of FMR. Submarket rents established by DCHA's Housing Choice Voucher Program will be the basis for the Public Housing flat rent calculations. To account for the attributes of each property, flat rents will be set by bedroom size at 80% of the submarket rents.

DCHA will phase-in any rent payment increases of 35% or more that result from this policy change in the event that a family's income-based rent is lower than the new locally established flat rent but higher than the current flat rent the family is paying. The phase-in will take place at each scheduled biennial recertification and increases will not be more than 35% at each recertification.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

As this activity was implemented in FY2004, the measurable benefits are in the past, prior to the new reporting requirements under the MTW Agreement. No incremental cost savings are expected.

This activity has decreased the staff time necessary to inform residents and record rent choice, as well as resident time to review and respond. DCHA has eliminated the administrative burden associated with a formal process of notifying approximately 8,000 DCHA Public Housing residents annually of the choice and having residents provide a written response to the Agency.

DCHA received approval of the HUD mandated flat rent amendment in May 2015. In FY2017, after additional review of the approach for setting the DCHA Local Public Housing Local Market-based Rent Schedule (DCHA's version of flat rents), DCHA proposed a new approach as part of the agency's FY2018 MTW Plan in an effort to shore-up the policy as an incentive for families to increase household earnings. DCHA has not implemented the new approved approach for setting rents in the agency's Local Market-based Rent Schedule. DCHA anticipates implementing the new schedule by the end of FY2023.

Metrics

HUD Standard Metric(s)

Cost Effectiveness #1: Agency Cost Savings*				
Unit of Measurement	**Baseline***	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total cost of task in dollars	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)	Whether the outcome meets or exceeds the benchmark.
Total cost to process resident rent options in staff hours (decrease) **Auto-application of lower amount (income-based vs. market-based rent)**	$34.5 per eligibility determination	$31.62 ($2.88 reduction per eligibility determination)	$31.62	Benchmark met

*Metric reflects estimates in light of the fact that this initiative was implemented in FY2004 and information related to this metric is no longer available.

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline***	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Total time to process resident rent options in staff hours (decrease) **Auto-application of lower amount (income-based vs. market-based rent)**	1 hour 30 mins	1 hour 25 mins (reflects a 5 min reduction in the staff time necessary to complete an initial eligibility and recertification interview process)	0 mins	Benchmark met

*Metric reflects estimates in light of the fact that this initiative was implemented in FY2004 and information related to this metric is no longer available.

Self Sufficiency #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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)	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase)	$67,011/year	1% increase every 2 years based on biennial recertification cycle	To be provided in the Annual MTW Report following the implementation year	To be provided in the Annual MTW Report following the implementation year

Initiative 7: DCHA Subsidiary to Act as Energy Services Company

Description/Impact/Update
In 2007, following HUD's approval of DCHA's Energy Capital Improvement Plan, DCHA closed an Equipment Lease/Purchase agreement in the amount of $26,024,925. DCHA used Construction Services Administration, LLC (CSA), a wholly owned subsidiary, as its Energy Services Company (ESCo). DCHA used HUD provisions allowing, for the purposes of energy subsidy calculation, a frozen base of consumption costs plus actual consumption costs savings to amortize private financing of a comprehensive DCHA energy management program. The frozen base method of operating subsidy calculation was used for some aspects of the program in conjunction with an add-on for energy conservation related debt service for other aspects of DCHA's comprehensive energy conservation program.

Using its MTW Authority, DCHA may, without prior HUD approval, modify the current energy performance contract (EPC) or enter into new performance contracts with Energy Service Companies (ESCos), also called Energy Service Agreements (ESAs), and determine the terms and conditions of EPCs, provided that, with respect to each contract, (i) the term does not exceed 20 years and (ii) the Agency maintains adequate file demonstrating EPC performance. DCHA or its agents or subsidiaries may also function as its own ESCo, provided that any financing complies with requirements (i) through (ii) of this paragraph. HUD will honor the terms and conditions of such contracts during and beyond the term of DCHA's MTW Agreement. DCHA has also received approval to pledge its reserves or other funds for use during the term of the MTW demonstration to guarantee the payment of debt service in the event the energy savings are not adequate to cover debt service costs.

DCHA secured $26 million in funding to implement DCHA's energy efficiencies as articulated in the Agency's plan. As of the end of FY2013, the entire $26 million of the loan proceeds have been expended. In FY2012, DCHA took advantage of the very favorable interest rate environment and refinanced its energy loan. The flexibility to execute the new loan documents without HUD approval greatly simplified and sped up the process, saving an unknown amount of DCHA and HUD staff-time. The refinancing shortened the term on the loan while keeping payments relatively unchanged, greatly reducing interest expenses over the life of the loan.

HUD released PIH Notices 2011-36 and 2014-18 providing guidance to allow PHAs the ability to retain 100% of cost savings if they (1) reduce energy consumption and (2) produce energy. In addition, HUD has provided further guidance to allow PHAs to capture future savings from ECIP Phase I as an incentive to upgrade the ECIP Phase I equipment at the end of its useful life.

DCHA continues its energy investment through ECIP Phase II. Starting in October 2015, ECIP I has been extended an additional eight (8) years to 2029. Since that time, DCHA received a $575,000 Sustainable DC Grant to fund predevelopment activities for ECIP Phase II.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

The ECIP Phase II project is in the construction phase and 59% of the funding was obligated in FY2021. The primary focus in FY2021 was on heating and mechanical infrastructure replacement. Six AMPS completed heating infrastructure replacement and an additional nine AMPS started replacement for completion by end of the 2022 calendar year. During FY2022, the focus will be solar energy installations and the remaining heating infrastructure and mechanical and controls work in all properties. The MTW activity is behind schedule by one fiscal year due to contractual capacity limitations in the job order costing (JOC) program. New JOC contracts with new limits were issued during FY2020. The savings profile exceeded the metric as presented to HUD during application. The MTW activity has generated approximately $10 million in fee recovery and excess savings to DCHA. Functioning as its own ESCo has reduced the cost of project implementation. From FY2010 to FY2021, ECIP Phases I and II have generated over $80.3 million in utility cost savings.

The DCHA Subsidiary acting as Energy Services Company has adopted policies and procedures to monitor, manage and verify that a sustainable infrastructure prescriptive maintenance program be adopted for all mechanical systems to protect the savings stream as projected. This is a non-significant change since this was anticipated in the initial application.

For the first time since FY2013, the actual savings decreased compared to the year prior. This was due to increased energy consumption as residents spent more time at home during the pandemic.

Metrics

As required in Attachment D of DCHA's MTW Agreement with HUD. FY2011-FY2016 are on this page, with FY2017-FY2021 on the following page.

EPC Reporting Requirements	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Is the project ESCo or Self-developed?	self-developed	self-developed	self-developed	self-developed	self-developed	self-developed
Number of rehabilitated units in the energy project?	5,444	5,444	5,444	5,444	5,444	5,444
Number of rehabilitated AMPs in the energy project?	31	31	31	31	31	31
What is Total Investment?	$26,024,925	$26,024,925	26,024,925	$26,024,925	$26,024,925	$26,024,925
What is Total Financed?	$26,024,925	$26,024,925	26,024,925	$26,024,925	$26,024,925	$26,024,925
What is Debt Service (Annual)?	$2,878,597	$2,989,371	3,185,506	$3,185,506	$3,185,506	$3,185,506
What are Guaranteed Savings?	$3,143,583	$3,143,583	3,143,583	$3,143,583	$3,143,583	$3,143,583
What are Actual Savings?	$2,651,000	$3,180,247	$2,893,505	$4,347,925	$7,549,150	$8,478,264
What is the Investment per unit?	$4,780.48	$4,780.48	$4,780.48	$4,780.48	$4,780.48	$4,780.48
What is the Finance per unit?	$4,780.48	$4,780.48	$4,780.48	$4,780.48	$4,780.48	$4,780.48
What is the Actual Savings per unit?	$528.77	$584.17	$531.50	$798.66	$1,386.69	$1,557
What is the Savings per project (AMP)?	$92,859.58	$102,588.61	$93,338.87	$140,255	$243,520.96	$273,492
What is the Term of the contract?	12 years	12 years	12 years	12 years	12 years	12 years
What date was the Request for Proposal issued?	Self-developed did not require a RFP	Self-developed did not require a RFP	Self-developed did not require a RFP	Self-developed did not require a RFP	Self-developed did not require a RFP	Self-developed did not require a RFP
What was Date Audit Executed?	April through June of 2004	April through June of 2004	April through June of 2004	April through June of 2004	April through June of 2004	April through June of 2004
What was Date Energy Services agreement executed?	September 28, 2007	September 28, 2007	September 28, 2007	September 28, 2007	September 28, 2007	September 28, 2007
What was Date Repayment starts?	December 20, 2007	December 20, 2007	December 20, 2007	December 20, 2007	December 20, 2007	December 20, 2007
What Types of Energy Conservation Measures were installed at each AMP site?	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation.	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation.	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation

EPC Reporting Requirements	FY2017	FY2018	FY2019	FY2020	FY2021
Is the project ESCo or Self-developed?	self-developed	self-developed	self- developed	self- developed	self-developed
Number of rehabilitated units in the energy project?	5,444	5,444	5,444	5,444	5,444
Number of rehabilitated AMPs in the energy project?	31	31	31	31	31
What is Total Investment?	$26,024,925	$111,829,997	$111,829,997	$111,829,997	$111,829,997
What is Total Financed?	$26,024,925	$111,829,992	$111,829,997	$111,829,997	$111,829,997
What is Debt Service (Annual)?	$3,185,506	$7,018,671	$9,341,765	$9,341,765	$9,341,765
What are Guaranteed Savings?	$3,143,583	$9,465,076	$10,101,698	$11,788,909	$10,231,452
What are Actual Savings?	$8,994,925	$9,674,863	$10,101,698	$11,788,909	$10,231,452
What is the Investment per unit?	$4,780.48	$20,542	$20,542	$20,542	$20,542
What is the Finance per unit?	$4,780.48	$20,542	$20,542	$20,542	$20,542
What is the Actual Savings per unit?	$1,652	$1,739	$1,855	$2,165	$1,987
What is the Savings per project (AMP)?	$290,159	$312,092	$325,861	$380,287	$310,044
What is the Term of the contract?	12 years	20 years (extended 8yrs)	20 years	20 years	20 years
What date was the Request for Proposal issued?	Self-developed did not require a RFP	Self-developed did not require a RFP	Self- developed did not require a RFP	Self- developed did not require a RFP	Self- developed did not require a RFP
What was Date Audit Executed?	April through June of 2004	June 2004 July 2015	July 2018 updated	July 2018 updated	July 2018 updated
What was Date Energy Services agreement executed?	September 28, 2007	September 28, 2007	Updated March 2018	Updated March 2018	Updated March 2018
What was Date Repayment starts?	December 20, 2007	July 2009 July 2018	July 2009 July 2018	July 2009 July 2018	July 2009 July 2018
What Types of Energy Conservation Measures were installed at each AMP site?	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation	Mechanical systems upgrades (boilers, chillers, furnaces, a/c units), Lighting, Water saving devices (toilets, shower heads, faucets, water heaters), building automation

Initiative 8: Modifications to Methods for Setting Total Tenant Payments and Determining HCV Market Rents and Promoting Deconcentration

Description/Impact/Update

As part of DCHA's ongoing efforts to maximize the resources available for DCHA's customers and to reduce the administrative cost of making these resources available, DCHA:

1. modified the process for making rent reasonableness determinations;
2. established a new method for reviewing rent increase requests and payment standards;
3. established administrative adjustments that improved the efficiency of payments to landlords; and
4. limited moves so that the new lease can only start on the first of a month, thereby avoiding overlapping leases.

DCHA explored options to enhance the housing authority's ability to encourage voucher participants to exercise their choice in housing, especially related to moving into neighborhoods with low levels of poverty. Recognizing that using one city-wide fair market rent (FMR) encouraged voucher holders to reside in low-cost, high-poverty neighborhoods, DCHA devised a method for establishing Payment Standards and reasonable rent determinations that are in line with existing market rents. This method allowed DCHA to approve contract rents that are in line with existing market rents that are based on thorough and ongoing analyses of the District of Columbia rental market. By creating the in-house capacity to analyze rents annually, with monthly assessments of changes in the District of Columbia submarkets, DCHA has the increased flexibility to be more responsive to changes in established submarkets, while setting Payment Standards that mirror area rents.

Rent Reasonableness Analysis

Prior to implementation of the changes in the approach to rent reasonableness analyses, DCHA conducted a rent reasonableness analysis for each unit submitted for lease-up and for each rent increase that was processed. Each analysis was conducted in two (2) parts:

1. automated calculation using industry software that did not take into account District of Columbia sub-markets
2. negotiations with landlords based on the reasonable rent determination for the unit

While the automated calculation took three minutes to complete based on data entered by staff, HUD required negotiations with landlords that took approximately one hour of staff time. Looking at FY2011 data for the number of transfers/new lease-ups (2,161) alone, DCHA gained at least 2,161 hours in staff time by using MTW authority to annually establish reasonable rents by sub-market and eliminated the need for negotiations with landlords. With the staff time savings, DCHA made changes to workflow processes allowing for staff to perform other needed activities. DCHA believes that the time savings achieved here has already been realized.

Deconcentration of Poverty

Efforts to match payment standards in submarkets to the existing market rent is expected to increase housing choices for DCHA's voucher holders by enabling them to better afford to move into low poverty neighborhoods.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

Rent Reasonableness—DCHA Submarkets
In late FY2019, the Housing Choice Voucher Program began a comprehensive assessment of the flexibility provided by this initiative. The final assessment was completed during the summer of 2020. Based on this assessment, a tool has been created and tested that automates the approved rents for the subject unit. We are looking to implement the rent reasonable tool at the beginning of CY2022.

Deconcentration—Moves to Opportunity
In FY2019, DCHA set the agency's payment standards at 187% of the HUD FMRs. In October 2018, HUD published the FMRs at the 40th percentile for the DCHA Housing Choice Voucher Program for FY2019 which meant that the 175% of FMR no longer reached as many neighborhoods for HCVP participants to rent.[8] This increase is only applicable to certain higher rent submarkets and bedroom sizes within those submarkets. It should be noted that at 110% of the HUD FMR, voucher holders would only be able to access 15 of the city's 56 submarkets. During FY2021, DCHA analyzed FMRs and created a tool to calculate approved rents for given units. The tool is anticipated to go live at the beginning of CY2022. Based on the analysis, FMRs will also be updated during FY2022.

In past years, DCHA reported on households in the HALO program to identify moves from a high poverty-rate submarket/neighborhood cluster (poverty rate > 18%) to a lower-poverty rate submarket/ neighborhood cluster (poverty rate =< 18%). The program is no longer accepting new applicants, and therefore, this metric is no longer applicable.

Metrics
DCHA Defined Metric(s)

Metric	Baseline (FY2010)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of rent reasonableness analyses conducted at lease-up and rent increase processing	2,161	90% reduction	0 conducted	Benchmark met in FY2011
Staff time to conduct rent reasonableness analyses	2,269 hours	90% reduction	0 hours	Benchmark met in FY2011
Dollars spent on comp analysis	$6,483 ($3 per	90% reduction	$0–no need for	Benchmark met

[8] See DCHA Resolution 18-36 at http://www.dchousing.org/docs/oqk03xjd731.pdf

Metric	Baseline (FY2010)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
	analysis x 2,161 analyses)		third party comp analysis. All analysis is done in-house	in FY2011
Voucher participants moving to low-poverty wards*	107	3% of households served	N/A**	N/A

*Changed from "ward" to "neighborhood cluster" because the poverty rate data is available at the neighborhood cluster level and it more accurately reflects geographic boundaries of DCHA submarkets.
**DCHA's Housing Affordable Living Options was used for this metric. The program is no longer accepting new applicants, and therefore, this metric is no longer applicable.

HUD Standard Metric(s)[9]

Cost Effectiveness #1: Agency Cost Savings				
Unit of Measurement	**Baseline (FY2010)**	**Benchmark**	**Outcome (FY2021)**	**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)	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease) $3/comparable*	$6,483	$0	$0	Benchmark met as of FY2014

*Based on average number of yearly comparables performed (2,161) at a cost of $3/each

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Total time to complete rent reasonable analyses in staff hours (decrease) [10 mins per analysis and baseline of 2,161 analyses performed in FY2010]	21,610 mins/year OR 360 hours/year	30.5 hours/year	0 mins	Benchmark met as of FY2014

Housing Choice #5 Increase in Resident Mobility				
Unit of Measurement	**Baseline (FY2010)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or	Households able to move to a better unit and/or neighborhood	Expected households able to move to a better unit and/or	Actual households able to move to a better unit and/or	Whether the outcome meets or exceeds the

[9] HUD Standard Metrics were added as part of FY2014 MTW Report

Housing Choice #5 Increase in Resident Mobility				
Unit of Measurement	**Baseline (FY2010)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
neighborhood of opportunity as a result of the activity	of opportunity prior to implementation of the activity	neighborhood of opportunity after implementation of the activity	neighborhood of opportunity after implementation of the activity	benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	107	3% of households served	N/A*	N/A

*DCHA's Housing Affordable Living Options was used for this metric. The program is no longer accepting new applicants, and therefore, this metric is no longer applicable.

Initiative 11: Site-based In-take and Waiting List Management of Public Housing, Redeveloped Properties and Service Rich Properties (formerly 1.10.06, 2.5.04, 3.9.12 & 22)

Description/Impact/Update

Due to the close relationship of Initiative 11 (*Applicant Intake Site Designation/ Revised Site-Based Waiting List Policies and Procedures*—formerly 1.10.06, 2.5.04) and Initiative 22 (*Housing Public Housing Residents in Service-Rich Environments*—formerly 3.9.12) with respect to the "Special Purpose" sites and "Service Rich" units, these initiatives were combined. In addition, the initiative has been renamed to better reflect the activities being undertaken.

Redeveloped Properties are mixed-finance communities owned by private entities that are created through HOPE VI or other public funding combined with private financing, which have some or all of their units assisted by operating funds provided by DCHA. These properties have site specific in-take and waiting list management policies and procedures.

Service Rich Properties may be DCHA-owned, conventional public housing or privately owned units assisted with operating funds provided by DCHA and managed by DCHA or third parties, which provide and/or oversee the delivery of services for residents. Service Rich sites are supportive service intense sites that serve special needs populations or residents who have self-selected to pursue the goal of self-sufficiency. The site-based waiting lists at Service Rich sites have eligibility and screening criteria that are site specific. The waiting list can be either for initial occupancy or transfer waiting lists from other Public Housing properties. As part of DCHA's efforts to provide Service Rich environments for Public Housing residents with special needs, the Agency will contract out the management of a limited number of conventional units to organizations selected for their expertise in providing such services. Moving to and living in these properties will be voluntary. These properties may also have their own house rules equivalent to DCHA's Community Living Standards that are an addendum to the lease and their own rules for rent calculation. The organizations will bring additional funding outside of Public Housing that will allow the creation of these service-rich environments—for example, Medicaid.

Assisted Living Facility—2905 11th Street, NW (Service Rich Environments)

DCHA completed the rehabilitation and conversion of a 14 unit building (located at 2905 11th Street, NW) to a Medicaid funded assisted living facility in FY2014. A firm with experience in managing assisted living facilities in public housing has been retained to manage the facility. The services being provided are in compliance with the local Assisted Living statute and State Medicaid Plan for Home and Community Based Services Waivers.

Services that allow residents to avoid moving to an institution, such as a nursing home, for as long as possible are provided on an individual basis to each resident based on an individual services plan developed in consultation with the resident after the completion of a medical and functional assessment. Examples of services to be provided include:

- Attendant Care 24 hours per day, 7 days per week by Certified Nursing Assistants
- Oversight of care by a Registered Nurse
- Transportation to and from medical appointments
- Medication Management
- Activities and counseling to maintain acuity and prevent depression and isolation
- Professionally developed Diet Plans that take into consideration all medical limitations. In accordance with diet plans, the provider also provides nutritious meals and snacks.

In accordance with the State Medicaid Plan for Assisted Living Services under the Home and Community Based Services Waiver, residents of the Assisted Living Facility are required to pay for these services by providing their entire income to the facility. Residents pay the firm managing the facility directly, as with all of DCHA's mixed finance and privately managed sites. All of the residents of the facility will be Medicaid eligible and thus have incomes below the Federal Poverty Level. As the units are public housing units, the incomes of residents are less than 80% of AMI. The Facility allows the resident a monthly allowance ($100) for incidental living expenses, regardless of their actual income. As part of Initiative 22, DCHA will exclude the monthly allowance from the resident's adjusted income in the calculation of rent.

DCHA's new rent policy for the Service-Rich Environments:

1. Any amount that a family is required to pay for services provided at the Special Needs Property shall be considered to be medical expenses and shall be deducted from the family's gross income for the purposes of determining adjusted income and calculating rent. In the event that the amount calculated for rent is less than zero dollars ($0), the rent charged will be zero dollars ($0).

2. Payments or allowances to residents of Special Needs Properties for incidental living expenses shall be considered as exclusions for the purpose of calculating rent. Utilities will be paid by DCHA.

3. Participating families will not be required to pay for utilities.

DCHA anticipates that the establishment of the Service Rich Environments will facilitate the provision of service resources in residential settings for low-income special needs residents. This activity will increase housing choices for low-income families. It will result in preventing institutionalization, preventing victimization that results from allowing residents to stay in unsupported living environments, increasing neighborhood stability and leveraging additional outside funds to serve the needs of our residents. DCHA will implement these provisions at 2905 11th Street, NW. Additional sites, including any additional flexibility, will be added by way of future MTW Plans for HUD approval prior to implementation.

This initiative also includes the establishment of centrally managed site-based waiting lists at DCHA's conventional Public Housing sites. To implement the site-based waiting lists at conventional Public Housing, DCHA is in the midst of undertaking a waiting list reengineering project which includes a multi-phase review and purge of its Public Housing waiting list.

The implementation of site-based waiting lists will both reduce costs and increase housing choices. Currently when a unit became available, an applicant first goes through eligibility determination. Once the applicant has been identified as eligible for the program, they are shown the available unit, which could be at any of the Public Housing properties. If the applicant turns down the first unit shown, which often happens, then the applicant goes back to the eligible applicant pool and waits for another unit. If there was another unit vacant, the applicant is shown a second unit. At this point the applicant must either accept the second unit or be removed from the waiting list (unless the applicant presents acceptable evidence of a hardship).

With the implementation of site-based waiting lists, the process to lease a vacant unit is expected to be reduced considerably. When people apply for the site-based waiting list of their choice, they will only be shown units in the properties where they want to reside. This will reduce the number of first offer rejections and reduce duplicative staff efforts. It will also increase in the household's exercising housing choice, because they will be in a position to determine in which area or property they will live, rather than having to take only what is offered.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

Site-based Waiting Lists

Traditional Public Housing
DCHA did not complete the process of establishing all site-based waiting lists for its public housing properties in FY2021. It was decided to wait to complete the site-based waiting list setup and implementation until after the agency implements a new management software system. Implementation of the new management software system began in late FY2019. DCHA will look to complete operationalizing the site-based waiting lists during FY2023. Please note that this timeline may change based on portfolio stabilization efforts.

Mixed Finance Public Housing

The Bixby opened in 2017. Initial lease up was completed by DCHA relocation staff because prior Capper residents had priority. The site now utilizes a site-based waiting list. Managing the waiting list at the site does not cost DCHA time or money since it is part of the management agreement.

Special Purpose Sites/Service Rich Units

DCHA experienced significant challenges with the original operator of the Marigold, Mia Senior Living Solutions, which significantly impacted occupancy at the site. Their contract was terminated for cause in August 2018. The new operator successfully stabilized operations at the facility and, prior to COVID-19, had begun accepting new applications in an effort to reach full occupancy. DCHA is working closely with the current operator to determine if the assisted living facility can be financially viable once full occupancy is achieved. The facility, in compliance with CDC guidance for Assisted Living Facilities, temporarily halted acceptance of new applicants until the COVID-19 threat no longer exists. At that point, the operator will again accept applications to reach full occupancy.

Metrics

DCHA Defined Metric(s)

Unit of Measure	Baseline	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of residents served by service rich units	0	14 residents housed and served by the end of FY 2014	8 residents housed (15 beds)	Benchmark not met
Investment in services using non-DCHA funds	$0	At least $100,000 of the operating budget is paid for from non-DCHA sources after the 1st year of operation.	$530,852	Benchmark Met
# of residents that do not have to enter/stay in a nursing home/institution (residents maintaining a higher level of independence)	0	14 residents housed and served by the end of FY 2014	8 residents housed (15 beds)	Benchmark not met

HUD Standard Metric(s)

Cost Effectiveness #4: Increases in Resources Leveraged				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars)	Actual amount leveraged after implementation of the activity (in dollars)	Whether the outcome meets or exceeds the benchmark.
Amount of funds leveraged in dollars (increase).	$0	$400,000 [Medicaid and Optional State Supplementation (OSS) monies that allow service provision]	$530,852	Benchmark Met

Housing Choice #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of housing units made available for households at or below 80% AMI as a result of the activity (increase) **Assisted Living**	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)	Whether the outcome meets or exceeds the benchmark.
Number of housing units made available for households at or below 80% AMI as a result of the activity (increase)	0	14 by the end of FY2014	8 units	Benchmark not met

Housing Choice #4: Displacement Prevention				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). **Assisted Living**	Households that would lose assistance/moving prior to implementation of the activity (number).	Expected households that would lose assistance/moving prior to implementation of the activity (number).	Actual that would lose assistance/moving after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	14 (based on units to be created)	0 by the end of FY2014	8	Benchmark not met

Housing Choice #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice **Assisted Living**	Households receiving this type of service prior to implementation of this activity (number).	Expected number of households receiving these services after implementation of this activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase housing choice—	0	14	8	Benchmark not met

Public Housing Waiting Lists

Cost Effectiveness #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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)	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease) **Public Housing**	See status above To be provided in Annual FY2023 MTW Report	See status above To be provided in Annual FY2023 MTW Report	See status above To be provided in Annual FY2023 MTW Report	See status above To be provided in Annual FY2023 MTW Report

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Total time to manage centralized single community waiting list in staff hours (decrease) **Public Housing**	See status above To be provided in Annual FY2023 MTW Report	See status above To be provided in Annual FY2023 MTW Report	See status above To be provided in Annual FY2023 MTW Report	See status above To be provided in Annual FY2023 MTW Report

Mixed Finance and Special Purpose Site-based Waiting Lists

As many of the Mixed Finance and Special Purpose Site-based waiting lists were implemented prior to the new MTW reporting requirements and these HUD standard metrics were added as part of the FY2015 Plan process, the ability to measure the savings that DCHA experienced in agency costs and staff time dedicated to centrally managing these lists has passed. Moving forward with the establishment of new lists, cost and time-savings information will be provided.

Cost Effectiveness #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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)	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease) **Mixed Finance Sites**	$0	$0	$0	Benchmark Met

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Total time to managed centralized single community waiting list in staff hours (decrease) **Mixed Finance Sites**	0	0	0	Benchmark Met

Initiative 12: Rent Simplification and Collections

Description/Impact/Update

DCHA explored various ways to simplify the rent calculation and collections models. As part of its exploration, DCHA looked at self-certification of assets and excluding local stipends for grandparents. The goal of this initiative was to build on existing rent simplification models to design a model that simplifies the calculation process and lessens the burden of rent calculations for the neediest families.

As Phase 1 of this initiative, DCHA implemented the following as part of DCHA's Rent Simplification strategy:

- Self-certification of Assets less than $15,000, including an increase in the threshold for reporting Assets.

Actual Non-Significant Changes

There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection

There were no changes to the initiative metrics in FY2021.

Actual Significant Changes

There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)

Implemented and Ongoing.

Self-Certification of Assets

DCHA experienced a savings in staff time dedicated to completing 3rd party verifications. However, measurable outcomes based on reduced costs and efficiencies were experienced shortly after this activity was implemented in FY2006.

Of the households that recertified in FY2021 in both the public housing and Housing Choice Voucher Program, none had asset income that exceeded $15,000.

With respect to other rent reform activities, DCHA eliminated the threshold for reporting increases in earned income between scheduled recertifications (see Initiative #4). In addition, the agency participated in a now-complete HUD-sponsored rent reform demonstration (see closed initiative Rent Reform Demonstration (HCVP) for details).

Metrics

Since the implementation of the increased threshold for reporting assets and self-certification of assets less than $15,000 took place in FY2006, the measurable benefits are in the past—prior to the new reporting requirements under the MTW Agreement. No incremental cost benefits are expected.

HUD Standard Metric

Cost Effectiveness #1: Agency Cost Savings*				
Unit of Measurement	**Baseline (FY2014)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total cost of task in dollars.	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)	Whether the outcome meets or exceeds the benchmark.
Cost to Determine Income from Assets	$4,180 • Number of households with assets (< approx. 5% of families in both programs combined) = 836 • *times* the **Cost to Determine Income from Assets** ($5) **Cost to Determine Income from Assets** is equal to: ($5—HCVP and Public Housing) • Average time to verify assets, calculate income, perform quality control (10 mins) times the cost per staff hour ($31—avg for HCVP/Public Housing)	$3,971 (95% decrease *)	**Public Housing** 0 households had $15,000 or more in assets, therefore cost = $0 **Housing Choice Voucher** 0 households had $15,000 or more in assets, therefore cost = $0	Benchmark Met

*As this initiative was implemented in FY2006, the cost-savings has already been realized and providing baseline data from the point of implementation is not possible. As such, the baseline and benchmark data provided is based on FY2014 data.

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline (FY2014)**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Time to Determine Income from Assets	8,360 mins or 139 hours **[Average time to verify assets, calculate income, perform quality control is 10 mins.]**	**750 mins or 12.5 hours** [Time to determine 9% of households with assets (75)]	0 minutes	Benchmark Met

*As this initiative was implemented in FY2006, the cost-savings has already been realized and providing baseline data from the point of implementation is not possible. As such, the baseline and benchmark data provided is based on FY2014 data.

Initiative 16: Requirement to Correct Minor HQS Unit Condition Discrepancies—Tenant/Landlord Self-Certification

Description/Impact/Update

Housing Quality Standards (HQS) defines what “major and minor” violations are. Minor violations do not involve health or safety issues and thereby are marked as “Pass with Comments”. Although HQS does not require that an agency re-inspect to insure that minor violations identified as “Pass with Comment” are addressed, DCHA wants to mandate that minor violations that are “Passed with Comment” are corrected and confirmed through the use of an Inspection Self-certification form. Prior to implementation, DCHA had a self-certification procedure, but there were no consequences if the tenant or the landlord did not comply with self-certification. Regardless of whether the minor violations had been corrected, the landlord could request and receive a rent increase or the tenant could request and be approved for a transfer to a new unit regardless of who caused the violation because the unit had passed inspection.

DCHA used its MTW authority to implement the following consequences faced by tenants and/or landlords who fail to sign an Inspection Self-Certification form:

- For tenant caused violations: the tenant will be unable to move with continued assistance.
- For landlord caused violations: the landlord will not be granted a rent increase.

This change is focused on enforcement. As such, the flexibility does not necessitate any change to the existing self-certification form.

Actual Non-Significant Changes

There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection

There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

In FY2021, no voucher participants were allowed to move/transfer without a self-certification signed by the landlord and participant confirming that minor violations were corrected. In addition, no landlords were granted a rent increase during FY2021.

Metrics

HUD Standard Metric(s)

Cost Effectiveness #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Cost of performing re-inspections $75 per required re-inspection for failed minor HQS violation (average 500 fails per month) = $37,500/month or $450k	$37,500	$0	$0	Benchmark Met

Cost Effectiveness #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Time it takes to conduct re-inspections for minor HQS violations	500 hours/month	0 hours	0 hours	Benchmark Met

Initiative 17: 2.8.11 Change in Abatement Process, including Assessment of a Re-inspection Fee as an incentive to Maintain Acceptable Housing Quality Standards in Voucher Assisted Units

Description/Impact/Update

DCHA is required to conduct a re-inspection for units that fail an annual HQS inspection to ensure that the owner has corrected the violations. If the landlord does not correct the violations by the time of the re-inspection, DCHA must abate the landlord's payment and terminate the HAP contract. In FY2010, DCHA conducted third inspections on over 7% of its HCV units.

Prior to termination of the HAP contract (which is typically 30 days from the abatement), if the owner wants DCHA to come out for a third inspection, DCHA uses its MTW authority to charge the landlord a fee for the third inspection. The fee for the third inspection is $75.00 (originally proposed as $100.00 but lowered in consultation with DCHA Landlord Advisory Group). The fee for the inspection does not remove the abatement of the subsidy; rather, DCHA imposes this fee due to the administrative costs of conducting an inspection that is not required. If the unit passes after the third inspection, DCHA will lift the abatement effective the date the unit passed.

Actual Non-Significant Changes

There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection

There were no changes to the initiative metrics in FY2021.

Actual Significant Changes

There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)

Implemented and Ongoing.

Due to the pandemic, annual inspections occurred only after June 20, 2021 during FY2021 and then landlords were not charged for third inspections. Landlords were also able to self-certify non-life threatening items in their units to pass inspection. The combination of these waivers led to minimal abatements, and DCHA anticipates performance will resume to pre-covid levels after waivers expire in FY2022.

Metrics

DCHA Defined Metric(s)

Metric	Baseline (FY2011)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of annual abatements	2,155	10% (215) reduction in abatements in initial year, with further small reductions thereafter	34	Benchmark Met
Number of 3rd inspections	983	10% (98) reduction of number of 3rd inspections in initial year of implementation, with further small reductions thereafter	14	Benchmark Met

HUD Standard Metric(s)

Cost Effectiveness #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
$400 per contract abatement/ termination (includes administrative cost to mail notices, process termination, issue new voucher, briefing, initial inspection of new unit, processing new move-in, new contract rent)	$862,000 (2,155—abatements/ terminations in FY2011)	$66,375 [cost to conduct 3rd party inspections in lieu of termination; based on 10% reduction in 3rd inspections - 885($75)]	$0 (14 3rd inspections in FY2021 @$0/each)	Benchmark Met

Cost Effectiveness #2: Staff Time Savings*				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
3 hours Time it takes to conduct contract abatement/ termination (includes administrative cost to mail notices, process termination, issue new voucher, briefing, initial inspection of new unit, processing new move-in, new contract rent)	6,465 hours (2,155—abatements/ terminations in FY2011)	442.5 hours (½ hour per 3rd inspection x 885 3rd inspections)	7 hours (½ hour per 3rd inspection x 14 3rd inspections)	Benchmark Met

*The baseline was adjusted to reflect actual cost incurred based on 3 hours to conduct a contract abatement/termination. It takes ½ hour to complete a 3rd inspections compared to 3 hours to complete an abatement/termination.

Initiative 18: Creation of Local Authorization and Release of Information Form with an Extended Expiration to Support the Biennial Recertification Process

Description/Impact/Update

With the move to biennial recertifications for both the HCV and Public Housing programs, a longer release of information authorization was needed. Using the HUD standard Form 9886 (HUD 9886) release form, income data provided for Public Housing and Housing Choice Voucher program participants through the HUD Enterprise Income Verification (EIV) system is only accessible for 15 months with a signed HUD Form 9886 (HUD 9886). The HUD 9886 is a release of information authorization signed by every adult member of the household. The HUD 9886 gives DCHA the ability to conduct third party verifications of income for up to 15 months from the date the adult members complete the form. If resident/participant data is not accessed within the 15 month period, DCHA lost the ability to run the third party income data.

DCHA has developed a local form that gives the Agency the authority to conduct 3rd party verifications of income for each adult member for 36 months instead of 15 months as long as said member remains a part of the household composition of the assisted household and the household continues to participate in a DCHA program. This form is executed for each adult member of the participating household and conforms with 24 CFR 5.230 as required to access EIV. The packet sent to each participating household at the time of re-certification contains a reminder that the authorization form was previously signed.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

Since the implementation of this initiative, DCHA has not received any audit findings related to incomplete or missing 9886 forms. As DCHA's annual audits are not complete until after the submission of the Annual MTW Report, confirmation of FY performance in this area will not be available until after this report is submitted for the reporting year. As such, DCHA is reporting on the outcome for the FY2020 independent audit.

The benchmark was met for the FY2020 MTW Report.

DCHA will report the outcome of the FY2021 audit in the FY2022 MTW Report.

Metrics

Upon review of the intent of this initiative and the metrics established, DCHA determined that the agency defined metrics did not truly represent the intended impact of this initiative. Instead, HUD Standard metric Cost Effectiveness #3—Decrease in Error Rate of Task Execution was most appropriate as the time and cost related to obtaining signatures for this form were minuscule and difficult to effectively measure.

HUD Standard Metric(s)

Cost Effectiveness #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline (FY2011)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Average error rate in completing task as a percentage	Average error rate of task prior to implementation of the activity	Expected average error rate of task after implementation of the activity.	Actual average error rate of task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing task as a percentage	6%	1%	0%	Benchmark met for FY2020 (see "Status" section)

Initiative 20: Enhance Neighborhood Services within Public Housing Communities

Description/Impact/Update

As a means to better integrate Public Housing developments into surrounding communities while encouraging self-sufficiency, DCHA will convert Public Housing dwelling units into non-dwelling units to create space for providers of services that help DCHA residents/participants achieve self-sufficiency. These units will be classified as MTW Neighborhood Services Units in PIC. Many of these providers will serve both Public Housing residents and members of the surrounding community, including HCV participants, reducing the isolation that characterizes many Public Housing developments. In addition, the on-site services will augment those services available elsewhere in the community so that available resources are used efficiently and residents will be encouraged to leave the community to meet some of their needs.

Working with Resident Councils to identify needs, opportunities and resources, DCHA designated 61 units as MTW Neighborhood Service Units to provide space to organizations providing a range of services. The 48 units on the top two floors of Sibley Plaza a Mixed Population elderly/ disabled community are used by Safe Haven, Inc. a local faith-based nonprofit, to provide meals, drug treatment, counseling, health care services and transitional housing to residents of the transitional housing and to members of the larger community.

Ontario Road, a component of the Sibley Family asset management project, has 13 units that are used to provide transitional housing for veterans participating in the Compensated Work Therapy program through the local VA hospital.

Actual Non-Significant Changes

There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection

There were no changes to the initiative metrics in FY2021.

Actual Significant Changes

There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)

Implemented and Ongoing.

During FY2021, the Safe Haven program produced 218 graduates and, on average, served 19 program residents each month. Due to the pandemic and the residential nature of this program, local and federal mandates intended to protect public health required lower participation than the benchmark for FY2021.

However, the outcomes for those who graduated were positive. Out of the 218 graduates, approximately 68% obtained employment. In addition, 85-90% received stable housing via Safe Haven Outreach Ministry, Inc. by referring/outsourcing with other housing entities in the community.

Funds leveraged from FY2020 to FY2021 were $844,888. Since FY2018, Safe Haven was solely funded by one local city agency. In past years, the program has experienced funding support from multiple sources. Additionally, as noted above, the pandemic limited participation, further impacting Safe Haven's funding.

Metrics

DCHA Defined Metric(s)

Metric	Baseline (FY2011)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of residents served by MTW Neighborhood Service Units	0	At least 30 program residents served per service provider	Safe Haven served an average of 19 program residents a month	Benchmark Not Met

HUD Standard Metric(s)

Self Sufficiency #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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)	Whether the outcome meets or exceeds the benchmark
Number of households receiving services aimed to increase self-sufficiency (increase)—**Safe Haven**	0	At least 30 program residents served per service provider/month	An average of 19 program residents received services a month	Benchmark Not Met

Cost Effectiveness #4: Increase in Resources Leveraged				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Amount of funds leveraged (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)	Whether the outcome meets or exceeds the benchmark
Resources leveraged—**Safe Haven**	$0	$1,735,920 (30 residents served/month)	$844,888 (resources leveraged for clients in FY2021)	Benchmark not met

Self-Sufficiency #8: Households Transitioned to Self-sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency after implementation of the activity (number).	Actual households transitioned to self-sufficiency after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self-sufficiency (increase)—graduated from **Safe Haven**	0	120 graduates/year	218 graduates	Benchmark Met

Housing Choice #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households receiving these types of services prior to implementation of the activity (number)	Expected number of households receiving these types of services after implementation of the activity (number)	Actual expected number of households receiving these types of services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase housing choice (increase)—**Safe Haven**	0	At least 30 residents served per service provider/month	An average of 19 residents received services a month	Benchmark Not Met

Initiative 23: Encourage the Integration of Public Housing Units into Overall HOPE VI Communities

<u>Description/Impact/Update</u>

Many of DCHA's Mixed Finance communities include rental Public Housing units and market rate homeownership units. This often causes disagreements and misunderstandings that can best be resolved by bringing all the residents together in a Community Association.

Currently many or our Mixed Finance properties have Homeowner and Tenant Associations (HOTAs)/Community Associations. They are not as effective as they could be because the dues structure does not provide an adequate operating budget to engage in community building activities. With the implementation of this Activity, a budget will be developed that will allow the HOTAs/Community Associations to become an effective force in equitably governing and unifying the community. A community with a healthy, equitable Community Association is a truly mixed income community, rather than several communities segregated by income level or housing tenancy that exist in physical proximity to each other. When a truly mixed income community is thus created it creates real housing choice for DCHA's low income clientele.

In order to be full-fledged members of the community, Public Housing residents, or their landlords on behalf of the Public Housing residents, must pay HOTA dues to ensure that the community is well maintained and that a forum for discussing and resolving differences is always available.

Similar to the mechanism planned to allow the provision of selected service-rich environments, DCHA is utilizing its authority for rent simplification to ensure that residing in these units is affordable even though the property has greater expenses than is typical in Public Housing. DCHA will adopt local rent calculation regulations that allow the managers of Mixed Finance properties to establish an income based rent and fee structure that ensures that the rents and fees, including HOTA fees, are no more than 30% of adjusted income. Each Public Housing tenant will be given a HOTA dues allowance similar to a utility allowance, thus reducing the total rent charged so that the cost of the dues will not increase the tenant's housing expenses.

The specialized rent structures for Mixed Finance Communities will result in greater community stability and housing choice for DCHA's low income clientele.

The change in the rent structure will only impact DCHA or the property financially to the extent that the subsidy is prorated. If the subsidy were provided by HUD at 100% of what is allowable, there would be no financial impact on DCHA or the property.

<u>Actual Non-Significant Changes</u>
There were no non-significant changes in FY2021.

<u>Actual Changes to Metrics/Data Collection</u>
There were no changes to the initiative metrics in FY2021.

<u>Actual Significant Changes</u>
There were no actual significant changes in FY2021.

<u>Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)</u>
Implemented and Ongoing.

Due to COVID-19, no community-wide events were held during FY2021 in an effort to protect residents' health. Also due to the pandemic, no REAC inspections were conducted in FY2021.

<u>Metrics</u>
DCHA Defined Metrics

Metric	Baseline (FY2011)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Number of community-wide events sponsored by HOTAs	0	At least 2 community-wide events annually	0 community-wide events held	Benchmark not met
REAC scores from common areas	REAC Scores for common areas prior to establishment of Community Associations.	No deterioration in the REAC scores regarding public space	N/A (No REAC inspections conducted in FY2021)	N/A

HUD Defined Metrics

Self Sufficiency #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline (FY2011)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (participating in community governance activities and events)	Households transitioned to self-sufficiency (participating in community governance activities and events)	Expected households transitioned to self-sufficiency (participating in community governance activities and events) after implementation of the activity (number)	Actual number of households transitioned to self-sufficiency (participating in community governance activities and events) after implementation of the activity (number)	Whether the outcome meets or exceeds the benchmark.
Number of households participating in community governance activities and events	0	Up to 40 residents	0 residents	Benchmark not met

*Includes all participating residents. Data not available that differentiates between public housing and market-rent/homeownership resident participation.

Initiative 24: Simplified Utility Allowance Schedule

Description/Impact/Update

DCHA is proposing to simplify the calculation of utility allowances for Housing Choice Voucher participants. The current utility allowance is based on the dwelling type, the number of bedrooms, the services paid by the tenant and the fuel type. DCHA will implement a simplified utility allowance schedule based on the bedroom size, heating fuel, and whether the tenant is responsible for paying the water and sewer bill to simplify the rent calculations.

The policy will be implemented in all new HCV contracts and at the time of recertifications (either biennial or interim) for current participants. The simplified utility allowance schedule will be updated annually, but applied to HCV participants at the time of recertifications. In addition, the DCHA will simplify the definition of bedrooms used in the assignment of utility allowances. Currently, utility allowances are assigned to households based on the actual size of the physical unit. DCHA will simplify the definition to be the lower of the voucher size or physical unit bedrooms when defining bedrooms for the assignment of utility allowances. This will follow the same definition used for the assignment of payment standards for HCV participants.

This initiative will improve administrative efficiency due to the decrease in time spent computing the correct utility allowance, verifying through inspections and documenting carefully on the Housing Assistance Payment (HAP) Contract. It will also help voucher participants in their unit search since it will give them an exact amount of rental assistance available. Participants can elect to go on DCHA's website to pull the maximum approved contract rent for the unit they have chosen, and then apply the new utility allowance formula to get the gross rent. This gross rent can be used to enable the family to calculate the tenant share of rent. With the simplified utility allowance, DCHA will be able to implement plans for a "Rent Portion Estimator" that utilizes real family income, unit and utility details, and 50058 calculations to allow the family to plug in variables for potential new moves that would give the family a close approximation of what their portion of rent would be if they moved into that unit.

Based on current utility rates the proposed schedule is below:

Bedroom Size	0	1	2	3	4	5	6
Baseline	89	120	152	183	239	280	322
Electric or oil heat add-on	48	64	80	96	140	159	183
Water & sewer add-on	28	57	84	112	141	196	225

Anticipated Impact(s)

From a cost savings/efficiency perspective, this activity will reduce administrative burden for the Agency by decreasing the time spent on utility allowance calculations.

From a direct cost (HAP expenditure) perspective, the utility allowance levels were set to be revenue neutral. That is, the total monthly utility allowance is expected to be virtually unchanged from the current policy. Because DCHA expects to grant some hardship waivers initially, the new policy is likely to be slightly more expensive to DCHA during the first several years of transition. These costs will be off-set by the increased efficiencies.

From the perspective of increasing housing choices for low-income households, the activity will reduce reluctance of landlords to participate in the program. Owners are provided a maximum contract rent (factoring in average utility allowances). There are many cases where the actual utility allowance would impact the owner receiving the maximum (for instance if all utilities are electric making the gross rent too high for subsidy approval). By utilizing this simplified methodology, owners can now get a real sense of what they would be able to receive upfront – eliminating any confusion after RFTA submission. Additional benefits of the activity are a reduction of confusion for voucher participants, increased participant awareness to find more energy-efficient units, consistent with HUD's greening initiatives, and a shorter lease-up period. In addition it will help residents in their apartment search since the amount of subsidy will be clearly defined.

The impact of the proposed policy change on HCV participants is varied – some will see no change, some will see a utility allowance increase, while others will experience a utility allowance decrease. The magnitude of those changes will also vary.

Based on data from early May, 2012, the following table summarizes the percentage of clients positively and negatively impacted:

Bedroom Size	No Utility Allowance, No Change	Increase	Decrease	No Change
0	81%	8%	11%	0%
1	22%	31%	40%	8%
2	17%	25%	49%	9%
3	14%	20%	61%	5%
4	8%	56%	28%	4%
5+	8%	48%	34%	7%
Total	21%	27%	45%	7%

While 45% of participants will experience a decrease in their utility allowance (and therefore a corresponding decrease in rental assistance), less than 9% will experience a larger than $25 per month decrease and less than 1% will see a larger than $100 per month decrease. Based on preliminary analysis, some of those experiencing the largest impacts will not be due to the change in policy but due to the clean-up of errors in the current calculation of utility allowance.

DCHA does not anticipate any protected classes to be adversely affected by this activity. Individual choice of structure type is the factor that most affects the utility allowance change, with those choosing to live in single-family detached structures most likely to have the largest impact.

A hardship policy has been established for participants who are negatively impacted and will be reviewed on a case by case basis.

Actual Non-Significant Changes
DCHA streamlined the utility allowance payments by switching from paper checks to debit cards effective July 1, 2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status
Implemented.

Local regulations governing the new policy are in place. Implementation began in late FY2014 to coincide with the regular biennial recertification schedule. All of the households in the program at the time the new policy was implemented have transitioned to the simplified utility allowance schedule.

Metrics

DCHA Defined Metric(s)

Metrics	Baseline (FY2014)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Total allowances	35,187 UAP Checks ($6.10M)	Annual increase in line with inflation every year after initial implementation (Cost neutral)	30,113 UAP Checks ($4,344,661)	Benchmark Met
Hardship Waivers Requested	0	150 per year for three year transition	N/A	N/A (passed transition period)
Hardship Waivers Granted	0	75% of those requested	N/A	N/A (passed transition period)

HUD Standard Metric(s)

Cost Effectiveness #1: Agency Cost Savings				
Unit of Measurement	**Baseline (FY2011)**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Cost of performing briefings to describe utility allowance calculation	$1,584 30 minutes per briefing * 8 briefings per month = 48 hours per year times $33/hour	$792 Reduction of 50% (15 minutes per briefing) by the end FY2013 (or the end of the year in which the initiative is initiated)	$528 Reduction to 5 minutes per briefing	Benchmark Met
Cost of processing utility allowances (time per utility allowance calculation times number of calculations)	$5,178 1 minute * 9,415 recerts = 157 hours per year*$33/hour	$2,589 Reduction in time to process of 50% (30 seconds) by the end FY2013 (or the end of the year in which the initiative is initiated)	0 There is no longer a need for Specialist to spend time on this activity.	Benchmark Met

Cost Effectiveness #2: Staff Time Savings				
Unit of Measurement	**Baseline (FY2011)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Total time to complete the task in staff hours	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).	Whether the outcome meets or exceeds the benchmark.
Staff time to perform briefings to describe utility allowance calculation	48 hours 30 minutes per briefing * 8 briefings per month	24 hours Reduction of 50% (15 minutes) by the end FY2013 (or the end of the year in which the initiative is initiated)	16 hours	Benchmark Met
Staff time to process utility allowances (time per utility allowance calculation times number of calculations)	157 hours 1 minute * 9,415 recerts	78.46 hours Reduction of 50% (30 seconds) by the end FY2013 (or the end of the year in which the initiative is initiated)	0	Benchmark Met

Cost Effectiveness #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline (FY2011)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Average error rate in completing task as a percentage	Average error rate of task prior to implementation of the activity	Expected average error rate of task after implementation of the activity (in hours).	Actual average error rate of task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing task as a percentage	20%	1%	Not Available	Not Available

*DCHA is unable to provide error rate data. The data is no longer available.

Initiative 25: Local Blended Subsidy

Description/Impact/Update

For over a decade, DCHA has undertaken an aggressive redevelopment program to both replace and revitalize its public housing. As DCHA continues its efforts to replace units demolished and disposed of, as well as reconstruct existing functionally and physically obsolete housing, it intends to use its MTW authority to improve its ability to leverage public and private investment in order to meet its capital improvement needs. With diminished appropriations to support the management, operation and long term capital replacement requirements of public housing, it is critical that effective approaches to financing development and redevelopment of public housing communities be created to replace losses in public funding. Accordingly, DCHA proposes in certain cases to blend its MTW section 8 and public housing funds to subsidize units reserved for families earning at or below 80 percent of Area Median Income (AMI). This is done to create an operating expense level which is adequate to provide essential operating services while also supporting debt to meet capital needs in a manner structured to maximize the amount of equity (primarily through Low Income Housing Tax Credits "LIHTCs") available to redevelop or replace public housing with minimal public housing capital funds. Public housing authorities have long used Project Based Vouchers (PBVs) in a similar manner, but DCHA proposes using a more efficient, effective and targeted approach using MTW authority through a Local Blended Subsidy (LBS) Program.

DCHA is flexible in its approach to using LBS to both upgrade and redevelop certain existing public housing sites, as well as to create new replacement housing. The LBS is targeted to developments where the units require a subsidy level other than that available through the traditional public housing program and/or would experience operational and administrative inefficiencies due to a the combination of different housing types.

As a part of the analysis, DCHA reviews comparable properties to assist in determining budgets that are reasonable and appropriate for the housing being operated as well as the characteristics of the households being served. The approach is to structure the LBS where it uses comparable standards which approximate the PBV program and/or offer a total expense level which creates no "overhang" in the total aggregate amount of MTW funds being provided (compared to LIHTC and/or market rent levels) so as to minimize reserve requirements while maximizing permanent debt and equity commitments as well as in some cases, the level of cross subsidization from privately financed unassisted units within the same development. The high amount of leverage obtained for these redevelopment projects is evidenced in the financing proposals submitted to HUD which also reflects that LBS is being used in a manner which minimizes risk to DCHA.

DCHA recognizes any project for which LBS is utilized will need to be subjected to a Subsidy Layering Review (SLR) or other appropriate analysis by HUD. Given DCHA's experience with The Lofts and Highland, DCHA is confident that any future projects will meet HUD's subsidy layering review and analysis requirements.

DCHA has developed an extraordinary capability in the development and redevelopment of its public and assisted housing. It intends to pursue both co-development (with private and non-profit partners) and self-development using LBS. In pursuing these types of programs, DCHA has and will continue to develop direct relationships with lenders and investors. Moreover, in making commitments for these projects, DCHA has developed a formalized structure for minimizing any risks in these transactions to DCHA through an effective use of affiliates (instrumentalities) in the development and ownership structure. Further, to help insure the integrity and transparency of this process, DCHA has instituted a formal review process that is overseen by an investment committee which approves each of these types of development transactions whether or not LBS is utilized.

DCHA understands the following as it relates to the key aspects of utilizing MTW authority in this way:

- The authority to combine subsidies would only last through the term of the MTW Agreement which is currently set to expire, unless it is extended. If the MTW Agreement expires, DCHA will work with HUD pursuant to the MTW Agreement to have this initiative extended; commit to convert the projects to traditional public housing or seek to covert some or all of the units to PBVs; or utilize the Rental Assistance Demonstration (RAD) or similarly structured program permitted by HUD.

- DCHA ensures all financial partners are aware of the subsidy structure and the implications of using this financial model. This would be evidenced in the financing documents as appropriate or a signed document.

- DCHA is subject to the traditional process required under 24 CFR Part 941 and anticipates that any debt structure would be subject to HUD review as HUD deems appropriate. DCHA further understands that LBS would have an impact on the Replacement Housing Factor (RHF) funds received and there are limitations for using capital funds for debt service.

- Where LBS results in adding public housing units, this would increase the agency baseline.

- If subsidies are combined within one unit, the unit would be considered public housing for purposes of regulatory compliance.

DCHA's LBS is intended to increase housing choice for low income families and to provide housing of improved quality and type for low income families.

Initial Projects Completed Using LBS

- **Lofts at Capitol Quarter**
  No public housing capital funds were used to create the 39 units of new replacement public housing units to be operated in accordance with public housing requirements. The total development cost of this project was approximately $12 million fully covered with a capital contribution from the market component of $2.5 million, approximately a $5.4 million permanent loan from Citi Community Capital and approximately $4 million in tax credit equity from RBC. The leverage on the Lofts at Capitol Quarter is evidenced by a permanent loan and the capital contribution to the construction cost of the affordable units from the market component.

  DCHA provided supplemental MTW Block Grant funding which will fund the difference between an amount not to exceed 110% of area wide FMR and the total expense level computed in accordance with the Operating Fund Rule. Specifically, the terms for this project provide that the DCHA provide MTW funds up to an expenses level equal to 110% of FMR or the amount needed to cover operating costs, debt service, incentive management fee and required reserves (i.e., replacement reserves), whichever is less. Moreover, any excess funds will be returned to DCHA based on an annual audit and true up. Any program income generated by the affordable units is used for MTW purposes. The estimated MTW block grant funds needed on an annual basis is just over $400,000 which is covered by the cash flow to be earned by DCHA on the market component of this project as evidenced in the Rental Term Sheet provided to HUD.

With respect to the LBS used on the Lofts, the funding equates to approximately 32 fewer vouchers being utilized. Cash flow on the market units in this project is expected to be realized after the first year of utilizing LBS. At that point, the revenue will eliminate the need for LBS and those funds will be available to assist additional families.

- **Highland Dwellings**
  Work at Highland consisted of a combination of rehabilitation and new construction of 208 low-income units where between 70-75% of the capital funds were generated through private debt and equity. The total development cost for this project was approximately $62 million and the debt and equity raised using LBS was over $46 million (consisting of a permanent loan from CapitalOne of approximately $21.6 million and tax credit equity of approximately $25 million from Wells Fargo).

  Similar to the Lofts, Highland did not use MTW funds for capital costs, but MTW Block Grant funds are used to supplement funds available for the 208 ACC units through the Operating Fund Rule. The estimated annual MTW Block Grant funds are approximately $1.7 million (as indicated in the Rental Term Sheet submitted to HUD for this project). The amount of MTW Block Grant funds is essentially equal to the amount previously modeled when the project was proposed to be 125 ACC units and 83 PBV units. This enabled DCHA to obtain subsidy for all units under ACC while providing no more funds than would have been provided as HAP funds using its MTW Block Grant. This was done as the previous method for financing the project was tremendously inefficient as it layered an extreme overhang for the PBV units creating millions of dollars in investor reserve requirements over and above that required using LBS, while generating significantly less tax credit equity and debt financing. Thus, LBS enabled the project to be redeveloped in a much more comprehensive manner. For example, rather than up to $3 million in affordability reserves being required, there was only $1 million required by investors. As opposed to generating approximately $24 million in debt and equity, the project generated over $46 million. The rents levels can be up to 110% of FMR; however, rent levels are modeled at an amount approximating Low Income Tax Credit (LIHTC) rents, which are well below 110% of FMR. Therefore, DCHA has and intends to use its LBS authorization in a manner that maximizes funds for its redevelopment while minimizing the funds required to achieve needed investor and debt contributions.

  The LBS used on Highland equated to 83 fewer utilized vouchers. This has given DCHA the ability to preserve existing public housing with this private capital infusion and frees-up future capital funds due to the properties self-sufficiency with meeting its capital needs. In addition, this has given DCHA the ability to utilize its capital funds from Highland to serve an additional 40 families.

  This development is operated in accordance with public housing requirements.

This activity increases housing choice for low-income families by allowing DCHA to both add and maintain financially viable, subsidized units and leverage additional private resources to expand housing opportunities.

Future Projects Slated to Utilize LBS

- **Bruce Monroe/Park Morton**
  As added in DCHA's FY2019 MTW Annual Plan, DCHA intends to build upon the success of the LBS initiative by embarking on a comprehensive redevelopment of Park Morton which is part of the District of Columbia's New Communities Initiative.

  The expanded initiative is to consist of certain key non-MTW components:
  1) Submission of a disposition application for the Park Morton site while 90 replacement units are being planned for the adjacent site which was the location of a former school (Bruce Monroe).
  2) Seek disposition approval based on obsolescence and request replacement Tenant Protection Vouchers (TPVs) which will be used for relocation of existing residents (who choose not to relocate to another DCHA public housing development), with the remainder of the unused HAP funds (along with other needed funds) as MTW Block Grant to support a rent structure which approximates Fair Market Rents (FMRs).
  3) Request that it be permitted to access the same number of units (147) through DCHA's Faircloth cap. With this ACC subsidy, help support the long term financial assistance needed to secure private loan and tax credit equity financing.
  4) As soon as permissible (following entry of the units into PIC and DOFA), DCHA will seek to convert the LBS units to RAD assistance, if possible, at or prior to the conversion of the applicable project component to permanent loan financing. This method will permit the DCHA to create more assisted units and to attract significant amounts of leveraged financing as was demonstrated at the Bixby and Highland Dwellings sites using LBS.

  As in the initial use of this initiative, DCHA recognizes any project for which LBS is utilized will need to be subjected to a Subsidy Layering Review (SLR) or other appropriate analysis by HUD. Given DCHA's experience with The Lofts and Highland, the agency is confident that any future projects will meet HUD's subsidy layering review and analysis requirements.

  As DCHA pursues its LBS program for Bruce Monroe/Park Morton, it will actively assess the applicability of the above approach for its Kenilworth Courts Phase I development initiative which is seeking to replace 118 public housing units as a part of a total 167 unit redevelopment plan. Similar to Park Morton, DCHA will seek to convert as soon as permissible the 118 replacement units to RAD. If this path continues in a successful manner, this opportunity will also be considered for the redevelopment of Barry Farm where a minimum of 344 new replacement units out of the total 444 units at the site will be developed with affordable and market rate housing (100 replacement units have already been developed at Matthews Memorial and Sheridan Station).

  DCHA's LBS is intended to increase housing choice for low income families and to provide housing of improved quality and type for low income families. Through LBS, DCHA intends to reduce the cost of developing and redeveloping housing to the public housing program. Bruce Monroe and Park Morton are the first projects proposed under the modification of this initiative—two sites that are a part of the overall redevelopment of the Park Morton public housing community. Bruce Monroe is an off-site parcel of land owned by the District of Columbia that was identified for building replacement housing for families who currently live at Park Morton. Bruce Monroe is the 1st phase of redevelopment of Park Morton.

For all new construction, it is intended that no public housing capital funds will be used to create the new replacement housing units to be operated in accordance with public housing requirements. The total development cost of Bruce Monroe is $134 million with capital subsidy provided from the District of Columbia and the balance leveraged from Low Income Tax Credit equity and permanent debt. The overall development of 198 units includes: 90 public housing units; 111 Low Income Housing Tax Credit units; and 72 market rate units. At Park Morton, the development of 189 units will consists of 57 replacement public housing units, 44 moderate/affordable units, and 88 market rate units.

The LBS used at Park Morton equates to 90 fewer utilized vouchers. This will give DCHA the ability to preserve existing public housing with this private capital infusion and will free-up capital funds due to property self-sufficiency with meeting its capital needs. In addition, this gives DCHA the ability to utilize capital and PBV funding to serve other families.

- **Kenilworth Courts Phase I**

  As added in DCHA's FY2020 MTW Annual Plan, DCHA is planning to use the flexibility of the Local Blended Subsidy initiative as expanded in the approved FY2019 update of the initiative for the Kenilworth Courts Phase I development. The planned work in Phase 1 includes demolition/disposition of 89 units with the development of 167 units. Similar to Park Morton, DCHA will seek to convert as soon as permissible the 101 replacement public housing units to RAD Project-based Vouchers. DCHA will be creating 167 units (166 for residential and one will be for staff to live on-site). The 167 will be designated Low Income Housing Tax Credit (LITHC)—101 will be public housing replacement units, an increase of 12 public housing units; 17 will be subsidized through the Local Rent Supplement Program (LRSP); and 48 units will be LITHC only.

  The expanded initiative is to consist of the same key non-MTW components described for Bruce Monroe/Park Morton.

  DCHA's LBS is intended to increase housing choice for low income families and to provide housing of improved quality and type for low income families. Through LBS, DCHA intends to reduce the cost of developing and redeveloping housing to the public housing program.

  For all new construction, it is intended that no public housing capital funds will be used to create the new replacement housing units to be operated in accordance with public housing requirements. The total development cost of Kenilworth Courts Phase 1 redevelopment is $73 million with capital subsidy provided from the District of Columbia and the balance leveraged from Low Income Tax Credit equity and permanent debt . All 166 residential units developed will be designated Low Income Housing Tax Credit (LITHC)—101 will be replacement units for public housing residents; 17 will be subsidized through the Local Rent Supplement Program (LRSP); and 48 units will be LITHC only.

  The LBS used at Kenilworth equates to 40 fewer utilized vouchers. This will give DCHA the ability to preserve existing public housing with this private capital infusion and will free-up capital funds due to property self-sufficiency with meeting its capital needs. In addition, this gives DCHA the ability to utilize capital and PBV funding to serve other families.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status (inclusive of Challenges in Achieving Benchmarks and Possible Strategies)
Implemented and Ongoing.

Nothing to report pertaining to the metrics for the flexibility until the next round of projects begin.

Metrics
In addition to the DCHA established metrics, DCHA adopted the HUD standard metric(s) listed below for this initiative. Two DCHA defined metrics were in line with two HUD standard metrics (funds leveraged and units of affordable housing preserved). Both are now included as part of the HUD standard metrics for this initiative.

DCHA Defined Metrics

Metrics	Baseline (FY2019)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
New Public Housing Units created through this initiative	0 89 for Kenilworth Courts Phase 1	147 ACC units at Bruce Monroe and Park Morton 101 new public housing units at Kenilworth Courts Phase 1	TBD	TBD
Number of former Public Housing households that remain in units	0 89 for Kenilworth Courts Phase 1	147 Park Morton Households 101 Kenilworth Courts Phase 1 Households	TBD	TBD
Increase in Debt and Equity	$0	Additional $13 million in debt for Bruce Monroe $47 million in debt & equity for Park Morton $55.6 million in debt & equity for Kenilworth Courts Phase 1	TBD	TBD

Metrics	Baseline (FY2019)	Benchmark	Outcome (FY2021)	Benchmark Achieved?
Cost Savings to the Project (as compared to using PBVs)	$0	33% reduction in affordability reserves	TBD	TBD

HUD Standard Metric(s)

Cost Effectiveness #4: Increase in Resources Leveraged				
Unit of Measurement	**Baseline (FY2014)**	**Benchmark**	**Outcome (FY2021)**	**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 activity (in dollars)	Whether the outcome meets or exceeds the benchmark
Amount of Funds Leveraged in dollars (Increases)	$0	$13,012,427 for Bruce Monroe/Park Morton $73 million for Kenilworth Courts Phase 1	TBD	TBD

Housing Choice #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline (FY2014)**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% of 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 this activity	Actual housing units of this type after the implementation of the activity	Whether the outcome meets or exceeds the benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (Increase)	0 for Bruce Monroe/Park Morton 89 for Kenilworth Courts Phase 1	155 for Bruce Monroe/Park Morton 101 for Kenilworth Courts Phase 1	TBD	TBD

Housing Choice #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline (FY2014)**	**Benchmark**	**Outcome (FY2021)**	**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)	Whether the outcome meets or exceeds the benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	90 for Bruce Monroe 0 for Kenilworth Courts Phase 1	90 for Bruce Monroe 118 for Kenilworth Courts Phase 1	TBD	TBD

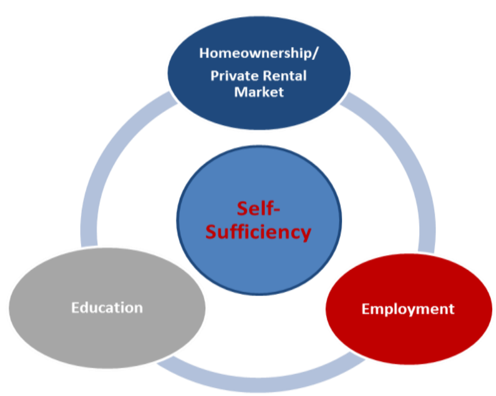
Initiative 32: Modifications to the HCV Family Self-Sufficiency Program

Description/Update

DCHA is committed to providing all the residents served by the agency's housing programs with opportunities for achieving economic independence and self-sufficiency. Understanding that one size does not fit all when it comes to the resources and supports a family may need to improve their economic condition, DCHA's self-sufficiency platform consists of a suite of resources and incentives that when accessed provide pathways to employment, education and homeownership/unassisted rental.

As DCHA re-tools its self-sufficiency program, the agency is exploring ways to maximize incentives that are more effective in motivating families to become self-sufficient. To better effectuate this goal, DCHA looks to transition from the traditional FSS model to one that supports DCHA's multi-pronged approach to moving families toward self-sufficiency. Specifically, DCHA is proposing creating an incentive structure that requires MTW authority to eliminate the traditional escrow model. These program changes would provide incentive investments in the form of an income exclusion, rent cap, educational stipend, mortgage down payment/rental grant or employment grant based on the self-sufficiency pathway chosen.

Figure 1. DCHA Pathways to Achieving Self-Sufficiency



Implementation

Program size will be set at 200 to reflect 1:50 ratio of Self-Sufficiency Coordinators to participants. Specifically, the program slots will be allocated relative to each self-sufficiency pathway:

- Homeownership/Renting in Private Rental Market =100
- Education= 50
- Employment = 50

Implementation of the new framework will begin as current FSS households transition off the program. Once the families participating under the current framework transition off the program, the open slots will be administered under the new model. The families currently on the FSS waiting list will be offered new program slots first. There are currently 215 FSS households and 82 households on the FSS waiting list.

Upon approval by HUD, DCHA will update its Administrative Plan via local regulations, inclusive of the 30-day comment period. In addition, necessary notifications/outreach and systems adjustments/procedural changes will be made. DCHA looks to begin this implementation process with the update of the Administrative Plan by the end of FY2021.

Anticipated Impacts

The existing FSS program is already designed to meet the following *MTW statutory objectives*:

- encourage families to obtain employment and become economically self-sufficiency; and
- increase housing choices for low-income families

It is DCHA's intention that the re-tooling of the program will further enhance the agency's ability to meet these objectives. Specifically, the new program model more directly aligns incentives to participant goals and program outcomes related to employment and access to additional housing options.

DCHA anticipates the following with the implementation of this initiative:

- A simpler program design and clearer incentive structure making it easier for clients to make decisions about their participation. Program Incentive Investments (i.e. homeownership down payment, rental market grants and tuition subsidy and employment incentive) will be known to the client when weighing the decision to apply for the program.
- DCHA will be able to better anticipate incentive program costs because the new incentive structure will be simpler and less variable.
- With an incentive structure tailored to DCHA's pathways to self-sufficiency, DCHA expects to see more families:
    - Moving off of the voucher subsidy completely
    - Increasing earnings
- Making housing subsidy available to house families from the HCVP waiting list as families move off of the program
- Elimination of the administrative burden of calculating and maintaining escrow accounts

Pathways to Self-Sufficiency —Incentive Model

Pathway (Primary Goal)/ Participation Elements	Homeownership/Rental in the Private Rental Market	Education	Employment
Incentives	$2,000/year set-aside for each year in the DCHA Self-Sufficiency Program Disbursed upon successful completion of the program (maximum disbursement = $10,000) • Homeownership—in time for settlement • Private Rental Market—approval for a lease If a family needs a voucher to purchase a home, they will also be enrolled in the HCV Homeownership Assistance Program.	A maximum of $2,000 made available each year to be paid by DCHA toward tuition at a community college, four year college, professional certification or vocational training program. DCHA will make tuition payments directly to the educational institutions Earned Income exclusion from calculation of rent (using $ from rent for education prep and tuition)	Tenant portion of rent will remain the same as long as the family is in the program $600 for each 12 months of consecutive part-time/full-time employment
Basic eligibility	Households with incomes between 50% and 80% of median income range, depending on household size = $41,050-$102,250 @ least $32,000 in earned income (HOH and spouse)	GED or High School Diploma Pass an educational readiness assessment Part-time employment	Head of Household has $0 earned income
Program Length	Up to 5 years	Up to 5 years	Up to 5 years
Program Size (initial) **Based on staff capacity**	100	50	50
The program will maintain financial literacy as a core component across pathways.			

For households not meeting the eligibility requirements for this component of the DCHA self-sufficiency program, they will have access to the suite of resources made available through DCHA's Workforce Development Initiative (WDI) headquartered at the agency's Southwest Family Enhancement and Career Center. Many of the same resources are available through WDI minus the case management and incentive investments.

<u>Status Update</u>

Implemented.

Beginning in 2019, a wait list was created for housing choice voucher participants who expressed interest while DCHA awaited HUD approval to implement the modified program. To date, there are over

300 participants on the list. Also, in January 2020, DCHA invested in new software that will capture the financial incentives aligned with the Self-Sufficiency Pathways to Success. In addition, DCHA hired an FSS Homeownership Coordinator in February 2020 to work with participants pursing the goal of homeownership.

Enrollment into the homeownership and education pathways is ongoing. At the close for FY2021, there were a combined 15 participants in these tracks. As enrollment increases, DCHA will meet its benchmarks.

DCHA is in the process of updating its Administrative Plan via local regulations, inclusive of the 30-day comment period by the end of FY2021. This update includes modifications to the earned income disregard that will allow for full implementation of the modified program, specifically for the employment track. After updating local regulations and internal policies and procedures, the employment and education tracks will rollout.

HUD Defined Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Determination/Calculation of Escrow Credit	\$568-\$1,000/year Salary Hourly Rate X Time to complete the task X Approximate # of escrow calculations in a year **Public Housing** \$0 **Housing Choice Voucher Program (HCVP)** \$0	0 (escrow calculations will be eliminated)	0	Benchmark Met

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Determination/Calculation of Escrow Credit	**Public Housing** 0 mins **Housing Choice Voucher Program (HCVP)** 40 mins	0 (escrow calculations will be eliminated)	0	Benchmark Met

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Average earned income of Households affected by this policy in dollars (increase).	To be determined at the time new households enter the FSS program under the new policy. Since households only enrolled in two tracks during FY2021, this will be updated in FY2022. **Public Housing** TBD **Housing Choice Voucher Program (HCVP)** TBD	To be determined at the time new households enter the FSS program under the new policy. Since households only enrolled in two tracks during FY2021, this will be updated in FY2022.	$60,304	Since participants only enrolled in two tracks during FY2021, the benchmark will be set in FY2022.

SS#3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Report the following information separately for each category:	Head(s) of households in the respective employment category prior to implementation of the activity (number).	Expected head(s) of work-able households in the respective employment category after implementation of the activity (number).	Actual head(s) of work-able households in the respective employment category after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Employed Full- Time	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0 (assumes baseline generated by households enrolling in the program under the new policy)	•Homeownership Year 1 = 30 •Education Year 1 = 38 •Employment Year 1 = 0	Homeownership: 13 Education: 2 Employment: 0	Benchmark not met
Employed Part- Time	**Public Housing** Homeownership & Employment = 0 (assumes baseline generated by households enrolling in the program under the new policy) Education = 50 **Housing Choice Voucher Program (HCVP)** Homeownership & Employment = 0 (assumes baseline generated by households enrolling in the program under the new policy) Education = 50	•Homeownership Year 1 = 10 (assumes households w/other adult members who are working) •Education Year 1 = 150 •Employment Year 1 = 38	0	Benchmark not met
Enrolled in an Educational Program	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0 (assumes baseline generated by households enrolling in the program under the new policy)	•Homeownership Year 1 = 5 •Education Year 1 = 38 •Employment Year 1 = 5	0	Benchmark not met
Enrolled in Job Training Program	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0	•Homeownership Year 1 = 0 •Education Year 1 = 0 •Employment	0	Benchmark not met

SS#3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
	(assumes baseline generated by households enrolling in the program under the new policy)	Year 1 = 38		
Unemployed	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0 (assumes baseline generated by households enrolling in the program under the new policy)	•Homeownership Year 1 = 0 •Education Year 1 = 0 •Employment Year 1 = 38	Education: 2	Benchmark not met
Other	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0 (assumes baseline generated by households enrolling in the program under the new policy)	•Homeownership—NA •Education—NA •Employment—NA	0	Benchmark not met

SS #2: Increase in Household Incentive Investments				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Average amount of "incentive investments" provided to households affected by this policy in dollars (increase).	Average amount of "incentive investments" provided to households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected Average amount of "incentive investments" provided to households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Incentive investments provided to households affected by this policy in dollars (increase). • Homeownership • Education • Employment	**Public Housing** $0 **Housing Choice Voucher Program (HCVP)** $0	• Homeownership = up to $10,000 @ end of 5 years • Education = up to $2,000/year for up to 5 years • Employment = up to $600 for every 12 consecutive months of employment (part-time or full-time) • Employment (ATP) = Approximately $6,720 over 6 months	Homeownership=$2,000	Benchmark Met

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline**	**Benchmark***	**Outcome* (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	**Public Housing** **Housing Choice Voucher Program (HCVP)** To be determined at the time new households enter the FSS program under the new policy.	10% (90% of the participants who enroll under the new policy who are on TANF at the time of enrollment will transition off of TANF by the time they complete the FSS program) Unable to provide a # before enrollment	To be provided in the MTW Annual Report after policy implementation	To be provided in the MTW Annual Report after policy implementation
Number of households receiving TANF assistance (decrease). (ATP)	0	10% (90% of the participants who enroll under the new policy who are on TANF at the time of enrollment will transition off of TANF by the time they complete the FSS program) Unable to provide a # before enrollment	0	Benchmark Met

*Benchmark and outcomes assumes 5 years of participation in the program. While outcome data and observations will be provided annually, initiative benchmark achievement will be based on participants' outcomes for the full intervention period.

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self sufficiency (increase).	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0	300 (maximum FSS program capacity based on 1:50 ratio of staff to clients)	17	Benchmark not met
Number of households receiving services aimed to increase self sufficiency (increase). (ATP)	0	At least 30/year	35	Benchmark not met

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**Benchmark***	**Outcome (FY2021)**	**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 (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
# of households to become homeowners/rent in the private rental market as a result of completion of the FSS program under the new policy	**Public Housing** 0 **Housing Choice Voucher Program (HCVP)** 0	50 households total (50% of households enrolling under the new policy—assuming 100 program slot capacity)	2	Benchmark not met

*Benchmark and Outcome assumes 5 years of participation in the program. While outcome data and observations will be provided annually, initiative benchmark achievement will be based on participants' outcomes for the full intervention period.

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity.	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	0	50 households (50% of households enrolling under the new policy—assuming 100 program slot capacity)	0	Benchmark not met

HC #6: Increase in Homeownership Opportunities				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**Benchmark Achieved?**
Number of households that purchased a home or moved into the private rental market as a result of the activity (increase).	Number of households that purchased a home or moved into the private rental market prior to implementation of the activity (number). This number may be zero.	Expected number of households that purchased a home or moved into the private rental market after implementation of the activity (number).	Actual number of households that purchased a home or moved into the private rental market after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households that purchased a home or moved into the private rental market as a result of the activity (increase).	0	50 households (50% of households enrolling under the new policy—assuming 100 program slot capacity)	2	Benchmark not met

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2021)**	**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). This number may be zero.	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).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase housing choice (increase)	0	100 (after 1 full year of implementation)	17	Benchmark not met

Initiative 33: Waiver for Third-Party Housing Quality Standards (HQS) Inspections

Description/Impact/Update

The District of Columbia Housing Authority (DCHA) Housing Choice Voucher Program (HCVP) Inspections division staff perform Housing Quality Standards inspections on DCHA-owned and DCHA-affiliate units that receive voucher assistance rather using than third-party inspectors. Prior to this initiative, HCVP used the assistance of a third-party inspections contractor, which slowed the leasing process and caused delays on quality control and emergency inspections. This initiative is intended to create greater efficiencies and expedite the lease-up process for families in need of housing.

Quality control inspections are performed during the year. Units are randomly selected that have been inspected within the last quarter/90-days. If deficiencies are found, the landlord is notified to correct the deficiencies and the inspector who initially conducted the inspection receives one-on-one coaching and a review of HQS procedures. The Inspection Manager may also determine that the inspector is required to obtain additional HQS training.

Actual Non-Significant Changes
There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection
There were no changes to the initiative metrics in FY2021.

Actual Significant Changes
There were no actual significant changes in FY2021.

Status
Implemented and Ongoing.

The error rate will be reported on in the FY2022 MTW report after quality control inspections resume.

Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Elimination of Third Party Inspections Contract	Annual Avg Cost, per two year contact: $ 100,000.00	0 (contract will be unnecessary)	0	Benchmark Met

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).	Whether the outcome meets or exceeds the benchmark.
# of hours/Calculated by the number of inspections	1.5 hours per unit x Currently, 44 units, addl 137 converting in FY21 Currently, 66 hours after conversions, 271.5 hours in FY21	1 hour per unit X Currently, 44 units, addl 137 converting in FY21 Currently 44 hours, after conversions, 181 hours in FY21	0	Benchmark Met

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
# Failed Quality Control Inspections			To be provided in FY2022 MTW Annual Report after resuming QC inspections.	To be provided in FY2022 MTW Annual Report after resuming QC inspections.

Initiative 34: Virtual Housing Quality Standards (HQS) Inspections

Description/Impact/Update

HCVP Inspections Division staff perform routine Housing Quality Standards (HQS) inspections by virtual means, including initial and annual/biennial inspections. The site staff use the pre move-in inspection form as a tool to ensure the most common HQS violations are addressed prior to the virtual inspection. When the virtual inspection is scheduled, HCVP inspections staff provide the virtual standard operating procedure including a list of all mandatory equipment, form HUD-52580-A, and the certifications that will be signed after the virtual inspection is completed.

HCVP inspectors make contact, through video conference, with the proxy inspector and guide them through the HQS inspection. The inspection begins with visually confirming the unit's address. The inspector then guides the proxy inspector through exterior, common areas and interior inspection by giving instructions about what actions will be performed while the inspector completes the inspections checklist, form HUD-52580. After the inspection, the proxy inspector and HCVP inspector complete a certification attesting to taking part in the virtual inspection. The proxy inspector's certification also includes confirmation of the following:

- The proxy inspector followed the HCVP inspector's instructions to the best of their ability;
- The proxy inspector fully disclosed all deficiencies to the HCVP inspector;
- No smell of natural gas, methane, or noxious gas was present during the inspection;
- The proxy inspector did not record the inspection; and
- There were no life-threatening HQS violations existing in the unit during the time the inspection was conducted.

At lease-up, the voucher holder signs a certification attesting that at the time of initial possession of the unit, there were no visible issues and unit and appliances were in satisfactory condition. The owner/landlord/management agent provides the voucher holder's certification to HCVP's Housing Program Specialist within 10 business days of lease-up.

Aside from the period covered by the HUD waivers in Notice PIH 2020-5 "COVID-19 Statutory and Regulatory Waivers for the Public Housing, Housing Choice Voucher, Indian Housing Block Grant and Indian Community Development Block Grant programs, Suspension of Public Housing Assessment System and Section Eight Management Assessment Program," DCHA will continue to conduct all quality control, emergency, and complaint inspections in-person.

DCHA believes that by having the authority use virtual inspections there will be greater efficiency which will expedite the lease-up process for families in need of housing.

Actual Non-Significant Changes

There were no non-significant changes in FY2021.

Actual Changes to Metrics/Data Collection

There were no changes to the initiative metrics in FY2021.

Actual Significant Changes

There were no actual significant changes in FY2021.

Status

Implemented and Ongoing.

Vehicle cost was lower than anticipated since only five vehicles were used for one month in one building for one provider to verify virtual inspections were reliable.

The error rate will be reported on in the FY2022 MTW report after quality control inspections resume.

Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Decrease in Inspections division vehicle maintenance and gas.	25 Vehicles @ $3,400, monthly	25 Vehicles @ $1,120, monthly	5 vehicles @ $136 = $680	Benchmark Met

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).	Whether the outcome meets or exceeds the benchmark.
# of hours/Calculated by the number of inspectors	2 hours per inspection X 25 Inspectors Capacity: 100 inspections/day	0.8 hours per inspection X 25 Inspectors Capacity: 250 inspections/day	0.8 hours per inspection X 25 Inspectors Capacity: 250 inspections/day	Benchmark Met

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
			To be provided in FY2022 MTW Annual Report after resuming QC inspections.	To be provided in FY2022 MTW Annual Report after resuming QC inspections.

B. Not Yet Implemented

New Number	Old Number	Objective/Initiative	Statutory Objective	MTW Flexibility	Yr. Identified
19	4.5.11	Establishment of Resident Driven Community Based Programs to Improve Customer Service and Foster Greater Resident Empowerment	• Reduce cost and achieve greater cost effectiveness	Sections C11 and E of Attachment C	FY2011
27	N/A	Family Stabilization through Housing and Education Demonstration	• Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient	Section B(1)(b)(iii); C.11, of Attachment C	FY2014
31	N/A	Unit Protection Incentive Program	• Increase housing choices for low-income families	Attachment C, Section D(1)(a)	FY2018

Initiative 19: Establishment of Resident Driven Community Based Programs to Improve Customer Service and Foster Greater Resident Empowerment

Description/Impact/Update

In the Housing Authority industry, self-sufficiency is usually defined as obtaining work and gaining financial independence, but DCHA views self-sufficiency more broadly. Self-sufficiency refers to the state of not requiring any outside aid, support, or interaction, for survival; it is therefore a type of personal or *collective* autonomy. When DCHA residents come together and take ownership of community issues, and work together to develop creative solutions to those issues and create better communities, they are achieving a level of empowerment and self-sufficiency. When the solutions call on residents to assist in solving the problems, the implementation of these solutions can also achieve greater cost effectiveness in federal expenditures.

Working with Resident Councils, DCHA proposes to create resident-driven and resident-implemented community-based programs to increase and improve quality of life services at DCHA's properties and achieve greater resident empowerment and self-sufficiency. In exchange for participating in the program by volunteering their time, residents will be rewarded with an income deduction for rent calculation purposes. Participation by each community and/or by each individual will be strictly voluntary. DCHA is proposing to use its MTW authority to implement the income deduction.

The income deduction will be based on a range of hours worked. The chart below offers a preliminary view of how the income deduction will be calculated:

Estimated Hours worked per month	Estimated Income allowance/deduction	Estimated resulting reduction in rent charged
0-4	$32.00	$9.60
4-8	$64.00	$19.20
8-12	$96.00	$28.80
12-16	$108.00	$32.40
16-20	$160.00	$48.00
20-24	$192.00	$57.60
24-32	$256.00	$76.80
32-36	$288.00	$86.40

Under no circumstance will the income deduction result in negative rent.

Resident Councils will identify a need for an increased level of service, particularly quality of life service that typically differentiates between affordable properties and market-rate properties. The service cannot be offered by management within the budget available for the property or is not traditionally provided at Public Housing sites. The Resident Councils will also develop a strategy for organizing residents to meet the need/desire for increased service. Throughout the process, DCHA staff will provide technical assistance to the Resident Councils to help them implement the program and oversee the provision of the service. The implementation of the service will include training volunteers, scheduling volunteers, time tracking and calculation of the income deduction. By participating in the implementation or serving as a day-to-day volunteer, participants are actively engaged in increasing the vibrancy and livability of their community. Additionally some participants, depending on the volunteer activity, may have the opportunity to gain or enhance job and life skills.

One example of a project currently being developed is a greeters program at a building for the elderly and disabled. The building has been retrofitted with a card key system to control access to the building. As part of the resident participation in the planning of the new building access control system and the establishment of the ground rules associated with the card key system, the residents identified several issues that they wanted to help solve. While they wanted the building to be accessible only by card key 24/7, they recognized that it may be difficult for mobility-impaired residents to be able to come to the front door to allow their visitors access. In addition, the residents were concerned that the unsavory elements of the community might disable the system or prop open the door and that visitors may come to the building without having called ahead first to make arrangements for their host/hostess to meet them at the door. The solution that was designed by the residents includes a cadre of volunteer residents manning a desk in the lobby in pairs for four hour shifts for 12 hours a day to monitor entry and assist visitors. The greeters will be trained by the DCHA Office of Public Safety so that they know how to avoid putting themselves in danger and will be provided instant communication to the security booth located a half block away. Residents who become greeters will receive an income deduction for the purposes of rent calculation commensurate with their level of participation in the greeters program. The programs developed under this initiative will be initiated by the most organized and active Resident Councils. This newly proposed initiative will have a positive impact on all the residents of a community, but participation by any individual will be strictly voluntary.

Status
Not Yet Implemented

DCHA did not update the local regulations (ACOP) in FY2021 as planned. The agency looks to finalize the local regulations in FY2022 for roll-out at Potomac Gardens Senior.

Initiative 27: Family Stabilization through Housing and Education Demonstration

Description/Impact/Update

Chronic truancy has been described as “an educational crisis” in the District of Columbia, with rates as high as 40% at some high schools. According to a study conducted by the Urban Institute, student absenteeism in the 8th grade is a predictor of truancy levels in high school. Chronic absenteeism places a child’s educational progress in jeopardy. If students are not in school, they are not learning and 46% of high school students based on recent data are not graduating in the District of Columbia. It is DCHA’s intent to help address some of the underlying causes contributing to chronic absenteeism, with a focus on truancy, before students reach high school. Under District of Columbia law, once a child has 10 unexcused absences the child is referred, depending on age to Child and Family Services or the Court Social Services and/or the Office of the Attorney General. DCHA plans to provide supports for those children and their families so that such referrals do not occur. This will include working with families on strategies to reduce occurrences and ultimately eliminate unexcused absences. To do this, DCHA proposes to expand its relationship with the District of Columbia Public Schools (DCPS), District of Columbia Charter Schools, and other community partners to establish an educational stabilization demonstration that will provide case management for DCHA Public Housing families with children in elementary and middle school, ages 10-14, who appear to already have challenges with school attendance.

DCHA's program will be voluntary for Public Housing families and participation in the program will last until the child completes high school. The potential length of participation could be up to nine years for fourth graders entering the program. Families in which absenteeism/truancy are or may become an issue will be identified for outreach to participate in the program. DCHA is working with DCPS and the Deputy Mayor's Office on Education and Human Services to identify a Public Housing site(s) and partnering elementary/middle schools by cross-referencing school and DCHA resident data. Similar work will be undertaken with DC Charter Schools. This exercise will inform the size of the program along with the number of families meeting basic eligibility requirements. Based on DCHA existing staffing capacity, the initial program size would not exceed 20 families. However, as DCHA identifies other funding sources (both direct and in-kind) that can support a larger demonstration, the size of the program may grow. Other anticipated partners include the Office of the State Superintendent (OSSE), DC Department of Human Services (DHS), DC Department of Behavioral Health (DBH), DC Department of Employment Services (DOES), DC Department of Child and Family Services (CFSA), and DC Office of Justice Grants Administration (JGA). In addition, DCHA will be exploring new and existing relationships with non-governmental organizations that provide supportive services.

Each family will have a case manager who will work with the family to identify a plan for addressing their child's absenteeism/truancy, inclusive of strategies to deal with familial, school and environmental challenges. In addition to supporting each child's academic achievement, DCHA will provide support to parents in moving the family toward self-sufficiency (i.e. GED preparation, job readiness, life skills, etc.).

In our efforts to fund the program, DCHA will utilize existing staff resources, including the provision of case management/coordination. In addition, DCHA will utilize existing supportive service resources provided through existing partnerships with agencies/organizations to augment case management and access to other services needed by participating families (i.e. DCPS tutors, DOES jobs programs, job training provided at DCHA's Southwest Family Enhancement Center, etc.). An example of maximizing existing case management effectively and efficiently is through the many clients DCHA and DHS serve. Through DHS's Case Coordination Model, detailed Individual Responsibility Plans (IRP) are established for families receiving Temporary Assistance for Needy Families (TANF). Based on a family assessment, these plans outline steps for families to move toward self-sufficiency. For participants in the DCHA demonstration program who also receive TANF, as an addendum to DCHA family commitment plans, the Agency would utilize DHS IRP plans and work with DHS case managers to monitor progress and assist clients with those goals related to overcoming family based barriers to attendance and working toward self-sufficiency. DCHA has already begun discussions with DHS about supporting shared clients through their Case Coordination Model. In some cases, DCHA will tap into existing truancy/truancy prevention programs to identify services/supports for DCHA families participating in this initiative. DCHA will also be actively seeking additional direct funding through foundations and governmental grants.

Successful completion of DCHA's demonstration program would include sustained improvements in a child's attendance and academic achievement. In addition, a family's progress toward self-sufficiency, based on realistic goals outlined in their family commitment plan will also be an indicator of successful program completion.

As a work incentive, DCHA will cap the rents of participating families upon entry into the program, but rents will not be less than $25 a month. The rent being charged at the point the household enters the program will be capped for the lifetime of the family's participation in the program. For example, if a family enters the program with calculated rent at $100/month, DCHA will not increase the rent based on increases in earned income. While all program participants have to pay at least $25/month in rent, this will not be a requirement for entry into the program. Instead, families paying less than $25/month at program entry will experience rent increases as earned income increases until their rent reaches the $25/month threshold. At that point, any new earned income coming into the household will not be counted toward rent. In addition, a portion of any new employment income entering the household will be escrowed to go toward the child's educational goals (i.e. college, vocational education, etc.). The established escrow contribution of the family will be based on the goals identified in the family commitment plan. DCHA will explore the possibility of providing a percentage match through other sources, if possible. It is important to note that only about 5% of all Public Housing households are currently paying rent between $0-$25. Of that number, less than half have school age children.

Throughout a family's participation in the project, their compliance with program requirements will be monitored by their case manager. If a family has difficulty meeting program requirements, the case manager will provide additional supports. Should the family be determined to be unable or unwilling to comply with the requirements, their participation in the program will end and their slot in the program will be granted to another qualifying family. Should a family drop out of the program for any reason, their position in the program will be granted to another qualifying family.

Implementation of the demonstration would take place over a 2 year period and include the following key activities:

Summer 2019- Fall 2019 Activities

- Finalize DCHA property and schools to participate
- Assure necessary commitments of DCPS, Charter School Board and participating schools
- Analyze causes of turnover at participating schools
- Determine number of current DCHA students attending the selected schools
- Determine number of possible participants
- Develop strategies for meeting with staff and parents
- Consult with community and school staff
- Determine available resources of community partners/service providers
- Assure commitment of district administration
- Hold community comment events
- Develop plan and pursue additional funding sources
- Identify program evaluation team

Spring 2020-Summer 2020 Activities

- Plan teacher training
- Develop staffing and needs
- Secure community partners/service providers
- Consult with community and school staff
- Identify training for parents
- Design collection and tracking tools
- Establish eligibility rules
- Establish accountability rules
- Draft Family Commitment Plans

- Parents sign Family Commitment Plans
- Case Managers hired
- Baseline data collected
- Pursue additional funding sources

Spring 2020 Implementation Activities

- Students start spring semester
- Parents begin program activities
- Pursue additional funding sources

While truancy is the critical issue driving this initiative, DCHA recognizes that a holistic approach may be necessary to positively impact the life outcomes of children and their families who are struggling with this issue. Initially, DCHA anticipates the following impacts:

- Parents will improve their economic and employment status.

- Participating students will show greater gains in school outcomes (including reduction in absenteeism/truancy rates, grades and standardized test scores) relative to other low-income students attending their school and other schools. Each participating child will be monitored several times a year through various means (e.g. report cards, district/state assessment scores, case manager communications with teachers and other program partners).

- Parents of students will play a larger role in supporting their child's academic and social growth leading to improved achievement in the project

As the initiative moves forward during year one, DCHA will work with DCPS, DC Public Charter Schools and other community partners to determine if there are any additional likely impacts.

Participation in this demonstration could last more than four years as proposed. DCHA acknowledges the fact that the MTW authority utilized for this initiative will no longer be available beyond the expiration of its MTW agreement with HUD. In the event that the agreement is not extended beyond 2018, DCHA will work with HUD as part of the transition to seek a means of continuing the program. If not, DCHA will take the necessary steps to close out the initiative.

<u>Status</u>

Not Yet Implemented.

Work with the Office of the Deputy Mayor for Education on this initiative stalled in FY2019. DCHA staff is working to reconnect with the Office of the Chancellor to see if there is still interest in moving forward with implementation. Staff had begun discussions in late FY2018 with the interim Chancellor of Schools. Right after the end of FY2018 a new permanent Chancellor was hired. DCHA has identified two public housing properties where this initiative could be implemented - Benning Terrace and Woodland Terrace.

The draft data-sharing MOU with the Office of the State Superintendent for Education (OSSE) needs to be updated and finalized. DCHA adjusted the implementation schedule in its FY2022 MTW Plan. The schedule will be updated in the agency's FY2022 report.

Initiative 31: Unit Protection Incentive Program

Description/Impact/Update

In 2015, the DCHA Housing Choice Voucher (HCV) program established Housing Affordable Living Options (HALO), a program designed to eliminate barriers for DCHA clients that are interested in moving to low-poverty areas by offering a host of incentives. One of the biggest barriers for HCV families is finding funds to secure a rental unit (via a security deposit). To address this barrier, DCHA HCV is proposing to add to HALO incentives the establishment of a pilot that guarantees funding to cover unit damages for landlords/owners participating in the HALO program. Under the Unit Protection Incentive Program (UPIP), in lieu of a security deposit, landlords/owners agree to DCHA guaranteeing that funds will be made available upon a participant's move-out to cover tenant-caused unit repairs that are beyond normal unit wear and tear. The guaranteed funds will not exceed one month of contract rent for the unit.

Although DCHA's current payment standards meet the rental amounts in many low-poverty areas, rents across the city are extremely high and renters are usually asked to pay a security deposit (equal to first month's rent) before move-in. Most of the HALO families cannot afford the security deposit and typically seek funding from other sources including other city programs. This barrier typically causes families to miss the opportunity to move-in during the timeframe allotted by the landlord/owner. The UPIP will eliminate this obstacle so that families can move-in quickly without the added pressure of coming up with a security deposit. As part of implementation, DCHA will explore the feasibility of negotiating with landlords/owners who have other required move-in fees, in addition to security deposits, to forgo those fees as well.

The UPIP pilot program will be limited to new landlords/owners participating in the HALO program and existing landlord/owners in which a HALO household moves and a HALO household moves into that unit. Landlords/owners will have the option to "opt-in" to the program as a household moves into their unit.

If a HALO participant living where the landlord/owner opted to participate in UPIP decides to transfer to another unit, DCHA will conduct a move-out inspection at no cost to the landlord to identify UPIP eligible tenant-caused damages. If tenant-caused HQS violations exist, the UPIP guaranteed funds will paid directly to the landlord/owner's contractor as long as the owner keeps the unit in UPIP after the HALO participant moves. DCHA will provide a fee schedule for UPIP allowable repairs. Normal wear and tear will not be covered under the program. UPIP is voluntary and enrolled landlord/owner can opt-out at the end of the lease term, but will forfeit the UPIP funds.

Status Update
Not Yet Implemented.

DCHA did not begin implementation of this initiative as anticipated. DCHA will set a new implementation timeline after the pandemic's impact on operations ebbs.

C. On Hold Activities

New Number	Old Number	Activity	Statutory Objective	Yr. Identified	Yr. Implemented

At the end of FY2021, DCHA did not have any activities on hold.

Section V. Closed Out Activities

New Number	Old Number	Activity	Statutory Objective	Yr. Identified	Yr. Implemented
N/A	1.2.04	Locally Defined Site and Neighborhood Standards	• Increase housing choices for low-income families	FY2004	Implemented FY2004, Closed Out FY2011
N/A	2.4.04	Special Occupancy for Service Providers	• Reduce cost and achieve greater cost effectiveness	FY2004	Never Implemented Closed Out FY2005
N/A	3.1.04	Voluntary Resident Community Service	• Reduce cost and achieve greater cost effectiveness	FY2004	Never Implemented Closed Out FY2004
N/A	3.2.04	Resident Satisfaction Assessment	• Reduce cost and achieve greater cost effectiveness	FY2004	Implemented FY2004 Closed Out FY2004
N/A	1.7.05	Security Deposit Guarantee Program	• Increase housing choices for low-income families	FY2005	Never Implemented, Closed Out FY2010
N/A	1.8.05	Modification to HCV Inspections Scheduling	• Reduce cost and achieve greater cost effectiveness	FY2005	Never Implemented Closed Out FY2006
6	2.3.04 & 2.5.05	Modifications to Pet Policy	• Reduce cost and achieve greater cost effectiveness	FY2005	Implemented FY2005 and Closed out FY2016
N/A	3.3.05	Streamlining Resident Community Service	• Reduce cost and achieve greater cost effectiveness in federal expenditures	FY2005	Implemented FY2005 Closed Out FY2012
9		Streamlined Operating Subsidy Only (OPERA) Protocol—Operating Assistance for Rental Housing	• Reduce cost and achieve greater cost effectiveness in federal expenditures] • Increase housing choices for low-income families	FY2005	Never Implemented Closed Out FY2016
10	3.4.05	Supporting Grandfamilies	• Encourage families to obtain employment and become economically self-sufficient	FY2005	Implemented FY2005
N/A	4.2.05	Revolving Loan Fund for HCV Landlords	• Increase housing choices for low-income families	FY2005	Never Implemented Closed Out FY2009
N/A	4.3.05	Flexible Funding	• Reduce cost and achieve greater cost effectiveness	FY2005	Implemented FY2005 Closed Out FY2010

New Number	Old Number	Activity	Statutory Objective	Yr. Identified	Yr. Implemented
N/A	4.4.06	Reformulation of HUD Forms	• Reduce cost and achieve greater cost effectiveness	FY2006	Implemented FY2006 Closed Out FY2010
13	2.6.07	Enhanced Public Housing Lease Enforcement Operations	• Increase housing choices for low-income families	FY2007	Closed
N/A	1.11.08	Maximizing Public Housing Subsidies	• Reduce cost and achieve greater cost effectiveness • Increase housing choices for low-income families	FY2008	Never Implemented Closed Out FY2008
14	3.6.08	Streamlining the Transition from Project-Based to Tenant-Based Vouchers	• Reduce cost and achieve greater cost effectiveness	FY2008	Implemented FY2009 and Closed Out 2012
15	3.7.08	Reform Housing Quality Housing Standards	• Reduce cost and achieve greater cost effectiveness	FY2008	Never Implemented Closed Out 2018
21	2.10.12	DCHA Local Mixed Subsidy Program	• Reduce cost and achieve greater cost effectiveness in federal expenditures] • Increase housing choices for low-income families	FY2012	Never Implemented Closed Out 2016
26	NA	Local Investment Policy	• Reduce cost and achieve greater cost effectiveness	FY2014	Never Implemented Closed out FY2017
30	NA	HQS Scheduling	• Reduce cost and achieve greater cost effectiveness	FY2015	Never Implemented Closed out FY2017
28	NA	Rent Reform Demonstration (HCVP)	• Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient	FY2014	Implemented FY2014 Closed out FY2020
29	NA	HQS Biennial Inspections for Landlords in Good-standing	• Reduce cost and achieve greater cost effectiveness	FY2015	Implemented FY2018 Closed out FY2020

Locally Defined Site and Neighborhood Standards

Description

As outlined in Attachment C of the DCHA original MTW agreement, DCHA needed the ability to move swiftly to expand and preserve affordable housing in the District of Columbia in the face of rapid and dramatic gentrification of many of the city's neighborhoods. These are neighborhoods targeted for revitalization as indicated by designation as an Empowerment Zone, Housing Opportunity Area, Strategic Neighborhood Target Area or Neighborhood Strategy Areas under the Community Development Block Grant (CDBG). Under stated federal requirements, the use of census data would not provide accurate and timely demographic information reflective of the quickly changing racial and economic landscape of the city's neighborhoods. Establishment of Locally Defined Site and Neighborhood Standards provided DCHA with the agility necessary to determine the location of newly constructed or substantially rehabilitated housing to be subsidized through project-based section 8 voucher funding or Public Housing operating subsidy. In determining the location of such housing, in lieu of the Site and Neighborhood Standards set forth in 24 CFR 941.202(b)-(d), DCHA acted in accordance with the following locally established requirements:

3. The units may be located throughout the District, including within the following types of urban areas: (i) an area of revitalization that has been designated as such by the District of Columbia; (ii) an area where Public Housing units were previously constructed and were demolished; (iii) a racially or economically impacted area where DCHA plans to preserve existing affordable housing; or (iv) an area designated by the District of Columbia as a blight elimination zone; and

4. A housing needs analysis indicates that there is a real need for the housing in the area; and

5. When developing or substantially rehabilitating six or more units, DCHA will provide documentation to HUD which evidences that: (i) during the planning process, it has consulted with Public Housing residents through appropriate resident organizations and representative community groups in the vicinity if the subject property; (ii) it has advised current residents of the subject properties ("Resident") and Public Housing residents, by letter to resident organizations and by public meeting, of DCHA's revitalization plan; and (iii) it has submitted a signed certification to HUD that the comments from Residents, Public Housing residents and representative community groups have been considered in the revitalization plan.

   In addition, the locally defined site and neighborhood standards complied with the Fair Housing Act and Title VI of the Civil Rights Act of 1964, and the implementing regulations referenced compliance with these Acts. Similar to HOPE VI Site and Neighborhood Standards, a DCHA project for which locally defined site and neighborhood standards were applied would either have to:

   - Encourage reinvestment in areas of minority concentration;
   - Improve or preserve affordable housing in the area;
   - Provide quality housing choices for assisted households; or
   - Reduce displacement in properties undergoing substantial rehabilitation as part of a comprehensive neighborhood revitalization strategy

Status
Closed Out

In 2012, the MTW Office, in consultation with HUD's Urban Revitalization Division of the Office of Public Housing Investments, advised DCHA that MTW flexibility relative to site and neighborhood standards for DCHA's HOPE VI developments is not necessary and that local site and neighborhood standards cannot be approved for future non-HOPE VI development activities.

Special Occupancy Policy of Service Providers

Description
Both sworn and special police officers in DCHA's Office of Public Safety and the District of Columbia Metropolitan Police Department officers can serve their community better if they are part of it. DCHA currently makes use of this resource at several of its communities. The same would be true for other service providers as well. In addition to security officers, DCHA proposed creating policies to allow members of Vista, AmeriCorps, and similar organizations to live in DCHA Public Housing units in exchange for the services that they provide.

Status
Closed Out

Many of the Resident Councils in DCHA's Public Housing communities felt strongly that it was more beneficial to continue to house traditional Public Housing residents rather than the service providers. Because of this input, DCHA discontinued exploration of this initiative.

Voluntary Resident Community Service

Description
Under this initiative, DCHA sought to seek voluntary, rather than the Quality Housing and Work Responsibility Act (QHWRA) required, community service by the residents of its communities while seeking to expand opportunities for residents to be empowered and inspired to make a difference and contribute service to their community.

Status
Closed Out

In FY2004, DCHA completed the development of this initiative with the adoption of the Neighbor to Neighbor policy designed to provide incentives for voluntary community service. However, based on a legal determination from HUD that the community service requirement was not subject to the MTW agreement, and thereby was not to be implemented as voluntary for Public Housing residents, this initiative has been closed out.

Resident Satisfaction Assessment

Description
In FY2003, DCHA initiated a sophisticated assessment protocol to reliably determine resident satisfaction. Through a third party professional analyst of customer service satisfaction, DCHA assessed

customer satisfaction using a combination of professionally administered surveys of a scientifically selected sample of residents and a carefully selected focus group representing a mix of interests.

DCHA proposed as part of its first MTW Plan for FY2004 to continue this process on a biennial basis, submitting the findings biennially as part of the MTW Annual Report in place of the HUD administered resident satisfaction survey. This approach was adopted by DCHA as it more effectively measured customer satisfaction than the HUD administered survey. For example, the HUD survey consistently had low response rates and a relied too heavily on the literacy of customers being surveyed.

Status
Closed Out

Although DCHA found the information gathered from its survey approach to be reliable and useful in shaping the Agency's programs and making key decisions, it was decided during FY2004 that DCHA would not pursue this initiative due to cost of administering the more sophisticated survey.

Security Deposit Guarantee Program

Description
Over the years, DCHA has sought to enhance the housing opportunities available to our housing choice voucher participants. One item that has consistently been an issue is the limited ability of some voucher participants to secure funding for a security deposit. DCHA explored the development of a small security deposit guarantee program to which voucher recipients could subscribe for a monthly fee in lieu of a lump sum security deposit payment to landlords. The goal of the proposed program was to provide a mechanism whereby voucher participants are not unduly restricted from leasing potential units.

This Initiative would have required flexible use of funds to allow for the payment of any claims on any guarantee where the recipient caused damage.

Status
Closed Out

Due to MTW funding limitations and lack of local funding to supplement the MTW funds, the initiative was not pursued beyond initial exploration.

Modification to HCV Inspections Scheduling

Description
DCHA considered alternatives to the standard housing choice voucher inspection schedule, allowing the inspections staff to focus on properties which or landlords who persistently fail to meet HQS standards. DCHA considered categorizing properties with HAP contracts according to risk, quality, or upkeep level, and proposed using this categorization to determine the frequency of inspections. It was believed that many properties would only need to be re-inspected on a multi-year schedule thus allowing staff efficiency and a focus on properties or landlords that indicate a need for more frequent inspection.

Status
Closed Out

Upon exploration, DCHA staff could not find sufficient patterns of consistency among landlords or properties to justify reducing inspection frequency. DCHA felt that because of the high failure rate of HQS inspections and the age of the housing stock affordable to HCV participants, the benefits of annual inspections outweighed any potential cost savings from this proposed initiative.

Streamlined Operating Subsidy Only (OPERA) Protocol-- Operating Assistance for Rental Housing

Description

DCHA requested and received approval for a Streamlined Operating Subsidy Only (OPERA) Protocol as part of the FY2008 MTW Plan process. The first project approved under this initiative was Barnaby House; however, market conditions prohibited this project from being completed.

In addition to streamlined approval of Operating Subsidy Only mixed-finance transactions, OPERA also modifies HUD's requirement that the Agency record a Declaration of Trust in first position for properties receiving Public Housing subsidies; provides relief from the 10-year use restriction contained in Section 9(a)(3) of the U.S. Housing Act of 1937; and approves the form of project documents including an operating agreement entitled "Agreement Regarding Participation in the Operating Assistance for Rental Housing Program" and an Annual Contributions Contract amendment entitled "Operating Assistance Amendment to Consolidated Annual Contributions Contract".

DCHA continues to explore methods to further encourage owners of privately-owned and financed housing to include Public Housing units in new or rehabbed properties.

Although OPERA was an approved initiative under DCHA's original MTW Agreement, language necessary to continue the use of the authority was not included in the negotiated Restated and Amended MTW Agreement executed in September 2010. The required amendment to Attachment D of the new MTW Agreement was executed in November 2012. With the amendment to the MTW Agreement executed, DCHA began working with HUD to finalize the project documents for Barnaby House (4427 Hayes Street), the first project under this initiative. However, the documents were not finalized in FY2014. The developer had an organizational structure issue that would make it difficult to comply with certain GAAP audit requirements.

Status

Closed

After several years of trying unsuccessfully to utilize the authority provided by this initiative, DCHA has decided to close it out.

Supporting Grandfamilies

Description

Increasingly, grandparents have become the legal guardians or primary caregivers for their grandchildren. This trend is evident in many of DCHA's households. DCHA has explored ways to use or modify Public Housing or voucher policies as resources to help provide support for such families. To date, DCHA has implemented a policy to exclude from the calculation of income the receipt of a local stipend that the District of Columbia provides to grandparents as caregivers of their grandchildren.

The intent of this activity was to provide increased options to children who can no longer live with their parents. Federal regulations exclude foster payments from income for the calculation of rent. DCHA expanded this exclusion to include "grandparent stipends". The grandparents and children who benefit from this exclusion have greater resources and support to pursue self-sufficiency.

Status
Implemented (FY2005); Closed Out (FY2016)

Based on local designation of grandparent stipends, there is no need to provide an exclusion for these payments under MTW as HUD guidelines already allow for it.

Modifications to Pet Policy

Description
In FY2004, DCHA adopted a local policy that only allows pets as a reasonable accommodation for families with a disabled member(s) requiring a pet. In FY2005, DCHA created a new policy governing the ownership of pets on DCHA properties. Based on public input and the realities of managing large subsidized rental communities, DCHA adopted regulations that limit pet ownership to those residents in both senior and family developments who are in need of service animals with a grandfather provision for those residents in senior buildings who had a pet prior to the effective date of the regulation.

Status
Implemented (FY05) and Closed Out (FY16)

In February 2016, DCHA received notice from HUD that its 2005 approval of this activity was being rescinded based on an assessment of the applicability of Section 227 of the Housing and Urban-Rural Recovery Act of 1983 (12 U.S.C. 1701r-1), and its implementing regulations at 24 CFR Part 5 Subpart C to DCHA's use of its MTW authority to establish its pet policy.

Streamlining Resident Community Service

Description
Under this initiative, DCHA sought to identify regulatory simplifications and administrative streamlining with respect to the implementation of the statutory resident community service requirement. As such the Agency implemented the following:

- Automatically determining those individuals who are not exempt based on data residents already report regarding income amount and sources
- Set the number of work activity related hours required by an adult household member to be exempt from the community service requirement
- Documented self-certification by non-exempt members of compliance with the community service requirement

Status
Closed Out

It was determined that at the time DCHA would re-think its approach and re-introduce another initiative once vetted.

Revolving Loan Fund for HVCP Landlords

Description

The HCV lease-up process is often impeded by delays in making repairs to units with HQS deficiencies. Additionally, DCHA is often faced with no other option than to halt the payment of HAP subsidy for existing clients when landlords are delinquent in repairing deficiencies identified during annual inspections. To lessen these problems, DCHA explored the development of a revolving loan program as an incentive for landlords to make required HQS repairs quickly.

Components of the program design were to include deducting the loan payments from the HAP payment and placing a lien on the property until the loan is paid off. DCHA planned to capitalize this program using the flexibility allowed by the MTW Block Grant. With a mechanism, such as the proposed loan program, in place to make HQS repairs quickly, DCHA hoped to maintain the supply of affordable HCV units and to reduce the inconvenience for the voucher holder. The revolving loan fund would have allowed an HCV participant-occupied unit to be repaired timely rather than force a participant to find and move to a compliant unit

Status

Closed Out

Due to MTW funding limitations and lack of local funding to supplement the MTW funds, the initiative was not pursued beyond initial exploration.

Flexible Funding

Description

This initiative allows DCHA to exercise its funding fungibility authority as provided for in its MTW Agreement to utilize MTW Block Grant funds to support investments in operational costs and costs associated with providing customer service, resident programming, enhanced public safety for our residents, and capital projects that will improve access to resident services and expand affordable housing opportunities.

Status

Closed Out

DCHA has been advised by the MTW staff at HUD that because flexible funding is part of our new MTW Agreement, a standalone flexible funding initiative is no longer required.

Reformulation of HUD Forms

Description

Many of DCHA's functions, both Public Housing and assisted housing through the Housing Choice Voucher Program use HUD prescribed forms for implementation. The forms facilitate uniformity and efficiency and in many cases work very well. The staff has discovered, however, that the prescribed forms may not in all cases serve our customers or internal operations as effectively or efficiently as possible. Some forms may not request as much information as would be useful to the customer or to DCHA. Additionally, they may not appropriately request or document information on aspects of the programs that have been modified locally through an MTW initiative.

For instance, the Housing Choice Voucher Program has simplified the voucher program by providing vouchers for a full 180 days, rather than a 60 day initial period with a 120 day extension. This has reduced the amount of staff time and also has been customer friendly as it allows all voucher holders the full amount of the time to locate a unit without requiring staff to "evaluate" each request for an extension. The HUD provided forms do not reflect this policy change and in its current form requires staff to input two dates, the initial period and an extension. In situations like this, where there would be efficiencies and customer improvements from a local form, DCHA would develop a local form in substitution of the HUD provided form. DCHA would not be modifying the forms, rather it would substitute, as the Moving to Work program contemplated, a locally devised solution that responds to locally identified program needs.

DCHA contemplated this Initiative continuing through the term of the Moving to Work Agreement in order to facilitate implementation of locally revised or devised programs, rather than a burdensome review of all forms at one point in time when Initiatives are still being developed and implemented.

Status
Closed Out

While it may be necessary to modify HUD forms as part of an MTW initiative in the future, this initiative, in and of itself, does not address any of the three statutory objectives and has therefore been closed out. If modifications to HUD forms are required, that action will be proposed as part of a specific MTW initiative.

Enhanced Public Housing Lease Enforcement Operations

Description
DCHA utilized MTW regulatory flexibility in the 2008 revised Public Housing dwelling lease to include provisions that allow the incorporation by reference of property specific community rules developed and adopted by the individual Resident Councils. The resulting lease, local regulations, policies and procedures are designed to give greater control of its properties to residents who are committed to a community's wellbeing and improve the effectiveness of its lease enforcement efforts.
DCHA has worked with individual Resident Councils to establish property specific community rules. No Resident Council, however, has availed itself of the option to establish property specific community rules.

Status
Closed

Given the lack of movement with implementation of this activity, DCHA is changing the status to "Closed". However, DCHA still remains committed to providing the residents the flexibility in establishing property specific community rules. In the future, if there is renewed interest to move forward by resident councils the initiative will be resubmitted for HUD approval.

Maximizing Public Housing Subsidies

Description
Since the start of its MTW demonstration, DCHA has implemented a number of innovative mixed-finance redevelopment deals that are generating approximately $1.5 billion in economic activity in the District of Columbia, and which produced a number of new or rehabbed affordable housing units in a gentrifying city. While the housing authority has used most tools in the development toolkit, one tool, the use of ACCs, has not been creatively maximized despite its capacity to complement operational costs of very low income housing.

During FY07 and FY08, DCHA explored the combining of ACCs in order to generate adequate public resources to support the rising operational costs of a unit in the District of Columbia. It was decided that DCHA would not pursue the use of ACCs in this manner.

Status
Closed (FY08)

This activity was approved in FY08, but not implemented as originally crafted. However, in FY14, DCHA introduced its *Local Blended Subsidy* initiative—a more developed initiative in which implementation began in FY14.

Streamlining the Transition from Project-Based to Tenant-Based Vouchers (formerly 3.6.08)

Description
The District of Columbia has lost thousands of project-based contracts throughout the past decade due to the "opting out" of private owners whose contracts with HUD were expiring. Like most housing authorities, DCHA plays a key role during the transition phase of a project-based development through the counseling of the households impacted and the issuing of tenant-based vouchers.

In response to the large number of opt-outs, DCHA streamlined the transition of households from a project-based contract to a tenant-based voucher. Given that the affected households are already in a HUD-funded program and had been certified for eligibility, DCHA accepts the eligibility and re-certification data collected by the landlord under the project-based contract.

Status

Implemented (FY2009) and Closed (FY2012)

Reform Housing Quality Standards (formerly 3.7.08)

DCHA explored modifying the definitions and content of the housing quality standards to reduce uncertainty as to the nature of a unit's deficiency. The research included an analysis and comparison of all the various different housing standards across the federal housing programs and local housing programs. It was expected, that the modified standards would better align the standards of the HCV program to other housing programs. If deemed appropriate upon completion of the research, the housing authority intended to modify and standardize inspection standards with the goal of reducing leasing delays, which negatively impacts our clients, and reducing repetitive inspections, which impacts the efficient use of staff time.

Additionally, DCHA was working with three local government agencies in the District which conduct inspections on multifamily properties. The inspections by the various agencies were often conducted on the same units, resulting in redundant work and multiple inconveniences for residents.

Status
Approved FY2008 (never implemented); Closed Out FY2018

Based on DCHA's final assessment, the agency has determined that this is no longer viable to pursue this initiative based on the potential variability of inspection results across inspectors from different agencies, especially with the pending rollout of Uniform Physical Condition Standards for Vouchers (USPC-V).

DCHA Local Mixed Subsidy Program

Description
In order to preserve public housing, DCHA is proposing to use its MTW authority to use housing choice voucher subsidy in combination with Public Housing subsidy to finance and operate newly renovated or constructed properties. Using the MTW authority, all tenants in the newly renovated or constructed properties regardless of the subsidy source will be treated the same—tenants will be given all the rights and responsibilities that DCHA Public Housing residents are afforded.

The first property for which this activity will apply is Highland Dwellings, a conventional Public Housing community consisting of 208 units. The renovation of Highland Dwellings will be financed through tax-exempt bonds and 4% tax credits, along with other Public Housing funding. In order to pay the debt service on the bonds, 83 units will be subsidized using project based vouchers. The other 125 units will be subsidized through the Public Housing program. Under this MTW initiative, however, the tenants living in all the units and the units themselves, regardless of the subsidy source will be governed by the policies and procedures that govern DCHA's Public Housing. At Highland Dwellings, the renovations will be made to vacated units. The former residents of the development will all be given the right to return and be the initial occupants of the newly renovated or newly constructed units with future vacancies filled from the Public Housing waiting list.

The goal of the program is to use voucher budget authority to leverage the financing necessary to fund redevelopment, modernization and routine maintenance at Public Housing developments, while maintaining the stability of the community by continuing to manage the property and residents under one set of rules – Public Housing rules. This activity meets the MTW statutory objective to reduce cost and achieve greater cost effectiveness in federal expenditures. Examples of Public Housing occupancy policies that will be applied to all residents in a development designated as a Local Mixed Subsidy Program include:

- All residents of the newly renovated property will pay Public Housing rents. The property will have Market-based Rent Cap schedule established based on data collected as part of the HCV Reasonable Rent determination process and rents will be charged according to Public Housing rent policies; in accordance with these policies, residents whose income-based rent would exceed the Market-based Rent Cap will only pay the

Market-based rent; there will be no limitation on the length of time that the resident can remain in tenancy paying the Market-based Rent;

- Residents in good standing who are approved for or are required to transfer, for under -/over-housing issues, for reasonable accommodation requirements, or for public safety issues for example, will be offered units in other Public Housing developments in accordance with the DCHA Public Housing transfer policies; no residents, regardless of the subsidy source on the unit, will be given a tenant-based voucher upon transfer;
- Residents with grievances will have access to DCHA's Public Housing Grievance process;
- The UPCS inspection protocol will be used; and
- The Public Housing lease will be used;
- If the property renovation requires relocation of the existing residents, all former residents will have the right to return to the renovated property. After that, Public Housing waiting lists will be used to fill the vacancies at the property.
- Eligibility and screening criteria will be used as provided for in DCHA Public Housing regulations. No households who have income greater than 80% of the adjusted median income at initial admission will be housed.

As the implementation work is completed, other differences between Public Housing operating policies and procedures and the HCV Administrative Plan may be found. However, as a rule it will be the Public Housing rule that will be used rather than HCV provisions.

DCHA expects to strengthen the Agency's ability to maintain the viability of its housing stock. The proposed activity will enable DCHA to receive the additional subsidy it needs to carry the debt service required to renovate the property to highly energy efficient Green standards and re-establish the community to market rate standards. With the establishment of the Local Mixed Subsidy Program, DCHA is able to allay resident concerns about the project-basing of Public Housing units, while keeping overhead costs lower and ensuring consistency in the management of all the units at the site by not having to use two separate sets of rules and procedures.

Status

Approved FY2012 (never implemented); Closed FY2016.

This activity was initially proposed in order to implement redevelopment activity at Highland Dwellings. However, due to identification of a more effective approach to financing the work, the activity was not implemented and placed on hold. Instead, DCHA proposed a different activity that utilizes a different MTW flexibility to facilitate the redevelopment of the site (see *Initiative #25: Local Blended Subsidy (LBS)* for detail about proposed MTW authority to be used for the Highland Dwellings redevelopment activity). As such, DCHA has decided to close-out this activity.

Local Investment Policy

Description

HUD, as defined in the Annual Contributions Contract (ACC) and guided by Notice PIH 96-33, requires housing authorities to invest General Fund (program) monies only in HUD approved investments. These investments, if utilized fully, are outdated and risky. As a steward of the public trust, charged with achieving the best and highest use of its funding to serve its clients, DCHA is proposing to use its MTW authority to adopt a local investment policy that will achieve a portfolio which is more liquid and realizes a more competitive yield. Based on a review of District of Columbia governmental entity eligible investments, DCHA has determined the city's eligible investments are more up to date and safer for governmental funds to be invested. As such, DCHA's proposed local investment policy would be consistent with District of Columbia law to the extent such policies are in compliance with applicable guidelines. Under the local investment policy, DCHA shall invest only in securities authorized under District law that will allow the flexibility to invest productively and efficiently.

DCHA will invest in safe investment instruments with higher competitive yield. This higher net portfolio return will achieve greater cost effectiveness in federal expenditures, allowing the Agency the enhanced ability to further the MTW statutory objectives through other initiatives.

This policy does not have a direct impact on DCHA clients that would result in a hardship.

Status
Approved 2014 (never fully implemented); Closed FY2017

DCHA has decided to no longer pursue this initiative as ongoing review of investments and potential yields does not warrant moving forward with this action.

HQS Scheduling

Description
DCHA has found that at times when there is a large volume of initial, annual and re-inspections inspections that need to be completed in the same month, delays may occur if DCHA does not incur the cost of overtime to make sure all inspections are completed as required. Given the need to house families as quickly as possible, DCHA has decided that the most prudent way to balance the importance of housing families timely with ensuring ongoing HQS compliance and sound money management is to allow for extended HQS inspection scheduling. DCHA will continue to schedule inspections to occur on a 12 month basis; however, the Agency will have the ability to reschedule annual inspections to occur beyond the 12-month/365 day window, not to exceed 90 days past the annual inspection anniversary date.

DCHA anticipates reducing cost and achieving greater cost effectiveness by eliminating overtime costs necessary to ensure timely completion of annual, initial re-inspections and compliance inspections. In FY14, DCHA spent on average of approximately $5,300/month in overtime to ensure annual HCV MTW unit inspections were completed timely in light of required initial inspections for new vouchers received through two opt-outs and a new VASH allocation. DCHA conducted a total of 622 annual inspections as a result of new opt-out vouchers and new VASH vouchers received during the fiscal year. The Agency projects that it may have to spend approximately the same amount in FY15, given a projected 645 new opt-out vouchers that DCHA expects to receive. This number may increase if DCHA receives a new allocation of VASH vouchers in FY15.

The ongoing need for this initiative after initial implementation may depend on the number of units/properties that enroll in the proposed biennial inspection program.

Status
Approved 2015 (never fully implemented); Closed FY2017

DCHA closed this initiative as the flexibility it granted was no longer needed based on the projected number of eligible landlords/owners for the HQS Biennial Inspections for Landlords in Good-standing MTW Initiative.

Rent Reform Demonstration (HCVP)

Description
The District of Columbia Housing Authority (DCHA) was selected to participate in a demonstration commissioned by the U.S. Department of Housing and Urban Development (HUD) to evaluate a Housing Choice Voucher (HCV) alternative rent reform policy (the "Demonstration"). MDRC, a nonprofit and nonpartisan education and social policy research organization, is conducting the Demonstration on behalf of HUD. The Demonstration sets forth alternative rent calculation and recertification strategies that will be implemented at several public housing authorities across the country in order to fully test the policies nationally.

The goals of this alternative rent policy were to:

- Create a stronger financial incentive for tenants to work and advance toward self-sufficiency
- Simplify the administration of the HCV Program
- Reduce housing agency administrative burden and costs
- Improve accuracy and compliance of program administration
- Remain cost neutral or generate savings in HAP expenditures relative to expenditures under traditional rules
- Improve transparency of the program requirements

A computer generated program randomly selected the participants for the Demonstration from the pool of eligible vouchers. The Study Group vouchers were managed using the proposed policies. The Control Group was managed using the existing policies. A total of 2,000 families were selected to participate—1,000 were part of the Study Group and 1,000 were part of the Control Group. Eligible participants included only those with vouchers that were administered under the Moving to Work (MTW) Program. Non-MTW Vouchers (i.e., Veterans Affairs Supportive Housing, Moderate Rehabilitation, and Shelter Plus Care), Enhanced Vouchers, and HUD Project Based Vouchers were excluded from the Demonstration. Additionally, the Demonstration was focused on work-able populations and did not include Elderly Households; Disabled Households, and households headed by people older than 56 years of age (who would have become seniors during the course of the long-term demonstration). Households participating in Family Self-sufficiency and Homeownership programs were not included in the Demonstration. Households that contained a mix of members with an immigration status that was eligible for housing assistance and immigration status that was not eligible for housing assistance would not be included in the Demonstration. Finally, families receiving a child care deduction were not included in the Demonstration.

Description of Rent Reform Components
The Demonstration was designed to test an alternative strategy to standard HUD operating rules for the HCV program. The proposed alternative rent policies included the following five key features:

1) Simplify income determination and rent calculation of the household's Total Tenant Payment (TTP) and subsidy amount by:
   a) Eliminating deductions and allowances,
   b) Changing the percent of income from 30% of adjusted income to a maximum of 28% of gross income,
   c) Ignoring income from assets when the asset value is less than $25,000,
   d) Using retrospective income, i.e., 12-month "look-back" period and, in some cases, current/anticipated income in estimating a household's TTP and subsidy, and
   e) Capping the maximum initial rent burden at 40% of current gross monthly income.

2) Conduct triennial income recertification rather than biennial recertification with provisions for interim recertification and hardship remedies if income decreases.

3) Streamline interim recertifications to eliminate income review for most household composition changes and moves to new units.

4) Require the Family Share is the greater of TTP (see #1 above) or the minimum rent of $75. A portion of the Family Share will be paid directly to the landlord.

5) Simplify the policy for determining utility allowances.

Additionally, the Demonstration offered appropriate hardship protections to prevent any Demonstration Study Group member from being unduly impacted as discussed in Section V below.

Description of the Rent Reform Activity

1) Simplified Income Determination and Rent Calculation
   Under the current HUD regulations, the TTP is a calculation derived from the voucher household's 30% adjusted monthly income (gross income less HUD prescribed deductions and allowances). DCHA follows a process of interviewing the household to identify all sources of income and assets (when assets are $15,000 or more), then proceeds to verify the information and perform the final calculation. The process is complex and cumbersome, which increases the risk of errors. According to HUD's Occupancy Handbook, Chapter 5 "Determining Income and Calculating Rent," the most frequent errors found across PHA's are: Voucher holders failing to fully disclose income information; errors in identifying required income exclusions; and incorrect calculations of deductions often resulting from failure to obtain third-party verification. The complexity makes the HCV program less transparent and understandable by the public, landlords, and voucher holders.

   a) Elimination of Deductions
      A new method of calculation is proposed under the Demonstration, which eliminates the calculation of deductions and allowances in the determination of annual income

   b) Percent Annual Gross Income
      The TTP rent calculation will be determined by establishing gross annual income and then determining the greater of 28% of the gross annual income or the minimum rent of $75.

c) Elimination of Income from Assets Valued Less than $25,000
Elimination of the verification and calculation of income earned from household assets valued less than $25,000. Households would not be required to document assets worth less than that amount. This may further reduce administrative costs and simplify the program for greater transparency and program compliance beyond the costs savings realized with the previous implementation of another approved MTW activity in which income from assets valued at less than $15,000 (based on tenant self-certification) are not included in the calculation of income.

d) Review of Retrospective Income
To establish annual gross income for the three year recertification period, DCHA will review the total household income without deductions for the twelve-month period prior to recertification, i.e., the "Retrospective Income." A household's annual gross income will depend on its *Retrospective Income* during a 12-month "look back" period.

At initial recertification, the point Study Group participants initially enter the Demonstration, if a household's current/anticipated income is less than its retrospective income by more than 10%, a "temporary" TTP based on current income alone will be set for a six-month grace period. After that grace period, the TTP will automatically be switched to the TTP amount based on the previously determined average retrospective income. No interim recertification interview would be required to reset this TTP.

e) Capping the Initial Maximum Rent Burden
HUD places a rent maximum for households moving into a new unit under the Housing Choice Voucher subsidy. This maximum rent burden is determined to be 40% of the household's adjusted annual income. However, under the HUD Rent Reform Demonstration, DCHA will no longer be adjusting household income using deductions and allowances. The household must not pay more than 40 percent of gross current monthly income for the family share when the family first receives voucher assistance in a particular unit. (This maximum rent burden requirement is not applicable at interim recertification if the family stays in place.)

2) <u>Triennial Certifications</u>
DCHA currently performs recertification of HCV households on a biennial basis. The triennial certification will review program eligibility, household composition, income and other household circumstances. Interim recertifications may be required for changes in the household situation such as: composition, income, and change in unit.

DCHA proposes performing recertification of Study Group participants every third year (triennial). The triennial recertification will review program eligibility, household composition, current income and income over the past twelve months ("retrospective income"), unit information and shall set the TTP and the household share of the rent. The TTP for the Study Group will remain in effect during the three year recertification period, with some exceptions related to decreases in income and changes in household.

Under the alternative rent policy, a household's annual gross income will be determined using its reported (and verified) *retrospective income* during a 12-month "look-back" period. In this calculation, gross income will exclude any prior income from sources that have expired for the household during that period, such as TANF or Unemployment Insurance benefits, since the household can no longer count on them. It will include imputed welfare income in the same manner as current calculations.

If the household has an increase in income between scheduled recertifications, the household's TTP will not be re-determined and increased to reflect the higher income. However, if the household has a decrease in income, the household may request and DCHA may provide an interim recertification or other remedies under the hardship process (see Hardship Policy section below). The interim recertification will be conducted when a household has a reduction of income of more than 10% from the retrospective income.

a) DCHA interim recertification will re-calculate the household annual gross income based on a new retrospective income review to determine the greater of 28% gross income or the minimum rent of $75. This new annual gross income will establish the TTP that will remain in effect until the sooner of the next triennial recertification or a tenant requested interim recertification. The tenant may only request one interim recertification per year. The year period during which only one interim is permitted begins on the effective date of the triennial recertification and ends 12 months later.

b) At the triennial recertification at the beginning of the three-year period (and at subsequent triennials), if a household's current/anticipated gross income is less than its retrospective income by more than 10%, the current gross income alone will be used to create a "temporary" TTP for a six-month grace period. After that grace period, the TTP will automatically be switched to the TTP amount based on the previously determined average retrospective income. No interim recertification interview would be required to reset this TTP.

c) The Study Group will be allowed one request per year for an interim recertification to reset their TTP. The year will last twelve months from the effective date of the recertification. The year period during which only one interim recertification is permitted begins on the effective date of the triennial recertification and ends 12 months later. The TTP will only be reset if a household's new retrospective monthly income (at the time of the request) is more than 10% lower than its most recent prior retrospective monthly income. If the limit on interim recertification presents a hardship, the household will need to apply for a Hardship Exemption (See Hardship Policy section below).

3) <u>Streamline Interim Recertifications</u>
DCHA will institute a streamlined interim recertification process for the Study Group to report change of circumstance <u>that does not require adjustment in subsidy</u>. For these events, DCHA will not request income information. These events include:

a) Changes to household composition. The Study Group must report both additions and removal of members to the household to DCHA to determine program eligibility and other HUD required reporting (e.g. deceased tenant reporting). However, unless the addition of an adult member changes the voucher bedroom size appropriate for the household composition to prevent overcrowding or over-housing, DCHA will not request income information for the new household member until the next scheduled triennial certification.

If the loss of a household member results in a reduction of more than 10% of the most recent retrospective income, the household will be allowed to reset their TTP.

In the event that the new or removed member requires a change to the voucher bedroom size, DCHA will review the retrospective income of the newly added or removed household members, apply a new utility allowance, and will reset the household TTP. A reduction in subsidy for new voucher bedroom size will be implemented when the current lease ends and new lease begins.

Changes to household composition will not be counted towards the limit of one requested interim certification per year.

b) Change of unit. Households seeking to move to a new unit will submit a request for move pursuant to current procedures. For households that move to more expensive units during three-year period, DCHA will absorb the higher contract rent costs up to the lesser of the gross rent or the payment standard, which is consistent with traditional rent rules. However, unless the request for move is due to a change in household composition, DCHA will not request income information or reset the household TTP until the sooner of the next scheduled triennial recertification or tenant requested interim recertification to reset TTP. DCHA will apply new utility allowance schedule, if any, to the household at the new lease effective date.

c) Changes in Utility Allowances. When utility schedules are updated to reflect rate changes, utility allowances, and utility allowance payments (UAPs) will be adjusted only when HAP subsidies or TTPs are recalculated for other reasons. More specifically, updated utility schedules will be applied when households:

- Change their contract rent,
- Recertify and the TTP is recalculated during interim or triennial,
- Move to new units, or
- Change their household composition requiring a change in voucher size.

4) Minimum Rent to Owner

Currently, HUD does not require minimum rents paid by the voucher holder to the landlord. DCHA is proposing that the Study Group members will be required to make a minimum payment of at least $75 direct to the HCV landlord in addition to DCHA's portion of rent (Housing Assistance Payment "HAP"). The total amount of rent will equal the contract rent established in the lease. This policy mirrors the market system of tenants paying owners directly and creates a closer relationship and sense of responsibility for both the leaseholder HCV household and the property owner.

The amount of rent to owner a Study Group household will pay is equal to their TTP less the Utility Allowance. A Study Group household rent to owner will not be less than the minimum rent. In the event that the Study Group household TTP, less the Utility Allowance, is less than the minimum rent, the household will pay the Owner the minimum rent and DCHA will reimburse the household the balance of the Utility Allowance. However, in the event that the minimum rent to owner exceeds 40% of the household current anticipated gross income, the household may request a Hardship Exemption as detailed in Hardship Policy Section below.

5) Simplified Utility Allowance Schedule

Currently, DCHA annually reviews and periodically re-establishes a Utility Allowance Schedule which represents the reasonable expectation of costs for utilities as part of the tenant's lease.

The utility allowance is based on utility surveys and analysis of the type of structure, bedroom size, appliances provided by tenant, and type of appliances (gas/electric). The simplified schedule is based on the analysis of data collected from DCHA's existing HCV portfolio including the most common structure and utility types. This new utility allowance schedule will be implemented upon the triennial certification or change of unit.

DCHA proposes a simplified schedule to reduce administrative costs and reduce errors associated with the traditional method of applying the Utility Allowance Schedule. The simplified Utility Allowance Schedule is also anticipated to benefit property owners who will have a more accurate understanding of the total gross rent to be applied to their properties and to the Study Group members who will be able to use this new schedule to clarify gross rent in their selection of housing units.

This schedule will be applied to the lesser of: the actual size of the unit or the size of the voucher rather than the larger of the actual unit size or the voucher size. DCHA will continue to use current market consumption data to determine when adjustments to the simplified schedule are needed (upon change of more than 10% in rates).

Proposed Flat Utility Allowance

Utility Allowances		**# of Bedrooms**						
		0	**1**	**2**	**3**	**4**	**5**	**6**
Base rate for all unit types		$89	$120	$152	$183	$239	$280	$322
Potential Add-ons	Water & Sewer	$28	$57	$84	$112	$141	$196	$225
	Electric or Oil Heat	$48	$64	$80	$96	$140	$159	$183

Status

Approved FY2014; Implemented FY2014; Closed FY2020

DCHA was selected to participate in the Rent Reform Demonstration commissioned by the U.S. Department of Housing and Urban Development (HUD) to evaluate a Housing Choice Voucher (HCV) alternative rent reform policy. MDRC, a nonprofit and nonpartisan education and social policy research organization conducted the Rent Reform Demonstration on behalf of HUD. In January 2015, MDRC and DCHA entered into a MOU for DCHA's participation in the Rent Reform Demonstration. Pursuant to the MOU, the term expired on September 29, 2019. Therefore, after the MOU expired, DCHA transitioned those participants in the Rent Reform Demonstration back to the traditional program. Since the stated objectives were accomplished, DCHA no longer requires the use of MTW flexibility.

As of November 1, 2018, all triennial recertifications of the Rent Reform Study Group were completed and DCHA staff could make preliminary observations about trends and outcomes of the three-year study. In terms of HUD MTW metrics, the majority of benchmarks were exceeded by the Study Group. As is common with multi-year studies, some of the original Control and Study Group participants left the study. The metrics below are based on a total of 864 households enrolled in the Control Group at the time of the triennial recertification. The following highlights some key observations documented in the metrics section of this report. Please note that these observations are preliminary and DCHA awaits the release of the full analysis conducted by MDRC.

While causation cannot be definitively proven between the incentives of the study and a participant earning higher wages, there are positive outcomes related to average earned income among the Study Group. When the study started in 2015, there were 413 households with an average of $25,431 in earned income in the Study Group. Among the Control Group, there were 463 households with an average earned income of $25,513 per year – very similar profile between the two groups. By 2018, the Study Group maintained the number of income earners and added three more households. In addition, the average earned income of the Study Group was higher than the households in the Control Group by about $1,600. In summary, by 2018 the Study Group had 416 households with an average earned income of $31,275, while the Control Group had 362 households with an average earned income of $29,675.

One assumption of the program design was that interim certifications would decline for the Study Group. The HUD metric anticipated that households would move from the average of two interims per year prior to the study to just one interim per year. The data shows a decline overall, but HCVP staff recalled that some residents came in frequently for interim recertifications between the start of the demonstration and their next scheduled recertification three years later. For example, 1,258 interim certifications were completed for 599 households in the Study Group during 2015-2018. The majority of households had just one to three interims between 2015 and 2018, but 76 households required 4 to 12 interims during the study period. The households that required more than 3 interims put a considerable strain on staff time.

Outside of metrics, staff commented on an agency-wide change that affected the implementation of the study. During the three year time period, the voucher department transitioned from conducting in-person recertifications to having people submit completed packets via a drop-box. Staff decided to treat the 2018 Study Group recertifications the same way as other voucher recertifications and have participants submit via drop box. Unfortunately, staff observed that clients did not thoroughly read and follow the written instructions specific to Rent Reform. After reviewing the packets, staff had to schedule in-person meetings because most households did not complete all information or provide all documents via drop-box. At a staff level, this caused extra work and it took longer to process the final recertification packets for the Study Group.

A major challenge for DCHA with respect to the HUD defined self-sufficiency metrics was the ability to capture data according to all of the self-sufficiency categories. Data was not consistently placed into the fields created for tracking participating households in the DCHA software at enrollment and at the triennial recertification. As such, DCHA is using the MDRC survey enrollment results for the metric baselines. Please note that the survey created by MDRC to capture baseline information for purposes of their study did not use all of the same self-sufficiency categories defined in the HUD metric. In addition, as the survey was optional there were less households surveyed than were initially enrolled. Also, there were households that left the study during the three year period. These two issues plus the inability to compare the MDRC household level survey data at enrollment to the household level DCHA data at triennial recertification make it difficult to draw household level impact conclusions.

Metrics

HUD Standard Metrics
The information in the table shaded blue represents information intended for guidance; while the information in non-shaded boxes represents DCHA specific information. For purpose of this section, year one represents the first fiscal year when activities are implemented.

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**Benchmark Achieved?**
Total cost of task in dollars.	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).	Whether the outcome meets or exceeds the benchmark.
Cost per Scheduled Certification[10]	**Year 1: $86,000** **Year 2: $0** (due to biennial recertification process already in place, there would be no costs in Year 2) **Year 3: $86,000** Baseline is equal to: $172,000 overall • Cost per Scheduled Certification ($86) • *times* the number of Study Group participants (1,000) **Cost per Annual Certification** equal to: • Hard cost (the mail and reproduction costs) ($20) • *plus* **Staff Cost($66)** **Staff Cost** is equal to: • Average time spent per annual interview/ verification/quality control (2 hours) • *times* the average staff cost per hour (33)	**Year 1: $78,080** **Year 2: $0** **Year 3: $0** Benchmark is equal to: $78,080 overall • Average time spent per certification interview/ verification/quality control (2 hours) • *minus* time savings (14 mins) • *times* Staff Cost per hour ($33) • *plus* Hard Cost ($20) • *times* the number of Study Group participants (1,000)	$66,242 To conduct 846 recertifications for the Study Group in 2018	Benchmark Met

[10] DCHA implemented biennial recertifications prior to the demonstration.

Unit of Measurement	Baseline	Benchmark	Outcome (FY2018)	Benchmark Achieved?
Total cost of task in dollars.	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).	Whether the outcome meets or exceeds the benchmark.
Cost per Interim Certification	**Year 1: $106,000** **Year 2: $106,000** **Year 3: $106,000** Baseline is equal to: **$318,000 overall** • Cost per Interim Certification ($53) • *times* average number of interims per household per year (2) • *times* the number of Study Group participants (1,000) **Cost per Interim Certification** is equal to: • Average time to perform an interim (1 hour) • Times the average cost per staff hour ($33) • *plus* admin costs ($20)	**Year 1: $53,000** **Year 2: $53,000** **Year 3: $53,000** Benchmark is equal to: **$159,000 overall** • Cost per Interim Certification ($53) • *times* the anticipated average number of interims per household in Study Group per year (1) • *times* the number of Study Group participants (1,000)	$66,674 1,258 interim certifications were completed for the Study Group from 2015-2018. 1,258 * $53 = $66,674 total spent on interim certifications for 2015-2018 Interim Certifications Conducted by Calendar Year: 2015 = 295 2016 = 203 2017 = 347 2018 = 413	Benchmark Met

Unit of Measurement	Baseline	Benchmark	Outcome (FY2018)	Benchmark Achieved?
Total cost of task in dollars.	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).	Whether the outcome meets or exceeds the benchmark.
Cost of Rent Calculation	**Year 1: $36,500** **Year 2 $0** (due to biennial recertification process already in place, there would be no costs in Year 2) **Year 3: $36,500** Baseline is equal to: **$73,000 overall** • Time to determine Tenant Rent (30 mins or .5 hours) • *times staff cost per hour ($33)* • plus admin cost ($20) • *times* number of participants in the Study Group (1,000)	**Year 1: $28,910** **Year 2: $0** **Year 3: $0** Benchmark is equal to: **$28,910 overall** • Time to determine Tenant Rent (16 mins or .27 hours) • *times staff cost per hour ($33)* • plus admin cost ($20) • times the number of participants in the Study Group (1,000)	$24,458 To conduct 846 rent calculations for the Study Group in 2018	Benchmark Met

Unit of Measurement	Baseline	Benchmark	Outcome (FY2018)	Benchmark Achieved?
Total cost of task in dollars.	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).	Whether the outcome meets or exceeds the benchmark.
Cost to Determine Income from Assets	**Year 1: $70.23** **Year 2 $0** (due to biennial recertification process already in place, there would be no costs in Year 2) **Year 3: $70.23** Baseline is equal to: **$140.46 overall** • Time to determine Income from Assets (15 mins or .25 hours) • *times* staff cost per hour ($33) • *plus* admin cost ($20) • *times* number of participants in the Study Group (1,000) • *times* the ***estimated*** proportion of affected participants (.53% or 0053)	**Year 1: $6.63** **Year 2 $0** **Year 3: $0** Benchmark is equal to: **$6.63 overall** • Time to determine income from assets (15 mins or .25 hours) • *times* the number of study participants (1,000) • *times* staff cost per hour $33) • *plus* admin cost ($20) • *times* the ***estimated*** proportion of affected participants (.05% or .0005)	$0 There was no asset income reported for Study or Control Group as of 11/1/2018	Benchmark Met

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**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 cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Time to Complete Scheduled Certification	**Year 1: 2,000 hours** **Year 2: 0 hours** (due to biennial recertification process already in place, there would be no certifications completed in Year 2) **Year 3: 2,000 hours** Baseline is equal to: 4,000 hours overall • 2 hours to complete a certification • *times* number of participants in the Study Group (1,000)	**Year 1: 1,760 hours** **Year 2: 0 hours** **Year 3: 0 hours** Benchmark is equal to: 1,760 hours overall • 14 min reduction in time to complete certification • *times* number of participants in the Study Group (1,000)	1,495 hours To conduct 846 recertifications in 2018 for the Study Group.	Benchmark Met
Time To Determine Tenant Rent	**Year 1: 500 hours** **Year 2: 0 hours** (due to biennial recertification process already in place, there would be no certifications completed in Year 2) **Year 3: 500 hours** Baseline is equal to: 1,000 hours overall • Time to determine Tenant Rent (30 mins or .5 hours) • *times* number of participants in the Study Group (1,000)	**Year 1: 267 hours** **Year 2: 0 hours** **Year 3: 0 hours** Benchmark is equal to: 267 hours overall • Time to determine Tenant Rent (30 mins or .5 hours) • *minus* time savings (14 mins) • times the number of participants in the Study Group (1,000)	226 hours To conduct 846 rent calculations for the Study Group in 2018	Benchmark Met

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**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 cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Time to Determine Utility Allowance	**Year 1: 250 hours** **Year 2: 0 hours** (due to biennial recertification process already in place, there would be no certifications completed in Year 2) **Year 3: 250 hours** Baseline is equal to: 500 hours • Time to determine utility allowance (15 mins or .25 hours) • *times* number participants in the Study Group (1,000)	**Year 1: 20 hours** **Year 2: 0 hours** **Year 3: 0 hours** Benchmark is equal to: 20 hours (rounded up) • Time to determine utility allowance (15 mins or .25 hours) • *minus* time saved under the new simplified utility allowance schedule (14 mins or .23 hours) • *times* number participants in the Study Group (1,000)	14 hours and 6 minutes total HCVP specialists used an online utility calculator to calculate utility allowances for 846 households in 2018. The utility calculator takes one minute to calculate the utility allowance.	Benchmark Met
Time to Determine Income from Assets	**Year 1: 1.325 hours** **Year 2: 0 hours** (due to biennial recertification process already in place, there would be no certifications completed in Year 2) **Year 3: 1.325 hours** Baseline is equal to: **2.65 hours overall** • Time to Determine Income from Assets (15 mins or .25 hours) • *times* the number of study participants (1,000) • *times* the ***estimated*** proportion of affected participants (.53%)	**Year 1: .125 hours** **Year 2: 0 hours** **Year 3: 0 hours** Benchmark is equal to: **.125 hours (7.5mins) overall** • Time to Determine Income from Assets (15 mins or .25 hours) • *times* the number of study participants (1,000) • *times* the ***estimated*** proportion of affected participants (.05%)	0 minutes total 0 households in the Study and Control Groups had asset income at the time of recertification.	Benchmark Met

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average Error Rate in Determining TTP	60%	30%	0%*	Benchmark Met
Average Error Rate in Determining Utility Allowance	20%	5%	0% HCVP specialists use an online utility calculator.	Benchmark Met

*The agency's independent annual audit requires a sample of client files to review rent and utility calculations. DCHA has not received any audit findings throughout the time of the Rent Reform Demonstration.

SS #1: Increase in Household Income				
Unit of Measurement	**Baseline (2015)**	**Benchmark**	**Outcome (FY2018)**	**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 cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average Earned Income of Households in the Study Group	$25,431 per year (413 households)	$25,685.31 (1% or $254.31)	$31,275 (416 households)	Benchmark Met
Average Earned Income of Households in the Control Group	$25,513 per year (463 households)	$25,640.57 (.5% or $127.57)	$29,675 (362 households)	Benchmark Met

SS #3: Increase in Positive Outcomes in Employment Status (Study Group)				
Unit of Measurement	Baseline	Benchmark	Outcome (FY2018)	Benchmark Achieved?
	Head(s) of households in the categories identified below prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in in the categories identified below after implementation of the activity (number).	Actual head(s) of households in in the categories identified below after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in the categories identified below prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in the categories identified below after implementation of the activity (percent).	Actual percentage of total work-able households in the categories identified below after implementation of the activity (percent).	
Employment Status* for (1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other:	(1) Employed Full- Time: * (2) Employed Part- Time:* (3) Enrolled in an Educational Program:* (4) Enrolled in Job Training Program:* (5) Unemployed: * (6) Other:* DCHA is using the MDRC baseline study metric as baseline for applicable work-type categories. Employed Full Time=189 Enrolled in Educational Program = 137 753 HOH in Study Group completed the MDRC survey.	(1) Employed Full-Time:* (2) Employed Part-Time: * (3) Enrolled in an Educational Program: * (4) Enrolled in Job Training Program: * (5) Unemployed: * (6) Other: * An increase of at least 10 households who are Employed Full-Time An increase of at least 10 households enrolled in an Educational Program	Employed Full time = 220 Employed Part-Time = 57 Unemployed= 241 Other = 192 Not Identified = 138 848 HOH Total	Benchmark Met Unable to determine Benchmark Statuses (Employed Part-time, Educational Program, Enrolled in Job Training Program, Unemployed, Other)

	(1) Employed Full- Time: * (2) Employed Part- Time:* (3) Enrolled in an Educational Program:* (4) Enrolled in Job Training Program:* (5) Unemployed: * (6) Other:* To be provided in FY2018 MTW Report DCHA is using the MDRC baseline study metric as baseline for applicable work-type categories. Employed Full Time=25% (189) Enrolled in Educational Program = 18% (137) 753 HOH in Study Group completed the MDRC survey.	(1) Employed Full-Time: * (2) Employed Part-Time: * (3) Enrolled in an Educational Program:; * (4) Enrolled in Job Training Program: * (5) Unemployed: *- (6) Other:* 10% increase in the # of work-able HOH Employed Full-Time 10% increase in the # of work-able HOH enrolled in Educational Program	Employed Full time = 27% (218) Employed Part Time = 7% (56) Unemployed = 29% (231) Other = 21% (167) Not Identified = 16% (126) Based on 798 work-able HOH (non-disabled ages 18-61)	Benchmark Met Unable to determine Benchmark Statuses (Employed Part-time, Educational Program, Enrolled in Job Training Program, Unemployed, Other)

SS #3: Increase in Positive Outcomes in Employment Status (Control Group)				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**Benchmark Achieved?**
	Head(s) of households in the categories identified below prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in in the categories identified below after implementation of the activity (number).	Actual head(s) of households in in the categories identified below after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Employment Status* for (1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other:	(1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other: NA DCHA is using the MDRC baseline study metric as baseline for applicable work-type categories. Employed Full Time = 174 Enrolled in Educational Program =147 756 HOH in Control Group completed the MDRC survey	(1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other: An increase of at least 10 households who are Employed Full-Time An increase of at least 10 households enrolled in an Educational Program	Employed Full time = 215 Employed Part-Time = 75 Unemployed = 330 Other = 185 Not Identified = 13 818 HOH total	Benchmark Met Unable to determine Benchmark Statuses (Employed Part-time, Educational Program, Enrolled in Job Training Program, Unemployed, Other)
	Percentage of total work-able households in the categories identified below prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in the categories identified below after implementation of the activity (percent).	Actual percentage of total work-able households in the categories identified below after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

	(1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other: NA DCHA is using the MDRC baseline study metric for applicable work-type categories. Employed Full Time = 23% Enrolled in Educational Program =19% 756 HOH in Control Group completed the MDRC survey	(1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program:; (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other: NA 5% increase in the # of work-able HOH Employed Full-Time 5% increase in the # of work-able HOH enrolled in Educational Program	Employed Full time = 28% (214) Employed Part-Time = 10% (73) Unemployed = 40% (308) Other = 21% (160) Not Identified = 2% (12) Based on 767 work-able HOH (non-disabled ages 18-61)	Benchmark Met Unable to determine Benchmark Statuses (Employed Part-time, Educational Program, Enrolled in Job Training Program, Unemployed, Other)

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	**Baseline (2015)**	**Benchmark**	**Outcome (FY2018)**	**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 number of households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Households Receiving TANF Benefits (Study Group)	571 households	561 (10 less households at completion of 1st triennial recertification cycle)	220	Benchmark Met
Households Receiving TANF Benefits (Control Group)	301 households	296 (5 less households at the completion of the 1st triennial recertification cycle)	202	Benchmark Met

SS #5: Households Assisted by Services that Increase Self-sufficiency				
Self-sufficiency: Households that have increased household earned income and thereby increase family share				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**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).	Whether the outcome meets or exceeds the benchmark.

SS #5: Households Assisted by Services that Increase Self-sufficiency				
Self-sufficiency: Households that have increased household earned income and thereby increase family share				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**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).	Whether the outcome meets or exceeds the benchmark.
Households Receiving Self-sufficiency Services (Study Group)	0	0	0 Under the Rent Reform Demonstration, households were not eligible for FSS	Benchmark Met
Households Receiving Self-sufficiency Services (Control Group)	0	0	0 Under the Rent Reform Demonstration, households were not eligible for FSS	Benchmark Met

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**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).	Whether the outcome meets or exceeds the benchmark.
Average HCV Subsidy for Households in the Study Group	$1,295.	$1,359.75 5% or $64.75 (increase by the end of Year 3)	$1,502 (846 households)	Benchmark not met
Average HCV Subsidy for Households in the Control Group	$1,284.	$1,296.84 (1% or $12.84 increase by the end of Year 3)	$1,510 (818 households)	Benchmark not met

SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome (FY2018)**	**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 rent revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total HCV Tenant Share for Households in the Study Group	$342 Average Tenant Share of Rent (TTP) paid by households	$376.20 (or 10%) increase by the end of Year 3	$384 (846 households)	Benchmark Met
Total HCV Tenant Share for Households in the Control Group	$342. Average Tenant Share of Rent (TTP) paid by households	$359.10 (or 5%) increase by the end of Year 3	$408 (818 households)	Benchmark Met

SS #8: Households Transitioned to Self-sufficiency				
Self-sufficiency: Families who are able to afford the full contract rent for their unit (DCHA pays $0 HAP)].				
Unit of Measurement	**Baseline**	**Benchmark***	**Outcome (FY2018)**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (as defined above) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (as defined above) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (as defined above) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Households in the Study Group Transitioned/ Graduated to Self-sufficiency per Year	0	50 (or .5%) by the end of Year 3	4 households (out of 846 households)	Benchmark Not Met
Households in the Control Group Transitioned/ Graduated to Self-sufficiency per Year	0	10 (or .01%) by the end of Year 3	7 households (out of 818 households)	Benchmark Not Met

*Benchmarks adjusted to more realistic projections.

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome (FY2018)	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). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	0 (rent reform activities are not designed to move families into neighborhoods of opportunity as an intended outcome)	Control Group = 37 moves Study Group = 26 moves Number of moves from High-Poverty Rate to Low-Poverty Rate Neighborhood Clusters during FY2015-July 2018	Benchmark Exceeded

HQS Biennial Inspections for Landlords in Good-Standing

Description/Impact/Update

HUD regulations currently mandate that housing authorities inspect every HCVP unit at least once annually to ensure it meets Housing Quality Standards (HQS). Before a family takes possession of a unit for the first time, DCHA conducts an initial inspection. The Consolidated Appropriations Act of FY2014 included a policy change that allowed housing authorities to implement biennial inspections. At the time this initiative was drafted, HUD had not provided guidance on implementation of this policy change. HUD did publish the final rule with a July 1, 2014 effective date. In lieu of formal HUD guidance, at the time DCHA proposed to use its MTW authority to implement a biennial HQS inspections program for landlords/owners in good standing as defined by specific performance criteria that upholds HUD's standards of decent, safe, and sanitary housing for assisted HCVP households. Units/Properties approved to move to a biennial HQS inspection cycle are required to have an HQS Inspection conducted at least one time every other fiscal year. It is DCHA's expectation through the implementation of this initiative that the agency will be able to meet HUD's HQS requirements in a more cost effective manner.

Tenant-based Vouchers

Landlords/Owners with units on the program in which residents are utilizing tenant-based vouchers must request to have their property/units designated for inclusion in the biennial HQS inspection cycle and meet all of the following criteria in order to move to a biennial HQS inspection cycle:

- History of Landlord/Owner HQS Compliance
  No more than **3%** of owner units that participated in HCVP in the past two years prior to the program entry request date have **final failed** due to landlord HQS violations.

- History of Unit HQS Compliance
  The unit(s) requested **cannot** have any HQS failed inspections due to landlord violations in the past two years.

- History of Landlord/Owner Compliance with HAP Contract
  Landlord/Owner cannot have a documented history of a breach of a DCHA HAP Contract – which includes, but is not limited to, a failure to enforce the lease with the tenant in Landlord Tenant Court for lease violations.

DCHA will mail each landlord deemed eligible a list of units in their portfolio that will be moved to a biennial inspection cycle along with the next scheduled inspection date.

If the landlord/owner or unit falls out of compliance with the above as a result of any type of inspection(s) (Quality Control, Compliance, or other), DCHA may disqualify that unit or property from continued participation in the biennial HQS inspection cycle. If disqualified, that unit/property will revert back to the annual inspection requirement. The owner will have to wait at least two years from the time of disqualification before applying for re-instatement to the program.

Project-Based

HCVP is proposing to automatically place its project-based units on a biennial inspection cycle based on the outcome of the most recent unit inspections given that each of the following criteria is met:

- History of Landlord/Owner HQS Compliance
  No more than **3%** of owner units that participated in HCVP in the past year prior to the program entry date have **final failed** due to landlord HQS violations.
- History of Unit HQS Compliance
  The unit(s) requested **cannot** have any HQS failed inspections due to landlord/owner violations in the past two years.

DCHA will mail each landlord deemed eligible a list of units in their portfolio that will be moved to a biennial inspection cycle along with the next scheduled inspection date.

Those developments who meet the above criteria will have the next scheduled inspections set to take place in FY16. The remaining developments will have unit inspections conducted in FY15 understanding that meeting the above criteria will result in being moved to a biennial inspection cycle that will begin in FY17. These developments are managed by professional management companies, which tend to have more experienced maintenance staff and more resources to draw on to perform any needed repairs in a timely manner. Therefore, it is anticipated that this will increase the likelihood of compliance with the biennial inspection terms of participation.

At ongoing scheduled inspections under the biennial inspection program, project-based units must meet the following criteria to stay in program.

- 90% of units in the property pass HQS inspections (excluding units that fail solely for tenant-caused violations); and
- 95% of the units in the property pass HQS Quality Control inspections (excluding units that fail solely for tenant-caused violations)

HCVP may disqualify a property from continuation in the program if one or more of the above thresholds are not met. If disqualified, the assisted units in that property will revert back to inspections being conducted annually and the owner will have to wait two years from the time of disqualification before being considered to be re-instated in the program.

Status

Approved FY2015; Implemented FY2018; Closed FY2020

DCHA is closing out this activity because MTW flexibility to implement HQS biennial inspections is obsolete due to changes in regulation. DCHA will follow the guidelines as set forth in the FY2014 omnibus appropriations bill and accompanying federal register notice that went into effect in July 2014.[11]

For FY2020, the 5,052 inspections were conducted between October 2019 and March 2020. All annual inspections stopped after this period due to COVID-19.

Metrics

DCHA Defined Metric(s)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of units in the program (Tenant-Based)	0	30% of existing units will qualify for the program after 1st full year of implementation	FY2018: 507 FY2019: 2,315 FY2020: 9,004	Benchmark met
Number of units in the program (Project-based)	To be determined (assumes automatic enrollment prior to initial program inspection)	50% retention at the 1st biennial inspection under the program*	Enrollment began FY2020: 1,521	Benchmark met

HUD Standard Metric(s)

While *"Cost Effectiveness #3: Error Rate"* is a required HUD Standard Metric for inspection initiatives, it is not applicable to this initiative as there is no existing error rate associated with the current practice. As such, DCHA has added this metric (see below), but will not be tracking it.

[11] https://www.ncsha.org/wp-content/uploads/2014/06/2014-14915.pdf

Cost Effectiveness #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)	Whether the outcome meets or exceeds the benchmark.
Cost of task	$802,500 ($75 per required annual HQS; 10,700 annual inspections)	$481,500 (anticipated reduction of 40% in the 1st implementation cycle)	FY2018: NA FY2019: $173,625 (2,315 inspections x $75) FY2020: $378,900 (5,052 inspections x $75)	Benchmark met

Cost Effectiveness #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Total time to complete task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity	Expected amount of staff time dedicated to the task after implementation of the activity	Actual amount of staff time dedicated to the task after implementation of the activity	Whether the outcome meets or exceeds the benchmark.
Staff Hours	10,700 hours (1 hour/inspection)	6,420 hours (40% reduction in required annual inspections)	FY2018: NA FY2019: 2,315 hours (2,315 inspections x 1 hours) FY2020: 5,052 (5,052 inspections x 1 hour)	Benchmark met

Cost Effectiveness #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**Benchmark**	**Outcome**	**Benchmark Achieved?**
Average error rate in completing task as a percentage	Average error rate of task prior to implementation of the activity	Expected average error rate of task after implementation of the activity (in hours).	Actual average error rate of task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing task as a percentage	0	0	N/A	N/A

V. Sources and Uses of Funds

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.

Confirmation of DCHA submission of the agency's "Unaudited Financial Data Schedule (FDS)" can be provided upon submission. DCHA's deadline is January 14, 2022.

ii. Actual Uses of MTW Funds in Plan Year

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

See V.A. for note about confirmation.

iii. Describe Actual Use of MTW Single Fund Flexibility

Description of Actual Uses of MTW Single Fund Flexibility
Single-Fund Budget Flexibility was used to meet many of the Agency's goals under the MTW Program. In FY2021 as in previous years, DCHA has used grant funds to achieve the following: • Provide funding to maintain Public Housing operations and to undertake much needed modernization and repair of deferred maintenance matters necessary to keep/bring units on-line for occupancy; • Operate the agency's workforce development center; • Operate the agency's Customer Call Center; and • Purchase and maintain public safety equipment and tools to improve safety and security in and around DCHA's Public Housing communities.

B. Local Asset Management Plan

Local Asset Management Plan	
Did the MTW PHA allocate costs within statute in the Plan Year?	No
Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?	Yes
Did the MTW PHA provide a LAMP in the appendix?	Yes
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.	See Appendix A for narrative description of DCHA LAMP

VI. Administrative

A. General description of any HUD reviews, audits or physical inspection issues that require the agency to take action to address the issue

HUD approved DCHA's Lead Action Plan ("LAP") December 26, 2020. DCHA provides monthly updates to HUD on the LAP by the 5th of each month beginning in February 2020. The reports are included in Appendix B. COVID-19 impacted the proposed timelines in the LAP approved by HUD. DCHA includes any proposed changes to the LAP in the monthly report to HUD. DCHA continues to address issues identified by risk assessments in accordance with the HUD-approved plan.

During DCHA's REAC inspections, 17 health and safety findings were identified at James Apartments. All were abated.

In FY2021, HUD performed no audits or reviews on DCHA that required the agency to take action to address the issue. DCHA's Board approved the FY2020 independent audit in FY2021 and that report and financial statements were uploaded to the Federal Audit Clearinghouse in December 2021.

B. Results of DCHA Directed Evaluations

As part of DCHA's participation in the HUD sponsored HCV Rent Reform Demonstration, MDRC, a research organization contracted by HUD, will conduct an evaluation of DCHA's initiative. Although the demonstration has ended, MDRC's final report has not yet been issued.

DCHA is not currently using an outside evaluator(s) for the rest of the agency's MTW initiatives.

C. MTW Statutory Requirement Certification

District of Columbia Housing Authority
1133 North Capitol Street, NE Washington, DC 20002-7599
202-535-1000

Brenda Donald, Executive Director

Certification of MTW Statutory Compliance

On behalf of the District of Columbia Housing Authority (DCHA or Agency), I certify that DCHA has met the three (3) statutory requirements of the Moving to Work (MTW) program during Fiscal Year 2021. Specifically, DCHA confirms that:

1. At least 75 percent (75%) of the families assisted by the Agency were very low-income families;

2. The Agency has a corrective action plan in place to assist substantially the same total number of eligible low-income families as would have been served without MTW; and

3. The Agency has continued to serve a comparable mix of families (by family size as defined by bedroom size) as would have been served without MTW.

Brenda Donald

12/28/2021

Brenda Donald
Executive Director

Date

D. MTW Energy Performance Contract Flexibility Data

See Initiative 7—DCHA Subsidiary to Act as Energy Services Company.

Appendix A: Local Asset Management Program

Background and Introduction

The Amended and Restated Moving to Work Agreement, effective September 29, 2010, required DCHA to design and implement a local asset management program for its Public Housing Program and describe such program in its Annual MTW Plan. The term "Public Housing Program" means the operation of properties owned or subsidized by the Agency that are required by the U.S. Housing Act of 1937 to be subject to a Public Housing declaration of trust in favor of HUD. The Agency's local asset management program shall include a description of how it's implementing project-based property management, budgeting, accounting, and financial management and any deviations from HUD's asset management requirements. Under the First Amendment to the MTW Agreement, DCHA agreed to describe its cost accounting plan (cost allocation plan) as part of its local asset management program including how it deviates from the HUD fee for service system.

Project-based approach for Public Housing Program

DCHA maintains a project-based management approach which includes both DCHA-managed properties, as well as privately managed properties, under the Public Housing Program. Project-level budgeting and accounting is maintained for each of these Public Housing properties. In addition, each mixed-income, mixed-finance rental community that contains Agency-assisted units under the Public Housing Program are owned, managed and operated by third party partnerships as established at the time each of the transactions were structured. DCHA maintains a separate budget and accounting for the operating subsidy paid to the owners of these properties as well as any other cost incurred by the Agency on behalf of these properties.

COST ALLOCATION PLAN

Identification of Cost Allocation Approach

DCHA approached its cost allocation plan with consideration to the entire operation of the Agency, rather than a strict focus on only the MTW Program. This cost allocation plan addresses the larger DCHA operation as well as the specific information required related to the MTW Program.

Under the MTW Agreement, the cost accounting options available to the Agency include either a "fee-for-service" methodology or an "indirect cost rate" methodology. DCHA can establish multiple cost objectives or a single cost objective for its MTW Program. DCHA opted to use a fee-for-service methodology and to establish the MTW Program as a single cost objective, as further described below.

Classification of Costs

There is no universal rule for classifying certain costs as either direct or indirect. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, the definitions and guidelines provided in this Cost Allocation Plan are used for determining direct and indirect costs charged to the cost objectives.

Definitions

Cost Objective – Cost objective is a function, organizational subdivision, contract, grant, or other activity for which cost data are needed and for which costs are incurred.

Direct Costs – Direct costs are those that can be identified specifically with a particular final cost objective.

Indirect Costs – Indirect costs are those: (a) incurred for a common or joint purpose benefitting more than one cost objective, and (b) not readily assignable to the cost objective(s) specifically benefitted, without effort disproportionate to the results achieved. After direct costs have been determined and assigned directly to Federal awards and other activities as appropriate, indirect costs are those remaining to be allocated to the cost objectives.

Cost Base – A cost base is the accumulated direct costs (normally either total direct salaries and wages or total direct costs exclusive of any extraordinary or distorting expenditures) used to distribute indirect costs to cost objectives (Federal awards). Generally, the direct cost base selected should result in each award bearing a fair share of the indirect costs in reasonable relation to the benefits received from the costs.

DCHA Cost Objectives

DCHA has identified the following cost objectives:

> **MTW Program** – All associated activities funded under the MTW Single Fund authority are deemed as a ***single cost objective***. The MTW Program cost objective includes: 1) DCHA-owned Public Housing Properties and Public Housing units contained in third party-owned properties, 2) MTW Housing Choice Vouchers, both Project-Based Vouchers (PBV) and Tenant-Based Vouchers, 3) Development Activity funded from MTW, 4) resident services and case management services offered to families served under the MTW program, 5) Capital Funds, and 6) any other activity that is permitted in DCHA's Amended and Restated MTW Agreement.
>
> **Revitalization Program** – The Revitalization Program includes the development-related activity funded from HOPE VI, Choice Neighborhood Initiatives and other local funds. Generally, DCHA will capture costs by development and will include the ability to track charges to specific funding sources.
>
> **Special Purpose (Non-MTW) Tenant-Based and Project-Based Housing Choice Vouchers** – Special Purpose Vouchers include, but are not limited to, the Section 8 Moderate Rehab Program, the Veterans Affairs Supportive Housing (VASH) vouchers, Tenant Protection and Opt-Out Vouchers in the first year, and the Multicultural vouchers.
>
> **Other Federal and State Awards** – DCHA may be the recipient of other Federal and Local awards from time to time. Each of these awards will be a separate cost objective as necessary. For example, DCHA has two locally funded voucher programs that are treated as separate programs and therefore, as separate cost objectives.

<u>DCHA Direct Costs</u>

DCHA direct costs are defined in conjunction with the cost objectives defined in this Cost Allocation Plan. As previously mentioned, under OMB Circular A-87, there is no universal rule for classifying costs as either direct or indirect. A cost may be direct with respect to some specific service or function, but indirect with respect to the final cost objective.

MTW Program direct costs include, but are not limited to:

1. All contract costs readily identifiable with delivering housing assistance to low income families under the MTW Program;
2. Housing Assistance Payments (including utility allowances) for tenant-based vouchers and PBV;
3. Portability Administrative Fees;
4. Homeownership voucher funding;
5. Foreclosure and emergency assistance for low income families served under HCV;
6. HCV costs for administering tenant-based vouchers, including inspection activities;
7. Operating costs directly attributable to operating DCHA-owned Public Housing properties, including utility costs and maintenance costs administered centrally;
8. Capital improvement costs at DCHA owned properties;
9. Operating subsidies paid to MIMF properties
10. Operating costs paid related to or on behalf of third party owned properties with Public Housing units including utility charges;
11. The Asset Management Department costs attributable to PBV, DCHA-owned Public Housing properties and third party-owned Public Housing units;
12. Resident Services directly attributable to MTW Program activities;
13. Gap financing in MTW real estate transactions;
14. Acquisition costs funded from MTW funds
15. Demolition, relocation and leasing incentive fees in repositioning DCHA-owned real estate;
16. Homeownership activities for low income families;
17. Office of Capital Programs and Development costs associated with MTW-funded development activity, homeownership initiatives, and PBRA as a development tool, and
18. Any other activities associated with delivering housing assistance to low income families under the MTW Program.

Revitalization Program direct costs include, but are not limited to:

1. Construction costs;
2. Loan and financing for affordable units;
3. Acquisition costs;
4. Land Improvements;
5. Legal expenses;
6. Professional services;
7. Contract cost (case management);
8. Relocation;
9. Extraordinary site work;
10. Demolition; and
11. Other revitalization expenditures (such as homeownership mortgage assistance and down payment assistance).

Special Purpose Housing Choice Tenant-based Vouchers direct costs include, but are not limited to:

1. Housing Assistance Payments (HAP) and
2. Program Administration Costs.

Other Federal and State Awards direct cost include, but are not limited to:

1. Legal expenses;
1. Professional services;
2. Utilities (gas, water, electric, other utilities expense);
3. Real estate taxes;
4. Insurance;
5. Bank charges;
6. Staff training;
7. Interest expense;
8. Contract cost for CDBG; and
9. Any cost identified for which the award is made. Such costs will be determined as DCHA receives awards.

Explanation of Differences

DCHA has the ability to define direct costs differently than the standard definitions published in HUD's Financial Management Guidebook pertaining to the implementation of 24 CFR Part 990.

DCHA is required to describe any differences between the Agency's Local Asset Management Program and HUD's asset management requirements in its Annual MTW Plan in order to facilitate the recording of actual property costs and submission of such cost information to HUD:

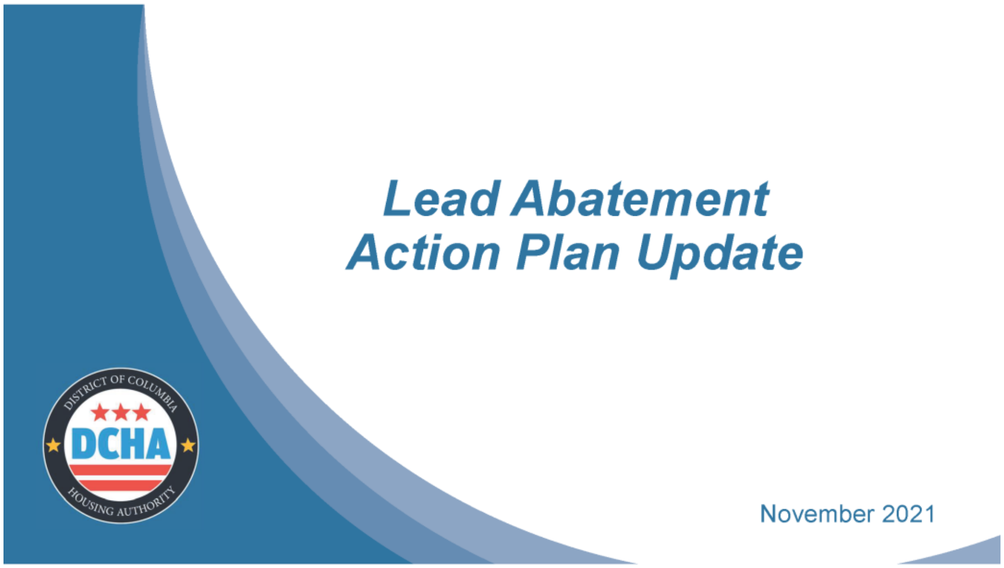
1. DCHA determined to implement a cost allocation system that was more comprehensive than HUD's Asset Management System which advocated a fee-for-service approach specific to the properties in the Public Housing Program. HUD's system was limited in focusing only a fee-for-service system at the property level and failed to address DCHA's comprehensive operation which includes other programs and business activities. DCHA's MTW Program is much broader than Public Housing properties and includes activities not found in traditional HUD Programs. This Cost Allocation Plan addressed the entire DCHA operation.

2. DCHA defined its cost objectives at a different level than HUD's System. Specifically, DCHA defined the MTW Program as a cost objective which is consistent with the issuance of the CFDA number for MTW as a Federal program. HUD defined its cost objective at the property level which fails to recognize the overall effort required to deliver the housing resources to Low Income families under the MTW Program. Because the cost objectives are defined differently, direct and indirect costs are defined based on the cost objectives identified in this Cost Allocation Plan.

3. DCHA will use a simple fee system of charging 10% of MTW Program funds to cover the costs of the Central Office Cost Center (COCC). DCHA views the 10% fee as reasonable when compared to the fees earned for administering the Local Voucher Programs. DCHA will account for an allocable share of the "MTW Fee" charges at the property level based upon the size of the property.

4. DCHA will charge a fee to other Federal and Local awards in a manner that is consistent with that allowed for those Federal awards. The fee charged to the Revitalization program will continue to follow the HUD guidelines of 3% of the total cost of the development.

Appendix B: Lead Action Plan Reporting



Lead Abatement Action Plan

DCHA's priorities are keeping:

- Background: History to Present
- Lead Hazards Identification
- Completed Units
- Lead Action Plan
- Budget FY'20 & FY'21

Background: Timeline

Fall 2017
Identified need for portfolio wide inspection: In October 2017, Director Garrett was unable to find the agency's "no-lead" certifications for HUD and immediately hired analysts to do an environmental assessment of lead, mold, and asbestos.

Spring 2018
Conducted inspections: From May 2018 through January 2019 every public housing unit was inspected.
DCHA met with HUD: to discuss draft Lead Assessment Action Plan.
DCHA sent initial letter to HUD: with Lead Assessment Action Plan (**LAAP**).

Winter 2019
LAAP updated

Spring 2019
Received HUD letter mandate: Must abate all lead in 5 years (April 2024)
LAAP updated

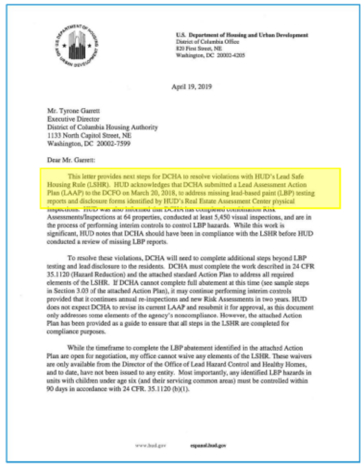
Fall 2019
Stabilized all units where children (6yrs & under) resided: In November 2019, completed all environmental work orders that were in public housing units with children.
HUD Approves LAAP: November 2019
Stabilized all remaining units: In January 2020, DCHA completed all outstanding environmental work orders.

Spring 2020
Interim controls & abatement → **Interrupted by COVID**

Background: HUD Guidance

HUD provided additional guidance for compliance with Hazard Reduction (24CFR.35.1120)

- **No waivers were granted** to DCHA for completion of the Lead Assessment Action Plan
- **No federal money available** to assist DCHA in addressing these conditions.
- **HUD requested a 5-year compliance plan**


U.S. Department of Housing and Urban Development
District of Columbia Office
820 First Street, NE
Washington, DC 20002-4205

April 19, 2019

Mr. Tyrone Garrett
Executive Director
District of Columbia Housing Authority
1133 North Capitol Street, NE
Washington, DC 20002-7599

Dear Mr. Garrett:

This letter provides next steps for DCHA to resolve violations with HUD's Lead Safe Housing Rule (LSHR). HUD acknowledges that DCHA submitted a Lead Assessment Action Plan (LAAP) to the DCFO on March 20, 2018, to address missing lead-based paint (LBP) testing reports and disclosure forms identified by HUD's Real Estate Assessment Center physical inspections. HUD was also informed that DCHA has completed combination Risk Assessments/Inspections at 64 properties, conducted at least 5,450 visual inspections, and are in the process of performing interim controls to control LBP hazards. While this work is significant, HUD notes that DCHA should have been in compliance with the LSHR before HUD conducted a review of missing LBP reports.

To resolve these violations, DCHA will need to complete additional steps beyond LBP testing and lead disclosure to the residents. DCHA must complete the work described in 24 CFR 35.1120 (Hazard Reduction) and the attached standard Action Plan to address all required elements of the LSHR. If DCHA cannot complete full abatement at this time (see sample steps in Section 3.03 of the attached Action Plan), it may continue performing interim controls provided that it continues annual re-inspections and new Risk Assessments in two years. HUD does not expect DCHA to revise its current LAAP and resubmit it for approval, as this document only addresses some elements of the agency's noncompliance. However, the attached Action Plan has been provided as a guide to ensure that all steps in the LSHR are completed for compliance purposes.

While the timeframe to complete the LBP abatement identified in the attached Action Plan are open for negotiation, my office cannot waive any elements of the LSHR. These waivers are only available from the Director of the Office of Lead Hazard Control and Healthy Homes, and to date, have not been issued to any entity. Most importantly, any identified LBP hazards in units with children under age six (and their servicing common areas) must be controlled within 90 days in accordance with 24 CFR. 35.1120 (b)(1).

www.hud.gov espanol.hud.gov

Background: Environmental Risk Strategy

Faced a crisis in 2017

Goals:
1. Protect the health and safety of our residents
2. Mitigate risk to DCHA
3. Prudent fiscal stewards of the public dollar

Conducted 5450 visual inspections & categorized properties

Started interim controls
Closed out all environmental work orders

Background: HUD & Risk Assessments

HUD Guidance. Based upon initial HUD Guidance, we decided to take a conservative approach to cost estimating.

Risk Assessment I. Professional 3rd party risk assessors were hired and conducted a report using the following conservative methodology: *If one window had lead, all windows on the property had lead.*

HUD Guidance. Based upon HUD Guidance, DCHA conducted Risk Assessment II

Risk Assessment II. Our Risk Assessment I numbers were ***too large*** compared to the national average and therefore an additional assessment was needed.

Background: Right Sizing Cost Estimates

Scope and cost. Four professional 3rd party contractors that specialize in lead relied on the risk assessment and made aired on the conservative side when projecting initials scope and cost.

Actual cost. When initial interim control work began it became apparent that the cost estimates were inflated.

Moving forward. As a result, we are refined our estimates and scopes of work.

Protecting reserves. As, total costs have come down, allowing us to do more with less.

Background: Summary

Stabilized Portfolio, protected at-risk children, & met our immediate goals

Families with children 6 years or younger:

Performed interim controls in the unit

or

Relocated family to another unit with no lead hazards

Met Our Immediate Goals:

1. Protect the health and safety of our residents
2. Mitigate risk to DCHA
3. Prudent fiscal stewards of the public dollar

Initiated Lead Action Plan to Complete All Properties by 2023.

Background: Summary

Stabilized Portfolio, protected at-risk children, & met our immediate goals

Families with children 6 years or younger:

Performed interim controls in the unit

or

Relocated family to another unit with no lead hazards

Met Our Immediate Goals:

1. Protect the health and safety of our residents
2. Mitigate risk to DCHA
3. Prudent fiscal stewards of the public dollar

Initiated Lead Action Plan to Complete All Properties by 2024.

Lead Hazards: 4 Types

Categorization and Work Required for Each Hazard

No Hazard

- **No Known Hazard**
- No testing required
- No settled dust-lead or lead based hazards exist in the unit

Lead Dust

- **Lead-Dust Exist**
- Certified Contractor to clean lead-dust
- Lead wipe testing required with subsequent occupancy

Interim Control

- **Non-Permanent Mitigation Strategy**
- Based upon encapsulation of the risk
- Painting, specialized cleaning, clearance, ongoing lead-based paint maintenance activities
- Risk assessments every two-years
- Annual visual inspections

Abatement

- **Lead removed or encapsulated**
- Removal of lead based-paint and dust through replacement, encapsulation*, enclosure, and/or paint removal

*if encapsulated testing bi-annually required

Lead Hazards: By DCHA Property

Properties Organized by Risk Assessment Lead Categorization

No Hazards: 1308 Units

- Elvans Road
- Fort Lincoln
- Greenleaf Extension
- Highland Dwellings
- Hopkins Apartments
- Lincoln Road
- Marigold
- Potomac Gardens Family
- Potomac Gardens Senior
- Regency House
- Sibley Plaza
- Sursum Corda

Dust Only: 505 Units

- Colorado Apartments
- Judiciary House
- Knox Hill
- Ontario Road
- Woodland Terrace WU

Interim Controls (IC): 3167 Units

- Garfield Terrace Senior
- Garfield Terrace Family
- Greenleaf Senior
- Sursum Corda TH
- LeDroit Walkups
- Sibley Townhomes
- Richardson Dwellings
- Kelly Miller Walk-Ups
- Stoddert Terrace
- Lincoln Heights
- Greenleaf Additions
- Greenleaf Extension
- Highland Additions
- Greenleaf Gardens
- Fort Dupont Additions
- Kenilworth Walk-Ups
- Woodland Terrace TH
- Fort DuPont Dwellings

Abatement: 1959 Units

- Claridge Towers
- Horizon House
- James Apartments
- Montana Terrace
- Park Morton
- Carroll Apartments
- Columbia Road
- Harvard Towers
- LeDroit Senior
- Kelly Miller TH
- Benning Terrace Townhomes
- Benning Terrace Walk Ups
- Kentucky Courts
- Langston Additions
- Langston Terrace
- James Creek
- The Villager
- Syphax Gardens

Completed Units: Property Status 11/4/2021

Will require inspection and re-evaluation in one or two years (as noted below)

No Hazards: 1308 Units
(No subsequent inspections Req'd.)

- Elvans Road
- Fort Lincoln
- Greenleaf Extension
- Highland Dwellings
- Hopkins Apartments
- Lincoln Road
- Marigold
- Potomac Gardens Family
- Potomac Gardens Senior
- Regency House
- Sibley Plaza
- Sursum Corda

Dust Only: 505 Units
(Requires Re-evaluation in 2 years Q3-21)

- Colorado Apartments
- Judiciary House
- Knox Hill
- Ontario Road
- Woodland Terrace WU

Interim Controls (IC): 632 Units
(Inspections required yearly to determine the integrity of components address with IC)

- LeDroit Walkups – 18 units
- Kelly Miller Walk-Ups – 67 units
- Greenleaf Extension – 4 units
- Highland Additions – 62 units
- Kenilworth Walk-Ups – 28 units

COMPLETED DURING COVID

- Garfield Senior (Exterior Completed; Interior Scheduled)
- Fort Dupont (Exterior Completed; Interior Scheduled)
- Stoddert Terrace (Exterior Completed; Interior Scheduled)
- Lincoln Heights – 440
- Lincoln Heights Townhouses- 86 Units (Exterior Completed; No Interior Required)
- Fort DuPont Addition – 13 units

Abatement:
(Required 2 year inspections if component was encapsulated; If removed no further action is required)

- Park Morton – 174 units
- The Villager – 20 units
- James Creek- 239 Units

COMPLETED DURING COVID

- Montana Terrace Walkups (Exterior Only)- 15 TH
- Kelly Miller TH – 40 units
- Horizon House
- James Apartments – 141 units
- Montana Town Homes- 48 Townhomes
- Columbia Road (Exterior Completed; Common Area Scheduled)
- Harvard Towers – 193 units

Lead Action Plan: Remaining Work 11/4/2021

Remaining Properties Need Interim Controls, Interior & Exterior Abatement

Interim Controls (IC): 872 Units
(Inspections required yearly to determine the integrity of components address with IC)

- Garfield Terrace Senior – (Interior Only 171 units)
- Garfield Terrace Family – 14 units
- Greenleaf Senior – 193 units
- Richardson Dwellings – 110 units
- Stoddert Terrace (Interior Only – 137 units)
- Greenleaf Gardens – 96 units
- Kenilworth TH
- Woodland Terrace TH – 65 units
- Fort DuPont Dwellings – 86 units

9 Require Interim Controls

Interior Abatement Only: 212 Units
(Required 2 year inspections if Component was Encapsulated; If Removed No Further Action)

- Montana Terrace – 15 units
- Columbia Road – 23 units
- Syphax Gardens – 174 units

Exterior Only Abatement: COMPLETED
(Required 2 year inspections if Component was Encapsulated; If Removed No Further Action)

3 Require Interior Abatement Only

Interior & Exterior Abatement: 1,256 Units
18-36 Month
(Required 2 year inspections if Component was Encapsulated; If Removed No Further Action)

- Carroll Apartments – 60 units
- Claridge Tower – 343 units
- Kentucky Court – 118 units
- LeDroit Senior – 106 units
- Benning Terrace TH – 162 units
- Langston Additions – 34 units
- Langston Terrace – 191 units

7 Require Abatement

Budget: FY'20 Actual Spending $2.64M

Expenses

Properties Impacted:

- Columbia Road
- Carroll Apts.*
- Fort Dupont Additions
- Fort DuPont Dwellings**
- Fort Lincoln
- Greenleaf Gardens**
- Greenleaf Senior**
- Highland Additions
- Hopkins
- James Creek
- Judiciary House
- Kelly-Miller Walk Ups
- Kenilworth Courts
- Kentucky Court*
- Knox Hill
- Langston Terrace
- Langston Additions
- LeDroit Senior
- Montana Terrace
- Park Morton
- Potomac Gardens
- Regency House
- Richardson Dwellings
- Sibley Senior
- Woodland Terrace TH**
- Claridge Tower*

** Interim controls completed in 2020. Abatement planned for FY21*
*** Work partially completed in FY2020, will be completed starting in Q4 FY21*

$219,453.25	Risk Assessment
$428,813.17	Relocation
$313,316.37	Mold Remediation
$223,412.13	Painting & Plastering
$1,053,882.89	Interim Controls
$400,785.28	Indirect Expenses

Budget: FY'21 District Capital Spending Plan

Property	Scope of Work	Units	Cost Estimate	Funds Spent	Funding Source
Carroll Apartments	Interior and Exterior	60	$25,475.00	No	DC $50 Million
Claridge Towers	Interior and Exterior	343	$75,411.50	No	DC $50 Million
James Apartments	Interior and Exterior	141	$133,500.00	No	DC $50 Million
Kentucky Courts	Interior and Exterior	118	$114,610.72	No	DC $50 Million
Langston Terrace	Interior and Exterior	32	$1,356,557.44	No	DC $50 Million
Syphax Gardens	Interior and Exterior	175	$160,895.84	No	DC $50 Million
Benning Terrace	Interior and Exterior	247	$425.000.00	No	DC $50 Million
James Creek	Interior and Exterior	242	$450,000.00	No	DC $50 Million
Horizon House	Exterior Only	107	$450,000.00	No	DC $50 Million
TOTALS:		**1,465**	**$2,766,450.50**		

Budget: FY'22 District Capital Spending Plan

Funding Source	Property	Work Item	Project Type	Budget	Summary Description
FY22 DC50	Langston Terrace	Lead abatement	Rehabilitation	$4,000,000	Interior demolition of 72 units in preparation for rehabilitation

HUD Capital Funds the Remaining LAP Budget

Property	Scope of Work	Units	Cost (Includes Work & Relo.)	Funds Spent	Funding Source
Garfield Terrace Sr.	Interior (IC) & Relo ($628k)	171	$ 3,076,752	No	HUD Capital
Garfield Terrace Family	Interior (IC) & Exterior Relo ($109k)	171	$ 735,794	No	HUD Capital
Greenleaf Gardens	Interior and Exterior (IC)	96	$ 282,880	No	HUD Capital
Greenleaf Senior	Interior and Exterior (IC) & Relo ($605k)	193	$ 2,115,555	No	HUD Capital
Richardson Dwellings	Interior and Exterior (IC) & Relo ($465k)	110	$ 2,700,000	No	HUD Capital
Stoddert Terrace	Interior (IC) & Relo ($447k)	137	$ 2,561,539	No	HUD Capital
Woodland Terrace (TH)	Interior and Exterior (IC) & Relo ($313k)	65	$ 1,224,996	No	HUD Capital
Kenilworth (TH)	Exterior	N/A	$ 404,424	No	HUD Capital
Ft. DuPont Dwellings	Interior (IC) & Relo ($300k)	86	$ 2,031,741	No	HUD Capital
Montana Terrace Walkups	Interior (Abatement) & Relo ($201k)	15	$ 596,700	No	HUD Capital
Columbia Road	Interior (Abatement) & Relo ($78k)	23	$ 100,000	No	HUD Capital
Langston Terrace	Abatement		TBD	No	TBD
TOTALS:		**1067**	**$ 15,830,381**		

- Langston TBD as first phase is ongoing and in FY22. Later phases of abatement will be performed as part of the rehabilitation initiative.

Completed Unit Timeline:

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<tr><th></th><th></th><th colspan="7">FY21</th><th colspan="12">FY22</th><th colspan="7">FY23</th></tr>
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<tr><td rowspan="2">Garfield Terrace (Family)</td><td>Exterior</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>Scoping</td><td colspan="2">Interim Controls</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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