



ANNUAL MTW REPORT

Fundamentals

(FYE 2016 – July 1, 2015 – June 30, 2016)

HUD Submission September 30, 2016

ANNUAL MOVING-TO-WORK (MTW) REPORT

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SECTION I – INTRODUCTION

B. OVERVIEW

During the past fiscal year, the Housing Authority of Columbus, Georgia (HACG) continued to pursue both short and long-term goals and objectives in accordance with its mission to be the foremost provider of quality, affordable housing in the Columbus region by developing, revitalizing, and managing contemporary housing communities.

With this mission in mind, HACG has strategically and deliberately incorporated an assortment of creative vehicles, such as HOPE VI, Low-Income Housing Tax Credits (LIHTC), Moving-to-Work (MTW) Demonstration Program, Private-Public Partnerships to name a few, to assist HACG in pursuit of its mission as well as to enable it to competitively market its communities to the affordable housing population in the area.

As a result of its strategy, HACG has created a successful redevelopment period that has witnessed the demolition of older, obsolete sites, such as George Foster Peabody (510 units), Newton D. Baker (590), Alvah Chapman (161), and Booker T. Washington (392) and replaced them with new construction sites with modern, energy efficient technology as Ashley Station (367), Arbor Pointe (416), Patriot Pointe (100), and Columbus Commons (106 in pre-construction) respectively.

Nestled within this exciting redevelopment period is the Department of Housing and Urban Development's (HUD) unit conversion approval to allow HACG to convert its entire public housing portfolio to long-term Section 8 assisted project-based units under HUD's Rental Assistance Demonstration (RAD) Program. This program directly supports HACG's continued efforts to meet the demands of the local rental market through expanded choices and the reposition of its rental portfolio.

HACG, a self-regulating Agency, was created in 1938 and directed by a seven-member board of commissioners. Of some 3,300 Public Housing Agencies (PHAs) nationwide that provides over 1.2 million households with decent and safe rental housing, 39 are designated as MTW Agencies. These 39 Agencies are given a certain amount of flexibility and latitude to design and test innovative strategies that use federal funding more efficiently, that incentivizes residents to self-sufficiency, and that expands housing choices.

HACG is one of the 39 MTW Agencies. And here are its accomplishments and updates respective to goals and objectives during the fiscal year (July 1, 2015 – June 30, 2016):

AGENCY SHORT-TERM GOALS AND OBJECTIVES

Under this category, HACG views short-term as goals and objectives that it wants to achieve in 12 to 18 months, as Plan approval timing and other uncontrollable scenarios factor into the strategic planning and implementation of activities. For example, during the fiscal year ending June 30, 2016, HACG experienced instances where it needed to amend its 2016 Annual MTW Plan after gaining approval on the initial Plan August 2015. Due to the timing of the initial plan and the discovery of concerns related to new construction and RAD conversion requirements, HACG’s focus changed. Therefore, some timelines for short-term goals and objectives initially outlined in its Annual MTW Plan were altered to meet the immediate needs of the Agency.

Amendments to the Annual MTW Plan and subsequent HUD approvals were finalized on February 25, 2016 (more than 50% into the fiscal year). The following tables highlight HACG’s **MTW short-term Goals and Objectives** and their status as of June 30, 2016:

MTW SHORT-TERM GOALS	MTW SHORT-TERM OBJECTIVES	PROJECTED COMPLETION TIME	STATUS AS OF JUNE 30, 2016
Secure new MTW Authorizations related to development to complement HACG's planned redevelopment efforts	Evaluate MTW Authorization request; focus on MTW Authorizations that promote project-basing flexibility and relax supportive services participation requirements	Immediately	HACG's Annual MTW Plan, with amendments, was finalized and approved by HUD on February 25, 2016
Monitor existing MTW Activities	Use client software to generate reports, use evaluation surveys to collect data, use excel spreadsheets to track progress	Ongoing, end of each fiscal year	HACG changed its client software in October 2015. HACG staff was introduced to new system over the remainder of the fiscal year. Data is being collected from the new client software as reports are discovered and being manually collected from the previous client software to produce data for all HACG reports
Implement modified, existing MTW Activity (modification approved in FY16 Plan)	Identify 30 Tenant-based Vouchers (TBVs), code identified TBVs as MTW RRVs (Rapid Rehousing Vouchers), screen families on Home for Good (HfG) wait list for eligibility	Within 6 months (February 2016) of activity approval	HACG issued the 120 MTW RRVs to eligible homeless families and initiated the preparation stage for data collection

MTW SHORT-TERM GOALS	MTW SHORT-TERM OBJECTIVES	PROJECTED COMPLETION TIME	STATUS AS OF JUNE 30, 2016
Implement modified, existing MTW Activity (modification approved in FY16 Plan)	Discuss utility allowance (UA) strategies during pre-construction and pre-conversion meetings throughout the Plan approval process; establish UA calculation charts needed to proceed	Within 6 months (August 2016) of activity approval	HACG established 3 Utility Allowance calculation charts : 1) HCV (traditional TBVs) units; 2) RAD PBV (former PH sites) units; and 3) Mixed-use, site-based PBV (LIHTC funded, subsidies, market, etc...) units
Implement new MTW Activities	Finalize agreement with GA Department of Health and Human Services (HHS) to address Foster Youth; inform stakeholders of Plan approval; prepare documents to address flexibilities related to new construction and RAD	Within 6 months (August 2016) of activity approval	HACG informed GA HHS of its Plan approval, agreement was finalized , but voucher issuance is pending due to a timing process with state contracts; HACG converted final Phase I sites on April 28, 2016
Close out MTW Activities	Identify MTW activities that no longer need MTW Authorizations due to changes in the regulations and/or obsolete nature of the activity based on HACG's portfolio movement and/or business model	By end of fiscal year 2017 (June 30, 2017)	Information is being reviewed

The following tables highlight HACG's **Non-MTW** short-term Goals and Objectives:

NON-MTW SHORT-TERM GOALS	NON-MTW SHORT-TERM OBJECTIVES	PROJECTED COMPLETION TIME	STATUS AS OF JUNE 30, 2016
Update Admission and Continued Occupancy Plan (ACOP) and Administrative Plan (Admin Plan) (as needed)	Review Strategic Plan, planned conversions, development, redevelopments, to decide if ACOP/Admin Plan policies and/or procedures need modification as a result of portfolio, program, and business model changes	Immediately, as needed	HACG's ACOP and/or Admin Plan being finalized for the public comment period and subsequent Board approval
Expand services offered to HACG clients and residents	Cultivate and strengthen relationships with local partners; establish qualified RAD supportive services requirements; investigate opportunities to hold onsite services; set participation threshold to change/eliminate	Ongoing throughout the fiscal year	HACG invited multiple service providers to prospective service oriented discussions; RAD supportive services is being framed by Senior Management ; opportunities to take unit(s) offline were discussed ; participation analysis of an onsite service projects a downward participation trend since September 2015
Fund Neighborhood Network Centers (NNCs)	Research funding assistance through federal, foundation, and private proposals; review business model and adjust in order to retain NNC Coordinators	Ongoing throughout the fiscal year	HACG spent the better part of the fiscal year searching for NNC Coordinators and have not been able to retain consistent help in this area

NON-MTW SHORT-TERM GOALS	NON-MTW SHORT-TERM OBJECTIVES	PROJECTED COMPLETION TIME	STATUS AS OF JUNE 30, 2016
Actively pursue grants, vouchers, and other assistance for disabled and/or homeless families	Research www.grants.gov bi-weekly throughout the fiscal year; follow-up on industry leads citing foundations and/or private organizations for consideration	Ongoing throughout the fiscal year	HACG accepted 11 VASH vouchers that increase its VASH management total to 40; HACG obligated up to 10 MTW RRVs for families referred by DBHDD as agreed
Continue implementation of Flat Rent increase	Review latest Fair Market Rent (FMR) calculations; factor mitigating circumstances; calculate results in accordance with Notice PIH 2014-12 (HA)	Ongoing; by the end of each fiscal year	Sites implemented initial flat rent increase in accordance with the guidance provided in the HUD Notice

NON-MTW SHORT-TERM GOALS	NON-MTW SHORT-TERM OBJECTIVES	PROJECTED COMPLETION TIME	STATUS AS OF JUNE 30, 2016
Create additional Wait Lists and related procedures	Discuss and evaluate creation of site-based Wait Lists for PH units converted to RAD PBV units; establish choice mobility policy; establish priority preference; discuss and evaluate creation of Wait Lists for planned and future properties	Within 6 months (February 2016) of activity approval	PH units converted to RAD PBV units will develop and maintain a site-based Wait Lists; HACG opted to use the alternative mobility policy and updating its Admin Plan accordingly; mixed-use sites have developed site-based wait lists in cooperation with development/management partners; future property Wait Lists have not been finalized
Construct Columbus Commons on northern portion of BTW site	Address outstanding environmental issues; secure related MTW Authorizations; re-bid project for new contractor due to 'sunset' clause in bid contract	By the end of fiscal year 2016 (June 30, 2016)	HACG addressed environmental concerns, secured MTW Authorizations related to the project, and entered into contract with another contractor (sub-contractors have started the process)
Demolish southern half of Booker T. Washington (BTW) site	Complete environmental requirements; re-bid demolition contract due to length of time	By the end of fiscal year 2016 (June 30, 2016)	Buildings located on southern portion of BTW site are demolished; site was cleared for future development as planned
Finalize Phase I RAD conversions	Secure MTW Authorizations related to conversion requirements; address associated financing mechanisms; finalize total site count and unit count; review Notice PIH 2012-32 (HA), REV 2 to ensure that all RAD requirements are addressed	By the end of fiscal year 2016 (June 30, 2016)	Related and required steps were completed, the last Phase I RAD sites converted April 2016 (earlier conversions occurred January 2016 and February 2016)
Close out ROSS Grant	Inform/remind ROSS Program Service Coordinators that the ROSS grant ends September 2016; review client tracking system regularly; initiate completion of HUD Logic Model in July	By the end of calendar year 2016 (December 31, 2016)	ROSS Services Program Coordinators ceased workshop offerings and planning sessions; continue to link and refer program members to local service providers, as well as began referring program members to HACG's FSS Program; initiated data collection efforts to complete HUD Logic Model

NON-MTW SHORT-TERM GOALS	NON-MTW SHORT-TERM OBJECTIVES	PROJECTED COMPLETION TIME	STATUS AS OF JUNE 30, 2016
Lease-up Patriot Pointe	Priority screen displaced BTW residents for eligibility; employ persistent, strategic marketing campaign; work closely with Tenant Selection Office to identify potential residents	By the end of fiscal year 2016 (June 30, 2016)	100% of the 100 unit property was leased .
Relocate BTW residents	Inform BTW residents of preference at Patriot Pointe (50 to 61 years old); offer vacancies at existing PH sites and HCVs to all BTW residents; prepare relocation of office equipment and personnel once site is vacant	By the end of fiscal year 2016 (June 30, 2016)	All BTW residents , including those 50 to 61 years old, are relocated with the use of vacant PH units or Temporary Protection Vouchers (TPVs)
Renew FSS Program Grant	Collect participation data - info is not in PIC; evaluate program progress - recruitment, retention, graduation, terminations; evaluate effectiveness of Program Coordinators	By the end of fiscal year 2016 (June 30, 2016)	FSS grant renewed for 12 months
Discuss implementation strategy of supportive services requirements at RAD converted sites	Plan modification strategy in connection with conversion requirements; discuss supportive services in accordance with RAD requirements	By the end of fiscal year 2017 (June 30, 2017)	Information is being reviewed
Introduce programs at MTW test site (Farley)	Convene education group; detail Early Childhood Education initiative; convene healthcare group; discuss Health and Housing Integration; plan employment group; brainstorm Workforce initiative or similar preliminary discussion group	By the end of fiscal year 2017 (June 30, 2017)	Drafts and outlines of agreements, forms, and selection criteria for the Early Childhood Education initiative are being reviewed by participating organizations. Health and Housing Integration discussions have stalled at the creation of a survey, and other discussions have been tabled
Re-purpose southern portion of BTW site	Determine highest and best use of 8.5 +/- acres; entertain feedback from community leaders and community residents; factor ground lease options vs. development and leasing vs. selling parcels	By the end of fiscal year 2017 (June 30, 2017)	Discussions tabled until residential construction project moves forward
Provide (local) tenant selection preference in response to Olmstead Settlement Agreement	Identify "targeted" group, HA's role, responsibility, and consequence of participation / non-participation; identify how "targeted" group is discovered (who refers); list options of unit reservation/use (hold units, lease violations, etc....)	By the end of fiscal year 2017 (June 30, 2017)	HACG's ACOP and/or Admin Plan was put out for the public comment period and subsequent Board approval

AGENCY LONG-TERM GOALS AND OBJECTIVES

Under this category, HACG views long-term as goals and objectives that it wants to achieve in 19 to 60 months, as Plan approval timing and other controllable and uncontrollable scenarios factor into the strategic planning and implementation of activities. For example, during the fiscal year ending June 30, 2016, HACG experienced instances where it needed to move construction start dates and times back to accommodate other pre-construction needs associated with its Booker T. Washington redevelopment project to Columbus Commons. For example, HACG learned that its new construction project, Columbus Commons, which was **influenced by GA’s Qualified Allocation Plan (QAP), Section XVII. Integrated Supportive Housing, Subsection B. Targeted Population Preference** would require HACG to dedicate up to 15% of the units to meet the Olmstead Settlement Agreement triggered by the use of LIHTC funds through the GA Department of Community Affairs (GA DCA). The use of this preference required HACG to update its Administrative Plan (Admin Plan) as well as amend its Annual MTW Plan where both actions extended the initial timeline projection.

In addition to the above example, project timelines were also impacted by the selection of a new general contractor for new construction projects, RAD conversion requirements, and similar activities. However, none of the activities have dissuaded HACG from its redevelopment goals although some objectives to achieve those goals were uncontrollable. Therefore, long-term goals and objectives initially outlined in its Annual MTW Plan were altered to meet the immediate needs of the Agency.

Amendments to the Annual MTW Plan and subsequent HUD approvals were finalized on February 25, 2016 (more than 50% into the fiscal year). The following tables highlight HACG’s **MTW long-term Goals and Objectives** and their status as of June 30, 2016:

MTW LONG-TERM GOALS	MTW LONG-TERM OBJECTIVES	PROJECTED IMPLEMENTATION	STATUS AS OF JUNE 30, 2016
Categorize, classify sites for MTW applicability	Evaluate, assess condition of communities as modernization appropriate, redevelopment candidate, or long-term modernization / redevelopment candidate based on location	Ongoing, end of each fiscal year	Modernization planned for Warren Williams under RAD by FY2018. Redevelopment planned for Louis Chase in FY2019. Long-term Modernization/Redevelopment planned for Elizabeth Canty in FY2021
Designate Housing Choice Vouchers as Emergency Vouchers	Evaluate and assess voucher count; assess ability to obligate HCVs as emergency vouchers; decide if HCVs will be Tenant-Based Vouchers (TBVs) or Project-Based Vouchers (PBVs); decide how many HCVs to set as emergency vouchers	By end of fiscal year 2018 (July 1, 2017 - June 30, 2018)	Initial parameters proposed by staff ; goal and objectives planned for discussion by Senior Management team

MTW LONG-TERM GOALS	MTW LONG-TERM OBJECTIVES	PROJECTED IMPLEMENTATION	STATUS AS OF JUNE 30, 2016
Expand Next Step Voucher (NSV) Activity	Evaluate and assess influence of NSV Activity; decide incremental level of increase - 1, 5, 10, or more vouchers	By end of fiscal year 2019 (July 1, 2018 - June 30, 2019)	Agreement is in place ; initial issuance is pending due to state contract cycle
Establish Workforce Housing	Set parameters of community; investigate, research possible communities; determine price point, determine subsidy level	By end of fiscal year 2018 (July 1, 2017 - June 30, 2018)	Initial parameters proposed by staff ; goal and objectives planned for discussion by Senior Management team
Develop incentive for under utilized site(s)	Evaluate occupancy reports through FY2017; tally development(s) that is not 1st choice/least preferred; introduce incentives to make under utilized site(s) more attractive to families	By end of fiscal year 2019 (July 1, 2018 - June 30, 2019)	This goal is on the "brainstorm" board
Spread workload throughout fiscal year	Note 'peaks and valleys' during FY2017; determine if workload needs redistribution; determine if MTW Authorization provides necessary redistribution OR can desired goal be achieved through other non-MTW means	By end of fiscal year 2019 (July 1, 2018 - June 30, 2019)	This goal is on the "brainstorm" board
Expand Homeownership Program	Evaluate role in homeownership Program - development, sales, lease-to-own; set criteria / eligibility of homeownership participants; discuss 1st time homebuyer escrow accounts and/or down payment assistance	By end of fiscal year 2020 (July 1, 2019 - June 30, 2020)	This goal is on the "brainstorm" board

The following tables highlight HACG's **Non-MTW** long-term Goals and Objectives:

NON-MTW LONG-TERM GOALS	NON-MTW LONG-TERM OBJECTIVES	PROJECTED IMPLEMENTATION	STATUS AS OF JUNE 30, 2016
Operating Funds Financing Program	Evaluate and assess financial condition of Agency to loan money to sites and/or PHAs; determine terms for program; ensure MTW Authorization is not required	By end of fiscal year 2018 (July 1, 2017 - June 30, 2018)	Initial parameters proposed by staff ; goal and objectives planned for discussion by Senior Management team
Construct 2nd Permanent Supportive Housing site	Continue to cultivate and discover development resources for PSH; evaluate demand for PSH; determine feasibility of location, including existing HACG parcels	By end of fiscal year 2021 (July 1, 2020 - June 30, 2021)	This goal is on the "brainstorm" board
Dispose of vacant parcels	Evaluate and assess highest and best use of vacant parcels located within the community	Ongoing, end of each fiscal year	HACG continues to hold approximately 45 +/- of undeveloped acres
Build management consultant capacity	Focus on Agency strengths: conventional PH management, HCV administration, MTW guidance, RAD conversion, etc. . . ; market Agency / create separate entity to assist other PHAs, affordable housing communities, etc. . .	Ongoing, end of each fiscal year	HACG has retained the expertise and experience of industry professionals, including tapping into the knowledge of a recently retired employee

NON-MTW LONG-TERM GOALS	NON-MTW LONG-TERM OBJECTIVES	PROJECTED IMPLEMENTATION	STATUS AS OF JUNE 30, 2016
Convert (identify) remaining portion of portfolio to RAD units	Evaluate and assess conditions of remaining PH sites in the portfolio; place a project timeline on conversion of remaining PH units; review funding options to modernize sites; secure extended timeframe - HACG anticipates more than 5 years to complete	By end of fiscal year 2020 (July 1, 2019 - June 30, 2020)	Phase II of HACG's RAD conversion consists of Warren Williams and George Rivers selected for 2018 conversion, Louis Chase is planned for a 2019 conversion, and Elizabeth Canty is planned for a 2020 conversion
Manage relocation of families impacted by initial and future modernization/renovation efforts as a result of RAD	Locate suitable, temporary housing resources during modernization period at PH sites being converted to RAD PBV units; set up tracking system to account for relocated families; keep families updated on progress of modernization efforts, as well as potential move time and	Ongoing, end of each fiscal year	Phase II of RAD conversion initiated, Warren Williams and George Rivers selected for conversion
"Correct" over-housed/under-housed families that chose to return to property	Keep families updated on progress of modernization efforts; inform families that they may not move back into the exact unit as before; prepare families for "corrective" housing measures: over-housing and under-housing	Ongoing, quarterly to semi-annually throughout the each fiscal year	Phase II of RAD conversion initiated, Warren Williams and George Rivers selected for conversion
Discuss implementation / provision strategy of supportive services requirements at RAD converted sites	Plan modification strategy in connection with conversion requirements; discuss supportive services in accordance with RAD requirements	By end of fiscal year 2018 (July 1, 2017 - June 30, 2018)	This information is being reviewed

SECTION II – GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. MTW Report: Housing Stock Information			
New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Patriot Pointe	71	71	Through utilization of MTW Authorizations, HACG converted 71 HCV units at this newly constructed project that it owns directly or indirectly to PBV units.
N/A	0	0	N/A
N/A	0	0	N/A
N/A	0	0	N/A

Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
71	71	1134	1134
		Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
		1134	1080

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year
During FYE2016, HACG converted 784 public housing units to long-term Section 8 assisted PBV units under the RAD Program. This conversion of units increased the Agency's PBV count and represents Phase I of a phased approach conversion strategy for public housing units in HACG's portfolio. All of Phase I conversions were completed by April 28, 2016.
During FYE2016, HACG reduced its conventional public housing stock through the demolition of 392 obsolete units located at the Booker T. Washington (BTW) site as part of its redevelopment plan for that property. HACG received and accepted 340 Tenant Protection Vouchers (TPVs) to assist in the relocation of its BTW residents.
In January 2016, the Agency stopped leasing units in conventional PH sites in anticipation of the relocation of residents as part of the BTW redevelopment plan and substantial modernization planned as part of the RAD conversion process.

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

General Description of Actual Capital Fund Expenditures During the Plan Year

During the course of FY2016, HACG expended \$3,211,490 in Capital Funds. Expenditures were made in concert with initial modernization and ongoing redevelopment projects at conventional RAD converted sites and the former Booker T. Washington (BTW) site. Examples of expenditures included property condition assessments, environmental reviews, consultants for developing tax credit applications, site improvement activities such as erosion controlling retaining walls, hazardous material abatement, sewer line maintenance at HACG's Louis Chase site, as well as demolition and construction costs for the north and south ends of HACG's former BTW site.

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

Housing Program *	Total Units	Overview of the Program
Tax Credit - Arbor Pointe, Ashley Station, Patriot Pointe	547	HACG directly/indirectly owns and manages mixed-use sites that were constructed with Tax Credit funding
Locally Funded, Market Rate	293	HACG is contracted to manage a 17 unit market rate property owned by the city of Columbus, as well as directly/indirectly owns and manages market rate units throughout the city of Columbus
Non-MTW HUD Funded	116	HACG directly owns and manages a 88-unit Project-Based Rental Assistance (PBRA) site
Managing Developments for other Non-MTW PHAs	385	HACG is contracted to manage all aspects of 4 neighboring non-MTW Public Housing Authorities (PHAs)
Total Other Housing Owned and/or Managed	1341	

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

If Other, please describe: N/A

B. MTW Report: Leasing Information

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

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Port-In Vouchers (not absorbed)	N/A	52
Total Projected and Actual Households Served	0	52

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

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

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	0
Port-In Vouchers (not absorbed)	N/A	498
Total Projected and Annual Unit Months Occupied/Leased	0	498

N/A

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

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

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

HACG omits the Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income table because HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system, as well as the fact that **HACG did not have any local, non-traditional families that it provided housing assistance to** at the end of the its fiscal year.

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

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

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	714	690	0	1,404	34.9%
2 Person	356	416	0	772	19.2%
3 Person	280	542	0	822	20.4%
4 Person	196	374	0	570	14.2%
5 Person	102	197	0	299	7.4%
6+ Person	40	114	0	154	3.8%
Totals	1688	2333	0	4,021	100%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	34.9%	19.2%	20.4%	14.2%	7.4%	3.8%	100%
Number of Households Served by Family Size this Fiscal Year ***	1,417	680	723	502	228	141	3,691
Percentages of Households Served by Household Size this Fiscal Year ****	38.4%	18.4%	19.6%	13.6%	6.2%	3.8%	100%
Percentage Change	9.9%	-4.0%	-4.2%	-4.1%	-16.9%	-0.3%	0.0%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

HACG attributes the variations of 5% or more over to its decision to stop leasing units at conventional PH sites in anticipation of the modernization and redevelopment efforts at PH sites being converted to PBV sites under RAD and the demolition of BTW. Since the completion of Patriot Pointe, HACG moved many single, over-housed families out of conventional PH sites and into Patriot Pointe as eligible. Consequently, 1 Person families were able to move-in off of the Wait List. Changes to the 5 Person families category are attributed to dependents moving out and reducing the family size, as well as families moving to larger units and/or relocating until modernization and/or redevelopment processes are completed.

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

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

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

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

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End		
Housing Program	Description of Leasing Issues and Solutions	
Housing Choice Vouchers - Tenant-Based Vouchers	<p>There were no leasing issues with this program; however, HACG elected to utilize the Alternative Choice Mobility option in accordance with Notice PIH 2012-32 (HA), REV 2, where 75% of the turnover TBVs will be offered to families at RAD converted sites that are on the PBV Wait List</p> <p>There were no leasing issues with this program; HACG did stop leasing units in January 2016 at conventional PH sites in preparation of PH units converting to PBV units under RAD at 4 sites. HACG anticipates leasing processes to resume once modernization efforts are completed.</p> <p>HACG did not experience any leasing issues under this Housing Program, in fact, HACG stopped leasing PH units in PH sites in preparation of RAD conversions and family relocation activities. Once RAD conversions are completed, HACG anticipates that leasing will resume as normal.</p>	
Housing Choice Vouchers - RAD PBV Units (formerly PH units)		
Public Housing - Conventional		
Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
Innovations to Reduce Homelessness/2014.02	57	Same residence for 12 consecutive months
Rent Reform (Farley)/2014.06	0	Employed for 24 consecutive months
N/A	N/A	N/A
N/A	N/A	N/A
Households Duplicated Across Activities/Definitions	0	* The number provided here should match the outcome reported where metric SS #8 is used.
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	57	

C. MTW Report: Wait List Information

Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community-Wide	383	Closed	No
Federal MTW Public Housing Units	Community-Wide	3,541	Open	Yes
Federal MTW Housing Choice Voucher Program	Program Specific - MTW RRV	11	Partially Open	Yes
Federal MTW Housing Choice Voucher Program	Program Specific - MTW NSV	0	Partially Open	No
Federal MTW Housing Choice Voucher Program	Program Specific - Willow Glen	5	Partially Open	Yes
Federal MTW Housing Choice Voucher Program	Site-Based	3,278	Open	Yes
Federal Non-MTW Housing Choice Voucher Units	Site-Based	156	Open	Yes

More can be added if needed.

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

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

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

Although not listed as partially open, a portion the Wait List for the Federal MTW HCV Program consists of activity elements used to recruit/replace volunteer families to participate in the Community Choice activity. Families are assigned to one of the three evaluation groups - Community-Wide, Location Restricted, or Control/Comparison Group.

Vouchers of the Federal MTW HCV Program are earmarked for MTW activities 2014.02 - Innovations to Reduce Homelessness and 2016.01 - Next Step Vouchers. The activities serve specific populations, chronic homeless and foster youth aging out of foster care, to prevent homelessness.

Another portion of the Federal MTW HCV Program is designated in cooperation with a mental health provider for a segment of the population that needs Permanent Supportive Housing (PSH) due to significant behavioral health issues. Wait List is open by referral only.

If Local, Non-Traditional Program, please describe:

N/A
N/A
N/A

If Other Wait List Type, please describe:

N/A
N/A
N/A

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

HACG continues to use the date and time stamp Wait List at this time. HACG is preparing the development of Wait Lists associated with its RAD conversions to provide choice mobility to families impacted by the RAD conversions. HACG opted for the alternative choice mobility process and initiated the update process to its Admin Plan to include this option and related preferences. HACG may explore lottery and/or other Wait List options at a later date

SECTION III – PROPOSED MTW ACTIVITIES

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

SECTION IV – APPROVED MTW ACTIVITIES

A. Implemented Activities

Activity **2014.01 – Community Choice** was introduced in HACG’s FY2014 Annual MTW Plan, but needed to be re-proposed due to the significant changes in the activity. After a retool of the initiative, this activity was re-proposed and approved in HACG’s FY2015 Annual MTW Plan and initially implemented in the same fiscal year.

The activity utilizes MTW Authorizations D.2.a and D.2.b listed in Attachment C of the MTW Agreement to study 3 groups of Tenant-Based Voucher (TBV) holding families by modifying the payment standards above the currently mandated program requirements to 120% and modifying the content of contract rental agreements that differ from the currently mandated program requirements in order to restrict one study group, Location Restricted, to low-poverty census tracts. A third group is left unaltered to serve as the comparison group.

The activity is designed to learn if the issuance of higher valued vouchers, 120% of payment standards, and/or the restriction to low-poverty areas of the city significantly influence social factors if the volunteering family. The 3 groups and the associated parameters are below:

- ✓ Community-wide: 40 TBVs at 120% of the Fair Market Rent (FMR) with no restriction
- ✓ Location Restricted: 40 TBVs at 120% of FMR **AND** restricted to low-poverty census tracts
- ✓ Comparison/Control Group: 40 TBVs at 90% of FMR (normal issuance)

As of June 30, 2016, the positive impacts of this activity includes the promotion of socio-economic diversity in Columbus, where there was not a concentrated effort to do so. Also the activity, as approved, overcomes the initial challenges that HACG faced when it could not find local communities in low-poverty areas of the city in which to project-base up to 40 vouchers. This modified version has allowed up to 80 low-income families to access low-poverty areas of the city and the perceived and real amenities associated with living in low-poverty areas of any city in the nation.

In addition to the positive impacts of the activity, the activity has produced a series of challenges since its introduction in FY2014, which HACG has met successfully. Challenges from the significant changes of the initial idea, to the implementation struggles to find enough families to formulate the Location Restricted and Control/Comparison Groups.

Although challenging, HACG issued over 300 TBVs collectively to find volunteer families, HACG has been able to “field” respective groups for the activity and the table on the next page shows selected demographics for each group as of June 30, 2016:

COMMUNITY CHOICE SELECTED DEMOGRAPHICS							
Group	Median Age	Median HoH Size	# Work-Able HoH	% Work-Able HoH	% of Work-Able with Earned Income	TBV Issuance to Move-in (Days)	Avg. Time Housed (Yrs)
Community-Wide	32	3.3	45	93.8%	42.2%	55.5	1.9
Location Restricted	30	3.3	41	54.7%	70.7%	61.6	0.9
Control / Comparison	30	4.8	47	87.0%	57.4%	49.3	1.7

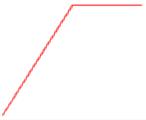
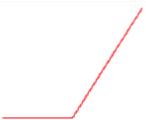
Another highlighted challenge learned in the implementation and monitoring of this activity includes the tracking and restricting strategies of families in the Location Restricted Group. HACG identified census tracts in the city that classify as or closely resembles low-poverty areas. Selected “demographics” of the census tracts identified are tabled below:

COMMUNITY CHOICE CENSUS TRACT HIGHLIGHTS			
# Of Tracts	Median % Below Poverty Line	2010 Median Family Income	2014 Median Est. Family Income
16	8.54%	\$ 73,640	\$ 73,348

Since the Agency does not own any custom or proprietary software to assist case managers in ensuring that Location Restricted families are searching for housing in one of the identified areas, the process becomes a tad burdensome and drawn out for those families that want to relocate once their lease is up, as well as for the case managers.

Nonetheless, HACG HCV Case Managers have done an excellent job of illustrating restricted areas to those families, as the chart below shows – note the increases in the Location Restricted Group:

COMMUNITY CHOICE CENSUS TRACT ANALYSIS

Group	2014 Families in Selected Tracts (Pre-Issuance)	2015 Families in Selected Tracts (Post-Issuance)	2016 Families in Selected Tracts (Post-Issuance)	Movement Trend of Selected Tracts
Community-Wide	4	5	5	
Location Restricted	5	18	33	
Control/Comparison	2	2	4	

This is not a rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Community-Wide Group - Vouchers are 120% of Fair Market Rent (FMR)	Earned income of households affected by this policy = \$14,392,968 Number of households affected by this policy = 2,322 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 6,199 average earned income	Expected earned income of households affected by this policy = \$402,300 Expected number of households affected by this policy = 40 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 10,058 average earned income	Actual earned income of households affected by this policy = \$407,327 Actual number of households affected by this policy = 39 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 10,444 average earned income	Exceeds Benchmark
Location Restricted Group - Vouchers are 120% of FMR & Restricted to Low Poverty Areas	Earned income of households affected by this policy = \$14,392,968 Number of households affected by this policy = 2,322 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 6,199 average earned income	Expected earned income of households affected by this policy = \$402,300 Expected number of households affected by this policy = 40 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 10,058 average earned income	Actual earned income of households affected by this policy = \$361,033 Actual number of households affected by this policy = 39 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 9,257 average earned income	Not Achieved
Control Group - Vouchers are Issued in Accordance with Payment Standards	Earned income of households affected by this policy = \$14,392,968 Number of households affected by this policy = 2,322 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 6,199 average earned income	Expected earned income of households affected by this policy = \$402,300 Expected number of households affected by this policy = 40 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 10,058 average earned income	Actual earned income of households affected by this policy = \$338,904 Actual number of households affected by this policy = 36 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 9,414 average earned income	Not Achieved

SS #3: Increase in Positive Outcomes in Employment Status

Report the Baseline, Benchmark, and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

SS #3: Increase in Positive Outcomes in Employment Status - Community-Wide

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of work-able (19-61) households in the control group = 946</p> <p>Number of work-able (19-61) households Employed Fulltime in the control group = 224</p> <p>Percentage of Community-Wide Work-Able Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Expected number of work-able (19-61) households in the Community-Wide Group = 40</p> <p>Expected number of work-able (19-61) households Employed Fulltime in the Community-Wide Group = 9</p> <p>Expected Percentage of Community-Wide Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Actual number of work-able (19-61) households in the Community-Wide Group = 43</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the Community-Wide Group = 13</p> <p>Actual Percentage of Community-Wide Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">30.2%</p> <p align="center">employed fulltime</p>	Exceeds Benchmark
(2) Employed Part- Time	<p>Number of work-able (19-61) households in the restricted group = 946</p> <p>Number of work-able (19-61) households Employed Part Time in the restricted group = 256</p> <p>Percentage of Community-Wide Work-Able Households <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Expected number of work-able (19-61) households in the Community-Wide Group = 40</p> <p>Expected number of work-able (19-61) households Employed Part Time in the Community-Wide Group = 11</p> <p>Expected Percentage of Community-Wide Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Actual number of work-able (19-61) households in the Community-Wide Group = 43</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the Community-Wide Group = 6</p> <p>Actual Percentage of Community-Wide Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">14.0%</p> <p align="center">employed part time</p>	No
(5) Unemployed	<p>Number of work-able (19-61) households in the restricted group = 946</p> <p>Number of work-able (19-61) households Unemployed in the restricted group = 372</p> <p>Percentage of Community-Wide Work-Able Households <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Expected number of work-able (19-61) households in the community-wide group = 40</p> <p>Expected number of work-able (19-61) households Unemployed in the community-wide group = 16</p> <p>Expected Percentage of Community-Wide Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Actual number of work-able (19-61) households in the Community-Wide Group = 43</p> <p>Actual number of work-able (19-61) households Unemployed in the Community-Wide Group = 26</p> <p>Actual Percentage of Community-Wide Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">60.5%</p> <p align="center">unemployed</p>	No

SS #3: Increase in Positive Outcomes in Employment Status - Restricted Vouchers

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of work-able (19-61) households in the Restricted Group = 946</p> <p>Number of work-able (19-61) households Employed Fulltime in the Restricted Group = 224</p> <p>Percentage of Location Restricted Work-Able Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Expected number of work-able (19-61) households in the Restricted Group = 32</p> <p>Expected number of work-able (19-61) households Employed Fulltime in the Restricted Group = 8</p> <p>Expected Percentage of Location Restricted Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Actual number of work-able (19-61) households in the Restricted Group = 41</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the Restricted Group = 13</p> <p>Actual Percentage of Location Restricted Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">31.7%</p> <p align="center">employed fulltime</p>	Exceeds Benchmark
(2) Employed Part- Time	<p>Number of work-able (19-61) households in the Restricted Group = 946</p> <p>Number of work-able (19-61) households Employed Part time in the Restricted Group = 256</p> <p>Percentage of Restricted Work-Able Households <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Expected number of work-able (19-61) households in the Restricted Group = 32</p> <p>Expected number of work-able (19-61) households Employed Part time in the Restricted Group = 9</p> <p>Expected Percentage of Restricted Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Actual number of work-able (19-61) households in the Restricted Group = 41</p> <p>Actual number of work-able (19-61) households Employed Part time in the Restricted Group = 16</p> <p>Actual Percentage of Restricted Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">39.0%</p> <p align="center">employed part time</p>	Exceeds Benchmark
(5) Unemployed	<p>Number of work-able (19-61) households in the Restricted Group = 946</p> <p>Number of work-able (19-61) households Unemployed in the Restricted Group = 372</p> <p>Percentage of Restricted Work-Able Households <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Expected number of work-able (19-61) households in the Restricted Group = 32</p> <p>Number of work-able (19-61) households Unemployed in the Restricted Group = 13</p> <p>Expected Percentage of Restricted Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Actual number of work-able (19-61) households in the Restricted Group = 41</p> <p>Number of work-able (19-61) households Unemployed in the Restricted Group = 12</p> <p>Actual Percentage of Restricted Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">29.3%</p> <p align="center">unemployed</p>	Exceeds Benchmark

SS #3: Increase in Positive Outcomes in Employment Status - Control Group

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of work-able (19-61) households in the Control Group = 946</p> <p>Number of work-able (19-61) households Employed Fulltime in the Control Group = 224</p> <p>Percentage of Control Work-Able Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Expected number of work-able (19-61) households in the Control Group = 32</p> <p>Expected number of work-able (19-61) households Employed Fulltime in the Control Group = 8</p> <p>Expected Percentage of Control Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Actual number of work-able (19-61) households in the Control Group = 47</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the Control Group = 12</p> <p>Actual Percentage of Control Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">25.5%</p> <p align="center">employed fulltime</p>	Exceeds Benchmark
(2) Employed Part- Time	<p>Number of work-able (19-61) households in the Control Group = 946</p> <p>Number of work-able (19-61) households Employed Part Time in the Control Group = 256</p> <p>Percentage of Control Work-Able Households <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Expected number of work-able (19-61) households in the Control Group = 32</p> <p>Expected number of work-able (19-61) households Employed Part Time in the Control Group = 9</p> <p>Expected Percentage of Control Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Actual number of work-able (19-61) households in the Control Group = 47</p> <p>Actual number of work-able (19-61) households Employed Part Time in the Control Group = 15</p> <p>Actual Percentage of Control Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">31.9%</p> <p align="center">employed part time</p>	Exceeds Benchmark
(5) Unemployed	<p>Number of work-able (19-61) households in the Control Group = 946</p> <p>Number of work-able (19-61) households Unemployed in the Control Group = 372</p> <p>Percentage of Control Work-Able Households <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Expected number of work-able (19-61) households in the Control Group = 32</p> <p>Expected number of work-able (19-61) households Unemployed in the Control Group = 13</p> <p>Expected Percentage of Control Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Actual number of work-able (19-61) households in the Control Group = 47</p> <p>Actual number of work-able (19-61) households Unemployed in the Control Group = 20</p> <p>Actual Percentage of Control Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">42.6%</p> <p align="center">unemployed</p>	No

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of community-wide households receiving TANF assistance (decrease).	Number of Households in the Community-Wide Group Receiving TANF Prior to Implementation of the Activity 1 community-wide HOHs receiving TANF	Expected Number of Households in the Community-Wide Group Receiving TANF After Implementation of the Activity 2 community-wide HOHs receiving TANF	Actual Number of Households in the Community-Wide Group Receiving TANF After Implementation of the Activity 1 community-wide HOHs receiving TANF	Exceeds Benchmark
Number of restricted households receiving TANF assistance (decrease).	Number of Households in the Restricted Group Receiving TANF Prior to Implementation of the Activity 0 restricted voucher HOHs receiving TANF	Expected Number of Households in the Restricted Group Receiving TANF After Implementation of the Activity 2 restricted voucher HOHs receiving TANF	Actual Number of Households in the Restricted Group Receiving TANF After Implementation of the Activity 2 restricted voucher HOHs receiving TANF	Meets Benchmark
Number of control group households receiving TANF assistance (decrease).	Number of Households in the Control Group Receiving TANF Prior to Implementation of the Activity 0 control group HOHs receiving TANF	Expected Number of Households in the Control Group Receiving TANF After Implementation of the Activity 2 control group HOHs receiving TANF	Actual Number of Households in the Control Group Receiving TANF After Implementation of the Activity 0 control group HOHs receiving TANF	Exceeds Benchmark

SS #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per community wide household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268 Number of Housing Choice Units = 18,664 Number of Community-Wide vouchers at 120% of the Fair Market Rent = 40 Average Subsidy per Community-Wide Household Prior to Implementation of the Activity \$ 469.47	Expected Housing Choice Voucher subsidy = \$13,143,402 Expected Number of Housing Choice Units = 27,996 Expected Number of Community-Wide vouchers at 120% of the Fair Market Rent = 40 Expected Average Subsidy per Community-Wide Household After Implementation of the Activity \$ 469.47	Actual Housing Choice Voucher subsidy = \$12,562,213 Actual number of Housing Choice Units = 28,284 Actual number of Community-Wide vouchers at 120% of the Fair Market Rent = 39 Actual Average Subsidy per Community-Wide Household After Implementation of the Activity \$ 455.53	Exceeds Benchmark
Average amount of Section 8 subsidy per restricted household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268 Number of Housing Choice Units = 18,664 Number of Restricted vouchers at 120% of the Fair Market Rent = 40 Average Subsidy per Restricted Household Prior to Implementation of the Activity \$ 469.47	Expected Housing Choice Voucher subsidy = \$13,143,402 Expected Number of Housing Choice Units = 27,996 Expected Number of Restricted vouchers at 120% of the Fair Market Rent = 40 Expected Average Subsidy per Restricted Household After Implementation of the Activity \$ 469.47	Actual Housing Choice Voucher subsidy = \$12,562,213 Actual number of Housing Choice Units = 28,284 Actual number of Restricted vouchers at 120% of the Fair Market Rent = 38 Actual Average Subsidy per Restricted Household After Implementation of the Activity \$ 467.52	Exceeds Benchmark

SS #6: Reducing Per Unit Subsidy Costs for Participating Households - continued

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per control group household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268	Expected Housing Choice Voucher subsidy = \$13,143,402	Actual Housing Choice Voucher subsidy = \$12,562,213	No
	Number of Housing Choice Units = 18,664	Expected Number of Housing Choice Units = 27,996	Actual number of Housing Choice Units = 28,284	
	Number of Control vouchers at 120% of the Fair Market Rent = 40	Expected Number of Control vouchers at 120% of the Fair Market Rent = 40	Actual number of Control vouchers at 120% of the Fair Market Rent = 31	
	Average Subsidy per Control Household Prior to Implementation of the Activity	Expected Average Subsidy per Control Household After Implementation of the Activity	Actual Average Subsidy per Control Household After Implementation of the Activity	
\$ 469.47	\$ 469.47	\$ 573.09		
section 8 subsidy for control group	section 8 subsidy for control group	section 8 subsidy for control group		

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of community-wide households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) Prior to Implementation of the Activity 0	Expected Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 10	Actual Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 15	Exceeds Benchmark
	self-sufficient community-wide households	self-sufficient community-wide households	self-sufficient community-wide households	

SS #8: Households Transitioned to Self Sufficiency - continued

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of restricted households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) Prior to Implementation of the Activity 0 self-sufficient restricted households	Expected Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 10 self-sufficient restricted households	Actual Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 0 self-sufficient restricted households	No
Number of control households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) Prior to Implementation of the Activity 0 self-sufficient restricted households	Expected Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 10 self-sufficient restricted households	Actual Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 0 self-sufficient restricted households	No

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Community-Wide households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	<p>Community-Wide households issued a higher voucher to access areas of opportunity = 0</p> <p>Percent of Community-Wide households living in low-poverty area = 0.0%</p> <p>Community-Wide Households Able to Move to a Better Unit and/or Neighborhood of Opportunity Prior to Implementation of the Activity</p> <p align="center">0</p> <p>households residing in low-poverty area</p>	<p>Expected Community-Wide households issued a higher voucher to access areas of opportunity = 30</p> <p>Expected percent of Community-Wide households living in low-poverty area = 36.7%</p> <p>Expected Community-Wide Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Implementation of the Activity</p> <p align="center">10</p> <p>households residing in low-poverty area</p>	<p>Actual Community-Wide households issued a higher voucher to access areas of opportunity = 40</p> <p>Actual percent of Community-Wide households living in low-poverty area = 12.5%</p> <p>Actual Community-Wide Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Implementation of the Activity</p> <p align="center">5</p> <p>households residing in low-poverty area</p>	Benchmark Not Achieved

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Location Restricted households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	<p>Location Restricted households issued a higher voucher to access areas of opportunity = 0</p> <p>Percent of Location Restricted households living in low-poverty area = 0.0%</p> <p>Location Restricted Households Able to Move to a Better Unit and/or Neighborhood of Opportunity Prior to Implementation of the Activity</p> <p align="center">0</p> <p>households residing in low-poverty area</p>	<p>Expected Location Restricted households issued a higher voucher to access areas of opportunity = 30</p> <p>Expected percent of Location Restricted households living in low-poverty area = 66.7%</p> <p>Expected Location Restricted Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Implementation of the Activity</p> <p align="center">32</p> <p>households residing in low-poverty area</p>	<p>Actual Location Restricted households issued a higher voucher to access areas of opportunity = 41</p> <p>Actual percent of Location Restricted households living in low-poverty area = 90.2%</p> <p>Actual Location Restricted Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Implementation of the Activity</p> <p align="center">37</p> <p>households residing in low-poverty area</p>	Exceeds Benchmark

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Comparison/Control households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	Comparison/Control households issued a higher voucher to access areas of opportunity = 0	Expected Comparison/Control households issued a higher voucher to access areas of opportunity = 30	Actual Comparison/Control households issued a higher voucher to access areas of opportunity = 46	Exceeds Benchmark
	Percent of Comparison/Control households living in low-poverty area = 0.0%	Expected percent of Comparison/Control households living in low-poverty area = 13.3%	Actual percent of Comparison/Control households living in low-poverty area = 13.0%	
	Comparison/Control Households Able to Move to a Better Unit and/or Neighborhood of Opportunity Prior to Implementation of the Activity	Expected Comparison/Control Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Implementation of the Activity	Actual Comparison/Control Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Implementation of the Activity	
	0	3	6	
	households residing in low-poverty area	households residing in low-poverty area	households residing in low-poverty area	

Due to the timing of HACG’s FY2016 Annual MTW Plan, which was October 2014, the activity’s implementation timeline was off, which caused HACG to use the approval fiscal year as the baseline and benchmark setting time. Otherwise the **activity is on schedule**.

HACG revised its benchmarks due to the approval timing of its Annual MTW Plan, which was approved October 2014, 1/3 into its fiscal year. The **delayed approval** time **influenced implementation schedule** of the initiative, as well as data collection efforts. As a result, in the delayed approval of the Plan, **FY2015 data was used to set “soft” baselines and benchmarks** and data from **FY2016 was used to set actual baseline and benchmarks** for the remainder of the activity’s demonstration period. The changes are tabled below:

Annual Benchmark						
Unit of Measurement	Soft Baseline FYE 2015	Actual Baseline FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Average earned income of community-wide households in dollars (increase).	\$ 9,518	\$ 10,058	\$ 10,560	\$ 11,088	\$ 11,643	\$ 12,225
Average earned income of location restricted households in dollars (increase).	\$ 9,518	\$ 10,058	\$ 10,560	\$ 11,088	\$ 11,643	\$ 12,225
Average earned income of control group households in dollars (increase).	\$ 9,518	\$ 10,058	\$ 10,560	\$ 11,088	\$ 11,643	\$ 12,225
Percentage of total community-wide work-able households Employed Fulltime prior to implementation of activity	36.9%	23.7%	23.7%	23.8%	23.8%	24.1%
Percentage of total community-wide work-able households Employed Part Time prior to implementation of activity	55.4%	27.1%	27.2%	27.4%	27.6%	27.9%
Percentage of total community-wide work-able households Unemployed prior to implementation of activity	7.7%	39.3%	38.3%	40.2%	39.0%	39.0%
Percentage of total location restricted work-able households Employed Fulltime prior to implementation of activity	36.9%	23.7%	23.2%	23.3%	23.3%	23.6%
Percentage of total location restricted work-able households Employed Part Time prior to implementation of activity	55.4%	27.1%	25.7%	25.8%	26.0%	26.3%
Percentage of total location restricted work-able households Unemployed prior to implementation of activity	7.7%	39.3%	41.3%	43.3%	42.0%	42.0%

Annual Benchmark - continued						
Unit of Measurement	Soft Baseline FYE 2015	Actual Baseline FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Percentage of total control group work-able households Employed Fulltime prior to implementation of activity	36.9%	23.7%	23.2%	23.2%	23.7%	23.7%
Percentage of total control group work-able households Employed Part Time prior to implementation of activity	55.4%	27.1%	27.1%	27.3%	27.1%	27.1%
Percentage of total control group work-able households Unemployed prior to implementation of activity	7.7%	39.3%	40.5%	41.1%	41.7%	41.7%
Number of community-wide households receiving TANF assistance (decrease).	1.18	2.00	1.59	1.56	1.51	1.43
Number of location restricted households receiving TANF assistance (decrease).	1.18	2.00	0.79	0.78	0.76	0.72
Number of control group households receiving TANF assistance (decrease).	1.18	2.00	1.59	1.56	1.51	1.43
Average amount of Section 8 subsidy per community wide household affected by this policy in dollars (decrease).	\$ 544	\$ 469	\$ 507	\$ 507	\$ 507	\$ 497
Average amount of Section 8 subsidy per location restricted household affected by this policy in dollars (decrease).	\$ 544	\$ 469	\$ 507	\$ 507	\$ 507	\$ 497
Average amount of Section 8 subsidy per control group household affected by this policy in dollars (decrease).	\$ 544	\$ 469	\$ 507	\$ 507	\$ 507	\$ 497

Annual Benchmark - continued						
Unit of Measurement	Soft Baseline FYE 2015	Actual Baseline FYE 2016	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Number of community-wide households transitioned to self sufficiency (increase).	8	10	22	24	26	29
Number of location restricted households transitioned to self sufficiency (increase).	3	10	31	34	37	41
Number of control group households transitioned to self sufficiency (increase).	8	10	23	25	27	30
Number of Community-Wide households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	0	4	10	10	8	8
Number of Location Restricted households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	0	3	32	36	37	37
Number of Comparison/Control households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	0	2	3	7	8	8

During FY2015, HACG switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially with regard to generating reports. Currently staff is manually collecting data from both systems to provide as accurate a picture as possible.

Activity **2014.02 – Innovations to Reduce Homelessness** was introduced and **approved in HACG’s FY2014 Annual MTW Plan and implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorizations D.2.a, D.2.b, and D.4 listed in Attachment C of the MTW Agreement to provide up to 150 vouchers to properly referred, chronically homeless, eligible families by adopting and implementing any reasonable policy to calculate the tenant portion of the rent, by determining content of contract rental agreements, and by determining the waiting list procedures, tenant selection procedures, and criteria and preferences that differ from the currently mandated program requirements in order to assist homeless families with concerted case management stabilization efforts.

The activity seeks to learn if the “rapid” issuance of vouchers to homeless individuals or families actually reduces the homeless population in the area and if the issuance assists in the stabilization of homeless individuals or families. The activity works in tandem with the area’s Continuum of Care Committee and other homeless prevention organizations as well.

Since its approval in FY2014, HACG has earmarked TBVs each fiscal year for this endeavor. The breakdown is bulleted below:

- ✓ FY2014: 30 TBVs designated for MTW Rapid Rehousing Voucher (RRV) Program
- ✓ FY2015: 50 TBVs designated for MTW RRV Program
- ✓ FY2016: 40 TBVs designated for MTW RRV Program
- ✓ FY2017: 30 TBVs approved August 5, 2016 for MTW RRV Program

Based on feedback shared with HACG since the activity’s implementation in FY2014, the positive impacts of the activity include an overwhelming open-armed reception by the homeless prevention community, positive reception by city officials, participants, and service providers alike, and agency-flattering requests from neighboring homeless advocates and supporters to share details of the activity as a template.

HACG is pleased with the feedback thus far and the Agency continues to successfully address challenges presented by the activity’s loopholes and the targeted population. A significant challenge successfully overcome involves centralizing referrals through Home for Good (HfG). Local human services organizations now provide recommendations to one of the two behavioral health providers in the area that in-turn refer assessed individuals and families to Home for Good. Home for Good, under the United Way umbrella, manages the activity’s Wait List and conducts an eligibility pre-screening to properly refer homeless families to the appropriate service provider in order to expedite needed services for them.

The table below shows the impact of the activity to families and individuals:

RAPID REHOUSING FAMILIES/INDIVIDUALS HOUSED*							
	Count	Individuals	% Individuals	Families	% Families	Veterans	% Veterans
Committed Vouchers (Housed)	105	45	42.9%	72	68.6%	16	15.2%
Obligated Vouchers (Looking)	12	13	108.3%	8	66.7%	3	25.0%
Total Amount Housed	117	58	49.6%	80	68.4%	19	16.2%
Formerly Housed	24	6	25.0%	10	41.7%	4	16.7%
Total Obligated/Committed	24	6	25.0%	80	333.3%	19	79.2%

*Source = MTW RRV Tracking Log

Here are selected demographics for the Innovations to Reduce Homelessness Activity:

INNOVATIONS TO REDUCE HOMELESSNESS SELECTED DEMOGRAPHICS			
Category	Count	Percent	Comments
Vouchers Issued	117	97.5%	
Home for Good Wait List	11	N/A	
Vouchers Committed - Moved-In	105	89.7%	
<i>FYE 2014 (July 1, 2013 - June 30, 2014)</i>	<i>19</i>	<i>18.1%</i>	
<i>FYE 2015 (July 1, 2014 - June 30, 2015)</i>	<i>42</i>	<i>40.0%</i>	
<i>FYE 2016 (July 1, 2015 - June 30, 2016)</i>	<i>44</i>	<i>41.9%</i>	
Vouchers Obligated - Searching	12	10.3%	
Vouchers Terminated - End MTW RRV	24	N/A	
<i>FYE 2014 (July 1, 2013 - June 30, 2014)</i>	<i>8</i>	<i>33.3%</i>	1 Family Over Income Limits
<i>FYE 2015 (July 1, 2014 - June 30, 2015)</i>	<i>12</i>	<i>50.0%</i>	1 Family Voluntarily Terminated Participatin
<i>FYE 2016 (July 1, 2015 - June 30, 2016)</i>	<i>4</i>	<i>16.7%</i>	1 Family Fleeing DV Situation
Military Veterans	16	13.7%	
VI-SPDAT Score (>=10)	66	56.4%	
Population	275	N/A	
Average Family Size	2.4	N/A	

This is not a rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase).	Monthly earned income of households affected by this policy = \$87,236 Number of households affected by this policy = 28 Average Monthly Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 3,115.57 average earned income	Expected monthly earned income of households affected by this policy = \$603,200 Expected number of households affected by this policy = 80 Expected Average Monthly Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 7,540.00 average earned income	Actual monthly earned income of households affected by this policy = \$510,536 Actual number of households affected by this policy = 117 Actual Average Monthly Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 4,363.56 average earned income	No

SS #3: Increase in Positive Outcomes in Employment Status

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

SS #3: Increase in Positive Outcomes in Employment Status - continued

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	Number of work-able (19-61) households = 17 Number of work-able (19-61) households employed fulltime = 1 Percentage of Work-Able (19-61) Households <u>Employed Fulltime</u> Prior to Implementation of the Activity 5.9% employed fulltime	Expected number of work-able (19-61) households = 45 Expected number of work-able (19-61) households employed fulltime = 3 Expected Percentage of Work-Able (19-61) Households <u>Employed Fulltime</u> After Implementation of the Activity 5.9% employed fulltime	Actual number of work-able (19-61) households = 84 Actual number of work-able (19-61) households employed fulltime = 13 Actual Percentage of Work-Able (19-61) Households <u>Employed Fulltime</u> After Implementation of the Activity 15.5% employed fulltime	Exceeds Benchmark
(2) Employed Part- Time	Number of work-able (19-61) households = 17 Number of work-able (19-61) households = 9 Percentage of Work-Able (19-61) Households <u>Employed Part Time</u> Prior to Implementation of the Activity 52.9% employed part time	Expected number of work-able (19-61) households = 45 Expected number of work-able (19-61) households = 24 Expected Percentage of Work-Able (19-61) Households <u>Employed Part Time</u> After Implementation of the Activity 52.9% employed part time	Actual number of work-able (19-61) households = 84 Actual number of work-able (19-61) households = 33 Actual Percentage of Work-Able (19-61) Households <u>Employed Part Time</u> After Implementation of the Activity 39.3% employed part time	No
(3) Unemployed	Number of work-able (19-61) households = 17 Number of work-able (19-61) households = 8 Percentage of Work-Able (19-61) Households <u>Unemployed</u> Prior to Implementation of the Activity 47.1% unemployed	Expected number of work-able (19-61) households = 45 Expected number of work-able (19-61) households = 21 Expected Percentage of Work-Able (19-61) Households <u>Unemployed</u> After Implementation of the Activity 47.1% unemployed	Actual number of work-able (19-61) households = 84 Actual number of work-able (19-61) households = 71 Actual Percentage of Work-Able (19-61) Households <u>Unemployed</u> After Implementation of the Activity 84.5% unemployed	No

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	Households Receiving TANF Prior to Implementation of the activity 0 households receiving TANF	Expected Households Receiving TANF After Implementation of the activity 8 households receiving TANF	Actual Households Receiving TANF After Implementation of the activity 4 households receiving TANF	Exceeds Benchmark

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Rapid Rehousing Voucher (RRV) households transitioned to self sufficiency	Number of RRV households = 0 Rapid Rehousing Voucher Households Transitioned to Self-Sufficiency (Maintain Residency for 12 Consecutive Months or Longer) Prior to Implementation of the Activity 0 households transitioned to self-sufficiency	Expected number of RRV households = 80 Expected Rapid Rehousing Voucher Households Transitioned to Self-Sufficiency (Maintain Residency for 12 Consecutive Months or Longer) After Implementation of the Activity 80 households transitioned to self-sufficiency	Actual number of RRV households = 71 Actual Rapid Rehousing Voucher Households Transitioned to Self-Sufficiency (Maintain Residency for 12 Consecutive Months or Longer) After Implementation of the Activity 23 households transitioned to self-sufficiency	Benchmark Not Achieved

This activity was approved by HUD July 31, 2013 and implemented during FY2014. The activity is on schedule.

HACG needed to use the initial implementation year to collect data on the incoming homeless population since HACG did not collect such data before the approval of this activity. As a result, the benchmarks were revised slightly after a year's worth of collection

to reflect realistic outcomes of the targeted population for the remainder of the demonstration. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Average earned income of households affected by this policy in dollars (increase).	\$ 3,115.57	\$ 7,540.00	\$ 3,770.00	\$ 7,540.00	\$ 9,425.00	\$ 11,310.00
Percentage of total workable households Employed Fulltime prior to implementation of activity (percent). This number may be zero.	5.9%	5.9%	5.9%	6.5%	7.1%	7.8%
Percentage of total workable households Employed Part Time prior to implementation of activity (percent). This number may be zero.	52.9%	52.9%	52.9%	55.4%	56.7%	57.9%
Percentage of total workable households Unemployed prior to implementation of activity (percent). This number may be zero.	47.1%	47.1%	47.1%	45.4%	43.8%	42.1%
Number of households receiving TANF assistance (decrease).	0	8	12	9	6	3
Number of households transitioned to self sufficiency (12+ consecutive months of residency)	0	30	55	100	135	150

In October 2015, the Agency switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially with regard to generating reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2014.03 – Administrative Reform** was introduced and **approved** in HACG’s **FY2014 Annual MTW Plan and implemented** in the same fiscal year as approval.

The activity utilizes a number of Public Housing and Housing Choice Voucher (HCV) MTW Authorizations listed in Attachment C of the MTW Agreement to provide administrative reforms to both rental assistance programs administered by HACG. On the Public Housing side, the activity utilizes MTW Authorizations C.2, C.4, and C.11 to develop and adopt local preferences and admission policies and procedures for admission into the public housing program in lieu of HUD statutes, regulations, or other requirements, to restructure the frequency of the reviews and the methods and process used to establish the integrity of the income information provided, and to determine the family payment and set rents in public housing, including definitions of income and adjusted income that differ from those in current statutes or regulations. On the HCV side, the activity utilizes D.1.c, D.2.a, D.2.b, D.3.a, and D.3.b to adopt and implement a reexamination program that differs, to adopt and implement any reasonable policy to establish payment standards, rents, or subsidy levels for tenant-based assistance that differ, to determine the content of the contract rental agreements that differ, to determine income qualifications for participation in the rental assistance program that differ, and to adopt and implement any reasonable policy for verifying family income and composition and for determining resident eligibility that differ from the currently mandated program requirements respectively.

The activity **sets an asset limitation** for existing residents and new admissions for either program, where income derived from assets below \$50,000 is excluded from the income calculation. Income received from assets equal to or above \$50,000 is included into the income calculation. The initial year of the program for existing residents is their baseline year and the program entry year is the baseline year for new admissions. After the baseline is established, clients of and residents of HCV or Public Housing Programs are **able to self-certify** their asset amounts annually. Assets are randomly verified by Case Managers or Housing Managers on the HCV or Public Housing side respectively.

In addition to the above functions, the activity also eliminates the 40% income cap in the HCV Program that allows clients of the HCV Program to use up to 50% of their income for rent, where the activity maximizes the clients’ mobility choice while maintaining a “rent burden” cap of 50%. No clients will be allowed to exceed the 50% income cap under any circumstances. Existing clients are provided with this option at each examination, (annual or interim) and new clients are offered this option at their intake examination (initial).

As of the end of the fiscal year, June 30, 2016, positive impacts of the activity as shared with HACG includes a “faster” interview process for both the client/resident and the case/housing manager because the majority of the clients/residents on either program have accumulated less than \$50,000 in assets and any income derived off of assets less than \$50,000 is very little to impact the participant’s rental share. In addition, clients of the HCV Program are excited about the opportunity to use more of their income to determine where

they choose to live. This opens other markets of the city to many of the families that have a larger share of disposable household income to apply toward rent.

The major challenge that HACG faces now is deciding to close out the activity. As a result of the Rental Assistance Demonstration (RAD) Program, HACG is in the midst of converting all of its public housing units to long-term Project-Based Voucher (PBV) Section 8 assistance. To meet some of the RAD requirements and to upgrade many of its properties being converted, HACG used LIHTC funding to modernize and renovate properties. This action added commitments that HACG needs to meet annually. Therefore, HACG will discuss the close out of the \$50,000 asset limitation and self-certification aspects of the activity over the next fiscal year in order to comply with stakeholder rules and regulations.

Overall, HACG is pleased with the activity's results and the received feedback to date.

This is not a rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

CE #1: Agency Cost Savings - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	Average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$24.50	Expected average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$24.50	Actual average hourly compensation (salary & benefits) of Housing Managers = \$30.00; of Occupancy Specialists = \$25.24	Benchmark Not Achieved
	Average time to complete PH annual/interim exam = 1.83 hrs; HCV annual/interim exam = 2.00 hrs	Expected average time to complete PH annual/interim exam = 1.83 hrs; HCV annual/interim exam = 2.00 hrs	Actual average time to complete PH annual/interim exam = 1.83 hrs; HCV annual/interim exam = 2.00 hrs	
	Number of PH annual exams = 1,688; of HCV annual exams = 2,333	Expected number of PH annual exams = 1,516; of HCV annual exams = 2,534	Actual number of PH annual exams = 1,244; of HCV annual exams = 2,713	
	Cost of to Conduct Annual/Interim Recertification Examinations Prior to Implementation of the Activity	Expected Cost of to Conduct Annual/Interim Recertification Examinations After Implementation of the Activity	Actual Cost of to Conduct Annual/Interim Recertification Examinations After Implementation of the Activity	
	\$ 102,150.37	\$ 102,490.39	\$ 102,623.92	
	agency cost	agency cost	agency cost	

CE #2: Staff Time Savings - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	Amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs Number of annual PH recertifications = 1,688; of annual HCV recertifications = 2,333 Total Amount of Staff Hours Dedicated to Recertifications 3,877.5 staff hours	Expected amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs Expected number of annual PH recertifications = 1,516; of annual HCV recertifications = 2,534 Expected Total Amount of Staff Hours Dedicated to Recertifications 3,921.1 staff hours	Actual amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs Actual number of annual PH recertifications = 1,244; of annual HCV recertifications = 2,713 Actual Total Amount of Staff Hours Dedicated to Recertifications 3,851.3 staff hours	Exceeds Benchmark

CE #3: Decrease in Error Rate of Task Execution - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a task as a percentage (decrease).	Number of PH Quality Control checks = 35; of HCV QC checks = 38 Number of PH errors noted = 25; of HCV errors noted = 5 Average Error Rate of Quality Control Checks 42.3% average error rate	Expected number of PH Quality Control checks = 34; of HCV QC checks = 47 Expected number of PH errors noted = 20; of HCV errors noted = 7 Expected Average Error Rate of Quality Control Checks 36.9% average error rate	Actual number of PH Quality Control checks = 35; of HCV QC checks = 38 Actual number of PH errors noted = 25; of HCV errors noted = 5 Actual Average Error Rate of Quality Control Checks 42.3% average error rate	Benchmark Not Achieved

CE #5: Increase in Tenant Rent Share - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,939; Housing Choice Voucher units = 2,099 Tenant Rental Revenue Prior to Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Expected tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Expected number of Public Housing units = 17,939; Housing Choice Voucher units = 2,099 Expected Tenant Rental Revenue After Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Tenant rental revenue for Public Housing = \$1,816,077; Housing Choice Voucher = \$312,031 Number of Public Housing units = 13,017; Housing Choice Voucher units = 2,713 Actual Tenant Rental Revenue After Activity Implementation \$ 127.26 average tenant rent (PH and S8)	Benchmark Not Achieved

HC #5: Increase in Resident Mobility - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Number of Section 8 vouchers = 2,333 Percentage of Section 8 families exceeding the 40% Income Cap = 0.0% Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity Prior to Activity Implementation 0 families able to move with fewer limitations	Expected number of Section 8 vouchers = 2,333 Expected percentage of Section 8 families exceeding the 40% Income Cap = 15% Expected Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Activity Implementation 350 families able to move with fewer limitations	Actual number of Section 8 vouchers = 2,713 Actual percentage of Section 8 families exceeding the 40% Income Cap = 24.0% Actual Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Activity Implementation 651 families able to move with fewer limitations	Exceeds Baneachmark

This activity was approved by HUD July 31, 2013 and implemented during FY2014. The activity is on schedule; however, HACG may initiate close-out procedures in FY2017 for most or all of this activity's components.

HACG used the initial implementation year to set baselines for existing program participants and new admission participants, as well as to inform HCV clients of their option to use more of their income towards their rent. Benchmarks were not revised as a result of these activities. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total cost of task in dollars (decrease).	\$ 102,150.37	\$ 102,490.39	\$ 105,565.10	\$ 108,732.05	\$ 111,994.01	\$ 115,353.83
Total time to complete the task in staff hours (decrease).	3877.5	3921.1	4038.8	4159.9	4284.7	4413.3
Average error rate in completing a task as a percentage (decrease).	42.3%	36.9%	38.0%	39.1%	40.3%	41.5%
Tenant rental revenue in dollars (increase).	\$ 136.52	\$ 136.52	\$ 140.62	\$ 144.83	\$ 149.18	\$ 153.65
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	350	360	371	382	394

During the fiscal year ending in 2016, HACG switched its client tracking software from Emphasys to YARDI. Although the staff was trained on the new software product, the staff is still learning the full capabilities of YARDI, particularly with regard to reports. As a result of the learning curve, staff was collecting data from both systems to provide as accurate as a picture as possible.

Activity **2014.04 – Administrative Efficiencies** was introduced and **approved in HACG’s FY2014 Annual MTW Plan and implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorizations C.4 and D.1.c listed in Attachment C of the MTW Agreement to conduct recertification examinations on HACG’s elderly and/or disabled residents on a triennial basis by restructuring the initial, annual, and interim review process in the public housing program in order to affect the frequency of the reviews and adopt a local system of income verification in lieu of the current HUD system and by defining, adopting, and implementing a HCV reexamination program that differs from the reexamination program currently mandated in the 1937 Act and its implementing regulations.

The activity is designed to promote efficiency within the reexamination process by placing qualified households on an every 3-year reexamination, review cycle. Households that meet the definition of an Elderly and/or Disabled Household qualify for the triennial reexamination cycle when the household contains a fixed, stable source of income such as Social Security, Social Security Disability Insurance, Pension, VA Benefits, and similar. In

general terms, fixed, stable sources of income are stagnant and associated increases to these income types influence the annual income amount very little. HACG deemed it inefficient and cumbersome to subject clients and residents, as well as case managers and housing managers, that meet the parameters of the activity to go through the annual re-examine process in order to increase the rent by a minimal amount (usually less than 5% of the current rent).

Households that include a fluctuating income source, such as child support, employment, unemployment, or similar income source are placed or remain on an annual recertification cycle regardless if the family head meets the Elderly and/or Disabled definition or not.

Feedback shared with HACG indicates that this activity is very well received by both participants of either rental assistance programs and staff. Program participants that meet the definition are very appreciative of the limited intrusion into their personal holdings, as well as the courtesy extended through the every 3-year cycle, especially for those with mobility issues. Staff have found the triennial cycle to be a plus as it frees up time to focus on complicated reexaminations and reviews.

The activity has come with some challenges though, which HACG continues to meet successfully. For example, as word continues to spread throughout the program, many participants desire a triennial reexamination cycle and request such because their child receives SSI, which would qualify, except the head-of-household is a work-able body and/or does not meet the age requirement. There are other challenges associated with this activity and HACG addresses each as ably as possible and continues with the demonstration.

This activity meets the rent reform definition. HACG **has not received any hardship requests** under this activity. Therefore, current **results** of requests **are not applicable**.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

CE #1: Agency Cost Savings - Administrative Efficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	Average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$25.75 Average time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs Number of PH annual exams = 704; of HCV annual exams = 904 Total Cost of Recertification for Elderly/Disabled Families Prior to Implementation of the Activity \$ 40,136.73 agency cost	Expected average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$25.75 Expected time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs Expected number of PH annual exams = 235; of HCV annual exams = 301 Expected Cost of Recertification for Elderly/Disabled Families After Implementation of the Activity \$ 13,378.80 agency cost	Actual average hourly compensation (salary & benefits) of Housing Managers = \$30.00; of Occupancy Specialists = \$26.52 Actual time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs Actual number of PH annual exams = 704; of HCV annual exams = 904 Actual Cost of Recertification for Elderly/Disabled Families After Implementation of the Activity \$ 41,486.55 agency cost	Benchmark Not Achieved

CE #2: Staff Time Savings - Administrative Efficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	Amount of staff time dedicated to PH recertifications = .92 hrs; to HCV recertifications = .92 hrs Number of annual PH recertifications = 704; of annual HCV recertifications = 904 Total Amount of Staff Hours Dedicated to Elderly/Disabled Family Recertifications Prior to Implementation of the Activity 739.7 average annual staff hours	Expected amount of staff time dedicated to PH recertifications = .92 hrs; to HCV recertifications = .92 hrs Expected number of annual PH recertifications = 235; of annual HCV recertifications = 301 Expected Amount of Staff Hours Dedicated to Elderly/Disabled Family Recertifications After Implementation of the Activity 246.6 average annual staff hours	Actual amount of staff time dedicated to PH recertifications = .92 hrs; to HCV recertifications = .92 hrs Actual number of annual PH recertifications = 704; of annual HCV recertifications = 904 Actual Amount of Staff Hours Dedicated to Elderly/Disabled Family Recertifications After Implementation of the Activity 739.7 average annual staff hours	Benchmark Not Achieved

CE #5: Increase in Tenant Rent Share - Administrative Efficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,939; Housing Choice Voucher = 2,099 Tenant Rental Revenue Prior to Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Expected tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,939; Housing Choice Voucher = 2,099 Expected Tenant Rental Revenue After Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Tenant rental revenue for Public Housing = \$1,816,077; Housing Choice Voucher = \$370,856 Number of Public Housing units = 13,017; Housing Choice Voucher = 2,713 Actual Tenant Rental Revenue After Activity Implementation \$ 138.11 average tenant rent (PH and S8)	Exceeds Benchmark

This activity was approved by HUD July 31, 2013 and implemented during FY2014. The activity is on schedule.

HACG did not revise benchmarks on this activity. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total cost of task in dollars (decrease).	\$ 40,136.73	\$ 13,378.80	\$ 13,780.16	\$ 14,193.57	\$ 14,619.37	\$ 15,057.95
Total time to complete the task in staff hours (decrease).	739.7	246.6	254.0	261.6	269.4	277.5
Tenant rental revenue in dollars (increase).	\$ 136.52	\$ 136.52	\$ 140.62	\$ 144.83	\$ 149.18	\$ 153.65

During the middle of FY2016, the Agency switched its client tracking software from Emphasys to YARDI. Although training was provided on the new software product, staff is still discovering other features and capabilities of YARDI, especially regarding the generation of reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2014.05 – Streamline Housing Quality Standards (HQS) Inspections** was introduced and **approved** in HACG’s FY2014 Annual MTW Plan and **implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorizations D.5 listed in Attachment C of the MTW Agreement to enable the Agency to offer and conduct inspections on a biennial cycle, as well as conduct inspections on its own properties by certifying that housing assisted under MTW will meet housing quality standards established or approved by HUD. The certification form used by HACG was approved by HUD.

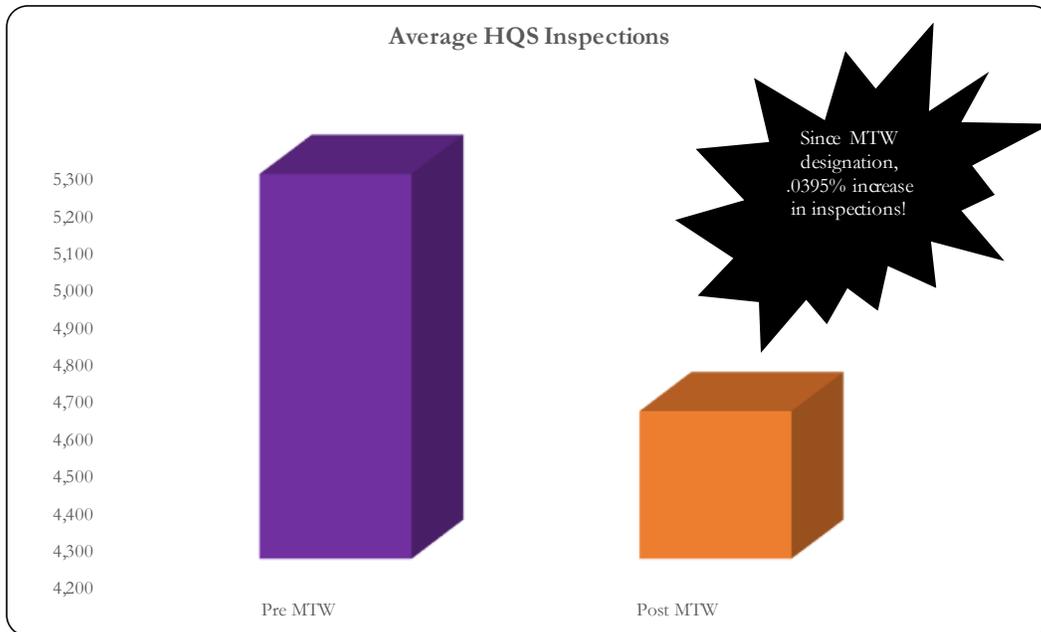
The activity seeks to learn if the offering of a every two-year inspection cycle and a \$45 re-inspection fee is motivation to encourage landlords to maintain their property and/or repair the violations the first time to expedite the inspection process, while spreading the inspection workload more evenly throughout the two-year cycle.

Since approval of the activity, HACG’s total inspections have decreased. . .

HACG's HISTORICAL HQS INSPECTIONS									
FYE	2009	2010	2011	2012	2013	2014	2015	2016	Graph
Total Inspections	5,289	5,478	5,084	5,087	4,530	4,570	4,579	4,709	

Source: HACG's HQS Office

. . .and the average inspections as a conventional PHA contrasted with the average inspections as a MTW PHA illustrate the differences of the activity through June 30, 2016:



Source: Historical HQS Inspections

According to feedback shared with HACG by all parties, landlords, program participants, and inspectors, the biennial inspection cycle is well received and liked. The \$45.00 re-inspection fee has received little to no comments and paid willingly by landlords not making repairs by the 2nd re-inspection (3rd visit to the property).

However, challenges loom in the horizon for HACG. As HACG continues its portfolio conversion process under the RAD Program and continues to retain its ability to inspect its own units, as well as actively seeks to add more vouchers through various means, and provide management counsel and similar activities to other Agencies, HACG may require additional staff to provide efficient and effective inspection services in the future.

This is not a rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

<i>CE #1: Agency Cost Savings - Streamlined HQS Inspections</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average compensation (salary & benefits) of HQS Inspectors = \$23.70 per hour	Expected compensation (salary & benefits) of HQS Inspectors = \$23.70 per hour	Actual average compensation (salary & benefits) of HQS Inspectors = \$24.30 per hour	
	Average time per inspection = 1.24	Expected time per inspection = 1.24	Actual time per inspection = 1.49	
Total cost of task in dollars (decrease).	Number of inspections = 5,032	Expected number of inspections = 5,032	Number of inspections = 4,709	Benchmark Not Achieved
	Cost of HQS Inspections Prior to Implementation of the Activity	Expected Cost of HQS Inspections After Implementation of the Activity	Actual Cost of HQS Inspections After Implementation of the Activity	
	\$ 147,885.00	\$ 147,885.00	\$ 170,498.76	
	agency cost	agency cost	agency cost	

CE #2: Staff Time Savings - Streamlined HQS Inspections				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	Number of inspections = 5,032 Time per inspection = 1.24 hours Total Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity 6,240.0 annual staff hours	Expected number of inspections = 5,032 Expected time per inspection = 1.24 hours Expected Total Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity 6,240.0 annual staff hours	Actual number of inspections = 4,709 Actual time per inspection = 1.49 hours Actual Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity 7,023.0 annual staff hours	Benchmark Not Achieved

CE #3: Decrease in Error Rate of Task Execution - Streamlined HQS Inspections				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a task as a percentage (decrease).	Number of Quality Control inspections = 0 Number of Quality Control errors = 0 Error Rate Prior to Activity Implementation 0.0% average QC error rate	Expected number of Quality Control inspections = 52 Expected number of Quality Control errors = 5 Expected Error Rate After Activity Implementation 9.6% average QC error rate	Actual number of Quality Control inspections = 54 Actual number of Quality Control errors = 38 Actual Error Rate After Activity Implementation 69.4% average QC error rate	Benchmark Not Achieved

This activity was approved by HUD July 31, 2013 and implemented during HACG’s fiscal year ending June 30, 2014. The activity is on schedule.

HACG used the initial implementation year to collect inspection data that the Agency did not have; however, there were no revisions made to the benchmarks as a result of this activity during the initial and/or preceding fiscal years. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total cost of task in dollars (decrease).	\$ 147,885.00	\$ 147,885.00	\$ 146,406.15	\$ 144,942.09	\$ 143,492.67	\$ 142,057.74
Total time to complete the task in staff hours (decrease).	6240.0	6240.0	6427.2	6362.928	6299.3	6236.3
Average error rate in completing a task as a percentage (decrease).	0.0%	9.6%	9.5%	9.3%	9.0%	9.0%

HACG switched client tracking software from Emphasys to YARDI in October 2015. Although staff was trained on the new software product, staff is still learning the full capabilities of YARDI, especially where reports are concerned. Thus, as of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2014.06 – Rent Reform (Farley)** was **introduced and approved in HACG’s FY2014 Annual MTW Plan and implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorizations B.1.a, B.1.b, B.1.b.iii, C.4, C.11, and E listed in Attachment C of the MTW Agreement to provide a lower rent calculation percentage, to set a minimum rent different than the rest of the properties in HACG’s portfolio, to offer incentives to residents that become employed and/or enrolled in an education program, including job training, as well as to continue operating its existing self-sufficiency programs at the site by combining funding awards into a single, authority-wide funding source, by using MTW funds for any eligible activity, by providing housing or employment related services, by restructuring the review process, by adopting and implementing any reasonable policies for setting rents, and by operating existing self-sufficiency and training programs that differ from the currently mandated program requirements in the 1937 Act.

The activity seeks to learn if the increased minimum rent (\$50 per month to \$100 per month), the lowered rent calculation percentage (26% in year 1 and phased back to 30% by year 5), and the financial incentives (childcare, transportation, work, etc...) significantly influences the number of long-term, unemployed households (6 months or longer since introduction of the activity) that return to the workforce and/or the number of households that show an increase in earned income over the demonstration period.

The activity contrasts the results at E.E. Farley with a similarly sized demographic property in Louis Chase. The demographics of the two properties prior to the activity are contrasted on the next page:

RENT REFORM CONTRAST DEMOGRAPHICS*		
Category	E.E. Farley (Test Site)	Louis Chase (Control / Comparison Site)
Number of Units	102	108
Number of Residents Employed	40	36
Average Annual Income - Employed	\$ 12,530	\$ 13,697
Average Rent - Employed	\$ 186	\$ 191
Number of Unemployed - Head-of-Household	44	45

**Statistics as of March 2013*

As of June 30, 2016 the residents have shared an enthusiasm for the activity, particularly the lower rent calculation, however, there are no families in any of the tiered rent categories:

- Year 1 26% calculation
- Year 2 27% calculation
- Year 3 28% calculation
- Year 4 29% calculation
- Year 5 30% calculation

and the financial incentive is rarely promoted and has minimal utilization during the demonstration period – 1 user for childcare services. Overall the activity has not had the influence on residents at the site as anticipated. Another factor includes the conversion of units at the test site, where units were converted from public housing to long-term Section 8 Project-Based Voucher (PBV) units under the RAD Program. Meanwhile the control/comparison site units at Chase remain conventional public housing units. The Agency’s contracted evaluation team at Columbus State University noted that the changes to the test site, including exterior and interior site improvements, provide comparison challenges in activity. The Agency will plan discussions and solutions about the future of this activity during the upcoming fiscal year (FY2017).

This is a rent reform activity. Hardship descriptions and count are not applicable as there were no hardship requests reported during the fiscal year ending 2016.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

CE #5: Increase in Tenant Rent Share - Rent Reform (Farley)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Farley tenant rental revenue in dollars (increase).	<p>Amount of revenue collected = \$110,184; number of units = 1,212</p> <p>Farley Rental Revenue Prior to Implementation of the Activity</p> <p align="right">\$ 90.91</p> <p>average monthly tenant rent at E.E. Farley Apartments</p>	<p>Expected amount of revenue collected = \$110,184; number of units = 1,212</p> <p>Expected Farley Rental Revenue After Implementation of the Activity</p> <p align="right">\$ 90.91</p> <p>average monthly tenant rent at E.E. Farley Apartments</p>	<p>Actual amount of revenue collected = \$200,175; number of units = 1,149</p> <p>Actual Farley Rental Revenue After Implementation of the Activity</p> <p align="right">\$ 174.22</p> <p>average monthly tenant rent at E.E. Farley Apartments</p>	Exceeds Benchmark
Chase tenant rental revenue in dollars (increase).	<p>Amount of revenue collected = \$119,471; number of units = 1,282</p> <p>Chase Rental Revenue Prior to Implementation of the Activity</p> <p align="right">\$ 93.19</p> <p>average monthly tenant rent at Louis Chase Apartments</p>	<p>Expected amount of revenue collected = \$119,471; number of units = 1,282</p> <p>Expected Chase Rental Revenue After Implementation of the Activity</p> <p align="right">\$ 93.19</p> <p>average monthly tenant rent at Louis Chase Apartments</p>	<p>Actual amount of revenue collected = \$147,484; number of units = 1,223</p> <p>Actual Chase Rental Revenue After Implementation of the Activity</p> <p align="right">\$ 120.59</p> <p>average monthly tenant rent at Louis Chase Apartments</p>	Exceeds Benchmark

SS #1: Increase in Household Income - Rent Reform (Farley)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of Farley households affected by this policy in dollars (increase).	Total earned income = \$501,200 Number of employed households = 40 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 12,530.00 average earned income of E.E. Farley Households	Expected earned income = \$584,408 Expected number of employed households = 44 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 13,282.00 average earned income of E.E. Farley Households	Actual earned income = \$851,140 Actual number of employed households = 54 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 15,761.85 average earned income of E.E. Farley Households	Exceeds Benchmark
Average earned income of Chase households affected by this policy in dollars (increase).	Total earned income = \$493,092 Number of employed households = 36 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 13,697.00 average earned income of Louis Chase Households	Expected earned income = \$493,092 Expected number of employed households = 36 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 13,697.00 average earned income of Louis Chase Households	Actual earned income = \$798,746 Actual number of employed households = 48 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 16,640.54 average earned income of Louis Chase Households	Exceeds Benchmark

SS #3: Increase in Positive Outcomes in Employment Status - Rent Reform (Farley)

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	
(1) Employed Full- Time	Number of work-able Farley households (19-61) = 70 Number of Farley households employed fulltime = 17 Percentage of Total Work-Able Farley Households <u>Employed Fulltime</u> Prior to Implementation of the Activity 24.3% Farley households employed fulltime	Expected number of work-able Farley households (19-61) = 70 Expected number of Farley households employed fulltime = 17 Actual Percentage of Total Work-Able Farley Households <u>Employed Fulltime</u> After Implementation of the Activity 24.3% Farley households employed fulltime	Actual number of work-able Farley households (19-61) = 72 Actual number of Farley households employed fulltime = 19 Expected Percentage of Total Work-Able Farley Households <u>Employed Fulltime</u> After Implementation of the Activity 26.4% Farley households employed fulltime	Exceeds Benchmark
(1) Employed Full- Time	Number of work-able Chase households (19-61) = 82 Number of Chase households employed fulltime = 15 Percentage of Total Work-Able Chase Households <u>Employed Fulltime</u> Prior to Implementation of the Activity 18.3% Chase households employed fulltime	Expected number of work-able Chase households (19-61) = 82 Expected number of Chase households employed fulltime = 15 Actual Percentage of Total Work-Able Chase Households <u>Employed Fulltime</u> After Implementation of the Activity 18.3% Chase households employed fulltime	Actual number of work-able Chase households (19-61) = 79 Actual number of Chase households employed fulltime = 11 Expected Percentage of Total Work-Able Chase Households <u>Employed Fulltime</u> After Implementation of the Activity 13.9% Chase households employed fulltime	Benchmark Not Achieved

SS #3: Increase in Positive Outcomes in Employment Status - Rent Reform (Farley) - continued

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	
(2) Employed Part- Time	Number of work-able Farley households (19-61) = 70 Number of Farley households employed part time = 23 Percentage of Total Work-Able Farley Households <u>Employed Part Time</u> Prior to Implementation of the Activity 32.9% Farley households employed part time	Expected number of work-able Farley households (19-61) = 70 Expected number of Farley households employed part time = 23 Actual Percentage of Total Work-Able Farley Households <u>Employed Part Time</u> After Implementation of the Activity 32.9% Farley households employed part time	Actual number of work-able Farley households (19-61) = 72 Actual number of Farley households employed part time = 24 Expected Percentage of Total Work-Able Farley Households <u>Employed Part Time</u> After Implementation of the Activity 33.3% Farley households employed part time	Exceeds Benchmark
(2) Employed Part- Time	Number of work-able Chase households (19-61) = 82 Number of Chase households employed part time = 21 Percentage of Total Work-Able Chase Households <u>Employed Part Time</u> Prior to Implementation of the Activity 25.6% Chase households employed part time	Expected number of work-able Chase households (19-61) = 82 Expected number of Chase households employed part time = 21 Actual Percentage of Total Work-Able Chase Households <u>Employed Part Time</u> After Implementation of the Activity 25.6% Chase households employed part time	Actual number of work-able Chase households (19-61) = 79 Actual number of Chase households employed part time = 19 Expected Percentage of Total Work-Able Chase Households <u>Employed Part Time</u> After Implementation of the Activity 24.1% Chase households employed part time	Benchmark Not Achieved

SS #3: Increase in Positive Outcomes in Employment Status - Rent Reform (Farley) - continued

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	
(5) Unemployed	Number of work-able Farley households (19-61) = 70 Number of Farley households unemployed = 44 Percentage of Total Work-Able Farley Households <u>Unemployed</u> Prior to Implementation of the Activity 62.9% Farley households unemployed	Expected number of work-able Farley households (19-61) = 70 Expected number of Farley households unemployed = 44 Expected Percentage of Total Work-Able Farley Households <u>Unemployed</u> After Implementation of the Activity 62.9% Farley households unemployed	Actual number of work-able Farley households (19-61) = 72 Actual number of Farley households unemployed = 28 Actual Percentage of Total Work-Able Farley Households <u>Unemployed</u> After Implementation of the Activity 38.9% Farley households unemployed	Exceeds Benchmark
(5) Unemployed	Number of work-able Chase households (19-61) = 82 Number of Chase households unemployed = 45 Percentage of Total Work-Able Chase Households <u>Unemployed</u> Prior to Implementation of the Activity 54.9% Chase households unemployed	Expected number of work-able Chase households (19-61) = 82 Expected number of Chase households unemployed = 45 Expected Percentage of Total Work-Able Chase Households <u>Unemployed</u> After Implementation of the Activity 54.9% Chase households unemployed	Actual number of work-able Chase households (19-61) = 79 Actual number of Chase households unemployed = 48 Actual Percentage of Total Work-Able Chase Households <u>Unemployed</u> After Implementation of the Activity 60.8% Chase households unemployed	Benchmark Not Achieved

SS #4: Households Removed from TANF - Rent Reform (Farley)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Farley households receiving TANF assistance (decrease).	<p>Number of Households Receiving TANF Prior to Implementation of the Activity</p> <p align="center">8</p> <p>Farley households receiving TANF</p>	<p>Expected Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">5</p> <p>Farley households receiving TANF</p>	<p>Actual Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">3</p> <p>Farley households receiving TANF</p>	Exceeds Benchmark
Chase households receiving TANF assistance (decrease).	<p>Number of Households Receiving TANF Prior to Implementation of the Activity</p> <p align="center">1</p> <p>Chase households receiving TANF</p>	<p>Expected Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">5</p> <p>Chase households receiving TANF</p>	<p>Actual Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">7</p> <p>Chase households receiving TANF</p>	Benchmark Not Achieved

SS #6: Reducing Per Unit Subsidy Costs for Participating Households - Rent Reform (Farley)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 9 subsidy per Farley household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 Section 9 Subsidy per Household Prior to Activity Implementation \$ 3,099 average Farley subsidy per household	Expected Section 9 subsidy = \$4,751,548 Expected number of Public Housing units = 1,688 Expected Section 9 Subsidy per Household After Activity Implementation \$ 2,815 average Farley subsidy per household	Actual Section 9 subsidy = \$4,773,332 Actual number of Public Housing units = 1,244 Actual Section 9 Subsidy per Household After Activity Implementation \$ 3,837 average Farley subsidy per household	Benchmark Not Achieved
Average amount of Section 9 subsidy per Chase household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 Section 9 Subsidy per Household Prior to Activity Implementation \$ 3,099 average Chase subsidy per household	Expected Section 9 subsidy = \$4,751,548 Expected number of Public Housing units = 1,688 Expected Section 9 Subsidy per Household After Activity Implementation \$ 2,815 average Chase subsidy per household	Actual Section 9 subsidy = \$4,773,332 Actual number of Public Housing units = 1,244 Actual Section 9 Subsidy per Household After Activity Implementation \$ 3,837 average Chase subsidy per household	Benchmark Not Achieved

SS #7: Increase in Agency Rental Revenue - Rent Reform (Farley)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
PHA rental revenue in dollars (increase).	PHA rental revenue = \$2,207,333 Number of units = 1,688 PHA Rental Revenue Prior to Implementation of the Activity \$ 1,307.66 average PHA rental revenue per household	Expected PHA rental revenue = \$2,207,333 Expected number of units = 1,688 Expected PHA Rental Revenue After Implementation of the Activity \$ 1,307.66 average PHA rental revenue per household	Actual PHA rental revenue = \$1,816,077 Actual number of units = 1,244 Actual PHA Rental Revenue After Implementation of the Activity \$ 1,459.87 average PHA rental revenue per household	Exceeds Benchmark

SS #8: Households Transitioned to Self Sufficiency - Rent Reform (Farley)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self sufficiency (increase).	Number of months households have been employed = 0 Number of households receiving tiered rent incentive for employment = 0 Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer Prior to Activity Implementation 0.0 average number of months employed	Expected number of months households have been employed = 6 Expected number of households receiving tiered rent incentive for employment = 1 Expected Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer After Activity Implementation 6.0 average number of months employed	Actual number of months households have been employed = 0 Actual number of households receiving tiered rent incentive for employment = 0 Actual Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer After Activity Implementation 0.0 average number of months employed	Benchmark Not Achieved

Although this activity was approved by HUD July 31, 2013 and implemented during FY2014, and the **activity is on schedule**, the activity has only produced 5 families to take advantage of the tiered rent calculation for less than 12 months and only 1 family to take advantage of the financial incentives. None of the families entered on the tiered rent calculation schedule remained employed to transition along the tiered phases.

The benchmarks in this activity have not been revised and are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Farley tenant rental revenue in dollars (increase).	\$ 90.91	\$ 90.91	\$ 93.64	\$ 96.45	\$ 99.34	\$ 102.32
Chase tenant rental revenue in dollars (increase).	\$ 93.19	\$ 93.19	\$ 95.99	\$ 98.87	\$ 101.83	\$ 104.89

Annual Benchmark

Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Average earned income of Farley households affected by this policy in dollars (increase).	\$ 12,530.00	\$ 13,282.00	\$ 13,680.46	\$ 14,090.87	\$ 14,513.60	\$ 14,949.01
Average earned income of Chase households affected by this policy in dollars (increase).	\$ 13,697.00	\$ 13,697.00	\$ 14,107.91	\$ 14,531.15	\$ 14,967.08	\$ 15,416.09
Percentage of Farley workable households Employed Fulltime prior to implementation of activity (percent). This number may be zero.	24.3%	24.3%	25.0%	25.8%	26.5%	27.3%
Percentage of Chase workable households Employed Fulltime prior to implementation of activity (percent). This number may be zero.	18.3%	18.3%	18.8%	19.4%	20.0%	20.6%
Percentage of Farley workable households Employed Part Time prior to implementation of activity (percent). This number may be zero.	32.9%	32.9%	33.8%	34.9%	35.9%	37.0%
Percentage of Chase workable households Employed Part Time prior to implementation of activity (percent). This number may be zero.	25.6%	25.6%	26.4%	27.2%	28.0%	28.8%
Percentage of Farley workable households Unemployed prior to implementation of activity (percent). This number may be zero.	62.9%	62.9%	61.0%	59.1%	57.4%	55.6%
Percentage of Chase workable households Unemployed prior to implementation of activity (percent). This number may be zero.	54.9%	54.9%	53.2%	51.6%	50.1%	48.6%
Farley households receiving TANF assistance (decrease)	8	5	5	4	4	3
Chase households receiving TANF assistance (decrease)	1	5	5	4	4	3

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Average amount of Section 9 subsidy per Farley household affected by this policy in dollars (decrease).	\$ 3,099.03	\$ 2,814.90	\$ 2,814.90	\$ 2,786.75	\$ 2,758.88	\$ 2,731.29
Average amount of Section 9 subsidy per Chase household affected by this policy in dollars (decrease).	\$ 3,099.03	\$ 2,814.90	\$ 2,814.90	\$ 2,786.75	\$ 2,758.88	\$ 2,731.29
PHA rental revenue in dollars (increase).	\$ 1,307.66	\$ 1,307.66	\$ 1,346.89	\$ 1,387.30	\$ 1,428.92	\$ 1,471.78
Number of households transitioned to self sufficiency (increase).	0.0	6.0	6.1	6.1	6.2	6.2

During the fiscal year ending 2016, the Agency switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially in the generation of reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2015.01 – Eliminate Child Support Income from Rent Calculation** (Public Housing Only) was **introduced and approved in HACG’s FY2015 Annual MTW Plan and implemented** in the same year as approval.

The activity utilizes MTW Authorization C.11 listed in Attachment C of the MTW Agreement to exclude verifiable child support income from the rent calculation by determining family payment and establishing definitions of income and adjusted income, or earned income disallowance that differ from those in current statutes or regulations.

The activity seeks to learn if the elimination of this income source encourages custodial parents to pursue active child support cases against the non-custodial parent since the additional income does not increase the custodial parent’s public housing rental amount, the additional income would increase disposal income in the household, and the additional income would increase the potential of the household moving closer to self-sufficiency since the family would be less reliant on social service benefits.

Those households where child support is deemed unverifiable will have the income source treated as contribution income and calculated into the rent calculation as such. Verifiable sources include those listed in a court order, from the child support recovery website, and similar sources. Word of mouth and statements from the custodial and/or non-custodial parent are deemed insufficient verification sources to exclude the income from the rent calculation. Housing managers should address concerns on a case-by-case basis in an effort to provide the resident every opportunity to take advantage of the activity.

HACG has received limited feedback on this activity, but suspect aforementioned positive impacts of excluding the income source are accurate and helpful to the households and management staffs able to benefit from the activity parameters.

No hardship requests were filed/reported to HACG in connection with this rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baseline and Benchmarks:

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average compensation (salary & benefits) of housing managers = \$29.13/hour	Expected average compensation (salary & benefits) of housing managers = \$29.13/hour	Actual average compensation (salary & benefits) of housing managers = \$30.00	
	Estimated time to conduct annual/interim recertification examinations = 1.83 hours	Expected time to conduct annual/interim recertification examinations = 1.67 hours	Actual time to conduct annual/interim recertification examination = 1.83	
Total cost of task in dollars (decrease).	Number of households with child support listed as an income source = 132 (47 with earned income)	Expected number of households with child support listed as an income source = 132 (47 with earned income)	Actual number of households with child support listed as an income source = 12 (3 with earned income)	Exceeds Benchmark
	Cost to Conduct Annual/Interim Recertification Examinations Prior to Implementation of the Activity	Expected Cost to Conduct Annual/Interim Recertification Examinations After Implementation of the Activity	Actual Cost to Conduct Annual/Interim Recertification Examinations After Implementation of the Activity	
	\$ 7,036.64	\$ 6,421.42	\$ 658.80	
	staff dollars	staff dollars	staff dollars	

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	Estimated time to conduct annual/interim recertification examinations = 1.83 hours	Expected amount of time to conduct annual/interim recertification examinations = 1.67 hours	Actual amount of time to conduct annual/interim recertification examinations = 1.83	Exceeds Benchmark
	Number of households with child support listed as an income source = 132	Expected number of households with child support listed as an income source = 132	Actual number of households with child support listed as an income source = 12	
	Total Amount of Staff Time Dedicated to Annual/Interim Recertification	Expected Amount of Staff Time Dedicated to Annual/Interim Recertification	Actual Amount of Staff Time Dedicated to Annual/Interim Recertification	
	Households with Child Support Listed as Income Prior to Implementation of the Activity	Households with Child Support Listed as Income After Implementation of the Activity	Households with Child Support Listed as Income After Implementation of the Activity	
	241.6	220.4	22.0	
	staff hours	staff hours	staff hours	

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a task as a percentage (decrease).	Number of Public Housing files reviewed = 40	Expected number of Public Housing files reviewed = 76	Actual number of Public Housing files reviewed = Unk	No
	Number of files with child support income that have errors = 2	Expected number of files with child support income that have errors = 9	Actual number of files with child support income that have errors = Unk	
	Average Error Rate of Child Support Files Prior to Implementation of the Activity	Expected Average Error Rate of Child Support Files After Implementation of the Activity	Actual Error Rate of Child Support Files After Implementation of the Activity	
	5.0%	11.9%	Unk	
	errors	errors	errors	

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase).	<p>Total earned income of households with both child support and earned income listed as income sources = \$710,346</p> <p>Number of households with both child support and earned income listed as income sources = 47</p> <p>Average Earned Income of Households with Child Support and Earned Income Prior to Implementation of the Activity</p> <p align="right">\$ 15,113.74</p> <p>average earned income</p>	<p>Expected earned income of households with both child support and earned income listed as income sources = \$710,346</p> <p>Expected number of households with both child support and earned income listed as income sources = 47</p> <p>Expected Average Earned Income of Households with Child Support and Earned Income After Implementation of the Activity</p> <p align="right">\$ 15,113.74</p> <p>average earned income</p>	<p>Actual earned income of households with both child support and earned income listed as income sources = \$74,131</p> <p>Actual number of households with both child support and earned income listed as income sources = 3</p> <p>Actual Earned Income of Households with Child Support and Earned Income After Implementation of the Activity</p> <p align="right">\$ 24,710.33</p> <p>average earned income</p>	Exceeds Benchmark

SS #3: Increase in Positive Outcomes in Employment Status

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

SS #3: Increase in Positive Outcomes in Employment Status

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of HOHs with Child Support listed as an income source = 132</p> <p>Number of HOHs with Child Support listed as an income source that are Employed Fulltime = 11</p> <p>Percentage of HOHs with Child Support as an Income Source <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">8.3%</p> <p align="center">employed fulltime</p>	<p>Expected number of HOHs with Child Support listed as an income source = 132</p> <p>Expected number of HOHs with Child Support listed as an income source that are Employed Fulltime = 11</p> <p>Expected Percentage of HOHs with Child Support as an Income Source <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">8.3%</p> <p align="center">employed fulltime</p>	<p>Number of HOHs with Child Support listed as an income source = 12</p> <p>Actual number of HOHs with Child Support listed as an income source that are Employed Fulltime = 2</p> <p>Actual Percentage of HOHs with Child Support as an Income Source <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">16.7%</p> <p align="center">employed fulltime</p>	Exceeds Benchmark
(2) Employed Part- Time	<p>Number of HOHs with Child Support listed as an income source = 132</p> <p>Number of HOHs with Child Support listed as an income source that are Employed Part Time = 36</p> <p>Percentage of HOHs with Child Support as an Income Source <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.3%</p> <p align="center">employed part time</p>	<p>Expected number of HOHs with Child Support listed as an income source = 132</p> <p>Expected number of HOHs with Child Support listed as an income source that are Employed Part Time = 36</p> <p>Expected Percentage of HOHs with Child Support as an Income Source <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.3%</p> <p align="center">employed part time</p>	<p>Number of HOHs with Child Support listed as an income source = 12</p> <p>Actual number of HOHs with Child Support listed as an income source that are Employed Part Time = 1</p> <p>Actual Percentage of HOHs with Child Support as an Income Source <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">8.3%</p> <p align="center">employed part time</p>	No
(5) Unemployed	<p>Number of HOHs with Child Support listed as an income source = 132</p> <p>Number of HOHs with Child Support listed as an income source that are Unemployed = 85</p> <p>Percentage of HOHs with Child Support as an Income Source <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">64.4%</p> <p align="center">unemployed</p>	<p>Expected number of HOHs with Child Support listed as an income source = 132</p> <p>Expected number of HOHs with Child Support listed as an income source that are Unemployed = 85</p> <p>Expected Percentage of HOHs with Child Support as an Income Source <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">64.4%</p> <p align="center">unemployed</p>	<p>Number of HOHs with Child Support listed as an income source = 12</p> <p>Actual number of HOHs with Child Support listed as an income source that are Unemployed = 9</p> <p>Actual Percentage of HOHs with Child Support as an Income Source <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">75.0%</p> <p align="center">unemployed</p>	Exceeds Benchmark

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number)	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	Households Receiving TANF Prior to Implementation of the Activity 37 TANF households	Expected Households Receiving TANF After Implementation of the Activity 37 TANF households	Actual Households Receiving TANF After to Implementation of the Activity 1 TANF households	Exceeds Benchmark

SS #6: Reducing Per Unit Subsidy Costs for Participating Households - Rent Reform (Farley)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 9 subsidy per Farley household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 Section 9 Subsidy per Household Prior to Activity Implementation \$ 3,099 average Farley subsidy per household	Expected Section 9 subsidy = \$4,751,548 Expected number of Public Housing units = 1,688 Expected Section 9 Subsidy per Household After Activity Implementation \$ 2,815 average Farley subsidy per household	Actual Section 9 subsidy = \$5,057,392 Actual number of Public Housing units = 1,149 Actual Section 9 Subsidy per Household After Activity Implementation \$ 4,402 average Farley subsidy per household	Benchmark Not Achieved
Average amount of Section 9 subsidy per Chase household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 Section 9 Subsidy per Household Prior to Activity Implementation \$ 3,099 average Chase subsidy per household	Expected Section 9 subsidy = \$4,751,548 Expected number of Public Housing units = 1,688 Expected Section 9 Subsidy per Household After Activity Implementation \$ 2,815 average Chase subsidy per household	Actual Section 9 subsidy = \$5,057,392 Actual number of Public Housing units = 1,223 Actual Section 9 Subsidy per Household After Activity Implementation \$ 4,135 average Chase subsidy per household	Benchmark Not Achieved

SS #7: Increase in Agency Rental Revenue - Rent Reform (Farley)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
PHA rental revenue in dollars (increase).	PHA rental revenue = \$2,249,908 Number of units = 1,497 PHA Rental Revenue Prior to Implementation of the Activity \$ 125.25 average PHA rental revenue per household	Expected PHA rental revenue = \$2,157,782 Expected number of units = 1,436 Expected PHA Rental Revenue After Implementation of the Activity \$ 125.22 average PHA rental revenue per household	Actual PHA rental revenue = \$1,816,077 Actual number of units = 1,085 Actual PHA Rental Revenue After Implementation of the Activity \$ 139.48 average PHA rental revenue per household	Exceeds Benchmark

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>report Child Support Income</u>) Prior to Implementation of the Activity 132 HOHs reporting child support income	Expected Households Transitioned to Self-Sufficiency (<u>report Child Support Income</u>) After Implementation of the Activity 132 HOHs reporting child support income	Actual Households Transitioned to Self-Sufficiency (<u>report Child Support Income</u>) After Implementation of the Activity 12 HOHs reporting child support income	No

The activity is on schedule, however, due to HACG's approval to convert its public housing portfolio units to long-term Section 8 project-based voucher units, HACG leadership is discussing activity options.

HACG's FY2015 was not approved by HUD until October 3, 2014, where one-third of the fiscal year had already passed. Consequently, FY2015 was used as a de facto collection year

for the activity, as this information was not collected prior to approval of this activity. The benchmarks, however, were not revised as a result of this delayed implementation. The benchmarks are listed below:

Annual Benchmarks						
Unit Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total cost of task in dollars (decrease)	\$ 7,036.64	\$ 6,421.42	\$ 6,257.61	\$ 6,113.80	\$ 5,951.54	\$ 5,574.33
Total time to complete the task in staff hours (decrease)	241.6	220.4	208.6	198.0	187.4	175.6
Average error rate in completing task as a percentage (decrease)	5.0%	11.9%	10.5%	9.2%	7.9%	6.6%
Average earned income of households affected by this policy in dollars (increase)	\$ 15,113.74	\$ 15,113.74	\$ 15,251.14	\$ 15,365.64	\$ 15,462.52	\$ 15,545.57
Percentage of total workable households employed fulltime	8.3%	8.3%	10.6%	12.9%	15.2%	17.4%
Percentage of total workable households employed part time	27.3%	27.3%	28.8%	30.3%	30.3%	31.8%
Percentage of total workable households unemployed	64.4%	64.4%	61.4%	57.6%	55.3%	51.5%
Number of households receiving TANF assistance	37	37	36	35	34	33
Average amount of Section 9 subsidy per household affected by this policy in dollars (decrease)	\$ 34,679.91	\$ 34,679.91	\$ 32,642.07	\$ 31,252.56	\$ 29,922.82	\$ 28,649.06
PHA rental revenue in dollars (increase)	\$ 123.05	\$ 126.54	\$ 127.33	\$ 129.57	\$ 131.94	\$ 134.05
Number of households transitioned to self-sufficiency (increase)	132	132	134	135	137	139

During the fiscal year, HACG absorbed its re-examination team into its Finance and Public Housing Management operations as a result of its MTW status and RAD conversion. Consequently, little data is available for Average Error Rate measurement at this time. In addition, HACG switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially in the area of generating reports. As of June 30, 2016, staff collected data from both systems to provide an accurate a picture as possible.

Activity **2015.02 – Portability Restriction** was **introduced and approved** in HACG’s **FY2015 Annual MTW Plan and implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorization D.1.g listed in Attachment C of the MTW Agreement to limit the number of Housing Choice Vouchers (HCVs) to enter or exit HACG’s jurisdiction by establishing its own portability policies with other MTW and non-MTW housing authorities because port-in and port-out HCVs significantly influence the amount of families that a PHA can assist in its jurisdiction.

The activity limits jurisdictional port-ins and port-outs to verifiable employment reasons. HCV families seeking to port-into HACG’s jurisdiction needs to secure a transfer letter on company letterhead or similar document and have at least 6 months of consecutive time with the company prior to HACG approving and/or absorbing the incoming port. Similarly, HACG families seeking to port-out of HACG’s jurisdiction need to secure an offer letter or intent to employ statement on letterhead from the prospective employer, a transfer letter/orders from the company, or substantially similar document prior to relocating to the area and prior to HACG approving the outgoing port. Generally speaking, this activity limits the movement of vouchers in order to ensure that there are enough local funds/vouchers to assist local families and reduce HACG’s payments in higher jurisdictions and/or masquerading efforts as a collection agency when trying to get payments from outside jurisdictions. Both activities commit a significant portion of resources to activities that restrict the amount of help that HACG can provide to local families.

In contrast, HACG understands that some relocations are required for specific reasons other than employment reasons and the Agency is prepared to address those written hardships on a case-by-case basis when submitted to the Tenant Selection Office (TSO) for consideration.

Since the initial year of implementation, where HACG identified existing HCV families for “grandfathering” purposes, the Agency has not received any remarkable feedback, positive or negative, regarding the limitations placed on its voucher portability. In fact, during fiscal year ending 2016, the only voucher requests accepted by HACG were VASH (Veterans Affairs Supportive Housing) related.

This is not a rent reform activity; nonetheless, the Agency did not receive any portability hardship requests nor any substantially similar requests related to this activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	Average compensation (salary & benefits) of Occupancy Specialists, Accounts Payable, and Section 8 Coordinator = \$32.77/hour	Expected average compensation of Occupancy Specialists, Accounts Payable, and Section 8 Coordinator = \$32.77/hour	Actual average compensation (salary & benefits) of Occupancy Specialists, Accounts Payable, and Section 8 Coordinator = \$33.75/hour	Exceeds Benchmark
	Time to manage port clients (63 in; 91 out) = 42 hours per month	Expected time to manage port clients (63 in; 91 out) = 42 hours per month	Actual time to manage port clients (52 in; 0 out) = 28 hours per month	
	Cost of Port Management Prior to Implementation of the Activity	Expected Cost of Port Management After Implementation of the Activity	Actual Cost of Port Management After Implementation of the Activity	
	\$ 211,956.36 cost to manage portability clients	\$ 211,956.36 cost to manage portability clients	\$ 49,140.00 cost to manage portability clients	

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	Estimated staff time of Occupancy Specialists, Accounts Payable, and Section 8 Coordinator = 42 hours per month	Expected staff time of Occupancy Specialists, Accounts Payable, and Section 8 Coordinator = 42 hours per month	Actual staff time of Occupancy Specialists, Accounts Payable, and Section 8 Coordinator = 28 hours per month	Exceeds Benchmark
	Number of port clients = 154 (63 in; 91 out)	Expected number of port clients = 154 (63 in; 91 out)	Actual number of port clients = 52 (52 in; 0 out)	
	Total Amount of Staff Time Dedicated to Port Clients Prior to Implementation of the Activity	Expected Amount of Staff Time Dedicated to Port Clients After Implementation of the Activity	Actual Amount of Staff Time Dedicated to Port Clients Prior to Implementation of the Activity	
	6,468.0 staff hours	6,468.0 staff hours	1,456.0 staff hours	

CE #5: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant revenue received = Unk Number of tenants = Unk Number of portability clients = 154 Tenant Rental Revenue Prior to Implementation of the Activity \$ - tenant rental revenue	Expected tenant revenue received = Unk Expected number of tenants = Unk Expected number of portability clients = 154 Expected Tenant Rental Revenue After Implementation of the Activity \$ - tenant rental revenue	Actual tenant revenue received = Unk Actual number of tenants = Unk Actual number of portability clients = 52 Actual Tenant Rental Revenue After Implementation of the Activity \$ - tenant rental revenue	Meets Benchmark

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase).	Earned income of Section 8 households = Unk Number of Section 8 households = Unk Number of portability households = 154 Average Earned Income of Portability Clients Prior to Implementation of the Activity \$ - average earned income	Expected earned income of Section 8 households = Unk Expected number of Section 8 households = Unk Expected number of portability households = 154 Expected Average Earned Income of Portability Clients After Implementation of the Activity \$ - average earned income	Actual earned income of Section 8 households = Unk Actual number of Section 8 households = Unk Actual number of portability households = 52 Actual Average Earned Income of Portability Clients After Implementation of the Activity \$ - average earned income	Meets Benchmark

SS #3: Increase in Positive Outcomes in Employment Status

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full- Time	Number of portability work-able households (19-61) = Unk Number of work-able households Employed Fulltime = Unk Percentage of Work-Able Households Employed Fulltime Prior to Implementation of the Activity 0% employed fulltime	Expected number of portability work-able households (19-61) = Unk Expected number of work-able households Employed Fulltime = Unk Expected Percentage of Work-Able Households Employed Fulltime After Implementation of the Activity 0% employed fulltime	Actual number of portability work-able households (19-61) = Unk Actual number of work-able households Employed Fulltime = Unk Actual Percentage of Work-Able Households Employed Fulltime After Implementation of the Activity 0% employed fulltime	Meets Benchmark
(2) Employed Part- Time	Number of portability work-able households (19-61) = Unk Number of work-able households Employed Part time = Unk Percentage of Work-Able Households Employed Part Time Prior to Implementation of the Activity 0% employed part time	Expected number of portability work-able households (19-61) = Unk Expected number of work-able households Employed Part time = Unk Expected Percentage of Work-Able Households Employed Part Time After Implementation of the Activity 0% employed part time	Actual number of portability work-able households (19-61) = Unk Actual number of work-able households Employed Part time = Unk Actual Percentage of Work-Able Households Employed Part Time After Implementation of the Activity 0% employed part time	Meets Benchmark

SS #3: Increase in Positive Outcomes in Employment Status - continued

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(5) Unemployed	Number of portability work-able households (19-61) = Unk	Expected number of portability work-able households (19-61) = Unk	Actual number of portability work-able households (19-61) = Unk	Meets Benchmark
	Number of work-able households Unemployed = Unk	Expected number of work-able households Unemployed = Unk	Actual number of work-able households Unemployed = Unk	
	Percentage of Work-Able Households Unemployed Prior to Implementation of the Activity	Expected Percentage of Work-Able Households Unemployed After Implementation of the Activity	Actual Percentage of Work-Able Households Unemployed After Implementation of the Activity	
	0%	0%	0%	
	unemployed	unemployed	unemployed	

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	Households Receiving TANF Prior to Implementation of the Activity	Expected Households Receiving TANF After Implementation of the Activity	Actual Households Receiving TANF After Implementation of the Activity	Meets Benchmark
	0	0	0	
	households receiving TANF	households receiving TANF	households receiving TANF	

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self sufficiency (increase).	Households transitioned to self sufficiency (increase in earned income) among port clients (63 in; 91 out) = Unk Portability Households Reporting Earned Income Prior to Implementation of the Activity 0 portability households reporting earned income	Expected households transitioned to self sufficiency (increase in earned income) among port clients (63 in; 91 out) = Unk Expected Portability Households Reporting Earned Income After Implementation of the Activity 0 portability households reporting earned income	Actual households transitioned to self sufficiency (increase in earned income) among port clients (52 in; 0 out) = 52 Actual Portability Households Reporting Earned Income After Implementation of the Activity 0 portability households reporting earned income	Meets Benchmark

This activity is on schedule.

As discussed earlier, HACG used the initial implementation year to identify existing HCV families in order to “grandfather” them prior to implementation of the restrictive activity, accept VASH vouchers, and collect data on incoming and outgoing HCV families; however, the benchmarks were not revised after a year’s worth of collection. The benchmarks are tabled on the next page:

Annual Benchmark						
Unit of Measurement	Baseline FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total cost of task in dollars (decrease)	\$ 211,956.36	\$ 211,956.36	\$ 187,182.24	\$ 187,182.24	\$ 183,053.22	\$ 178,924.20
Total time to complete the task in staff hours (decrease)	6,468.0	6,468.0	5,712.0	5,712.0	5,586.0	5,460.0
Tenant rental revenue in dollars (increase)	0	0	0	0	0	0
Average earned income of households affected by this policy in dollars (increase)	0	0	0	0	0	0
Percentage of total work-able households employed fulltime	0%	0%	0%	0%	0%	0%
Percentage of total work-able households employed part time	0%	0%	0%	0%	0%	0%
Percentage of total work-able households employed unemployed	0%	0%	0%	0%	0%	0%
Number of households receiving TANF assistance (decrease)	0	0	0	0	0	0
Number of households transitioned to self-sufficiency (report an increase in earned income)	0	0	0	0	0	0

In October 2015, the Agency switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially with regard to generating reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2015.03 – Simplify Utility Allowance Calculation** was **introduced and approved in HACG’s FY2015 Annual MTW Plan and re-proposed and approved in HACG’s Amended FY2016 Annual MTW Plan** in each fiscal year as approval respectively.

The activity utilizes MTW Authorization D.2.a listed in Attachment C of the MTW Agreement to utilize one chart with two options for HACG’s Tenant-Based Voucher (TBV) Program, to utilize the Public Housing Chart for former public housing units converted to long-term Project-Based Voucher (PBV) units under the Rental Assistance Demonstration (RAD) Program, and to utilize energy studies and similar methods to create annual charts for mixed-use sites by implementing any reasonable policy to establish subsidy levels for tenant-based assistance and any reasonable policy to calculate the tenant portion of the rent that differ from the currently mandated program requirements.

The activity seeks to simplify utility allowance calculations for case managers, families, and landlords involved with the Housing Choice Voucher (HCV) Program. Prior utility allowance calculations were confusing and frustrated all parties mentioned above due to the

multiple variables that prevented the rental assistance process from moving forward. The activity was later modified as a result of RAD conversions and included former public housing units and mixed-income units within the portfolio as well.

All HCV units will fall under one of the following Utility Allowance Charts once the RAD conversion is complete:

Monthly Utility Allowance by Bedroom Size	0 BR	1 BR	2 BR	3 BR	4 BR	5 BR
Paid by Tenant - Water, Sewer, Trash Service	\$ 131.00	\$ 154.00	\$ 180.00	\$ 223.00	\$ 268.00	\$ 310.00
Paid by Landlord - Water, Sewer, Trash Service	\$ 102.00	\$ 117.00	\$ 134.00	\$ 161.00	\$ 189.00	\$ 216.00
Public Housing Units Converted to PBV Units under the RAD Program	Utilize Public Housing Utility Charts that were being utilized by the Site prior to PBV conversion under RAD					
Site-Based for Mixed-Use Properties	Utilize Energy Studies and similar methods to establish the Utility Allowance at these Sites					

A significant portion of the reason that HACG Amended its FY2016 Annual MTW Plan to re-propose its Simplify Utility Allowance Calculation Activity was based on feedback that it received, where the feedback challenged HACG’s compliance with GA Department of Community Affairs (DCA) and RAD Program requirements. Therefore, in order to meet compliance of DCA and the RAD Program requirements, HACG re-proposed the MTW activity.

The simplified utility allowance calculations appear to be well-received although HACG has not received specific feedback from case managers, clients, nor landlords.

This rent reform activity did not receive any written hardship requests.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	Average compensation (salary & benefits) of Occupancy Specialists = \$24.50 per hour	Expected average compensation (salary & benefits) of Occupancy Specialists = \$24.50 per hour	Actual average compensation (salary & benefits) of Occupancy Specialists = \$25.24 per hour	No
	Estimated time to conduct annual/interim recertification examinations = 2.00 hours	Expected estimated time to conduct annual/interim recertification examinations = 2.00 hours	Actual time to conduct annual/interim recertification examinations = 2.00 hours	
	Number of voucher holding clients = 2,333	Expected number of voucher holding clients = 2,286	Actual number of voucher holding clients = 2,713	
	Cost of Annual/Interim Recertification Examinations Prior to Implementation of the Activity	Expected Cost of Annual/Interim Recertification Examinations After Implementation of the Activity	Actual Cost of Annual/Interim Recertification Examinations After Implementation of the Activity	
	\$ 114,317.00	\$ 112,030.66	\$ 134,213.20	
	agency costs	agency costs	agency costs	

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	Estimated staff time dedicated to conduct annual/interim recertification examinations = 2.00 hours Number of voucher holding clients = 2,333 Amount of Staff Time Dedicated to Annual/Interim Examinations Prior to Implementation of the Activity 4,666.0 staff hours	Expected staff time dedicated to conduct annual/interim recertification examinations = 2.00 hours Expected number of voucher holding clients = 2,286 Expected Amount of Staff Time Dedicated to Annual/Interim Examinations After Implementation of the Activity 4,572.0 staff hours	Actual staff time dedicated to conduct annual/interim recertification examinations = 2.00 hours Actual number of voucher holding clients = 2,713 Actual Amount of Staff Time Dedicated to Annual/Interim Examinations After Implementation of the Activity 5,426.0 staff hours	No

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a task as a percentage (decrease).	Number of Housing Choice Voucher files reviewed = 38 Number of file errors detected = 5 Average Error Rate of Housing Choice Voucher Files Prior to Implementation of the Activity 13.2% average error rate	Expected number of Housing Choice Voucher files reviewed = 47 Expected number of file errors detected = 4 Expected Average Error Rate of Housing Choice Voucher Files After Implementation of the Activity 8.5% average error rate	Actual number of Housing Choice Voucher files reviewed = Unk Actual number of file errors detected = Unk Actual Average Error Rate of Housing Choice Voucher Files After Implementation of the Activity Unk average error rate	No

CE #5: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant rental revenue = \$314,834 Number of tenants = 2,099 Tenant Rental Revenue Prior to Implementation of the Activity \$ 149.99 tenant rental revenue	Expected tenant rental revenue = \$324,279 Expected number of tenants = 2,162 Expected Tenant Rental Revenue After Implementation of the Activity \$ 149.99 tenant rental revenue	Actual tenant rental revenue = \$216,901 Actual number of tenants = 1,470 Actual Tenant Rental Revenue After Implementation of the Activity \$ 147.55 tenant rental revenue	No

The activity is on schedule.

The benchmarks have not been revised as of June 30, 2016; however, due to the additional charts, the benchmarks may in fact become revised during the course of FY2017 as sites are converted under the RAD Program and Energy Studies are conducted for HACG's mixed-use sites. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total cost of task in dollars (decrease).	\$ 114,317.00	\$ 112,030.66	\$ 102,508.05	\$ 98,026.83	\$ 93,545.60	\$ 88,504.22
Total time to complete the task in staff hours (decrease).	4,666.0	4,572.0	4,184.0	4,001.1	3,818.2	3,612.4
Average error rate in completing a task as a percentage (decrease).	13.2%	8.5%	8.5%	6.4%	6.4%	6.4%
Tenant rental revenue in dollars (increase).	\$ 149.99	\$ 149.99	\$ 151.55	\$ 153.79	\$ 155.89	\$ 158.23

In October 2015, the Agency switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially with regard to generating reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2015.04 – Cap Childcare Deduction** was **introduced and approved** in HACG’s **FY2015 Annual MTW Plan and implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorizations C.11 and D.2.a listed in Attachment C of the MTW Agreement to limit the amount of childcare deductions that a family can claim by establishing definitions of income and adjusted income for public housing units and by establishing subsidy levels for tenant-based assistance for Housing Choice Voucher (HCV) units that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations.

The activity seeks to minimize the number of childcare services and charges provided by family members that significantly reduce household income because childcare payment statements are substantially equal to the household income. As a result, HACG’s activity closely mirrors the local Division of Family and Children Services (DFCS) Children and Parents Services (CAPS) Program reimbursement guidelines and schedule.

Current feedback has not been positive. Both residents and managers have shared frustrations with the implementation of this activity. As a result, Senior leadership of HACG will discuss the options regarding this activity.

Although a number of frustrations have been aired, HACG has not received any written hardship requests related to this activity.

The tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks.

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	<p>Average compensation (salary & benefits) of Housing Managers = \$29.13; Occupancy Specialists = \$24.50 per hour</p> <p>Estimated time to conduct annual/interim recertification examinations for Public Housing = 1.83; Housing Choice Vouchers = 2.00 hours</p> <p>Number of Public Housing units = 1,717; Housing Choice Voucher units = 2,333</p> <p>Cost of Annual/Interim Recertification Examinations Prior to Implementation of the Activity</p> <p align="right">\$ 102,923.33</p> <p align="center">agency cost</p>	<p>Expected average compensation (salary & benefits) of Housing Managers = \$29.13; Occupancy Specialists = \$24.50 per hour</p> <p>Expected time to conduct annual/interim recertification examinations for Public Housing = 1.83; Housing Choice Vouchers = 2.00 hours</p> <p>Expected number of Public Housing units = 1,683; Housing Choice Voucher units = 2,286</p> <p>Expected Cost of Annual/Interim Recertification Examinations After Implementation of the Activity</p> <p align="right">\$ 100,865.60</p> <p align="center">agency cost</p>	<p>Actual compensation (salary & benefits) of Housing Managers = \$30.00; Occupancy Specialists = \$25.24 per hour</p> <p>Actual time to conduct annual/interim recertification examinations for Public Housing = 1.83; Housing Choice Vouchers = 2.00 hours</p> <p>Actual number of Public Housing units = 1,244; Housing Choice Voucher units = 2,713</p> <p>Actual Cost of Annual/Interim Recertification Examinations After Implementation of the Activity</p> <p align="right">\$ 102,623.92</p> <p align="center">agency cost</p>	No

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	<p>Estimated staff time dedicated to conduct Public Housing annual/interim recertification examinations = 1.83; Housing Choice Vouchers = 2.00 hours</p> <p>Number of Public Housing units = 1,717; Housing Choice Voucher units = 2,333</p> <p>Amount of Staff Time Dedicated to Annual/Interim Examinations Prior to Implementation of the Activity</p> <p align="center">3,904.1</p> <p align="center">staff hours</p>	<p>Expected staff time dedicated to conduct Public Housing annual/interim recertification examinations = 1.83; Housing Choice Vouchers = 2.00 hours</p> <p>Expected number of Public Housing units = 1,683; Housing Choice Voucher units = 2,286</p> <p>Expected Amount of Staff Time Dedicated to Annual/Interim Examinations After Implementation of the Activity</p> <p align="center">3,825.9</p> <p align="center">staff hours</p>	<p>Actual staff time dedicated to conduct Public Housing annual/interim recertification examinations = 1.83; Housing Choice Vouchers = 2.00 hours</p> <p>Expected number of Public Housing units = 1,244; Housing Choice Voucher units = 2,713</p> <p>Actual Amount of Staff Time Dedicated to Annual/Interim Examinations After Implementation of the Activity</p> <p align="center">3,851.3</p> <p align="center">staff hours</p>	No

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a task as a percentage (decrease).	<p>Number of Public Housing files reviewed = 40; Housing Choice Voucher = 38</p> <p>Number of Public Housing file errors detected = 19; Housing Choice Voucher errors = 5</p> <p>Average Error Rate of Housing Choice Voucher Files Prior to Implementation of the Activity</p> <p align="center">30.3%</p> <p align="center">average error rate</p>	<p>Expected number of Public Housing files reviewed = 76; Housing Choice Voucher = 64</p> <p>Expected number of Public Housing file errors detected = 14; Housing Choice Voucher errors = 9</p> <p>Expected Average Error Rate of Housing Choice Voucher Files After Implementation of the Activity</p> <p align="center">16.3%</p> <p align="center">average error rate</p>	<p>Actual number of Public Housing files reviewed = Unk; Housing Choice Voucher = Unk</p> <p>Actual number of Public Housing file errors detected = Unk; Housing Choice Voucher errors = Unk</p> <p>Actual Average Error Rate of Housing Choice Voucher Files After Implementation of the Activity</p> <p align="center">Unk</p> <p align="center">average error rate</p>	No

CE #5: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant rental revenue for Public Housing = \$2,249,908; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,958; Housing Choice Voucher = 2,099 Tenant Rental Revenue Prior to Implementation of the Activity \$ 137.64 average tenant monthly rent share	Expected tenant rental revenue for Public Housing = \$2,249,908; Housing Choice Voucher = \$324,279 Expected number of Public Housing units = 17,958; Housing Choice Voucher = 2,162 Expected Tenant Rental Revenue After Implementation of the Activity \$ 137.64 average tenant monthly rent share	Actual tenant rental revenue for Public Housing = \$1,816,077 Unk; Housing Choice Voucher = \$216,901 Actual number of Public Housing units = 13,017; Housing Choice Voucher = 1,470 Actual Tenant Rental Revenue After Implementation of the Activity \$ 143.53 average tenant monthly rent share	Exceeds Benchmark

This activity is not on schedule and Senior leadership will discuss available options for this activity.

The benchmarks to this activity have not been revised. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total cost of task in dollars (decrease).	\$ 102,923.33	\$ 100,865.60	\$ 92,182.94	\$ 87,736.50	\$ 83,535.19	\$ 81,014.87
Total time to complete the task in staff hours (decrease).	3,904.1	3,825.9	3,497.0	3,329.8	3,171.1	3,068.2
Average error rate in completing a task as a percentage (decrease).	30.3%	16.3%	14.9%	13.4%	12.0%	10.5%
Tenant rental revenue in dollars (increase).	\$ 137.64	\$ 137.64	\$ 138.57	\$ 140.21	\$ 140.21	\$ 144.42

In October 2015, the Agency switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially with regard to generating reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2016.02 – Non-Competitive Project-Basing Process** was **introduced and approved** in HACG’s **First Amended FY2016 Annual MTW Plan** and **implemented** in the same fiscal year as approval.

The activity utilizes MTW Authorizations D.7.a listed in Attachment C of the MTW Agreement to provide the Agency with the ability to project-base Section 8 assistance at properties owned directly/indirectly by the Agency that are not public housing. Project-based assistance for such owned units does not need to undergo the competitive bid process.

The activity seeks to improve cost efficiency and increase housing choices for low-income families.

Since its approval, HACG has utilized the activity to project-base Section 8 assistance at its newly constructed Patriot Pointe site and anticipates using the MTW flexibility for its planned Columbus Commons site, as well as at future projects.

HACG has not received any feedback on this activity, but anticipates that any feedback will originate from internal discussion on the use of the flexibility at existing and planned projects.

This is not a rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	TBD	TBD	TBD	TBD

<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	TBD	TBD	TBD	TBD

This activity is on schedule.

The benchmarks for this activity have not been revised. The benchmarks are listed below:

Annual Benchmark						
Unit of Measurement	Baseline FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Total cost of task in dollars (decrease).	TBD	TBD	TBD	TBD	TBD	TBD
Total time to complete the task in staff hours (decrease).	TBD	TBD	TBD	TBD	TBD	TBD

In October 2015, the Agency switched its client tracking software from Emphasys to YARDI. Although trained on the new software product, staff is still learning the full capabilities of YARDI, especially with regard to generating reports. As of June 30, 2016, staff was collecting data from both systems to provide as accurate a picture as possible.

Activity **2016.03 – Project-Basing Flexibilities** was **introduced and approved in HACG’s Second Amended FY2016 Annual MTW Plan and implemented in the same fiscal year** as approval.

The activity utilizes D.1.e listed in Attachment C of the MTW Agreement to exceed the 25% building cap (50% RAD cap) and decide how much to spend for improvements by determining the percentage of housing voucher assistance that it is permitted to project-base and establish the criteria for expending funds for physical improvements on those units that differs from the percentage and criteria requirements currently mandated by the 1937 Act and its implementing regulations.

The activity seeks to increase housing choices for low-income families while providing flexibility to the Agency when acquiring, constructing, modernizing, and any substantially similar or substantially the same activities.

The Agency has not received any positive nor negative feedback regarding this activity.

The Agency project-based 100% of the Housing Choice Voucher (HCV) units at its newly developed Patriot Pointe site. The Agency plans similar activity for immediate planned and future planned sites.

This is not rent reform activity.

The following tables over the next few pages provide a comparison of Outcomes to Baselines and Benchmarks:

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number).	Expected households losing assistance/moving after implementation of the activity (number).	Actual households losing assistance/moving after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number of units: 784	784	TBD	TBD
	Percentage of households at or below 80% AMI: 60%	785	TBD	TBD
	TBD	TBD	TBD	TBD

This activity is on schedule.

The recent approval of this activity influences the data collection process, so FY2017 will be used to collect data on this activity in order to establish long-term benchmarks for this activity. Meanwhile, the annual benchmark chart is listed below as To Be Determined (TBD).

Annual Benchmark						
Unit Measurement	Baseline	FY2016	FY2017	FY2018	FY2019	FY2020
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	TBD	TBD	TBD	TBD	TBD	TBD

B. Not Yet Implemented Activities

Activity 2016.01 – Next Step Vouchers (NSV) was **introduced and approved in HACG’s FY2016 Annual MTW Plan and not implemented during the fiscal year** in which it was approved.

During fiscal year 2016, HACG needed to introduce amendments to its Annual MTW Plan in connection with planned projects and its RAD conversion efforts. Meanwhile, HACG worked diligently with the Division of Family and Children Services (DFCS) to present a Memorandum of Understanding (MOU) between to the two entities in relation to the approved activity. Due to state policy governing contracts, MOUs and similar binding agreements, DFCS could not implement its portion until October 1. As a result, HACG will begin issuing NSVs on or about October 1, 2016.

C. Activities on Hold

HACG does not have any activities on hold.

D. Closed Out Activities

HACG does not have any closed out activities.

SECTION V – SOURCES AND USES OF FUNDS

A. MTW Report: Sources and Uses of MTW Funds	
Actual Sources and Uses of MTW Funding for the Fiscal Year	
PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system	
Describe the Activities that Used Only MTW Single Fund Flexibility	
None of the approved activities implemented in HACG's fiscal year ending 2016 used only MTW single-fund flexibility.	

B. MTW Report: Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input checked="" type="checkbox"/> Yes
Has the PHA implemented a local asset management plan (LAMP)?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
N/A	

C. MTW Report: Commitment of Unspent Funds

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

Account	Planned Expenditure	Obligated Funds	Committed Funds
N/A	N/A	\$ -	\$ -
N/A	N/A	-	-
N/A	N/A	-	-
N/A	N/A	-	-
N/A	N/A	-	-
N/A	N/A	-	-
N/A	N/A	-	-
N/A	N/A	-	-
Total Obligated or Committed Funds:		0	0

Section not applicable to MTW Agencies

***Note** : Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.*

SECTION VI – ADMINISTRATIVE

A. HUD Reviews, Audits, or Physical Inspection Issues

The Agency did not have any HUD reviews, Audits, nor Physical Inspection issues that required the Agency to take action to address the issue.

B. PHA-Directed Evaluations

Columbus State University (**CSU**) is contracted to evaluate the following activities:

- 2014.01 – Community Choice
- 2014.02 – Innovations to Reduce Homelessness
- 2014.06 – Rent Reform (Farley)
- 2016.01 – Next Step Vouchers – this activity is pending referrals from DFCS

CSU is contracted to provide a bi-annual report on the demonstration activities listed above.

C. Meeting Statutory Requirement Certification

HACG's Certification that it has met the three statutory requirements of:

- 1) assuring 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 eligible low-income families as would have been served had the amounts not been combined; and
- 3) maintaining a comparable mix of families (by family sized) are served, as would have been provided had the amounts not been used under the demonstration

Can be found as an attachment.

ATTACHMENTS



ATTACHMENT A

CERTIFICATION OF STATUTORY COMPLIANCE

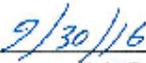
On behalf of the Housing Authority of Columbus, Georgia (HACG), I certify that the agency has met the three statutory requirements of the Amended and Restated Moving-to-Work Agreement between the US Department of Housing and Urban Development (HUD) and HACG (effective July 3, 2013).

During FYE 2016, HACG has adhered to the following requirements:

- At least 75% of the families assisted by HACG are very low-income families;
- HACG has continued to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined;
- HACG has maintained a comparable mix of families (by family size) served, as would have been provided had the amounts not been used under the demonstration.



J. LEN WILLIAMS,
Chief Executive Officer



DATE

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Form 50920: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Certification of Compliance with the Annual Moving to Work Plan

Annual Moving to Work Plan
Certification of Compliance

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

**Certification of Compliance with Requirements
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed above, as its Chairman or other authorized PHA official or member of Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year ending July 1, 2015, heretofore referred to as "the Plan", of which this document is a part and make the following certifications to the Department of Housing and Urban Development, (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and obtain public comment.
2. The PHA took into consideration public and resident comments in conducting the work of a Resident Advisory Board or Board before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate public comment into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program being presented in the Capital Fund Program Annual Statement, Performance and Regulatory Report, Form HUD-50072.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and Title III of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy for any plan incorporating such strategy for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a participation that requires the preparation of an Analysis of Impacts on Fair Housing Choice for the PHA's jurisdiction in its description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing, that require the PHA's involvement and include records reflecting these actions and results.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Americans with Disabilities Act of 1990 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements, provisions of the Housing and Urban Development Act of 1955, Employment Opportunities for Low or Very Low Income Persons, and with its implementing regulation at 24 CFR Part 205.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 25, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on any contracts, all other Federal transactions, in accordance with the Buy American and Implementing regulations at 49 CFR Part 24.

19. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 are applicable.
24. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
25. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related activities in accordance with 24 CFR Part 55. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 54 and 24 CFR Part 50 and will make this documentation available to HUD upon request.
26. With respect to projects involving the PHA will comply with Davis-Bacon or HUD established wage rate requirements under section 42 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
27. The PHA will keep records in accordance with 24 CFR 31.40 and facilitate an effective audit to determine compliance with program requirements.
28. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 55.
29. The PHA will comply with the policies, guidelines, and minimum standards of HUD Circular NO. A-87 (Basic Principles for State, Local and Tribal Government) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
30. The PHA will undertake only activities and programs required by the Plan to the manner described in its Plan and will not be performing activities only for activities that are allowable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
32. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements of the primary business office of the PHA and at all other times and locations furnished by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

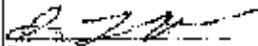
The Housing Authority of Columbus, Georgia
PHA Name

GA 014
PHA Number/PHA Code

I hereby certify that all the information stated herein, as well as any information provided in this commitment herewith, is true and accurate. Violating HUD will incur civil and criminal penalties. Convictions may result in criminal and/or civil penalties. (38 U.S.C. 1001, 1019, 2012; 35 U.S.C. 3720, 3802)

A. Ken Williams
Name of Authorized Official

Secretary Board of Commissioners
Title


Signature

5/26/2016, 2015
Date

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.