

# Moving to Work FY2019 Annual Report

Vancouver Housing Authority

Submitted to HUD – March 31, 2020



# Moving to Work FY2019 Annual Report

## VANCOUVER HOUSING AUTHORITY

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## Table of Contents

|   |    |
|---|----|
| <b>SECTION I: INTRODUCTION</b> .....                            | 4  |
| THE VANCOUVER HOUSING AUTHORITY .....                           | 4  |
| SHORT AND LONG-TERM MTW GOALS AND OBJECTIVES .....              | 4  |
| <b>SECTION II: GENERAL OPERATING INFORMATION</b> .....          | 6  |
| A. HOUSING STOCK INFORMATION .....                              | 6  |
| B. LEASING INFORMATION .....                                    | 7  |
| C. WAITING LIST INFORMATION.....                                | 8  |
| D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS.....    | 9  |
| <b>SECTION III: PROPOSED MTW ACTIVITIES</b> .....               | 11 |
| <b>SECTION IV: APPROVED MTW ACTIVITIES</b> .....                | 12 |
| A. IMPLEMENTED ACTIVITIES.....                                  | 12 |
| B. NOT YET IMPLEMENTED ACTIVITIES .....                         | 37 |
| C. ACTIVITIES ON HOLD.....                                      | 38 |
| D. CLOSED OUT ACTIVITIES.....                                   | 38 |
| <b>SECTION V: SOURCES AND USES OF FUNDS</b> .....               | 40 |
| A. SOURCES AND USES OF MTW FUNDS .....                          | 40 |
| B. LOCAL ASSET MANAGEMENT PLAN .....                            | 40 |
| <b>SECTION VI: ADMINISTRATIVE</b> .....                         | 41 |
| A. HUD REVIEWS, AUDITS OR PHYSICAL INSPECTION ISSUES .....      | 41 |
| B. AGENCY DIRECTED EVALUATIONS .....                            | 41 |
| C. CERTIFICATION OF STATUTORY REQUIREMENTS.....                 | 41 |
| D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA ..... | 41 |

## SECTION I: INTRODUCTION

### THE VANCOUVER HOUSING AUTHORITY

The Vancouver Housing Authority (VHA) is located in the city of Vancouver in Clark County, Washington. The VHA provides affordable rental housing and housing assistance for more than 10,000 residents of Clark County. In addition to affordable housing, the VHA's community development activities also shape the lives of the people and neighborhoods we serve.

The VHA was among the original group selected to participate in Moving to Work (MTW) in 1999. The current Moving to Work Agreement between the Department of Housing and Urban Development (HUD) and the VHA has been extended until 2028.

The MTW program provides the VHA the opportunity to design and test innovative, locally-designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families. As a MTW Agency, the VHA receives exemptions from many program rules and more flexibility regarding the use of Federal funds.

#### The Moving to Work Statutory Objectives:

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

Each year the VHA prepares an annual report as required under the MTW agreement in order to report on the outcomes of our participation in the MTW demonstration.

### SHORT AND LONG-TERM MTW GOALS AND OBJECTIVES

VHA's initial Plan for 2019 proposed five new Public Housing projects, four of which are still in process toward approval or completion of construction. We expect three of these four projects, Elwood, Englund Manor, and Arbor Ridge to be completed in 2020 and Tenny Creek to be completed in 2021. The 2019 Plan included a MTW Activity, Blended Subsidy, re-submitted for HUD approval in order to include two of these new projects, Tenny Creek, and Englund Manor.

VHA also submitted a new MTW Activity in the 2019 Plan that required tenants at Caples Terrace to participate in the self-sufficiency program offered there. Caples Terrace is a new Public Housing project built on the site of the old VHA administrative building and was completed and leased up in 2019. The project uses a local preference on the waiting list for young adults transitioning out of foster care and also one for homeless unaccompanied youth.

VHA also leased up two new Project-Based projects in 2019, Isabella II and the Rhododendron. Both projects have units set aside for the homeless.

In all, 2019 was a busy year for VHA with a large number of new projects in the pipeline and the ongoing challenges of funding, the rapidly rising rental market, and the increase in the number of homeless.

## SECTION II: GENERAL OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION

#### i. Actual New Project Based Vouchers

| PROPERTY NAME      | NUMBER OF VOUCHERS NEWLY PROJECT-BASED |           | STATUS AT END OF PLAN YEAR                               | RAD? | DESCRIPTION OF PROJECT                                 |
|--------------------|--|-----------|--|------|--|
|                    | Planned                                | Actual    |  |      |  |
| Isabella Court II  | 30                                     | 30        | Leased/Issued  | No   | A 49 unit project owned by Reach Community Development |
| Rhododendron Place | 30                                     | 23        | Leased/Issued  | No   | A 30 unit project owned by Columbia Non Profit Housing |
|                    | <b>60</b>                              | <b>53</b> | <b>Planned/Actual Total Vouchers Newly Project-Based</b> |      |  |

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

Seven units at Rhododendron are not set aside for homeless very-low income residents. The initial assumption of all 30 units to be PBV was in error.

#### ii. Actual Existing Project Based Vouchers

| PROPERTY NAME       | NUMBER OF PROJECT-BASED VOUCHERS |            | STATUS AT END OF PLAN YEAR                                  | RAD ? | DESCRIPTION OF PROJECT                      |
|---------------------|----------------------------------|------------|---|-------|---|
|                     | Planned                          | Actual     |   |       |   |
| Camas Ridge         | 8                                | 8          | Leased/Issued   | No    | A 58 unit market rate project               |
| Van Vista           | 96                               | 96         | Leased/Issued   | No    | 96 units, previously public housing         |
| Vista Court         | 76                               | 76         | Leased/Issued   | No    | 76 unit senior building                     |
| Cascadia Village    | 6                                | 6          | Leased/Issued   | No    | 51 unit LIHTC owned by Reach CDC            |
| The Mews            | 3                                | 3          | Leased/Issued   | No    | 24 unit LIHTC owned by Reach CDC            |
| Central Park Place  | 30                               | 30         | Leased/Issued   | No    | 30 VASH PBV in 124 unit SRO                 |
| VHA Apartment Homes | 122                              | 122        | Leased/Issued   | Yes   | Scattered small complexes                   |
| Skyline Crest       | 90                               | 90         | Leased/Issued   | No    | Previously public housing                   |
| Skyline Crest       | 48                               | 48         | Leased/Issued   | Yes   | RAD portion of previous public housing      |
| Mill Creek          | 12                               | 12         | Leased/Issued   | Yes   | 50 unit LIHTC, RAD transfer                 |
| Fruit Valley        | 30                               | 30         | Leased/Issued   | No    | Previously public housing                   |
| Arbor Ridge         | 30                               | 30         | Leased/Issued   | Yes   | 60 unit assisted living, RAD transfer       |
| Lincoln Place       | 30                               | 30         | Leased/Issued   | No    | 30 unit site for chronic homeless           |
| Smith Tower         | 3                                | 3          | Leased Issued   | No    | 170 units, owned by Mid-Columbia            |
| Freedom's Path      | 40                               | 40         | Leased/Issued   | No    | 40 VASH PBV in 50 unit building             |
| Isabella Court      | 10                               | 10         | Leased/Issued   | No    | 49 unit LIHTC, Reach CDC                    |
| Meriwether Place    | 15                               | 15         | Leased/Issued   | No    | 30 unit LIHTC, CNPH                         |
| The Meadows         | 23                               | 23         | Leased/Issued   | No    | 30 unit LIHTC, 2 <sup>nd</sup> Step Housing |
|                     | <b>672</b>                       | <b>672</b> | <b>Planned/Actual Total Existing Project-Based Vouchers</b> |       |   |

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

Not Applicable

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

| ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR  |
|---|
| VHA leased up Caples Terrace during the plan year, a 28 unit new construction public housing project. |

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

| GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR   |
|---|
| VHA stated in the 2019 Plan that we were planning to use 1.6 million in DDTF funds for renovations to Columbia House. However, that project has been delayed and is now expected to begin in March 2020. VHA did have capital expenditures of \$146,256.94 for a former public housing project (now PBV under RAD) on 132 <sup>nd</sup> Avenue. We also spent \$216,277.54 in DDTF funds for the Tenny Creek project. |

B. LEASING INFORMATION

i. Actual Number of Households Served

| NUMBER OF HOUSEHOLDS SERVED THROUGH:       | NUMBER OF UNIT MONTHS OCCUPIED/LEASED |              | NUMBER OF HOUSEHOLDS SERVED |             |
|--|---------------------------------------|--------------|-----------------------------|-------------|
|  | Planned^^                             | Actual       | Planned^^                   | Actual      |
| MTW Public Housing Units Leased            | 168                                   | 87           | 14                          | 7           |
| MTW Housing Choice Vouchers (HCV) Utilized | 26,400                                | 25,016       | 2200                        | 2085        |
| Local, Non-Traditional: Tenant-Based       | 360                                   | 288          | 30                          | 24          |
| Local, Non-Traditional: Property-Based     | 144                                   | na           | 12                          | na          |
| Local, Non-Traditional: Homeownership      | 0                                     | 0            | 0                           | 0           |
| <b>Planned/Actual Totals</b>               | <b>27072</b>                          | <b>25391</b> | <b>2256</b>                 | <b>2116</b> |

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

The planned public housing units were based on an anticipated date of Caples Terrace being ready for occupancy. The actual opening date was a little later in the year. The building was fully occupied by the end of the year. HCV Leasing continues to be a challenge due to rising costs. In addition, VHA received awards of more Mainstream, FUP and VASH vouchers (not MTW and not included here) in 2019, That leasing activity affected MTW leasing.

| LOCAL, NON-TRADITIONAL CATEGORY | MTW ACTIVITY NAME/NUMBER | NUMBER OF UNIT MONTHS OCCUPIED/LEASED |            | NUMBER OF HOUSEHOLDS TO BE SERVED |           |
|---------------------------------|--------------------------|---------------------------------------|------------|-----------------------------------|-----------|
|                                 |                          | Planned                               | Actual     | Planned                           | Actual    |
| Tenant-Based                    | School Stability/2013-02 | 360                                   | 288        | 30                                | 24        |
| Property-Based                  | Second Step/2014-04      | 144                                   | na         | 12                                | na        |
| Homeownership                   | None                     | 0                                     | 0          | 0                                 | 0         |
| <b>Planned/Actual Totals</b>    |                          | <b>504</b>                            | <b>288</b> | <b>42</b>                         | <b>24</b> |



| HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY | AVERAGE NUMBER OF HOUSEHOLDS PER MONTH | TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR |
|---|--|---|
| None  | NA                                     | NA  |

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

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

| HOUSING PROGRAM                   | DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS  |
|-----------------------------------|---|
| <b>MTW Public Housing</b>         | VHA opened a new 28 unit public housing project in August 2019. Caples Terrace has a local preference on a site-based wait list for youth transitioning out of foster care and homeless unaccompanied youth. The project was fully leased by the end of the year  |
| <b>MTW Housing Choice Voucher</b> | Rents and HAP expense continue to rapidly increase in Vancouver. Although some recent market studies show rents stabilizing and even going down in Portland (with whom we share the MSA) one study shows rents up over 7% in parts of Vancouver and another reports rents were up 5% over 2018 for all of Clark County. The average HAP for MTW vouchers (minus the RAD units) went from \$659 in January 2019 to \$728 in December; a 10% increase. Funding issues aside, new voucher holders did better in 2019 with 84% of MTW vouchers issued leasing successfully. |
| <b>Local, Non-Traditional</b>     | No leasing issues were reported in the local non-traditional programs,  |

**C. WAITING LIST INFORMATION**

**i. Actual Waiting List Information**

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

| WAITING LIST NAME      | DESCRIPTION          | NUMBER OF HOUSEHOLDS ON WAITING LIST | WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED | WAS THE WAITING LIST OPENED DURING THE PLAN YEAR |
|------------------------|----------------------|--------------------------------------|---|--|
| Housing Choice Voucher | Tenant-Based Voucher | 957                                  | Partially Open                              | No   |
| Camas Ridge            | PBV Site             | 4593                                 | Open  | No   |
| Van Vista              | PBV Site             | 2332                                 | Open  | No   |
| Vista Court            | PBV Site             | 947                                  | Partially Open                              | No   |
| VHA Apartment Homes    | PBV Site             | 4884                                 | Open  | No   |
| Skyline Crest          | PBV Site             | 5535                                 | Open  | No   |
| Mill Creek             | PBV Site             | 6075                                 | Open  | No   |
| Fruit Valley           | PBV Site             | 5005                                 | Open  | No   |
| Isabella Court         | PBV Site             | 1726                                 | Open  | No   |
| The Meadows            | PBV Site             | 2454                                 | Open  | No   |
| Meriwether Place       | PBV Site             | 13                                   | Partially Open                              | No   |
| Rhododendron           | PBV Site             | 4                                    | Partially Open                              | Yes  |
| Caples Terrace         | Public Housing Site  | 19                                   | Partially Open                              | Yes  |
| Englund Manor          | Public Housing Site  | 0                                    | Closed                                      | No   |
| The Elwood             | Public Housing Site  | 0                                    | Closed                                      | No   |
| Central Park Place     | Public Housing Site  | 0                                    | Closed                                      | No   |

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

As of the end of the plan year there were a total of 34,544 active applications from 11,320 applicants.

ii. Actual Changes to Waiting List in the Plan Year

| WAITING LIST NAME      | DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST                           |
|------------------------|---|
| Housing Choice Voucher | A local preference for Mainstream eligible applicants was added in 2019 |
| Rhododendron           | This new PBV site opened in September 2019                              |
| Caples Terrace         | This new public housing site opened in August 2019                      |
| Englund Manor          | This new public housing site and waiting list will open in 2020         |
| The Elwood             | This new public housing site and waiting list will open in 2020         |
| Central Park Place     | This new public housing site and waiting list will open in 2020         |

## D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

i. 75% of Families Assisted Are Very Low Income

| INCOME LEVEL                 | NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR |
|------------------------------|---|
| 80%-50% Area Median Income   | 0   |
| 49%-30% Area Median Income   | 0   |
| Below 30% Area Median Income | 7   |

Total Local, Non-Traditional Households Admitted

7

ii. Maintain Comparable Mix

| BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW) |                               |               |                      |                     |                         |
|---|-------------------------------|---------------|----------------------|---------------------|-------------------------|
| FAMILY SIZE   | OCCUPIED PUBLIC HOUSING UNITS | UTILIZED HCVs | NON-MTW ADJUSTMENTS* | BASELINE MIX NUMBER | BASELINE MIX PERCENTAGE |
| 1 Person  | 117                           | 804           | 60                   | 981                 | 41%                     |
| 2 Person  | 145                           | 440           | 0                    | 585                 | 25%                     |
| 3 Person  | 111                           | 254           | 0                    | 365                 | 15%                     |
| 4 Person  | 64                            | 172           | 0                    | 236                 | 10%                     |
| 5 Person  | 18                            | 93            | 0                    | 111                 | 5%                      |
| 6+ Person   | 29                            | 81            | 0                    | 110                 | 5%                      |
| <b>TOTAL</b>  | 484                           | 1844          | 60                   | 2388                | 100%                    |

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

60 assisted living units that should have been included in the 2007 Public Housing data were added in 2012.

| MIX OF FAMILY SIZES SERVED (in Plan Year) |                         |  |  |   |
|---|-------------------------|--|--|---|
| FAMILY SIZE                               | BASELINE MIX PERCENTAGE | NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR | PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR | PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR |
| 1 Person                                  | 41%                     | 1160                                     | 53%  | 29%   |
| 2 Person                                  | 25%                     | 479                                      | 22%  | -12%  |
| 3 Person                                  | 15%                     | 227                                      | 10%  | -34%  |
| 4 Person                                  | 10%                     | 150                                      | 7%   | -30%  |
| 5 Person                                  | 5%                      | 93                                       | 4%   | -20%  |
| 6+ Person                                 | 5%                      | 88                                       | 4%   | -20%  |
| <b>TOTAL</b>                              | 100%                    | 2197                                     | 100%   | 0%  |

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

The trend toward more single person and smaller households has been ongoing for some time and is experienced by other non-MTW agencies as well. It appears to reflect changes in the population overall, as well as VHA's community directed focus on homeless and disabled persons and not any specific MTW activity.

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

| MTW ACTIVITY<br>NAME/NUMBER      | NUMBER OF<br>HOUSEHOLDS<br>TRANSITIONED TO<br>SELF SUFFICIENCY | MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY             |
|----------------------------------|--|--|
| FSS Lite/2016-01                 | 0  | Obtained employment or transferred to full FSS           |
| Second Step/2014-04              | na   | Successful program exit to stable housing                |
| Modified FSS Escrow/2014-01      | 13   | Successful exit from subsidized housing                  |
| School Stability Subsidy/2013-02 | 1  | Maintain stable housing after program exit               |
| Minimum Income/2013-01           | 117  | Positive exit from subsidized housing                    |
| Skyline Campus/2010-02           | 6  | On-time graduation                                       |
|                                  | 13   | <i>(Households Duplicated Across MTW Activities)</i>     |
|                                  | 124  | <b>Total Households Transitioned to Self Sufficiency</b> |

## SECTION III: PROPOSED MTW ACTIVITIES

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

## SECTION IV: APPROVED MTW ACTIVITIES

### A. IMPLEMENTED ACTIVITIES

#### Activity 2019-01: Mandatory Participation in Services at Caples Terrace

##### i. Plan Year Approved, Implemented, Amended

This activity was approved in the FY2019 MTW Annual Plan and was implemented in the fall of 2019 as Caples Terrace leased up after construction was completed. It has not been amended since initial approval.

##### ii. Description/Impact/Update

This activity requires residents of Caples Terrace to participate in the service component provided there. Caples Terrace is a mixed finance development with a preference for youth transitioning out of foster care and a second preference for homeless unaccompanied youth. Services are provided for residents to assist their transition to self-sufficiency. If a resident fails to participate in these services, VHA will cancel their income-based rent and require the participant to begin paying the flat rent for the unit if they wish to continue living there. The resident may continue to rent the unit provided they remain in compliance with the other requirements of the lease.

Bridgeview Non-Profit is the service coordinator and provides residents a self-sufficiency program modeled on the VHA FSS Lite program. The program includes assessment, goal planning and linkage to other service providers including mental and physical health, employment, education and training, financial management and Independent Living Skills Case Management as necessary. Residents have the opportunity to earn escrow as structured in the current FSS Lite program.

Outcomes for this activity are tracked using the following metrics:

| <i>SS #1: Increase in Household Income</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                        | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average earned income of households.       | \$3,941  | \$        | \$3,941      | Yes                 |

| <i>SS #2: Increase in Household Savings</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                         | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of savings/escrow.           | \$183    | \$        | \$183        | Yes                 |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (1) Employed Full-Time   | 2        | 9         | 4            | No                  |
|  | 7%       | 32%       | 14%          | No                  |
| (2) Employed Part-Time   | 9        | 15        | 9            | No                  |
|  | 32%      | 54%       | 32%          | No                  |
| (3) Enrolled in an Educational Program                           | 7        | 15        | 7            | No                  |
|  | 25%      | 54%       | 25%          | No                  |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (4) Enrolled in Job Training Program                             | 2        | 8         | 2            | No                  |
|  | 7%       | 29%       | 7%           | No                  |
| 5) Unemployed  | 15       | 4         | 15           | No                  |
|  | 54%      | 14%       | 54%          | No                  |

| <i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving TANF assistance (decrease).                           | 5        | 2         | 5            | No                  |

| <i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving services.                                     | 0        | 28        | 28           | Yes                 |

| <i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of Section 8 subsidy.                                       | \$291*   | \$250     | \$291        | No                  |

| <i>SS #7: Increase in Agency Rental Revenue</i>           |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total Household contributions towards housing assistance. | \$7,413  | \$9000    | \$6,659      | No                  |

| <i>SS #8: Households Transitioned to Self Sufficiency</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households transitioned to self-sufficiency (increase). | 0        | 2         | 0            | No                  |

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

As the project was only leased up toward the end of the year, it is too early to say what challenges we will have as things develop. Benchmarks are anticipated to be met after one year. This is VHA's first project with this type of population and we expect there will be challenges and adjustments in the future.

## Activity 2018-02: Local Payment Standards

### i. Plan Year Approved, Implemented, Amended

This activity was approved in an amendment to the FY2018 MTW Annual Plan and was implemented January 1, 2018. It has not been amended since initial approval.

### ii. Description/Impact/Update

This activity allows the VHA to set payment standards outside of the normal range allowed under regulation. VHA monitors rent burdens and other factors such as voucher success rates, lease-up time, market rents, vacancy rates and funding availability and sets payment standards within a range between 80 and 120 percent of the HUD published FMR. In recent years rents charged in our local rental market have been rapidly increasing. HUD FMRs have not always kept up and the VHA has used the appeal process to submit local market studies. This has sometimes resulted in adjustments to the FMR as high as 28%. In 2018 VHA utilized this activity and allowed some payment standards to fall below 90% of FMR (note the payment standards were not changed, a revision in the FMR caused them to drop from 100% of the previous FMR). VHA was able to revise all payment standards to fall above 90% of FMR for the 2019 Plan Year.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |           |           |              |                     |
|---|-----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline  | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$142,326 | \$0       | \$0          | Yes                 |

| <i>CE #2: Staff Time Savings</i>                       |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                                    | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete task in staff hours (decrease). | 20       | 20        | 0            | Yes                 |

| <i>HC #5: Increase in Resident Mobility</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                         | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households able to move.          | 194      | 200       | 271          | Yes                 |

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

This activity was not utilized for 2019, however it will likely be utilized throughout the 2020 Plan year.

**Activity 2016-01: Family Self-Sufficiency Lite**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved in the FY2016 MTW Annual Plan and was implemented on April 1, 2016. It has not been amended since initial approval.

**ii. Description/Impact/Update**

VHA offers a shorter version of the Family Self-Sufficiency (FSS) program in addition to the traditional five-year FSS program. This shorter version of the FSS program is not meant to replace the traditional program nor is it intended to siphon any potential applicants from that program. Rather it is aimed at those households that have an interest in increasing self-sufficiency but are reluctant to commit to the full five-year FSS program. This version has a much shorter commitment of two years, limits escrow to a maximum of \$2000 and does not offer contract extensions, but does allow conversion to the full FFS program if requested during the term of the FSS Lite contract. This activity will be ongoing during the Plan year.

Outcomes for this activity are tracked using the following metrics:

| <i>SS #1: Increase in Household Income</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                        | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average earned income of households.       | \$11,440 | \$12,440  | \$11,507     | No                  |

| <i>SS #2: Increase in Household Savings</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                         | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of savings/escrow.           | \$0      | \$0       | \$1000       | Yes                 |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (1) Employed Full-Time   | 0        | 1         | 0            | No                  |
|  | 0%       | 5%        | 0%           | No                  |
| (2) Employed Part-Time   | 1        | 3         | 0            | No                  |
|  | 6%       | 15%       | 0%           | No                  |
| (3) Enrolled in an Educational Program                           | 1        | 3         | 0            | No                  |
|  | 6%       | 15%       | 0%           | No                  |
| (4) Enrolled in Job Training Program                             | 1        | 3         | 0            | No                  |
|  | 6%       | 15%       | 0%           | No                  |
| 5) Unemployed  | 13       | 10        | 2            | No                  |
|  | 81%      | 50%       | 100%         | No                  |

| <i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving TANF assistance (decrease).                           | 2        | 1         | 1            | Yes                 |



| <i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving services.                                     | 0        | 20        | 2            | No                  |

| <i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of Section 8 subsidy.                                       | \$845    | \$745     | \$752        | No                  |

| <i>SS #7: Increase in Agency Rental Revenue</i>           |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total Household contributions towards housing assistance. | \$107    | \$150     | \$362        | Yes                 |

| <i>SS #8: Households Transitioned to Self Sufficiency</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households transitioned to self-sufficiency (increase). | 0        | 0         | 0            | Yes                 |

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

### vi. Challenges in Achieving Benchmarks and Possible Strategies

Although many benchmarks for this activity were not met, it was primarily due to there only being two current participants enrolled. Most previous participants have switched to the full version of FSS. In addition, most new participants make the switch as well shortly after signing up for FSS lite. The activity appears to be serving mostly as a recruitment tool for FSS, We will evaluate whether to continue this activity in 2020.

## Activity 2015-02: Alternative TTP Calculation (35%)

### i. Plan Year Approved, Implemented, Amended

This activity was approved in the FY2015 MTW Annual Plan and was implemented on November 1, 2015. It was changed to the current calculation using 35% of adjusted income from 33% in an amendment to the FY2017 Annual Plan. The new calculation was implemented on January 1, 2018.

**ii. Description/Impact/Update**

This MTW activity changes the way in which the Total Tenant Payment (TTP) is calculated when determining tenant rent and housing assistance in the HCV and Public Housing programs. The TTP is normally determined by taking the highest of: 1) 30% of the household’s monthly adjusted income; 2) 10% of the household’s monthly income; or 3) The minimum rent of \$50. Under this activity VHA has changed the percentage of adjusted monthly income to 35% resulting in a higher TTP for almost all MTW households. Also under this activity, households with a tenant-based voucher are allowed to have a maximum family share of up to 50% of the family’s adjusted monthly income at initial occupancy, an increase over the 40% maximum family share allowed under regulation.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |              |              |              |                     |
|---|--------------|--------------|--------------|---------------------|
| Unit of Measurement                       | Baseline     | Benchmark    | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$18,944,340 | \$18,094,340 | \$16,226,771 | Yes                 |

| <i>CE #5: Increase in Agency Rental Revenue</i>           |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total Household contributions towards housing assistance. | \$0      | \$0       | \$19,532     | No                  |

| <i>HC #1: Additional Units of Housing Made Available</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                                      | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of new housing units made available (increase).   | 0        | 120       | 349          | Yes                 |

| <i>HC #3: Decrease in Wait List Time</i>                  |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average applicant time on wait list in months (decrease). | 102      | 102       | 22           | Yes                 |

In 2019 VHA received 38 hardship requests asking to be exempt from this policy. One was approved for a long-term exemption and another eight for a short-term exemption. The remaining requests were found to be either ineligible (15 cases where the hardship was caused by other issues) or that no hardship existed in 14 cases.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

For CE #5 the VHA is reporting rent revenue from the opening of our first public housing project since all of our remaining previous public housing was converted under RAD. We will need to set a new benchmark for rent revenue once our other proposed public housing projects are approved and opened.

**Activity 2014-06 Alternative Project-Based Voucher Program**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved in amendment to the FY2014 MTW Annual Plan and was implemented on August 6, 2014. It was resubmitted for approval in the FY2017 Annual Plan to allow VHA to change the limit on project-basing from 20% to 30% of the HCV program.

**ii. Description/Impact/Update**

This activity consolidated some previous MTW activities and added some new policies with regard to Project-Based Vouchers (PBV). VHA’s Alternative PBV program utilizes the existing regulations under 24 CFR § 983 with the following exemptions:

- The required competitive bidding process is waived when VHA is placing PBV in a project owned by the VHA or a closely affiliated organization.
- The VHA will not provide move vouchers except in cases of overcrowded or under-occupied units where VHA does not anticipate an appropriate sized PBV becoming available. VHA also will provide a move voucher when requested in PBV projects that include services and when the tenant has resided there for at least two years, no longer has a need for the provided services, and has a recommendation from the service provider. Note that PBV projects converted under RAD also allow for move vouchers per RAD requirements.
- The requirement that tenants be selected from a waiting list may be waived for projects where participation in specific services is a requirement of residency.
- VHA may allow up to 100% of the units in a project to be PBV even when the project is not exclusively for elderly or disabled households or when no services are required.
- For VHA owned units VHA will not use an independent entity for: inspections, determination of rent to owner and rent reasonableness, and the initial and renewal approval of the HAP contract term.
- VHA may project-base up to 30% of its HCV program.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |                 |                  |                     |                            |
|---|-----------------|------------------|---------------------|----------------------------|
| <b>Unit of Measurement</b>                | <b>Baseline</b> | <b>Benchmark</b> | <b>2019 Outcome</b> | <b>Benchmark Achieved?</b> |
| Total cost of task in dollars (decrease). | \$3119          | \$0              | \$0                 | Yes                        |

| <i>CE #2: Staff Time Savings</i>                |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                             | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours. | 103      | 0         | 0            | Yes                 |

| <i>CE #3: Decrease in Error Rate of Task Execution</i>   |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                                      | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average error rate in completing a task as a percentage. | NA       | NA        | NA           | NA                  |

| <i>HC #3: Decrease in Wait List Time</i>                  |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average applicant time on wait list in months (decrease). | 46       | 46        | 22           | Yes                 |

| <i>HC #4: Displacement Prevention</i>                                       |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households that would lose assistance or need to move (decrease). | NA       | NA        | NA           | NA                  |

**iii. Actual Non-Significant Changes**

VHA has included the waiver of the independent entity requirement to cover the expanded requirements under HOTMA for approvals of HAP contract terms and extensions.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

The benchmarks were met and this activity will continue.

**Activity 2014-05: Interim Verification Policy**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved under an amendment to the FY2014 MTW Annual Plan and was implemented on September 1, 2014. It has not been amended since the initial approval.

**ii. Description/Impact/Update**

This activity changes the way interim reexaminations for changes in family income and composition are verified and their effective dates. Households may still request an interim reexamination at any time but the responsibility to obtain verification is changed from

VHA to the participant. Verification of the income or family change that they are reporting must be provided prior to any resulting change in tenant rent becoming effective. If the request *and* the verification is received before the 15<sup>th</sup> of the month, any resulting change in tenant rent will be effective the first of the following month. The VHA still obtains verification for initial eligibility reexaminations and for regular/annual reexaminations.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$1317   | \$52      | \$0          | Yes                 |

| <i>CE #2: Staff Time Savings</i>                |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                             | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours. | 40       | 2         | 0            | Yes                 |

| <i>CE #3: Decrease in Error Rate of Task Execution</i>   |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                                      | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average error rate in completing a task as a percentage. | 10.55%   | 0%        | 0%           | Yes                 |

| <i>CE #5: Increase in Agency Rental Revenue</i>           |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total Household contributions towards housing assistance. | \$289    | \$289     | \$396        | Yes                 |

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

### vi. Challenges in Achieving Benchmarks and Possible Strategies

There were no challenges in meeting benchmarks for this activity.

## Activity 2014-04: Second Step Transitional Housing Program

### i. Plan Year Approved, Implemented, Amended

This activity was approved under an amendment to the FY2014 MTW Annual Plan and was implemented on July 1, 2014. It has not been amended since the initial approval.

**ii. Description/Impact/Update**

The Second Step Transitional Housing Program is a program for homeless individuals and families with income below 30% of the Area Median Income (AMI). This is a local non-traditional housing subsidy program where VHA provides funding of up to \$80,000 annually in housing assistance to a local non-profit; Second Step Housing. Second Step Housing utilizes 12 large group homes for this program. They have a capacity of about 35 individuals and families at one time. Tenants must be homeless at admission, income eligible and willing to participate in case management, classes, and shared living. Utilities are provided and tenants pay 30% of their adjusted income for rent. Calculation of income for eligibility and rent is done in compliance with the regulations found at 24 CFR § 5.609. All housing units are alcohol and drug free. The maximum length of stay in the program is two years.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #4: Increase in Resources Leveraged</i> |          |           |               |                     |
|---|----------|-----------|---------------|---------------------|
| Unit of Measurement                           | Baseline | Benchmark | 2019 Outcome  | Benchmark Achieved? |
| Amount of funds leveraged in dollars.         | \$0      | \$90,000  | Not Available | No                  |

| <i>SS #1: Increase in Household Income</i> |          |           |               |                     |
|--|----------|-----------|---------------|---------------------|
| Unit of Measurement                        | Baseline | Benchmark | 2019 Outcome  | Benchmark Achieved? |
| Average earned income of households.       | \$12,600 | \$12,600  | Not Available | No                  |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (1) Employed Full-Time   | 5        | 5         | NA           | No                  |
|  | 15%      | 15%       | NA           | No                  |
| (2) Employed Part-Time   | 17       | 17        | NA           | No                  |
|  | 50%      | 50%       | NA           | No                  |
| (3) Enrolled in an Educational Program                           | 6        | 6         | NA           | No                  |
|  | 18%      | 18%       | NA           | No                  |
| (4) Enrolled in Job Training Program                             | 2        | 2         | NA           | No                  |
|  | 5%       | 5%        | NA           | No                  |
| 5) Unemployed  | 4        | 4         | NA           | No                  |
|  | 12%      | 12%       | NA           | No                  |

| <i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving TANF.   | 6        | 6         | NA           | No                  |

| <i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of local subsidy.   | \$183    | \$183     | NA           | No                  |

| <i>SS #8: Households Transitioned to Self Sufficiency</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households transitioned to self-sufficiency (increase). | 0        | 10        | NA           | No                  |

| <i>HC #3: Decrease in Wait List Time</i>                  |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average applicant time on wait list in months (decrease). | 102      | 0         | NA           | No                  |

| <i>HC #4: Displacement Prevention</i>                                       |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households that would lose assistance or need to move (decrease). | 35       | 0         | NA           | No                  |

| <i>HC #5: Increase in Resident Mobility</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                         | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households able to move.          | 0        | 5         | NA           | No                  |

The agency that operates this program did not submit any outcome data. We have been unable to reach them to address the issue, likely due to the current health emergency.

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

### vi. Challenges in Achieving Benchmarks and Possible Strategies

Outcomes will be reported for this activity as soon as they are received by the VHA.

## Activity 2014-01: Modified FSS Escrow Calculation

### i. Plan Year Approved, Implemented, Amended

This activity was approved in the FY2014 MTW Annual Plan and was implemented on January 1, 2014. It has not been amended since the initial approval.

### ii. Description/Impact/Update

This activity modifies the way escrow is calculated in the full, five-year, Family Self-Sufficiency Program (FSS). VHA's method under MTW has two parts. The first part is a monthly deposit to a participant's escrow account when they have increased earned income that results in a Total Tenant Payment (TTP) over the baseline set when they join FSS. The baseline is a fixed amount set at \$450 for all new participants regardless of their income. The second part is that VHA pays a specific amount to a participant's escrow account based on specific achievements. Some of these "pay points" result in an immediate

deposit to the escrow account while others are not calculated and paid until a successful program graduation. Examples of achievements that result in escrow deposits include:

- a. Completion of core GOALS classes or entire curriculum
- b. Completion of other educational goals
- c. Obtaining and maintaining employment
- d. Increase in credit score
- e. Establishing and maintaining a saving account
- f. Completion of other ITSP goals

The maximum allowable that a participant may earn under pay points is \$6,000. There is no limit set on the amount a participant may earn under the increased earned income part of the escrow calculation. Under this new system FSS participants are only eligible for one interim withdrawal from their escrow account during their program participation.

Outcomes for this activity are tracked using the following metrics:

| <i>SS #1: Increase in Household Income</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                        | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average earned income of households.       | \$17,870 | \$10,000  | \$11,461     | Yes                 |

| <i>SS #2: Increase in Household Savings</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                         | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of savings/escrow.           | \$3,600  | \$2,000   | \$5,125      | Yes                 |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (1) Employed Full-Time   | 38       | 42        | 88           | Yes                 |
|  | 39%      | 50%       | 52%          | Yes                 |
| (2) Employed Part-Time   | 18       | 18        | 33           | Yes                 |
|  | 19%      | 22%       | 19%          | Yes                 |
| (3) Enrolled in an Educational Program                           | 19       | 19        | 16           | No                  |
|  | 19%      | 23%       | 9%           | No                  |
| (4) Enrolled in Job Training Program                             | 24       | 49        | 16           | No                  |
|  | 25%      | 58%       | 9%           | No                  |
| 5) Unemployed  | 22       | 27        | 19           | Yes                 |
|  | 23%      | 32%       | 11%          | Yes                 |

| <i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving TANF.   | 8        | 6         | 3            | Yes                 |

| <i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving services.                                     | 96       | 100       | 168          | Yes                 |

| <i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of subsidy per household.                                   | \$633    | \$633     | \$620        | Yes                 |



| <i>SS #7: Increase in Agency Rental Revenue</i>           |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total Household contributions towards housing assistance. | \$279    | \$279     | \$584        | Yes                 |

| <i>SS #8: Households Transitioned to Self Sufficiency</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households transitioned to self-sufficiency (increase). | 5        | 8         | 13           | Yes                 |

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

### vi. Challenges in Achieving Benchmarks and Possible Strategies

Benchmarks were met or exceeded for the most part in 2019. The number of those transitioned to self-sufficiency continues to be high.

## Activity 2013-02: School Stability Subsidy Program

### i. Plan Year Approved, Implemented, Amended

This activity was approved as part of an amendment to the FY2013 MTW Annual Plan. It was implemented April 1, 2015.

### ii. Description/Impact/Update

This is a local non-traditional rental subsidy program in partnership with Family Resource Centers (FRC) at selected local schools and a local agency serving the homeless. Families with a student enrolled in the partnering school, and who are either homeless or at risk of homelessness, are selected for participation in the program in order to prevent them from having to relocate outside of the school district. The subsidy allows the family to remain in the same school district providing needed stability for the student. During their time on the program the family must participate in ongoing economic self-sufficiency meetings provided by the VHA and educational planning meetings provided by the partnering agencies.

In 2018 VHA began leasing families under a revised version of this activities funded by local funds rather than MTW funding. This second cohort uses a shorter term of a half years (30 months) and a subsidy of 70% of the payment standard for the first six months, 60% for one year, and goes to 30% of the payment standard for the final year of

participation. In 2019 this second cohort was rolled into the MTW activity as the first group either transitioned to self-sufficiency or their time expired.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #4: Increase in Resources Leveraged</i>    |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                              | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Amount of funds leveraged in dollars (increase). | \$0      | \$33,680  | \$15,114     | No                  |

| <i>SS #1: Increase in Household Income</i>   |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average earned income of households affected by this policy in dollars (increase). | \$14,787 | \$14,787  | \$28,562     | Yes                 |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (1) Employed Full-Time   | 5        | 5         | 20           | Yes                 |
|  | 26%      | 26%       | 57%          | Yes                 |
| (2) Employed Part-Time   | 3        | 3         | 5            | Yes                 |
|  | 16%      | 16%       | 14%          | No                  |
| (3) Enrolled in an Educational Program                           | 0        | 0         | 2            | Yes                 |
|  | 0%       | 0%        | 6%           | Yes                 |
| (4) Enrolled in Job Training Program                             | 7        | 7         | 3            | No                  |
|  | 37%      | 37%       | 9%           | No                  |
| 5) Unemployed  | 4        | 4         | 5            | No                  |
|  | 21%      | 21%       | 14%          | Yes                 |

| <i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving TANF assistance (decrease).                           | 3        | 3         | 6            | No                  |

| <i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>        |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of Local subsidy per household affected by this policy in dollars. | \$789    | \$789     | \$662        | Yes                 |

| <i>SS #7: Increase in Agency Rental Revenue</i>                      |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total Household contributions towards housing assistance (increase). | \$262    | \$262     | \$1252       | Yes                 |

| <i>SS #8: Households Transitioned to Self Sufficiency</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households transitioned to self-sufficiency.    | 0        | 0         | 1            | Yes                 |

| <i>HC #3: Decrease in Wait List Time</i>                  |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average applicant time on wait list in months (decrease). | 2        | 0         | 0            | Yes                 |

| <i>HC #4: Displacement Prevention</i>                       |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households that would lose assistance (decrease). | 12       | 12        | 38           | Yes                 |

| <i>HC #7: Households Assisted by Services that Increase Housing Choice</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving services (increase).                        | 12       | 12        | 38           | Yes                 |

Most benchmarks were exceeded this year with an especially notable increases in the number of households with employment along with their increased income and rent share.

### iii. Actual Non-Significant Changes

Non-significant changes to this activity was an expansion of the program size through merging a second similar program that had been locally funded in the MTW version. This new cohort has a slightly different rent schedule and ramp down of assistance.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

### vi. Challenges in Achieving Benchmarks and Possible Strategies

Achieving benchmarks was not a challenge and this activity will continue.

## Activity 2013-01: Minimum Earned Income Rent Reform

### i. Plan Year Approved, Implemented, Amended

This activity was initially approved in the FY2013 MTW Annual Plan. It was re-proposed in the FY2017 MTW Annual Plan for an increase in the amount of the annual minimum income from \$9,000 to \$10,000. Later, it was re-proposed in amendment to the FY2017 Plan and changed to link the amount of the minimum income directly to the Washington State minimum wage. It was again re-proposed in the FY2018 MTW Annual Plan to change from a minimum income to a minimum *earned* income. This change to a minimum earned income was implemented August 1, 2018.

**ii. Description/Impact/Update**

This activity utilizes a minimum earned income when calculating rent for any MTW household that contains one or more work-able family members. Work-able is defined as an adult under the age of 62 who is not disabled, a dependent, or a full-time caretaker for a disabled household member. The minimum earned income amount is based on the Washington State minimum wage at 20 hours per week. This amount is applied for each work-able member. For example, a household with one work-able member has a minimum earned income based 20 hours per week at the current minimum wage; a household with two workable members has a minimum earned income twice that, and so on. If the household’s actual annual earned income, as determined under the program regulations, falls below the minimum, tenant rent and housing assistance is calculated using the minimum in addition to any other included income type in the household. If the household’s actual earned income is greater than the minimum, the actual earned income is used and the minimum earned income is not a factor. A household subject to the minimum still has any deductions they might be eligible for under HUD regulations or VHA policy.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>       |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                     | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| HAP Savings Imputed from Minimum Income | \$0      | \$500,000 | \$1,458,576  | Yes                 |

| <i>SS #1: Increase in Household Income</i>   |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average earned income of households affected by this policy in dollars (increase). | \$15,653 | \$16,000  | \$23,695     | Yes                 |

| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| (1) Employed Full-Time   | 201      | 300       | 244          | No                  |
|  | 24%      | 31%       | 23%          | No                  |
| (2) Employed Part-Time   | 300      | 250       | 370          | Yes                 |
|  | 36%      | 26%       | 36%          | Yes                 |
| (3) Enrolled in an Educational Program                           | 11       | 10        | 13           | Yes                 |
|  | 1%       | 1%        | 1%           | Yes                 |
| (4) Enrolled in Job Training Program                             | 15       | 10        | 7            | Yes                 |
|  | 2%       | 1%        | 1%           | Yes                 |
| 5) Unemployed  | 303      | 400       | 408          | No                  |
|  | 37%      | 41%       | 39%          | No                  |

| <i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households receiving TANF assistance (decrease).                           | 306      | 275       | 180          | Yes                 |

| <i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>            |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average amount of Section 8 subsidy per household affected by this policy in dollars. | \$665    | \$650     | \$742        | No                  |

| <i>SS #7: Increase in Agency Rental Revenue</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                             | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average S8 Tenant Rent.                         | \$274    | \$342     | \$580        | Yes                 |

| <i>SS #8: Households Transitioned to Self Sufficiency</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households transitioned to self-sufficiency (increase). | 89       | 89        | 115          | Yes                 |

| <i>Agency Metric: Percentage of Work-Able Households With Earned Income</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Percentage of active households with one or more Work-Able member/s working | 50.69%   | 53.00%    | 61.4%        | Yes                 |

In 2019 VHA received 90 hardship requests asking to be exempt from this policy. One was approved for a long-term exemption and another 43 for a short-term exemption. The remaining requests were found to be either ineligible (6 cases where the hardship was caused by other issues) or that no hardship was found to exist (32 cases).

The annual reevaluation of this activity did not result in any recommended changes.

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

### v. Actual Significant Changes

There were no significant changes or modifications to the metrics for this activity during the Plan year.

### vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not meet the benchmark for the count and percentage of full-time employed, however if you combine full-time employed with part-time employed the overall number employed is meeting expectations. We may need to revise the benchmark as it may be that full-time work is not as feasible as part-time for participants. We will also need to revise the benchmark for the per unit subsidy to reflect the rapidly rising cost of rent in our market.

**Activity 2011-05: VHA Staff to Perform HQS and Rent Reasonableness on VHA Owned Properties.**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved in the FY2011 MTW Annual Plan and was implemented on January 1, 2011. It has not been amended since the initial approval.

**ii. Description/Impact/Update**

This MTW activity allows the VHA to have Section 8 HCV department staff perform HQS inspections and determine rent reasonableness for units owned by the VHA or owned by an entity substantially controlled by the VHA such as a tax credit property. This authority creates substantial savings compared to what the VHA was being charged by contracted inspectors.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i> |          |           |              |                     |
|-----------------------------------|----------|-----------|--------------|---------------------|
| Unit of Measurement               | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars.    | \$29,775 | \$24,775  | \$18,249     | Yes                 |

| <i>CE #2: Staff Time Savings</i>                |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                             | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours. | 0        | 461       | 362          | Yes                 |

| <i>CE #3: Decrease in Error Rate of Task Execution</i> |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                                    | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average error rate.                                    | 15.71%   | 15.71%    | 13.75%       | Yes                 |

| <i>Agency Metric: Number of HQS Inspections of VHA Owned Property</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of Inspections completed of VHA owned units.                   | 0        | 175       | 312          | Yes                 |

This activity met all the benchmarks this year. It continues to save VHA costs over the amounts charged when VHA used an outside entity for inspections even though the number of VHA owned units has grown since then.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

Benchmarks were met and VHA continues to consider the activity effective.

**Activity 2009-19: Special Admission Procedure for Assisted Living Facility****i. Plan Year Approved, Implemented, Amended**

This activity was approved in an amendment to the FY2009 MTW Annual Plan and was implemented on September 1, 2009. It has not been amended since the initial approval.

**ii. Description/Impact/Update**

This MTW activity allows for tenant selection to be made by the administrator of the assisted living facility rather than the VHA maintaining a waiting list. Assisted Living programs at Van Vista and Arbor Ridge qualify applicants based on Medicaid requirements and suitability for the level of nursing care they are able to provide. The waiver of the waiting list requirement allows for the unique needs of the assisted living population and their need for services.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$1904   | \$0       | \$0          | Yes                 |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 73.5     | 0         | 0            | Yes                 |

| <i>HC #3: Decrease in Wait List Time</i>                  |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average applicant time on wait list in months (decrease). | 9        | 0         | 0            | Yes                 |

This activity saves VHA a modest amount in admin costs by not requiring the administration of a waiting list, but more importantly it is seen as necessary by the operators of assisted living and allows low-income persons additional housing choice.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

Not applicable as the benchmarks were met.

**Activity 2009-15: Owners Restricted to Annual Rent Increases**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved in an amendment to the FY2009 MTW Annual Plan and was implemented on September 1, 2009. It has not been amended since the initial approval.

**ii. Description/Impact/Update**

Under this MTW policy, property owners in the Housing Choice Voucher program are restricted to a single rent increase each year.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$49,313 | \$46,847  | \$45,695     | Yes                 |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 1672     | 1588      | 1449         | Yes                 |

| <i>HC #4: Displacement Prevention</i>                                       |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of households that would lose assistance or need to move (decrease). | 156      | 148       | 135          | Yes                 |

| <i>Agency Metric: Number of Rent Increase Denials Due to Policy</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement   | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Number of Denials Due to Less than Year Since Last Increase.        | 0        | 30        | 95           | Yes                 |

This activity reduced the number of reexaminations due to a rent increase by 95 in 2019. This saved administrative time and cost as well as an unknown amount of housing assistance and tenant rent.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**



There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

Benchmarks were met and the activity will be continued.

**Activity 2009-13: Reset of Required Reexamination Date after Interim**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved in an amendment to the FY2009 MTW Annual Plan and was implemented on October 1, 2009. It has not been amended since the initial approval.

**ii. Description/Impact/Update**

This MTW activity provides that the next required reexamination (AKA Annual Review) will be rescheduled to at least 12 months after the effective date of an interim reexamination. This policy reduces the overall number of reexaminations required each year.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$27,989 | 0         | 0            | Yes                 |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 763      | 0         | 0            | Yes                 |

This activity saves administrative cost and staff time through a reduction in the number of reexaminations that would otherwise be required during the plan year.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

This activity continues to meet benchmarks and remains effective.

### Activity 2009-10: Replacement of Medical Expense Deduction

#### i. Plan Year Approved, Implemented, Amended

This activity was approved in an amendment to the FY2009 MTW Annual Plan and was implemented on November 5, 2009. It has not been amended since the initial approval.

#### ii. Description/Impact/Update

Under this activity the VHA has eliminated individual calculation and verification of medical expenses for Elderly and Disabled designated families, replacing the deduction with an increase in the Elderly/Disabled deduction from \$400 to \$700.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$5,974  | \$600     | \$382        | Yes                 |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 217      | 22        | 12           | Yes                 |

| <i>CE #3: Decrease in Error Rate of Task Execution</i>   |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement                                      | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average error rate in completing a task as a percentage. | 10.31%   | 0%        | 0%           | Yes                 |

VHA estimates a \$5592 savings in administrative costs, and a savings in staff time of 205 hours, in 2019 attributable to this activity.

VHA received three hardship requests regarding this policy in 2019. One was denied as no hardship was found and the other two were approved for an exemption to this policy and were both participants who were previously approved for long-term hardships.

#### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

#### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

#### v. Actual Significant Changes

There were no significant changes to this activity during the Plan year.

#### vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity continues to meet benchmarks remains effective.

## Activity 2009-08: Simplified Utility Allowance Schedule

### i. Plan Year Approved, Implemented, Amended

This activity was approved in an amendment to the FY2009 MTW Annual Plan and was implemented on September 24, 2009. It has not been amended since the initial approval.

### ii. Description/Impact/Update

VHA utilizes a simplified utility allowance schedule for tenant-based Housing Choice Vouchers. This provides households searching for a unit foreknowledge of their maximum rent and saves cost through a reduction in the number of denied Request for Lease Approvals. The schedule is based on the conventional HCV utilities schedules for newer energy efficient all electric units by bedroom size.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$7,603  | \$0       | \$0          | Yes                 |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 194      | 0         | 0            | Yes                 |

| <i>CE #3: Decrease in Error Rate of Task Execution</i>           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average error rate in completing a task as a percent (decrease). | 11.63%   | 0%        | 0%           | Yes                 |

Metrics for this activity are based on estimated staff time that used to be spent on Requests for Tenancy Approval forms that were denied in the past for exceeding maximum rent and estimates of time spent on additional instruction to landlords and tenants on calculating utility allowances that is no longer necessary under this activity.

This activity is a type of rent reform and participants are eligible to request a hardship exemption, however VHA received no requests for a hardship exemption from this policy in 2018.

### iii. Actual Non-Significant Changes

There were no non-significant changes to this activity during the Plan year.

### iv. Actual Changes to metrics/Data Collection

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

Benchmarks were achieved and the activity was effective.

**Activity 2009-03: No Verification of Assets Less Than \$50,000**

**i. Plan Year Approved, Implemented, Amended**

This activity was approved in an amendment to the FY2009 MTW Annual Plan and was implemented on September 1, 2009. The dollar threshold was changed from \$5,000 to \$50,000 in an amendment to the FY2014 Annual Plan.

**ii. Description/Impact/Update**

VHA does not obtain a verification of a reported asset if the reported value is less than \$50,000. This MTW activity saves VHA significant administrative funds by eliminating verifications on the vast majority of participant held assets. Income from participant held assets, whether verified or not, is generally insignificant and has little or no effect on housing subsidy and/or tenant rent.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$26,773 | \$535     | \$647        | No                  |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 854      | 17        | 2            | Yes                 |

| <i>CE #3: Decrease in Error Rate of Task Execution</i>       |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Average error rate in completing task as percent (decrease). | 16.76%   | 0%        | 0%           | Yes                 |

Although the 2019 cost exceeds the benchmark slightly, this activity continues to save significant administrative cost and staff time. The higher cost in 2019 over previous years was due to a small number of new voucher admissions with assets requiring verification.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

Although one benchmark was not achieved in 2019, the outcome was still far below the baseline cost of verifying assets. If this continues in future years, it may require an adjustment to the benchmark.

**Activity 2007-02: Alternate Required Reexamination Schedule****i. Plan Year Approved, Implemented, Amended**

This activity was approved in the FY2007 MTW Annual Plan and was implemented on September 1, 2008. In an amendment to the FY2009 the policy was changed to the current schedule of triennial reexaminations for those on fixed income.

**ii. Description/Impact/Update**

VHA identifies households with a fixed income and places them on a schedule to have a full reexamination every three years rather than annually. Fixed income means the household has no work-able members and the only household income is from sources such as Social Security, Supplemental Security Income (SSI), and/or pensions. Households that are not determined to have a fixed income are scheduled to have a reexamination 12 months after their last reexamination.

Outcomes for this activity are tracked using the following metrics:

| <i>CE #1: Agency Cost Savings</i>         |           |           |              |                     |
|---|-----------|-----------|--------------|---------------------|
| Unit of Measurement                       | Baseline  | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total cost of task in dollars (decrease). | \$373,541 | \$308,741 | \$194,998    | Yes                 |

| <i>CE #2: Staff Time Savings</i>                           |          |           |              |                     |
|--|----------|-----------|--------------|---------------------|
| Unit of Measurement  | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Total time to complete the task in staff hours (decrease). | 10234    | 8094      | 4995         | Yes                 |

| <i>CE #5: Increase in Agency Rental Revenue</i> |          |           |              |                     |
|---|----------|-----------|--------------|---------------------|
| Unit of Measurement                             | Baseline | Benchmark | 2019 Outcome | Benchmark Achieved? |
| Rental revenue in dollars                       | \$0      | \$0       | \$0          | Yes                 |

Benchmarks were met for this activity in 2019. This activity continues to save costs and staff time compared to the standard reexamination schedule.

**iii. Actual Non-Significant Changes**

There were no non-significant changes to this activity during the Plan year.

**iv. Actual Changes to metrics/Data Collection**

There were no actual changes or modifications to the metrics for this activity during the Plan year.

**v. Actual Significant Changes**

There were no significant changes to this activity during the Plan year.

**vi. Challenges in Achieving Benchmarks and Possible Strategies**

Benchmarks were achieved and the activity was effective.

## **B. NOT YET IMPLEMENTED ACTIVITIES**

### **Activity 2016-02: Local Blended Subsidy**

- i. This activity uses a blend of funding from both the Public Housing and Section 8 Voucher Programs in order to develop mixed-finance public housing projects. This activity was proposed in the FY2016 Annual Plan and approved by HUD. VHA intended to use this activity to develop Caples Terrace, a new public housing development on the site of the former VHA administrative offices. However that project was eventually developed without the use of blended subsidy.
- ii. This activity was resubmitted for approval in the FY2019 Plan for use at one new project, Tenny Creek, and three existing properties; Englund Manor, Arbor Ridge and Wisteria Manor. Tenny Creek is a planned 40 unit project that would provide assisted living supportive housing for individuals with chronic behavioral health/homelessness that have a diminished ability to live independently. Englund Manor is a 29 unit senior property owned by an affiliated non-profit. Arbor Ridge is a 60 unit assisted living facility owned by the VHA. VHA is planning to provide blended subsidy for 30 of the units. Wisteria Manor is a 24 unit senior property owned by the VHA that does not currently have any housing subsidy in place. As this report is being prepared in March 2020, VHA expects Englund to be approved and construction to begin on Tenny Creek shortly. Wisteria Manor is no longer being considered for public housing or blended subsidy.

### **Activity 2015-01: Rent Buy-Down Local Subsidy Program**

- i. This activity was first approved in the FY2015 Plan Year. It allows VHA to create a local program that will “buy-down” rents at a market rate apartment property (not subsidized or receiving tax credits) so that the units become affordable for, and only available to, households at or below 50% of the Area Median Income (AMI). If selected, an owner would receive funds from the VHA to offset the amount the project would require to reduce apartment rents to reach the affordable level. This activity has not been implemented because VHA has not yet received a project proposal where this type of subsidy could be utilized. The original project where this activity was expected to be utilized did not end up being developed for reasons unrelated to this activity. Since then we have had interest from two other developers but their projects ended up receiving tax credits, or were targeted toward a population (homeless) that needs a deeper subsidy.
- ii. The Request for Proposals (RFP) for this activity remains open and VHA continues to expect that, for the right project, this subsidy will provide a new housing choice for local tenants.

## C. ACTIVITIES ON HOLD

VHA does not currently have any activities on hold.

## D. CLOSED OUT ACTIVITIES

The following chart lists all closed out MTW activities

| MTW ACTIVITY NAME/NUMBER                           | PLAN YEAR APPROVED | PLAN YEAR IMPLEMENTED | PLAN YEAR CLOSED OUT | REASON CLOSED OUT   |
|--|--------------------|-----------------------|----------------------|---------------------|
| Skyline Crest Campus of Learners/2010-02           | FY2010             | FY2010                | FY2019               | Concluded           |
| Community Supported Self Reliance/2012-01          | FY2012             | FY2012                | FY2018               | Concluded           |
| Time Limited Vouchers with Services/2008-01        | FY2008             | FY2008                | FY2018               | Concluded           |
| Local Rent Subsidy Program/2014-03                 | FY2014             | NA                    | FY2014               | Never Implemented   |
| Utility Allowance Lesser of Unit/Voucher/2014-02   | FY2014             | FY2014                | FY2015               | Adopted by HUD      |
| Health Advocate Training Program/2013-05           | FY2013             | FY2013                | FY2013               | Concluded           |
| Admin Fee for Owners in HCV Program/2013-04        | FY2013             | NA                    | FY2013               | Withdrawn           |
| Shelter Facilities Support/2013-03                 | FY2013             | NA                    | FY2014               | Never Implemented   |
| Short Term Rental Assistance/2012-04               | FY2012             | FY2013                | FY2016               | Concluded           |
| Home Sharing in HCV Program/2012-03                | FY2012             | FY2015                | FY2016               | Concluded           |
| MTW Fund for Leveraging Housing/2012-02            | FY2012             | NA                    | FY2017               | Never Implemented   |
| Allow up to 50% of HCV to be Project-based/2013-03 | FY2011             | NA                    | FY2014               | Replaced by 2014-06 |
| “Floating Units” in PBV program/2011-02            | FY2011             | FY2002                | FY2013               | Concluded           |
| Income Limits for New Public Housing/2011-01       | FY2011             | NA                    | FY2011               | Never Implemented   |
| Local Preference for Unsubsidized/2010-04          | FY2010             | FY2010                | FY2015               | Concluded           |
| Community Involvement/2010-01                      | FY2010             | FY2010                | FY2013               | Concluded           |
| Local Preference for FSS Participation/2009-18     | FY2009             | FY2009                | FY 2009              | NOFA Requirement    |
| Mandatory Self-Sufficiency Program/2009-17         | FY2009             | NA                    | FY 2009              | Never Implemented   |
| Renter Education Required for Applicants/2009-16   | FY2009             | FY2009                | FY 2017              | Concluded           |
| Simplified Recertification Process/2009-14         | FY2009             | NA                    | FY 2009              | Never Implemented   |
| Limited Utility Allowance Payments/2009-09         | FY2009             | FY2009                | FY 2013              | Concluded           |
| Alternate Inspection Schedule in HCV/2009-06       | FY2009             | FY2010                | FY 2015              | Adopted by HUD      |
| Asset Based Initiative (IDA)/2009-04               | FY2009             | NA                    | FY2010               | Never Implemented   |
| Imputed TANF for Voluntary Closures/2009-02        | FY2009             | FY2009                | FY 2013              | Concluded           |
| Pilot Rental Subsidy Project/2009-01               | FY2009             | NA                    | FY 2009              | Never Implemented   |
| Alternate HCV Homeownership Program/2008-02        | FY2008             | FY2010                | FY 2011              | Concluded           |
| Flat rent and Flat HCV Subsidy/2007-01             | FY2007             | NA                    | FY 2008              | Never Implemented   |
| Alternative Rent Reasonable Procedure/2004-01      | FY2004             | FY2004                | FY 2009              | Concluded           |
| Escrow Accounts Capped at \$6000/2003-01           | FY2003             | FY2003                | FY 2005              | Concluded           |
| “Request Line” Single Waiting List/2002-01         | FY2002             | FY2002                | FY 2003              | Concluded           |
| \$480 Deduction for Child Support /2001-02         | FY2001             | FY2001                | FY 2004              | Concluded           |
| Eight Percent Earned Income Deduction/2001-01      | FY2001             | FY2001                | FY 2004              | Concluded           |
| No Earned Income Disallowance/1999-09              | FY1999             | FY2009                | FY 2015              | Concluded           |
| No Flat Rent Option in Public Housing/1999-08      | FY1999             | FY2009                | FY 2015              | Concluded           |
| Maximum Family Share 45% of Gross/1999-07          | FY1999             | FY2009                | FY 2005              | Concluded           |
| Restrictions on HCV Port-Outs/1999-06              | FY1999             | FY2009                | FY 2005              | Concluded           |
| All Households Eligible for Escrow /1999-05        | FY1999             | FY2009                | FY 2005              | Concluded           |
| FSS Absorbed into MTW Self-Sufficiency/1999-04     | FY1999             | FY2009                | FY 2005              | Concluded           |
| Five-Year Time Limit for Non Eld/Dis/1999-03       | FY1999             | FY2009                | FY 2005              | Concluded           |
| Mandatory Self-Sufficiency Program/1999-02         | FY1999             | FY2009                | FY 2005              | Concluded           |
| All HCV Port-Ins to be Absorbed by VHA/1999-01     | FY1999             | FY2009                | FY 2001              | Concluded           |

### **Activity 2010-02: Skyline Crest Campus of Learners**

The Skyline Crest Campus of Learners was a partnership between VHA and the residents of Skyline Crest; which was VHA's largest Public Housing Property and is currently a PBV project after conversion under a combination of RAD and Section 18. VHA provided children and young adults' resources and activities through the community center and families were required to develop and commit to success plans centered on their child's school attendance and community involvement. There have been a lot of changes at Skyline over the 10 years since this activity began; including a new Boys and Girls Club onsite as well as the new Bridgeview Resource Center. There are now even more resources and activities for children and VHA has determined that the mandatory success plans are no longer necessary to engage families with these resources and so this MTW activity was concluded in 2019.

#### Summary of outcomes:

The graduation rate for Skyline high school seniors in 2019 was 85%, or 6 out of 7, which is about the same rate as in recent years and compares very favorably to the rate of other local low-income seniors.



## SECTION V: SOURCES AND USES OF FUNDS

### A. SOURCES AND USES OF MTW FUNDS

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

The VHA has submitted unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA).

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

The VHA has submitted unaudited and audited information in the prescribed FDS format through the FASPHA.

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

| ACTUAL USE OF SINGLE FUND FLEXIBILITY  |
|--|
| <p>During the Plan year VHA used the funding flexibility allowed under MTW to provide additional services for the people we house. We consolidated all of our housing services under the umbrella of Bridgeview Housing. In addition to the grant funded services of Family Self Sufficiency (FSS) and Elderly Service Coordinators, MTW funds support the Community Employment and Education program. Being able to offer employment referrals supports VHA’s rent reform activities.</p> <p>The single fund was also used to fund services at specific properties serving high needs populations such as Lincoln Place, which serves chronically homeless individuals, and Caples Terrace which serves youth transitioning out of foster care.</p> <p>VHA also funds a local agency’s deposit assistance program for persons on our waiting list and also funds navigation and referral services for the same population. We also paid the tuition costs for HCV applicants and participants who took the Rent Well class offered by a local agency.</p> <p>VHA is also using single fund flexibility to pay MTW administrative costs and HCV program administrative costs that are not covered by the administrative fee.</p> |

### B. LOCAL ASSET MANAGEMENT PLAN

i. Is the MTW PHA allocating costs within statute?

ii. Is the MTW PHA implementing a local asset management plan (LAMP)?

ii. Has the MTW PHA provided a LAMP in the appendix?

iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

## **SECTION VI: ADMINISTRATIVE**

### **A. HUD REVIEWS, AUDITS OR PHYSICAL INSPECTION ISSUES**

VHA did not have any HUD reviews, audits and/or physical inspection issues that required action to address the issue in FY2019.

### **B. AGENCY DIRECTED EVALUATIONS**

There were no agency directed evaluations specific to MTW conducted in FY 2019.

### **C. CERTIFICATION OF STATUTORY REQUIREMENTS**

The VHA certifies that it has met the three statutory requirements of:

- 1) Ensuring that at least 75 % of the families assisted by the Agency are very low-income families;
- 2) Continuing to assist substantially the same total number of households as would have been assisted had the VHA not participated in the MTW demonstration, and
- 3) Maintaining a comparable mix of families (by family size) served as would have been served had the VHA not participated in the MTW demonstration.

### **D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA**

Not applicable.