

# HUD-VASH Leasing Schedule Templates - Version 3

## Instructions for Use

### 1. Overview

HUD has developed these leasing schedule templates to assist partnering PHAs and VAMCs with estimating and planning the number of referrals, issuances, and lease-ups needed on a monthly basis in order to fully utilize all HUD-VASH vouchers awarded within 12-months.

Please note that partnering PHAs and VAMCs (hereafter referred to as HUD-VASH sites) are not required to use one of these templates to develop and submit required leasing schedules. Sites are free to develop and use their own formats. However, we hope that the elements and formulas in the templates are useful and informative for all sites, even those that choose not to use one of the templates for the formal leasing schedule they submit to HUD. Although most of the cells in the templates are locked, sites can unlock the cells and edit the templates as needed by simply unprotecting the spreadsheets. Instructions on unprotecting the spreadsheets are provided in Section 3.

The next section will explain how to use one of the templates to create a leasing schedule. If you are confused about a term used in the explanation or in a template itself, please refer to the glossary of terms in Section 4.

### 2. Steps for Using the Templates

In the Excel document pasted on the HUD-VASH website, two different templates are provided on separate tabs, the Formula Success Rate template and Manual Success Rate template. In the spreadsheet included as an attachment to FY 2012 HUD-VASH invitation letters, just one template was provided, which basically is the same as the Manual Success Rate template. The Formula template, after a site enters data in the appropriate cells, automatically calculates success rates of 1) issuance, or vouchers issued as a percent of veterans referred, and 2) leasing, or veterans leased as a percent of vouchers issued. The Manual template allows for sites to enter in success rates manually, and no automatic calculation is provided.

- \* You can view either template by clicking on a template's spreadsheet tab in the bottom, left-hand corner of the Excel window.

In both templates, *HUD-VASH sites only need to enter data into the yellow highlighted cells.* The templates' formulas will calculate everything else automatically. The steps involved for using each template is provided in separate subsections below.

#### a. Formula Success Rate template

- 1) First, **enter yearly allocation numbers** into cells L3 – L6 and cells O3 – O6. The total allocation will automatically calculate in cell O7.

- 2) Next, **gather the most recent data** on the cumulative total number of VA referrals to the PHA, vouchers issued and Veterans leased within a specific time period. This time period may be either 1) from the time your site first received an allocation of vouchers to the present, or 2) from a shorter period of time, such as in the last year or two. Using a shorter, more recent period of time may make more sense, since your site may have improved success rates over time and/or made procedural changes to improve efficiency, etc.
- 3) Within the **Calculations 1** table, **enter the data** gathered in the previous step in cells D7, D8 and D9. Then in cells D10, D11 and D12, respectively, enter the number of Veterans currently looking for a unit, the number of VASH vouchers currently utilized, and the average monthly attrition. The numbers in cells D13 through D17 will calculate automatically.
  - \* **Note the number in cell D7**, which is the approximate number of referrals needed over 12 months in order to reach 100% utilization, based on the numbers you entered in cells D7 through D12. This total referral number, assuming your site wishes to reach 100% utilization, should be very close or equal to the sum of the referral numbers that you will enter in row 26. The sum of row 26 is calculated automatically in cell O26.
- 4) For the **Calculations 2** table, **assess recent leasing trends** and determine what percent of currently housed Veterans, after being issued a voucher, have been able to lease-up within each of the timeframes listed in row 20.
  - \* For example, lets say a site takes a look at the last 25 Veterans that leased-up with a HUD-VASH voucher. The site finds that 5 Veterans or 20% signed a lease within 30 days after voucher issuance, 15 Veterans or 60% signed a lease after 31 to 60 days, and the last 5 Veterans or 20% signed a lease after 61 to 90 days.
- 5) Within the **Calculations 2** table, using your estimates from step 4, **enter the approximate percent** of Veterans that lease-up within each timeframe in cells B22 through F22. **The percentages must add up to 100% in cell G22.**
  - \* Note that percentages from the example above under step 4 add up to 100%, since the leasing times for all 25 vouchers have been accounted for.
 
$$20\% + 60\% + 20\% = 100\%$$
- 6) For the **Resulting Leasing Schedule** table, VASH sites must **think ahead and estimate the number of referrals** that should be made by the VAMC and processed by the PHA each month in the next 12 months.
- 7) Within the **Resulting Leasing Schedule** table, first **enter the starting month and year** in cell C25. Then, after making initial estimates in step 6, **enter projected monthly referral numbers** in cells D26 through N26. The rest of the table, including projected vouchers issued per month in row 27 and leased per month in row 28, will populate automatically.

- 8) In order to reach 100% utilization, **check to make sure** that the sum of the referrals in O26 is close to the number in D17 and the number in N40 is equal to the total number of vouchers allocated in O7.
- 9) The **Explanation** box in rows 43 through 45 is an optional narrative field that your site **may fill out** if you feel that aspects of the leasing schedule should be explained or justified for other individuals that review the leasing schedule.
- 10) For those sites receiving new VASH vouchers in FY 2012, once the VAMC and PHA have agreed upon a leasing schedule, the schedule **must be sent to [vash@hud.gov](mailto:vash@hud.gov)** within two weeks after the new vouchers become effective. If sites use the template to develop a leasing schedule, the template can simply be emailed to [vash@hud.gov](mailto:vash@hud.gov) without any additional formatting.

#### **b. Manual Success Rate template**

- 1) First, **enter yearly allocation numbers** into cells L2 – L5 and cells O2 – O5. The total allocation will automatically calculate in cell O6.
- 2) Within the **Calculations 1** table, **enter the appropriate data** in cells D7 – D9: the Veterans currently looking for a unit, the number of VASH vouchers currently utilized, and the average monthly attrition. In cells D10 and D11, enter expected leasing and issuance success rates for the next 12 months.
  - \* The percent of referrals successfully issued a voucher and the percent of Veterans issued a voucher that successfully lease-up may be affected by factors such as recently improved program efficiency or an increased number of chronically homeless Veterans being served.
- 3) The numbers in cells D12 through D14 will calculate automatically.
  - \* Note the number in **cell D14, which is the approximate number of referrals needed over 12 months in order to reach 100% utilization**, based on the numbers you entered in cells D7 through D11. This total referral number, assuming your site wishes to reach 100% utilization, should be very close or equal to the sum of the referral numbers that you will enter in cells C23 through N23. The sum of row 23 is calculated automatically in cell O23.
- 4) For the **Calculations 2** table, **assess recent leasing trends** and determine what percent of currently housed Veterans, after being issued a voucher, have been able to lease-up within each of the timeframes listed in row 17.
  - \* For example, lets say a site takes a look at the last 25 Veterans that leased-up with a HUD-VASH voucher. The site finds that 5 Veterans or 20% signed a lease within 30 days after voucher issuance, 15 Veterans or 60% signed a lease after 31 to 60 days, and the last 5 Veterans or 20% signed a lease after 61 to 90 days.
- 5) Within the **Calculations 2** table, using your estimates from step 2, **enter the approximate percent** of Veterans that lease-up within each timeframe in cells B19 through F19. **The percentages must add up to 100% in cell G19.**

- \* Note that percentages from the example above under step 2 add up to 100%, since the leasing times for all 25 vouchers have been accounted for.

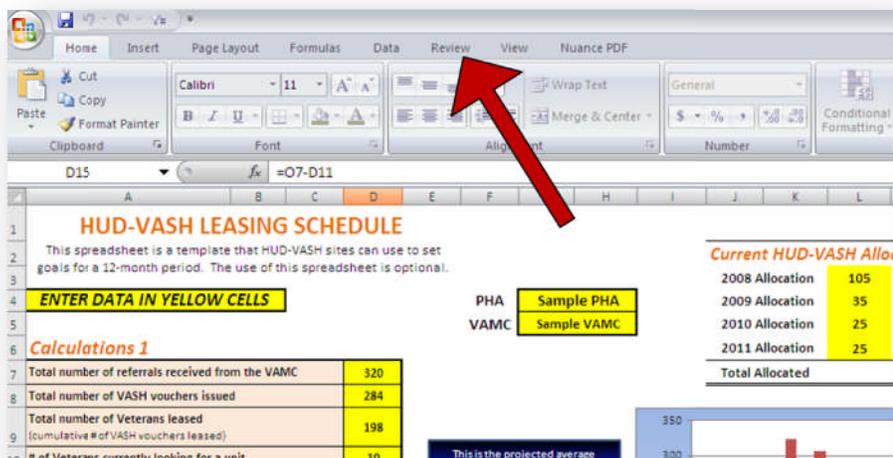
$$20\% + 60\% + 20\% = 100\%$$

- 6) For the **Resulting Leasing Schedule** table, the VASH sites must **think ahead and estimate the number of referrals** that should be made by the VAMC and processed by the PHA each month in the next 12 months.
- 7) Within the **Resulting Leasing Schedule** table, first **enter the starting month and year** in cell C22. Then, after the making initial estimates in step 6, **enter projected monthly referral numbers** in cells D23 through N23. The rest of the table, including projected vouchers issued per month in row 24 and leased per month in row 25, will populate automatically.
- 8) In order to reach 100% utilization, **check to make sure** that the sum of the referrals in O23 is close to the number in D14 and the number in N37 is equal to the total number of vouchers allocated in O6.
- 9) The **Explanation** box in rows 40 through 42 is an optional narrative field that your site **may fill out** if you feel that aspects of the leasing schedule should be explained or justified for other individuals that review the leasing schedule.
- 10) For those sites receiving new VASH vouchers in FY 2012, once the VAMC and PHA have agreed upon a leasing schedule, the schedule **must be sent to [vash@hud.gov](mailto:vash@hud.gov)** within two weeks after the new vouchers become effective. If sites use the template to develop a leasing schedule, the template can simply be emailed to [vash@hud.gov](mailto:vash@hud.gov) without any additional formatting.

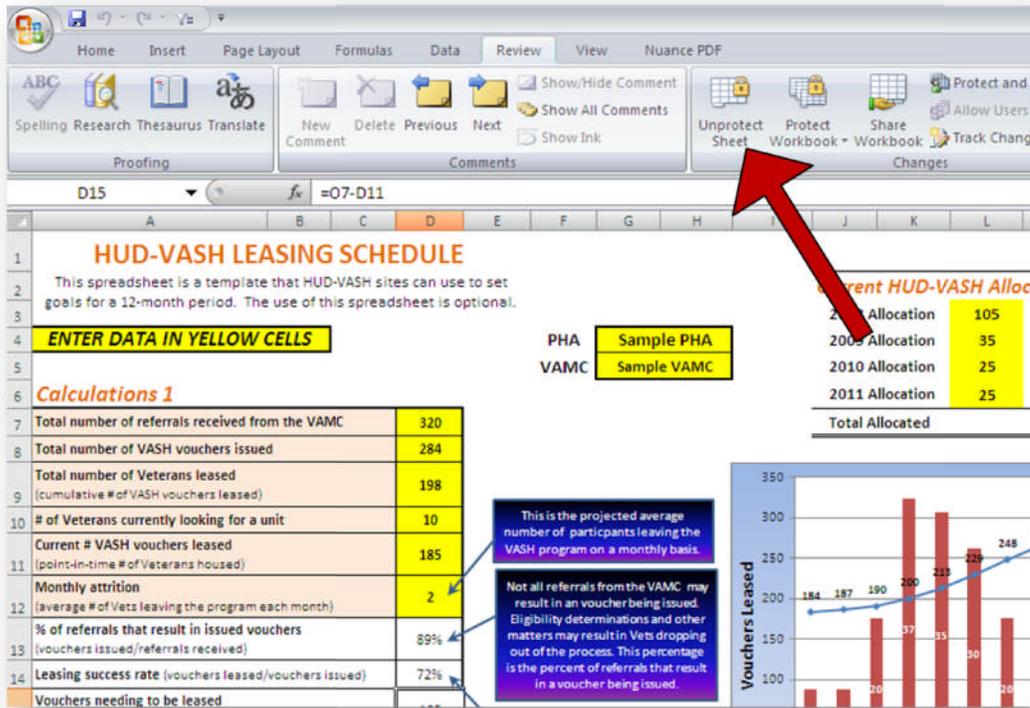
### 3. Unprotecting the Spreadsheets

For either template, if a site would like to edit the content of the template beyond the yellow cells, then the spreadsheet must be unprotected. To do so, just two steps are required.

- 1) First, **click on “Review”** in the menu at the top of the Excel window, as indicated by the red arrow in the screenshot below



2) Next, click on “Unprotect Sheet” in the toolbar below the Review menu.



The spreadsheet should subsequently be unprotected, and your site should be able to edit the template as you wish. Note that if you are interested in using both templates, you will need to unprotect each spreadsheet individually.

#### 4. Glossary of Terms

Cell #		Term	Explanation
Formula	Manual		
A7	--	Total number of referrals received from the VAMC	<p>This is the total number of Veteran referrals made by the VAMC to the PHA within the chosen time period. The total <u>should</u> include those referrals that were <u>not</u> issued a voucher.</p> <p>The <u>chosen time period</u> could be from the time the PHA received VASH voucher funding (after 2008) to the present. It also could be a shorter and more recent span of time, during which program activities were similar to what they will be in the near future (i.e. more efficient than the first 12 months of the program, or things went more slowly due to more chronically homeless Veterans being served, etc). <b>The <u>chosen time period</u> should be the same</b></p>

			<b>for the total referrals, total vouchers issued, and total Veterans leased, or cells A7, A8 and A9 in the Formula tab.</b>
A8	--	Total number of VASH vouchers issued	This is the total number of VASH vouchers that PHAs have issued to Veterans within the chosen time period. The total <u>should</u> include the number of Veterans issued a voucher that did <u>not</u> successfully lease-up.
A9	--	Total number of Veterans leased-up	This is the total number of Veterans that have ever leased-up successfully with a VASH voucher during the chosen period. This total <u>should</u> include attrition, or 1) Veterans that have <u>ended participation</u> in the VASH program and 2) Veterans that <u>switched</u> from the VASH program to the regular Section 8 Housing Choice Voucher (HCV) program after the VA determined that the Veteran longer needed case management.
A10	A7	# of Veterans currently looking for a unit	This is a point-in-time count of the number of Veterans that have been issued a voucher and have not leased-up yet. These Veterans are currently looking for a unit to lease with their VASH vouchers.
A11	A8	Current # VASH vouchers utilized	This is a point-in-time count of the Veterans that are currently housed with a HUD-VASH voucher. Unlike the “Total number of Veterans leased-up” term at A9 in the Formula template, this number should <u>not</u> include attrition. In other words, the following numbers should be <u>excluded</u> from the current # of Veterans leased: 1) the number of Veterans that have ended participation in the VASH program and 2) the number of Veterans that have switched their VASH voucher with a regular Section 8 Housing Choice Voucher after the VA determined that the Veteran no longer needed case management.
A12	A9	Monthly attrition	<p>Monthly attrition for HUD-VASH is slightly different than monthly attrition for the regular Section 8 HCV program (i.e. action code 6, End Participation, on line 2a of the 50058 form). For the purposes of the leasing schedule templates, monthly attrition through HUD-VASH is the sum of the average number of Veterans per month that 1) have ended participation in the VASH program, both for positive and negative reasons, and/or 2) have transferred to the regular Section 8 HCV program after the VA determined that the Veteran no longer needed case management.</p> <p>Please note that PHAs should only use action code 6 on line 2a of the 50058 form for Veterans that have left HUD-VASH prior to completing case management and being transferred to the regular</p>

			<p>HCV program. When a Veteran has switched to an HCV voucher, thereby freeing up a VASH voucher for another Veteran, the PHA should simply delete the VASH code on line 2n from the 50058 form. In such cases, no other action needs to be recorded on the 50058 form.</p>
A13	A10	% of referrals that result in issued vouchers	<p>This percentage, which is also known as the issuance success rate, measures the extent to which Veterans referred to the PHA are successfully completing the application process and being issued a VASH voucher. The percentage should be calculated as follows: 1) the total number of vouchers issued during the chosen time period (as described in the explanation for A8 in the Formula template), 2) <b>divided by</b> the total number of referrals received by the PHA within the chosen time period (as described in the explanation for A7 in the Formula template), 3) <b>multiplied by 100.</b></p> <p>This percentage is calculated automatically in the Formula template and must be calculated and entered by sites themselves in the Manual template.</p>
A14	A11	Leasing success rate	<p>This percentage measures the extent to which Veterans issued HUD-VASH vouchers are successfully able to find and lease a unit with the voucher. The percentage should be calculated as follows: 1) the total number of Veterans leased-up during the chosen time period (as described in the explanation for A9 in the Formula template), 2) <b>divided by</b> the total number of vouchers issued within the chosen time period (as described in the explanation for A8 in the Formula template), 3) <b>multiplied by 100.</b></p> <p>This percentage is calculated automatically in the Formula template and must be calculated and entered by sites themselves in the Manual template.</p>
A15	A12	Vouchers needing to be leased	<p>This is the point-in-time count of the total number of HUD-VASH vouchers allocated minus the current number of vouchers leased. Using the Formula template, this number would be cell O7 minus cell D11. In the Manual template, this number would be cell O6 minus cell D8.</p> <p>This number is calculated automatically in both templates.</p>
A16	A13	Total leasing need for the next 12 months	<p>This is the projected number of vouchers that need to be leased within the 12-month period of the leasing schedule, including those that turnover following attrition, in order to reach 100%</p>

			<p>utilization. It is calculated as follows: the number of vouchers needing to be leased (A15 Formula or A12 Manual) <b>plus</b> the projected annual attrition (A12 in the Formula template or A9 in the Manual template <b>multiplied by 12</b>).</p> <p>This number is calculated automatically in both templates.</p>
A17	A14	Approximate # of referrals needed over 12 months to reach 100% utilization	<p>This is the projected number of referrals needed within the 12-month period of the leasing schedule in order to reach 100% utilization. The formula used to estimate the number of referrals takes into consideration the total leasing need for 12 months (A16 Formula or A13 Manual), the percent of referrals issued a voucher (A13 or A10) and the leasing success rate (A14 or A11).</p> <p>This number is calculated automatically in both templates.</p>
A20	A17	# Days from voucher issuance to effective date of lease	<p>This is a heading row of successive, 30-day periods that indicate the number of days needed by a Veteran to lease a unit after being issued a voucher. For example, 45 days from issuance to lease-up would fall within the 31-60 day time period. Further explanation is provided in the explanation below for “Of the vouchers issued that are successfully leased, what % are leased within each timeframe” (A22 Formula or A19 Manual).</p>
A22	A19	Of the vouchers issued that are successfully leased, what % are leased within each timeframe	<p>The purpose of this row is to provide estimates for the <b>Resulting Leasing Schedule</b> of the number of days it will take Veterans to lease-up after being issued a voucher sometime in the next 12 months. In this row (22 in the Formula template or 19 in the Manual template), sites should enter the approximate percent of Veterans that lease-up within each timeframe. <b>These percentages must add up to 100% at the end of the row in column G.</b></p> <p>For example, lets say a site takes a look at the last 25 Veterans that leased-up with a HUD-VASH voucher. The site finds that 5 Veterans or 20% signed a lease within 30 days after voucher issuance, 15 Veterans or 60% signed a lease after 31 to 60 days, and the last 5 Veterans or 20% signed a lease after 61 to 90 days.</p> $20\% + 60\% + 20\% = 100\%$
A26	A23	Planned VAMC referrals	<p>In this row, enter the number of referrals that the VA expects will be made to the PHA each month. As you type in the numbers, the total number of referrals over 12 months will automatically be calculated in cell O26 Formula or O23 Manual. In order to reach 100% utilization, this total number must be equal or close to the</p>

			number in cell D17 Formula or D14 Manual.
A27	A24	Resulting projected vouchers issued	<p>This row gives the number of vouchers that PHAs can expect to issue <u>each month</u>, using the numbers entered and calculated elsewhere in the template, as well as the monthly referral numbers.</p> <p>The numbers in this row are calculated automatically in both templates.</p>
A28	A25	Resulting projected Veterans leased	<p>This row gives the total number of Veterans that are leased-up <u>each month</u>, using the numbers entered and calculated elsewhere in the template, as well as the monthly vouchers issued numbers.</p> <p>The numbers in this row are calculated automatically in both templates.</p>
A40	A37	Resulting vouchers currently utilized	<p>Currently utilized is the net number of vouchers leased after attrition. This row gives the current utilization each month, using the numbers entered and calculated elsewhere in the template, as well as the total Veterans leased numbers.</p> <p>The numbers in this row are calculated automatically in both templates. In order to reach 100% utilization, the number in cell N40 Formula or N37 Manual must equal the total number of vouchers allocated in cell O7 Formula or O6 Manual. If this number is not equal to the total allocated, then the number of monthly referrals should be adjusted.</p>