



VANCOUVER
HOUSING
AUTHORITY

► FY2014 Moving to Work Annual Report

Fiscal Year 2014

► Submitted to HUD – March 31, 2015

FY2014 Moving to Work Annual Report

Vancouver Housing Authority

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Section I. Introduction

The Vancouver Housing Authority

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

The VHA was among the original group selected to participate in Moving to Work (MTW) in 1999. More recently, the Department of Housing and Urban Development (HUD) and VHA executed an Amended and Restated Agreement on March 26, 2008. The new Agreement has a term of ten years and will end in 2018. Currently HUD and MTW agencies are working to extend MTW another ten years beyond 2018.

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

Moving to Work Objectives and Agency Goals

The MTW demonstration has three statutory objectives and in order to meet these objectives allows certain exceptions from federal rules governing the public housing and Section 8 Voucher programs and, in some cases, offers flexibility in the funding of these programs.

As a Moving to Work Agency, VHA utilizes the opportunity and funding flexibility offered under MTW to design and test innovative, locally-designed housing and self-sufficiency strategies that support our mission and meet our short and long-term goals and commitments.

The Moving to Work Statutory Objectives:

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

VHA's 2014 Plan contained two new MTW activities; an alternative escrow calculation method in the Family Self-Sufficiency (FSS) program and a change from using the utility allowance based on the unit size to one based on voucher size when a Housing Choice Voucher (HCV) participant chooses a unit with more bedrooms

than the number on their voucher. Later in 2014 VHA amended the 2014 Plan to include three additional new MTW activities; a local non-traditional rent subsidy program, a second local non-traditional rent subsidy program called Second Step Transitional Housing, and a new verification policy for interim reexaminations of eligibility.

The new method of escrow calculation in the FSS program was implemented on January 1, 2014. The new method is intended to attract higher income households who are already working to the program by offering them a way to earn escrow that the conventional method lacked. VHA saw a significant jump in the number of new enrollees in 2014. The new policy regarding utility allowances for over-housed voucher holders was also implemented, only to be followed shortly afterward by an identical policy change from HUD for all housing authorities. In any case the policy change is already reducing costs. The first local non-traditional rent subsidy program proposed under the Plan amendment was never implemented as the properties were able to absorb to cost of leaving certain unit rents affordable for households at 30% of AMI. The second non-traditional rent subsidy program, Second Step Transitional Housing, was funded in 2014 by the VHA and is now providing assistance to very-low income families. The new verification policy for interim reexaminations was implemented and is already providing some administrative cost savings. More information about all of these new MTW activities is found in this report beginning on page 17.

In addition to implementing new MTW activities, VHA completed a conversion of 122 Public Housing units to Project-Based Voucher assistance under the Rental Assistance Demonstration (RAD). Several other conversions under RAD that were anticipated to be completed in 2014 are now expected to take place in 2015.

Agency goals outside of the MTW demonstration included the construction of a new mixed income property with 152 units. The project, 1st Street Apartments, will be completed in May 2015.

VHA's Section 8 Department completed their conversion to a paperless file system and also underwent reorganization after a productivity analysis completed by LeanFirm. VHA's Finance Department also started their conversion to paperless filing in 2014. VHA's Affordable Housing Department also underwent reorganization, including staff reductions, due in part to the conversion under RAD.

In addition to new activities VHA also continued operating our HCV and Public Housing programs utilizing 18 additional ongoing MTW Activities that resulted in cost savings, assisted families toward self-sufficiency and promoted housing choice. Taken all together, MTW activities resulted in an estimated savings of over \$238,000 in administrative costs and \$580,000 in housing assistance expense over what conventional operations would have cost. In addition, 126 households transitioned to greater self-sufficiency. This report provides documentation of those outcomes along with other information regarding VHA's 16th year as a MTW agency.

Section II. General Housing Authority Operating Information

A. 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
Fruit Valley	30	0	It was anticipated that VHA would issue Project-Based Vouchers to replace Public Housing subsidy converted and transferred under RAD. This has not yet taken place and it is now anticipated that tenant-based vouchers will be issued to remaining residents rather than Project-Based Vouchers.
1 st Street	8	0	1 st Street is a 152 unit mixed income developed expected to be completed in 2015. VHA no longer plans to include 8 Project-Based Vouchers.
VHA Apartment Homes	122	122	These are formally Public Housing units converted to PBV under RAD in 2014. There are an additional 180 Public Housing units that VHA anticipated converting to PBV under RAD or Disposition in 2014, but they are expected to convert to PBV in 2015.

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 *
160	122	380	372
		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
		341	334

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year

As noted in the PBV table, VHA converted 122 units of Public Housing to PBV under RAD effective April 1, 2014. Other RAD conversion and transfer actions that were anticipated to occur in 2014 have been delayed until 2015.

General Description of Actual Capital Expenditures During the Fiscal Year

AMP 1 capital expenditures for the 2014 fiscal year included \$41,781 for the new fencing, \$104,004 towards ADA upgrades at four units and product upgrades to a unit that had been damaged by fire. AMP 2 capital expenditures included \$10,186 paid for new fencing and mailbox ADA work to prepare for RAD conversion and \$187,234 was used towards a replacement reserve. Capital fund expenditures also included \$105,321 for salaries and management fees.

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

Housing Program*	Total Units	Overview of Program
Tax Credit	614	VHA owns seven different properties under the Low Income Housing Tax Credit program. These properties are located throughout Clark County and are part of our Workforce Housing inventory. Workforce Housing has been developed by the VHA over the last 20 years to provide housing opportunities for households below 60% of AMI.
Market Rate	1229	VHA owns nine different market rate properties that comprise the rest of our Workforce Housing.
Non-MTW HUD Funded	458	VHA owns a 151 unit high-rise designated for elderly residents and funded by HUD under the Section 8 New Construction (S8NC) program. An additional 52 single family homes are also funded by HUD under five additional S8NC contracts. VHA also has ACC's for 255 non-MTW Vouchers; 75 Mainstream, 100 VASH, 30 VASH PBV and 50 FUP.
Non-MTW HUD Funded	306	VHA also manages nine properties under contracts with a local non-profit. Seven of these are funded by HUD under the 202 program and 2 are HUD funded under the 811 program.
Other	140	VHA owns four shelters that are leased without rent to local non-profits. Share operated two of these properties providing 100 units of temporary housing for homeless families. A 12 unit shelter is leased to Janus Youth for housing homeless youth. A 28 unit shelter is leased to the YWCA who operates it as a domestic violence shelter.
Total Other Housing Owned and/or Managed	2747	

*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: Shelters owned by the VHA and managed by local non-profits

B. 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 **	35	31
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	20	5
Port-In Vouchers (not absorbed)	375	376
Total Projected and Actual Households Served	430	412

* 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 ***	175	111
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	40	9
Port-In Vouchers (not absorbed)	4,500	4,513
Total Projected and Annual Unit Months Occupied/Leased	4,715	4,633

The Short-Term Rental Assistance Activity (2012-04) was changed to another partnering agency in 2014 and as a result did not provide the anticipated amount of assistance. It is expected to have higher participation in 2015.

*** 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 Service Only	0	0

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	0	0	73	36				
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	72	36				
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	99%	100%				

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

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	117	953	136	1206	43%
2 Person	145	525	0	670	24%
3 Person	111	308	0	419	15%
4 Person	64	203	0	267	9%
5 Person	18	117	0	135	5%
6+ Person	29	101	0	130	5%
Totals	484	2207	136	2827	100.00%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

136 one person households added to account for 60 assisted living units that should have been included in the 2007 Public Housing data and 76 new elderly PBV units that were added in 2012 and were not related to MTW. Note that VHA does not have data on household size dating back to 1999. Earlier reporting was done on bedroom size rather than household size. Baseline data used is the oldest household size data we have and is from December 2007.

Mix of Families Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	43%	24%	15%	9%	5%	5%	100%
Number of Households Served by Family Size this Fiscal Year ***	1342	598	285	226	134	147	2732
Percentages of Households Served by Household Size this Fiscal Year ****	49%	22%	10%	8%	5%	5%	100%
Percentage Change	6%	-2%	-5%	1%	0%	0%	0%

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

The trend toward more single person households has been ongoing for some time and is experienced by other non-MTW agencies as well. VHA believes it is a reflection of changes in the larger population toward more elderly households as the baby boomer generation ages and is not as a result of any MTW activity or participation.

* "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
Public Housing	VHA admitted just 12 new households to Public Housing in 2014 compared to 23 in 2013 and 55 in 2102. This reflects the reduced number of Public Housing units after several disposition and conversion actions and also the fact the VHA anticipated the current Public Housing units to also undergo conversion. Because of this, a number of units were allowed to remain vacant in order to facilitate the rehab work that would have occurred as part of the conversion.
Housing Choice Vouchers	After a long break from issuing vouchers due to funding losses under sequestration, VHA began issuing vouchers to applicants again in 2014. However local market conditions continued to make it difficult for new voucher holders to locate housing. VHA granted a larger number of extension to the voucher terms of applicants in order to give them more time to locate a unit in a rental market with a vacancy rate around just 2%.
Short-Term Rental Assistance	2014 was a transitional year for this activity and VHA expects more assistance will be provided in 2015.
2 nd Step Transitional Housing	This program did not begin until July 2014, but after a high initial vacancy rate appears to be fully occupied.

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

Activity Name/#	Number of Households Transitioned*	Agency Definition of Self Sufficiency
Second Step Transitional Housing/2014-04	6	Successful program exit to stable housing
Modified FSS Escrow Calculation/2014-01	8	Successful exit from subsidized housing
Minimum Income Rent Reform/2013-01	NA	NA
Community Supported Self Reliance/2012-01	0	Successful exit from subsidized housing
Skyline Crest Campus of Learners/2010-02	1	On time graduation
Time Limited Vouchers Tied to Services/2008-01	24	Maintain stable housing after program exit
Not attributable to a specific activity	95	Program participation ended (EOP) for positive reason. Positive reasons include zero HAP, home purchase, and voluntary exit while in good standing
Households Duplicated Across Activities/Definitions	8	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	126	

*The number provided here should match the outcome reported where the metric SS #8 is used.

C. Waiting 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 HCV Program	Community-Wide	555	Partially Open	No
Federal MTW HCV Program (PBV)	Site-Based	58	Closed	No
Federal MTW HCV Program (PBV)	Site-Based	65	Closed	No
Federal MTW HCV Program (PBV)	Site-Based	268	Closed	No
Federal MTW HCV Program (PBV)	Site-Based	668	Closed	No
Federal MTW Public Housing Units	Site-Based	25	Partially Open	No
Federal MTW Public Housing Units	Site-Based	122	Partially Open	No

* 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.

The community- wide HCV program list is partially open for applicants who qualify for two local preferences: Public Housing residents who qualify for HOV program and residents displaced by VHA under disposition or condemnation actions.

The site-based Public Housing waiting lists are partially open for applicants who qualify for two local preferences: participants in the CHASE program and residents displaced by VHA under disposition or condemnation actions.

If Local, Non-Traditional Program, please describe:

NA

If Other Wait List Type, please describe:

NA

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.

One of the Public Housing lists was converted to a PBV site-based list as part of the conversion of 122 units under RAD.

Section III. Proposed MTW Activities: HUD Approval Requested

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

Section IV. Approved MTW Activities: HUD Approval Previously Granted

A. Implemented Activities

Approved, Implemented and Ongoing Activities

Activity Number	Activity Name	Plan Year Approved	MTW Statutory Objective
2014-06	Alternate Project-Based Voucher Program	FY 2014 Plan Amendment	Increase Housing Choices
2014-05	Interim verification policy	FY 2014 Plan Amendment	Reduce Cost and achieve Greater Effectiveness
2014-04	Second Step transitional housing program	FY 2014 Plan Amendment	Increase Housing Choices
2014-02	Utility Allowance in HCV program lesser of unit size or voucher size	FY 2014 Annual Plan	Reduce Cost and achieve Greater Effectiveness
2014-01	Modified FSS Escrow Calculation	FY 2014 Annual Plan	Provide Incentive Toward Self-Sufficiency
2013-01	Minimum Income Rent Reform	FY 2013 Annual Plan	Provide Incentive Toward Self-Sufficiency
2012-04	Short Term Rental Assistance	FY 2012 Plan Amendment	Increase Housing Choices
2012-01	Community Supported Self Reliance	FY 2012 Annual Plan	Provide Incentive Toward Self-Sufficiency
2011-04	VHA to perform HQS and rent reasonable on VHA owned units	FY 2011 Annual Plan	Reduce Cost and achieve Greater Effectiveness
2010-04	Waiting list preference for applicants without subsidized housing	FY 2010 Annual Plan	Reduce Cost and achieve Greater Effectiveness
2010-02	Skyline Crest Campus of Learners	FY 2010 Annual Plan	Provide Incentive Toward Self-Sufficiency
2009-19	Special admission procedure for assisted living program	FY 2009 Plan Amendment	Increase Housing Choices
2009-16	Renter education required for applicants	FY 2009 Plan Amendment	Increase Housing Choices
2009-15	Limit contract rent increases in the HCV program to one per year	FY 2009 Plan Amendment	Reduce Cost and achieve Greater Effectiveness
2009-13	Reset of next required reexamination after interim reexamination	FY 2009 Plan Amendment	Reduce Cost and achieve Greater Effectiveness
2009-10	Replacement of medical expense deduction	FY 2009 Plan Amendment	Reduce Cost and achieve Greater Effectiveness
2009-08	Simplified utility allowance schedule in HCV program	FY 2009 Plan Amendment	Increase Housing Choices
2009-06	Alternate required inspection schedule in HCV program	FY 2009 Plan Amendment	Reduce Cost and achieve Greater Effectiveness
2009-03	Verification of assets limited to those greater than \$50,000	FY 2009 Annual Plan	Reduce Cost and achieve Greater Effectiveness
2008-01	Time-Limited Vouchers tied to services	FY 2008 Annual Plan	Increase Housing Choices
2007-02	Alternate required reexamination schedule	FY 2007 Annual Plan	Reduce Cost and achieve Greater Effectiveness
1999-09	No earned income disallowance in Public Housing	1999 MTW Agreement	Reduce Cost and achieve Greater Effectiveness
1999-08	Public Housing rent income based only, no flat rent option	1999 MTW Agreement	Reduce Cost and achieve Greater Effectiveness

Activity 2014-06: Alternate Project-Based Voucher Program

Description of Activity

In 2014 VHA consolidated most of its previous MTW policies regarding Project-Based Vouchers under this MTW Activity in order to clear up confusion about which policy applied at what project. VHA's Alternative Project-Based Voucher program utilizes the existing regulations under 24 CFR §983 with the following exemptions:

- The required competitive bidding process is waived when VHA is placing PBV in a project owned by the VHA or a closely affiliated organization.
- The requirement to offer a move voucher after one year of tenancy if requested and one is available is waived and the VHA will not provide move vouchers except in cases of overcrowded or under-occupied units where VHA does not anticipate an appropriate sized PBV becoming available. This policy is currently not recognized under the rules for PBV resulting from a RAD conversion, so VHA will offer move vouchers if requested by residents in units converted under RAD.
- The requirement that tenants be selected from a waiting list may be waived for projects where participation in specific services is a requirement of residency. Instead selection will be based on referral from the service providing agency. Services may include, but are not limited to, case management, self-sufficiency, mental health and alcohol and drug dependency programs.
- In addition, MTW Activity 2011-04 which allows for up to 50% of the units in a project to be PBV will be incorporated into this activity.
- MTW Activity 2011-05, which allows VHA to perform HQS inspections and to make determinations of ongoing rent reasonableness in both project-based and tenant-based vouchers remains a stand-alone activity, but is also part of the VHA Alternate Project-Based Voucher Program.

Current Status

This activity was approved as part of an amendment to the 2014 Annual Plan on August 6, 2014 and will be ongoing.

Impact on Statutory Objective

The only PBV Project completed in 2014 was a RAD conversion of 122 Public Housing units so there was no cost savings from those policies regarding new projects. VHA continues to not offer move vouchers in other PBV projects and also performs inspections with VHA staff. The baseline, benchmarks and outcomes of the new metrics that were assigned in January 2015 will be developed and reported in the 2015 Report where available.

Activity 2014-06 Scorecard

Alternative Project-Based Voucher Program

Activity Details

Plan Year Identified: FY2014 MTW Annual Plan Amendment
Date Implemented: August 6, 2014
Statutory Objectives: Increase Housing Choice
Impact on Objective: Will increase housing choice for low-income residents by increasing the availability of affordable housing
Authorization Cited: Attachment C, Sections D.1.b., D.1.e., D.2.d., D.4., and D.7.a. of the Amended and Restated Agreement
Provision/s Waived: Waives competitive bidding when VHA owned, move vouchers, waiting lists, and percent of PBV units in a building.

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
CE #2: Staff Time Savings	Total time to complete task in staff hours	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
CE #3: Decrease in Error Rate	Average error rate as a percentage	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
HC #3: Decrease in Wait list Time	Average applicant time on waitlist in months	46	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
HC #4 Displacement Prevention	Households that would lose assistance	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

Activity 2014-05: Interim verification policy

Description of Activity

This activity changes the responsibility for obtaining verifications for interim reexaminations requested for reductions of household income or family composition changes from the VHA to the participant. It also changes the effective dates for changes in rent and assistance due to interim reexaminations. Participants and residents may still request an interim reexamination at any time but will also have to provide appropriate verification of the change that they are reporting prior to any resulting change in tenant rent becoming effective. If the request *and* the verification is received before the 15th of the month, any resulting change in tenant rent will be effective the first of the following month. The VHA still obtains verification for initial eligibility reexaminations and for regular/annual reexaminations.

Current Status

This activity was approved as part of an amendment to the 2014 Annual Plan on August 6, 2014 and will be ongoing.

Impact on Statutory Objective

The baselines for cost and time savings are based on the staff time spend on obtaining verifications for interim reexaminations requested for loss of income or family composition changes annually. As the activity was only in effect for 4 months of the reporting year the annual benchmarks were not met, but the activity still appears to generate the expected savings when in place.

Activity 2014-05 Scorecard Interim Verification Policy

Activity Details

Plan Year Identified: FY2014 MTW Annual Plan Amendment
Date Implemented: September 1, 2014
Statutory Objectives: Reduce costs and achieve greater cost
Impact on Objective: Will reduce costs associated with staff time required to verify income at interim reexaminations
Authorization Cited: Attachment C, Sections C. 4., and D.1.c. of the Amended and Restated Agreement
Provision/s Waived: Waives requirement that PHA obtains verification rather than participant

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$1,178	\$52	\$861	No
CE #2: Staff Time Savings	Total time to complete task in staff hours	42	2	29	No
CE #3: Decrease in Error Rate	Average error rate as a percentage	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
CE #5 Increase in Tenant Rent Share	Average tenant rent share	289	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA

Activity 2014-04: Second Step Transitional Housing Program

Description of Activity

The Second Step Transitional Housing Program is a program for homeless individuals and families with income below 30% of the Area Median Income (AMI). The program has successfully operated for a number of years with funding from a HUD Continuum of Care grant. When that funding was no longer available the VHA began funding the housing assistance component of the program utilizing our ability under the Second Amendment to our MTW Agreement to take on continued funding of this valuable community resource. Second Step relies on other sources to fund case management.

Second Step Housing utilizes 11 large group homes for this program. They have a capacity of about 35 individuals and families at one time. Tenants must be homeless at admission, income eligible and willing to participate in case management, classes, and shared living. Utilities are provided and tenants pay 30% of their adjusted income for rent. Calculation of income for eligibility and rent is done in compliance with the regulations found at 24 CFR § 5.609. All housing units are alcohol and drug free. The maximum length of stay in the program is two years.

Current Status

This activity was approved as part of an amendment to the 2014 Annual Plan on August 6, 2014. VHA provided funding in the form of housing assistance for those tenants who were in place back to July 1, 2014.

Impact on Statutory Objective

This activity was assigned nine HUD standard metrics, only three of which had been previously identified. Second Step was able to report on outcomes for the new metrics and those outcomes also serve as a baseline in most cases. The benchmarks will be developed soon and will be reported in the 2015 Report. Note that the program began with a high number of vacancies, as units had not been reoccupied for some time prior due to the uncertainty of funding. By the end of the year occupancy was nearly full.

Activity 2014-04 Scorecard

Second Step Transitional Housing Program

Activity Details

Plan Year Identified: FY2014 MTW Annual Plan Amendment
Date Implemented: July 1, 2014
Statutory Objectives: Increase Housing Choice
Impact on Objective: Will increase housing choice for low-income residents by increasing the availability of affordable housing
Authorization Cited: The Second Amendment to the MTW Agreement.
Provision/s Waived: Allows for use of funds outside of Section 8 and Section 9 of the 1937 Act as described in Notice PIH 2011-45

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #4: Increase in Resources Leveraged	Amount of funds leveraged	Zero	\$90,000	\$145,775	Yes
SS #1: Increase in Household Income	Averaged earned income of households	\$12,600	\$12,600	\$8,129	No
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	5	TBD	5	NA
	Employed Part-Time	17	TBD	17	NA
	Enrolled in Educational	6	TBD	6	NA
	Enrolled in Job Training	2	TBD	2	NA
	Unemployed	4	TBD	4	NA
SS #4: Households Removed from TANF	Number of households receiving TANF	6	TBD	6	NA
SS #6: Reducing Per Unit Subsidy Costs	Average monthly subsidy per household	\$183	TBD	\$183	NA
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	0	45	6	No
HC #3: Decrease in Wait list Time	Average applicant time on waitlist	102 Months	0	0	Yes
HC #4 Displacement Prevention	Households that would lose assistance	35	0	0	Yes
HC #5 Increase in Resident Mobility	Households able to move	0	TBD	6	NA

Activity 2014-02: Utility Allowance in HCV program lesser of unit size or voucher size

Description of Activity

This activity changes the current calculation of tenant rent and housing assistance in the HCV program for those households that have chosen to rent a unit with more bedrooms than the number assigned on their voucher under the VHA subsidy standards. In these cases the utility allowance used will be based on the lesser of the unit bedroom size or voucher bedroom size. Currently a significant number of HCV households choose larger units. When they do, and the gross rent is still below the payment standard for their voucher size, the VHA pays a higher amount of housing assistance due to the HCV program requirement that the utility allowance for the unit bedroom size be used in the calculation of assistance. This has the effect of the household receiving a larger subsidy that they would have received if they had chosen a unit with the same number of bedrooms as their voucher.

Current Status

This was implemented in June 2014 and has been used for reexaminations completed since then. Shortly after implementation notice was published in the Federal Register requiring all PHA's to use the lesser bedroom size for the utility allowance.

Impact on Statutory Objective

Since this activity was not implemented and in place for the full calendar year the outcome in cost savings did not meet the benchmark which assumed the activity would be fully implemented. However even with the shorter period, we already see a reduction in the number and percentage of households that are over-housed.

Activity 2014-02 Scorecard

Utility Allowance in HCV Program Lesser of Unit or Voucher Size

Activity Details

Plan Year Identified: FY2014 MTW Annual Plan
Date Implemented: June 1, 2014
Statutory Objectives: Reduce costs and achieve greater cost effectiveness
Impact on Objective: Will reduce costs associated with households receiving utility allowances for units larger than their voucher size
Authorization Cited: Section D. 2. a. of Attachment C to the Amended and Restated Agreement
Provision/s Waived: Waives requirement that utility allowance be based solely on unit size

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$55,294	\$5,000	\$33,014	No
CE #2: Staff Time Savings	Total time to complete task in staff hours	0	0	0	Yes
CE #5 Increase in Tenant Rent Share	Average tenant rent share	\$286	\$292	\$314	No

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of Over-Housed Households	Households in units with additional bedrooms	740	720	703	Yes
Percentage of Over-Housed Households	Percent with additional bedrooms	29.55%	28.75%	28.75%	Yes

Activity 2014-01: Modified FSS Escrow Calculation

Description of Activity

This activity modifies the way escrow is calculated in the Section 8 Family Self-Sufficiency Program (FSS). VHA's method under MTW has two parts. The first is a monthly deposit to a participant's escrow account when they have increased earned income that results in a Total Tenant Payment (TTP) over the baseline set when they join FSS just as in the conventional FSS escrow calculation. However, the baseline will be a fixed amount set at \$450 for all new participants regardless of their income rather than the current practice of setting it at the TTP of their most recent eligible reexamination.

The second part of the proposed method is for VHA to pay a specific amount to a participant's escrow account based on specific achievements. Some "pay points" result in an immediate deposit to the escrow account while others are not calculated and paid until a successful program graduation.

Current Status

The modified escrow calculation activity was implemented on January 1, 2014 and has been ongoing since. In 2014 twenty three families signed up for the FSS program that included this MTW activity. Many of these families had a TTP higher than \$450 and subsequently began earning escrow immediately.

Impact on Statutory Objective

Note that the metrics for this activity are being applied to the entire VHA FSS program; the majority of which is still under the "old" escrow calculation as required under their contracts of participation. Since this is the case, VHA does not expect to be meeting many benchmarks for several years yet. However, interest in the program has grown with 23 new participants in 2014, far more than usually enroll in past years. Eight of these new families already had relatively high income and they began accruing escrow within their first year. Another four families earned escrow in their first year by meeting certain pay points. This may be an early indicator of higher rates of participants transitioning to self-sufficiency in the future.

Activity 2014-01 Scorecard

Modified FSS Escrow Calculation

Activity Details

Plan Year Identified: FY2014 MTW Annual Plan
Date Implemented: January 1, 2014
Statutory Objectives: Provide incentive toward self-sufficiency
Impact on Objective: Will increase number of participants in FSS and increase the number of graduates achieving self-sufficiency
Authorization Cited: Section E. of Attachment C. to the Amended and Restated Agreement
Provision/s Waived: Allows the agency to operate the FSS program exempt from certain regulations, specifically escrow calculation.

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
SS #1: Increase in Household Income	Averaged earned income of households	\$17,870	\$10,000	\$18,343	Yes
SS #2: Increase in Household Savings	Averaged escrow amount of households	\$3,600	\$2,000	\$2,744	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	38 HOH 39% of households	42 HOH 50% of households	36 HOH 27% of households	No
	Employed Part-Time	18 HOH 19% of households	18 HOH 22% of households	15 HOH 15% of households	No
	Enrolled in Educational	19 HOH 19% of households	19 HOH 23% of households	29 HOH 22% of households	Yes
	Enrolled in Job Training	24 HOH	49 HOH 58% of households	26 HOH 20% of households	No
	Unemployed	22 HOH 23% of households	27 HOH 32% of households	27 HOH 27% of households	Yes
SS #4: Households Removed from TANF	Number of households receiving TANF	8%	4%	3	Yes
SS #5: Households Assisted by Services	Number of households receiving services	96	100	130	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$633	TBD	\$560	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$279	TBD	\$345	Yes
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	5	8	8	Yes

Activity 2013-01: Minimum Income Rent Reform

Description of Activity

This activity utilizes a minimum income when calculating rent for any HCV or Public Housing household that contains one or more work-able family members. Work-able is defined as an adult under the age of 62 who is not disabled, a dependent, or a full-time caretaker for a disabled household member. The minimum income is \$9000 annually for each work-able family member. For example, a household with one work-able member has a minimum income of \$9000; a household with two workable members has a minimum income of \$18,000, and so on. If the household's actual annual income, as determined under the program regulations, falls below the minimum, tenant rent and housing assistance is calculated using the minimum. If the household's actual income is greater than the minimum, the actual income is used and the minimum income will not be a factor. A household subject to the minimum still has any deductions they might be eligible for under HUD regulations (as modified by VHA MTW policy) deducted from the minimum income as part of the rent calculation.

Current Status

This activity was implemented on June 1, 2013 after a five-month period of participant outreach and education. Multiple notices went out to impacted households and a new employment specialist position was created and 13 job readiness classes were offered. Finally, implementation required VHA staff to complete over 600 interim reexaminations all to be effective June 1, 2013.

Impact on Statutory Objective

Work-able households continue to show increases in both the percentage of households with earned income and the average amount of that income. This is likely to be what is behind the drop in average HAP expense for work-able households. In addition the minimum income has resulted in a significant cost savings to the agency. For 2014 VHA's HAP expense was \$588,119 less than it would have been absent this activity. Regarding the newly assigned standard metrics, VHA has made software changes that will allow us to better tract employment status beginning in 2015.

Rent Reform Annual Evaluation and Report on Hardship Requests

Included in this activity was a modification to the VHA hardship policy that offered up to six months of exemption from the minimum rent to all households to use when they chose to do so. For 2014 an average of 42 households were using this exemption per month. VHA also received 63 requests for a hardship exemption beyond the six-month period. Of these requests, 20 were approved for a short or long-term exemption from the policy.

Activity 2013-01 Scorecard Minimum Income Rent Reform

Activity Details

Plan Year Identified: FY2013 MTW Annual Plan
Date Implemented: June 1, 2013
Statutory Objectives: Provide incentive toward self-sufficiency and reduce cost and greater cost effectiveness
Impact on Objective: Will result in increased earned income and will reduce costs by lowering average HAP expense
Authorization Cited: Sections C. 11. and D. 2.a. of Attachment C of the MTW Agreement
Provision/s Waived: Sections 3. and 8.(o)(2) of the 1937 Act and certain sections of 24 CFR § 5.628

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	HAP savings imputed from minimum income	\$0	\$500,000	\$588,119	Yes
SS #1 Increase in Household Income	Averaged earned income of households	\$15,653	\$16,000	\$18,306	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	(Metric added in 2015. Baseline, benchmarks, and outcomes not available for FY 2014)			NA
	Employed Part-Time	(Metric added in 2015. Baseline, benchmarks, and outcomes not available for FY 2014)			NA
	Enrolled in Educational	(Metric added in 2015. Baseline, benchmarks, and outcomes not available for FY 2014)			NA
	Enrolled in Job Training	(Metric added in 2015. Baseline, benchmarks, and outcomes not available for FY 2014)			NA
	Unemployed	(Metric added in 2015. Baseline, benchmarks, and outcomes not available for FY 2014)			NA
SS #4: Households Removed from TANF	Number of households receiving TANF	306	275	211	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$665	\$650	\$587	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$274	\$342	\$287	No
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	(Metric added in 2015. Baseline, benchmarks, and outcomes not available for FY 2014)			NA

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Percentage of Work-Able Households with Earned Income	Percentage of Work-Able reporting wages	50.69%	53.00%	56.24%	Yes

Activity 2012-04: Short Term Rental Assistance

Description of Activity

This activity utilizes MTW funds to provide a rental subsidy to be administered by a partnering agency who manages intake and administration of the program. The intent of this project is to provide families in Clark County the opportunity to manage short-term budget shortfalls by assisting them with short-term housing assistance. For the purpose of this project, short-term rental assistance is considered assistance that lasts less than 18 months. This includes temporary assistance with rent payments, and eviction prevention assistance in order to obtain or remain in housing, including up to six months of arrears. Partnering agencies have the discretion to determine how to structure the rental subsidy so that rental assistance may be used to cover all or just a portion of a program participant's monthly rent.

The target population is residents of Clark County who are either very recently experiencing homelessness or are at imminent risk of homelessness. Rental assistance must be utilized within Clark County. Households must be at or below 50 percent of AMI and be in need of temporary assistance to end or prevent homelessness, but who have the capacity to maintain stable housing upon the conclusion of the assistance. To be considered at imminent risk of homelessness, the following conditions must be met: eviction, or utility termination is imminent; the household has an inability to make required payments due to a sudden reduction in income; the assistance is necessary to avoid eviction or termination of services; and there is a reasonable prospect that the family will be able to resume payment within a reasonable period of time.

Current Status

Due to the impact of sequestration VHA suspended funding this program in 2013 and into 2014. A new partnering agency began receiving funds and providing short-term assistance late in 2014.

Impact on Statutory Objective

For 2014 the activity funded just 9 months of rental assistance for 5 families. VHA expects this number to increase significantly in 2015. The newly assigned HUD standard metrics for this activity may prove to be a challenge as this program is only intended to only briefly assist people and VHA nor our partnering agency anticipate having to track data on household over time.

Activity 2012-04 Scorecard

Short-Term Rental Assistance

Activity Details

Plan Year Identified:	FY 2012 MTW Annual Plan Amendment
Date Implemented:	January 1, 2013
Statutory Objectives:	Increase Housing Choice
Impact on Objective:	Will increase housing choice for low-income residents by increasing the availability of affordable housing
Authorization Cited:	The Second Amendment to the MTW Agreement
Provision/s Waived:	Allows for use of funds outside of Section 8 and Section 9 of the 1937 Act as described in Notice PIH 2011-45

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #4: Increase in Resources Leveraged	Amount of funds leveraged	Zero	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #1: Increase in Household Income	Averaged earned income of households	\$1,200	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	0	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
	Employed Part-Time	1	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
	Enrolled in Educational	0	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
	Enrolled in Job Training	0	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
	Unemployed	4	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #4: Households Removed from TANF	Number of households receiving TANF	1	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #5: Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	5	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	530	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #7: Increase in Tenant Rent Share	Average tenant rent share	202	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	5	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
HC #3: Decrease in Wait list Time	Average applicant time on waitlist	102 Months	0	0	Yes
SS #5: Households Assisted by Services that Increase Housing Choice	Number of households receiving services	5	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA

Activity 2012-01: Community Supported Self Reliance

Description of Activity

Community Supported Self Reliance (CSSR) is a pilot project where housing assistance along with intensive wrap around services are made available through partnering agencies to very-low income clients with multiple barriers to self-reliance. Each partnering agency provides one staff member to serve on the Project Team. The primary role of the Project Team is to screen and refer participants to the project, to support agency case managers, and to ensure that program participants are making steady progress toward self-reliance. In addition to the Project Team, the project is overseen by a Review Board. This board will be comprised of up to 12 members with expertise in a variety of disciplines and, whenever possible, personal experience as a recipient of local support services. The primary function of the Review Board is to provide final approval of resident selection and participation in the program, provide expertise and advice, approve graduation or expulsion processes, and manage tenant disciplinary actions or grievances. Participants initially selected for the pilot project are provided a Housing Choice Voucher with a time-limit of five and a half years (66 months). In addition to the regular HCV program obligations, participants are required to actively participate in their approved self-reliance plans developed with their assigned case manager from a partnering agency; failure to do so results in expulsion from the program.

Current Status

To date there have been 16 participants in the program, although two of the most recent participants still had not leased a unit by December 31, 2014.

Impact on Statutory Objective

HUD assigned 10 new standard metrics to this activity in January 2015. Although we have the data for almost all of these indicators both for when participants entered the program and as of the end of 2014, we still need time to develop benchmarks for these new indicators. One challenge is the small size of the program which can result in a single participant's action disproportionately affecting an outcome. For example, one participant added four family members to her household. This resulted in a \$587 increase in housing subsidy without any decrease in income for her and drove the average outcome up significantly as well.

The previous metrics included a self-sufficiency indicator and we continue to use this tool to measure participant progress. The indicator measures 18 different factors relating to self-sufficiency including employment, child care, education, family relations, mental health and substance abuse. In 2014 the indicator showed improvement among program participants in 15 of the factors.

Activity 2012-01 Scorecard

Community Supported Self Reliance

Activity Details

Plan Year Identified:	FY 2012 MTW Annual Plan
Date Implemented:	April 1, 2012
Statutory Objectives:	Provide incentive toward self-sufficiency
Impact on Objective:	Activity will match housing assistance with case management services intended to transition clients to self-sufficiency
Authorization Cited:	Sections D.2.d. and E. of Attachment C of the MTW Agreement
Provision/s Waived:	Certain provisions of Section 8(o)(7), 8(o)(13) and Section 23 of the 1937 Act and 24 CFR § 982 subpart L and 24 CFR § 984

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
SS #1: Increase in Household Income	Averaged earned income of households	\$12,818	To Be Developed	\$8,383	NA
SS #2: Increase in Household Savings	Averaged escrow amount of households	\$0	TBD	\$2,156	NA
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	1	TBD	3	NA
	Employed Part-Time	4	TBD	2	NA
	Enrolled in Educational	0	TBD	2	NA
	Enrolled in Job Training	0	TBD	3	NA
	Unemployed	6	TBD	1	NA
SS #4: Households Removed from TANF	Number of households receiving TANF	2	TBD	2	NA
SS #5: Households Assisted by Services	Number of households receiving services	0	12	16	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$610	TBD	\$743	NA
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$189	TBD	\$191	NA
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	Zero	0	0	NA
HC #3: Decrease in Wait list Time	Average applicant time on waitlist	102	0	0	Yes
HC #4 Displacement Prevention	Households that would lose assistance	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

Activity 2011-04: VHA Staff to Perform HQS Inspections and Rent Reasonableness on VHA Owned Properties

Description of Activity

This activity allows VHA staff with the Housing Choice Voucher program to complete required HQS inspections and rent reasonableness determinations on HCV units located in VHA owned units or units owned by entities substantially controlled by the VHA. Previously VHA hired outside inspectors for these inspections as well as for rent-reasonableness determinations. The amount charged by the entities providing these inspections significantly exceeded the cost to VHA of our own inspectors.

VHA owned or controlled properties that are able to accept HCV tenants are managed by independent property management firms. They are typically inspected and have their rent monitored by independent agencies already (such as the State agency enforcing tax-credit programs). The rent reasonableness methodology that VHA uses is RentWatch, a web-based application from Nan McKay & Associates that assures an objective comparison regardless of who is requesting the data. For these reasons VHA does not have concerns that this activity will result in any conflict of interest issues.

Current Status

The activity was implemented at the beginning of 2011 and is ongoing.

Impact on Statutory Objective

A comparison between what VHA was previously charged per inspection compared to our actual costs when VHA staff perform inspections results in significant cost savings. The number of inspections on VHA owned units was higher in 2014 due to the conversion of 122 Public Housing units to PBV under RAD in April.

Activity 2011-04 Scorecard

VHA Staff to Perform HQS and Rent Reasonable on VHA Owned Properties

Activity Details

Plan Year Identified: FY2011 MTW Annual Plan
Date Implemented: January 1, 2011
Statutory Objectives: Reduce costs and achieve greater cost effectiveness
Impact on Objective: Reduce costs by moving activity in house where it can be completed at lower cost
Authorization Cited: Sections D. 2.c. and D. 5. of Attachment C of the MTW Agreement
Provision/s Waived: Section 8 (o)(11) of the 1937 Act and certain sections of 24 CFR § 982.352(b) and 983.59(b)

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$19,575	\$14,575	\$13,071	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	0	303	303	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing the task	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of HQS Inspections of VHA Owned Units completed by VHA Staff	Number of inspections completed annually	0	175	261	Yes

Activity 2010-04: Waiting List Preference for Applicants without Subsidized Housing

Description of Activity

This initiative provides a local preference on the Public Housing and HCV waiting lists for applicants without subsidized housing. This assures that available units and vouchers go first to those most vulnerable and/or rent burdened. It requires authorization under MTW because HCV regulations do not allow a local preference that excludes a Public Housing resident.

Current Status

This local preference was implemented in 2010 and is currently ongoing. As described elsewhere in the report, VHA is in the process of disposition and/or conversion of its current Public Housing stock. When that is completed, possibly in 2015, this activity will no longer require a waiver under MTW. At that time VHA may decide to retain this as a “regular” local preference or may remove it altogether.

Impact on Statutory Objective

Impact on the statutory objective of reducing cost will be through fewer of the type of unit turnovers that occur when a Public Housing resident receives a voucher and vacates their Public Housing unit. Since the wait for a Public Housing unit is typically much shorter than the wait for the HCV program, and because historically both lists were kept open, many applicants choose a Public Housing unit as transitional housing until their name reaches the top of the HCV list. This results in more unit turnovers which on average cost the VHA \$3,000. In 2014 VHA was down to 180 units of Public Housing and also only began drawing names from the Section 8 List later in the due to earlier actions taken to account for reduced funding under sequestration. For these reasons the cost savings from reduced unit turnovers was well below the benchmark.

Activity 2010-04 Scorecard

Waiting List Preference for Applicants without Subsidized Housing

Activity Details

Plan Year Identified: FY 2010 MTW Annual Plan
Date Implemented: January 1, 2010
Statutory Objectives: Reduce cost and greater cost effectiveness
Impact on Objective: Reduce costs by reducing unit turnovers due to subsidized tenants moving from VHA property to HCV program
Authorization Cited: Sections C. 2. and D. 4. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of sections 3 and 8(o)(6) of the 1937 Act and 24 CFR § 960.206 and 982 Subpart E

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
HC #3: Decrease in Wait List Time	Average applicant time on waitlist in months	102	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
HC #4 Displacement Prevention	Households that would lose assistance	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
HC #5 Increase in Resident Mobility	Households able to move	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Agency Cost Savings	Savings from reduced unit turnovers	\$0	\$24,000	\$12,000	No

Activity 2010-02: Skyline Crest Campus of Learners

Description of Activity

Skyline Crest is VHA's oldest and largest Public Housing site. It contains 150 units ranging from one to four bedrooms. There are over 350 children living at Skyline Crest. The VHA community center is located at Skyline and is the location of a number of VHA programs including the Campus of Learners. The Skyline Crest Campus of Learners is a partnership between the VHA and the residents of Skyline Crest to invest in the long-term success of every child and young adult living in the development. VHA provides rich and varied activities to engage Skyline Crest children and young adults and their families in school and community, including homework help and tutoring, enrichment classes, clubs and activities, recreation, mentoring, and early childhood parent/child activities. VHA also supports parents and youth through family support and case management services. Each family develops a success plan centered on their children's school attendance and community involvement, and commits to helping make the community a positive, nurturing place for all youth. Elderly and disabled Skyline Crest tenants are not required to participate; however activities are open for them as well.

Current Status

The Campus of Learners was fully implemented prior to 2012 and is an ongoing activity. The disposition and/or RAD conversion to PBV of the units at Skyline Crest did not occur in 2014 as was anticipated. It is now expected to occur in 2015. In addition a Boys and Girls Club facility at Skyline Crest will be breaking ground in June 2015. The new facility will both complement and expand our efforts to improve educational outcomes for our residents.

Impact on Statutory Objective

The VHA metrics for this activity focus on the graduation rates and attendance of school age children. The benchmarks for the graduation rate and average absences are the school system-wide rate for Vancouver. Prior to 2012 the rate for Skyline was far below the school system average. Since this activity was fully implemented the rates improved significantly. However for 2014, the graduation rate went down substantially. One reason for the drop is that of the five scheduled for graduation three had health/disability related issues that prevented on-time graduation. As for the newly assigned HUD standard metrics, the Campus of Learners does benefit from leveraged resources, but those have not been tracked in the past. VHA will begin tracking this metric and report on the outcome beginning with the 2015 Report.

Activity 2010-02 Scorecard

Skyline Crest Campus of Learners

Activity Details

Plan Year Identified: FY2010 MTW Annual Plan
Date Implemented: January 1, 2010
Statutory Objectives: Provide incentive toward self-sufficiency
Impact on Objective: Activity will increase educational attainment of residents leading to greater economic self-sufficiency
Authorization Cited: Sections C. 5. and C. 10. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 6(c) of the 1937 Act and 24 CFR § 960.201

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #4: Increase in Resources Leveraged	Amount of funds leveraged	\$0	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #5: Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	0	66	66	Yes
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned*	2	3	1	No

*VHA definition is number of households with a child graduating high school in the Plan year.

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
On Time High School Graduation Rate	Percentage of students graduating on time.	48.10%	64.00%	20.00%	No
Extended High School Graduation Rate	Percentage of students graduating later.	55.20%	70.00%	40.00%	No
Average absences from school per child	Average absences per child in school year	9.54	7	3.4	Yes

Activity 2009-19: Special Admission Procedure at Assisted Living Facility

Description of Activity

The VHA operates a 60 unit assisted living facility within Van Vista Plaza, a 100 unit high-rise building in downtown Vancouver that was previously a Public Housing Project. The property underwent disposition in 2010 and now utilizes Project-Based Vouchers. The waiting list requirement has always been problematic for the assisted living facility. Applicants eligible for assisted living are usually in a state of crisis at the time they, or their care provider, are seeking a facility. Their providers search for available vacancies until one can be located and then that is the unit they move into. If a facility has no vacancies, they search for one that does rather than go on a waiting list. When the facility was under Public Housing we attempted to operate a separate waiting list but that did not offer much advantage over the previously used general or site-based lists. Applicants that did go on the waiting list were not interested in a unit when it became available because they had moved into another facility rather than wait. When the property converted to PBV it was decided to modify this MTW activity and operate with no waiting list.

Current Status

The previous program-based waiting list for assisted living was eliminated effective August 1, 2011. The facility has operated without a waiting list since that time.

Impact on Statutory Objective

This activity provides a housing choice for tenants that would normally not be served in the Public Housing or HCV programs. With the assigning of HUD standard metrics in 2015, VHA is working to develop a way to measure cost and staff time savings and will report on those new metrics in the 2015 report.

Activity 2009-19 Scorecard

Special Admission Procedure for Assisted Living Program

Activity Details

Plan Year Identified: FY 2009 MTW Annual Plan Amendment
Date Implemented: September 1, 2009
Statutory Objectives: Increase Housing Choice
Impact on Objective: Create housing opportunity and facilitate placement of residents in need of assisted living services with housing subsidy
Authorization Cited: Section D.4. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 8(o)(6) of the 1937 Act and 24 CFR § 983 subpart F

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
CE #2: Staff Time Savings	Total time to complete task in staff hours	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
HC #3 Decrease in Wait List Time	Average applicant time on waitlist in months	102	0	0	Yes

Activity 2009-16: Renter Education Classes Required for Applicants

Description of Activity

Applicants are required to complete a six week course in tenant education prior to being housed in the Public Housing or HCV programs. The course is offered by a local non-profit that VHA has contracted with to provide this service. The course covers topics including money management and credit, landlord/tenant rights and responsibilities, how to be a good renter, and how to find landlords that will rent to you. Applicants who complete the course receive a certificate of completion that is recognized by many landlords in the community and can substitute for good credit and references in tenant screening policies.

Current Status

This MTW activity was implemented in 2009 and is ongoing. It was placed on hold in 2013 due to the fact that VHA stopped new leasing activity in the HCV program in order to reduce utilization under sequestration. When leasing resumed in 2014, there were still a number of applicants who had previously completed the course and as a result only 33 took the course in 2014. In addition the course was no longer offered by the original partnering agency, so VHA has contracted with Share, another local provider of services to low-income households, and they are providing the course.

Impact on Statutory Objective

Although the Vancouver rental market continues to grow tight, new participants from the waiting list were mostly successful in locating and moving into housing. The training was no doubt in large part responsible for their success.

Activity 2009-16 Scorecard

Renter Education Required for Applicants

Activity Details

Plan Year Identified: FY 2009 MTW Annual Plan Amendment
Date Implemented: September 1, 2009
Statutory Objectives: Increase Housing Choice
Impact on Objective: Housing Choice will be increased through more households successfully leasing and maintaining their housing
Authorization Cited: Sections C. 2. and D. 4. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of Sections 3 and 8(o)(6) of the 1937 Act and 24 CFR § 960.202 and 982.305

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
SS #5 Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	0	150	33	No

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Success Rate of New Voucher Holders	Percentage of new vouchers leased	87.00%	89.00%	95.97%	Yes
Days Required for New Voucher Holder to Lease.	Average number of days from voucher issuance to lease start	45	40	36	Yes

Activity 2009-15: Limit Contract Rent Increases in HCV Program to One per Year

Description of Activity

In addition to the current regulatory restriction that requires the initial term of a HCV lease to be one-year and does not allow the owner to increase the rent during that year, this MTW policy restricts subsequent rent increases to no more than one per year. This policy came about due to a small number of owners on the program requesting rent increases as frequently as every four or five months after the first year of tenancy.

Current Status

This MTW activity was implemented in 2009 and is ongoing.

Impact on Statutory Objective

Previously VHA has had difficulty measuring the impact of this activity. It's always difficult to measure a negative, such as "how many rent increases did not occur due to this policy?" But beginning in 2014 we have tracked the number of letters sent to landlords denying their rent increase because it was less than a year since their last increase. In 2014 that number was 69, so we know *at least* 69 rent increases did not occur as a direct result of this MTW activity. However we don't know how many rent increases did not occur because the landlord was aware of the policy and didn't request an increase that they may have requested absent the policy. We also know that about 10% of HCV participants move rather than pay a rent increase, so we can surmise that the policy prevented displacement for at least seven households. Local housing market conditions are such that the VHA process far more actions for landlord rent increase in 2014 than any year since we began tracking this in 2009. In past years we have averaged 400 rent increase actions per year. In 2014 it was 908 and would have been even higher absent this policy.

Activity 2009-15 Scorecard

Owners in HCV Program Restricted to Annual Rent Increase

Activity Details

Plan Year Identified: FY 2009 MTW Annual Plan Amendment
Date Implemented: September 1, 2009
Statutory Objectives: Reduce cost and greater cost effectiveness
Impact on Objective: Activity will reduce costs by lowering the number of rent increase actions thereby reducing administrative costs
Authorization Cited: Section D. 2.a. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 8(o)(7) of the 1937 Act and 24 CFR § 982.308 and 982.451

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$28,235	\$26,824	\$26,241	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	1045	993	972	Yes
HC #4: Displacement Prevention	Households that would need to move	98	93	91	Yes

Agency Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of Rent Increase Denials for Less Than a Year Since Last Increase	Number of denial letters sent for this reason	0	30	69	Yes

Activity 2009-13: Reset of Next Required Reexamination after Interim Reexamination

Description of Activity

This activity is intended to further reduce the number of reexaminations that are required and their associated costs. For those families who are not on the new three-year schedule for fixed income, the due date for their next required reexamination will be updated if they have an interim review. The effective date of their next required review will be 12 months after the effective date of the interim.

Current Status

This activity was in effect throughout the reporting year.

Impact on Statutory Objective

By extending the date for the next required reexamination out from any completed interim, VHA reduces the total number of reexaminations it is required to complete in a given year. For 2014, VHA estimates the reduction in the total number of reexaminations was 210 due to this policy. The baseline for the metrics is the cost and staff time required for 210 reexaminations. Since this is the number of additional reexaminations that would have been necessary absent this MTW activity the baseline also indicates the estimated savings in cost and time.

Activity 2009-13 Scorecard

Reset of Required Reexamination Schedule after Interim

Activity Details

Plan Year Identified: FY 2009 MTW Annual Plan Amendment
Date Implemented: October 1, 2009
Statutory Objectives: Reduce cost and greater cost effectiveness
Impact on Objective: Activity will reduce costs by lowering the number of required reexaminations each year
Authorization Cited: Section D.1.c. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 8(o)(5) of the 1937 Act and 24 CFR § 982.516

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$24,690	\$0	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	735	0	0	Yes

Activity 2009-10: Replacement of Medical Expense Deduction

Description of Activity

This activity replaces the deduction for medical expenses with an increase in the standard deduction for Elderly and Disabled families from \$400 to \$700. This eliminates the need to verify medical expenses which can be difficult particularly with medical providers concerns regarding HIPAA. In terms of housing assistance this activity was revenue neutral the year it was implemented because the decrease in subsidy due to no longer deducting medical was offset by the corresponding increase in the higher standard deduction. However the elimination of verification results in lower administrative costs.

Current Status

This activity was implemented in 2009 and continues to be in effect. In 2014 VHA obtained consent from the VA to use the simplified allowance for tenant-based VASH vouchers.

Impact on Statutory Objective

The metric for cost savings under this activity is a comparison of cost and staff time between the number of medical verifications we are required to complete each year under this activity (for hardship exemptions and some non-MTW Vouchers) versus the total number we completed the year prior to implementation. Actual savings are likely much higher as the metrics do not consider additional staff time saved from no longer having to communicate with participants and/or verify medical costs that did not result in a deduction.

Rent Reform Annual Evaluation and Report on Hardship Requests

VHA received four requests for an exemption from this activity under the VHA hardship policy in 2014. One long-term and two short-term exemptions due to hardship were approved. Three of these requests came from households with special purpose vouchers where the policy was not approved and implemented until 2014. VHA expects the number of hardship exemption requests to go back to zero as households adjust to the policy. The annual evaluation does not indicate the need for any changes to the policy.

Activity 2009-10 Scorecard

Replacement of Medical Expense Deduction

Activity Details

Plan Year Identified: FY 2009 MTW Annual Plan Amendment
Date Implemented: November 5, 2009
Statutory Objectives: Reduce cost and greater cost effectiveness
Impact on Objective: Activity will reduce costs by greatly reducing the administrative cost of obtaining verifications
Authorization Cited: Sections C. 11. and D. 2. Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 3(b)(5) of the 1937 Act and 24 CFR § 5.611

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$5,974	\$600	\$235	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	217	22	8	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

Activity 2009-08: Simplified Utility Allowance Schedule

Description of Activity

This MTW initiative simplifies the utility allowance used in the Housing Choice Voucher program to a single schedule based on the number of bedrooms to be used when the tenant is responsible for at least the heating of the unit. The same rate is used for all units with the same number of bedrooms regardless of the type of unit. The simple schedule does away with the need to calculate a utility allowance in order for a new voucher holder to determine whether a prospective rental is below their maximum family share. An additional utility allowance schedule that conforms to regulation is also updated each year for use in VHA's Project-Based units, some special purpose vouchers and for local tax credit properties.

Current Status

This simplified utility allowance has been in effect since 2009 and was used throughout the reporting year for all MTW tenant-based vouchers. In 2014 VHA obtained consent from the VA to use the simplified allowance for tenant-based VASH vouchers.

Impact on Statutory Objective

Previously this activity was, at least in some part, intended to influence participants to choose more energy efficient and/or less costly units when searching for housing with their voucher. However there was little, if any, indication that this policy was having an impact in that regard. However the policy is very popular among both staff and participants as it allows for participants to know a specific maximum rent number, without having to calculate an individual utility allowance, when searching for housing. This results in administrative time savings through fewer calls about whether a unit will be approved and a reduction in the number of RFTA denials for exceeding the maximum allowed tenant rent. Staff who work with non-MTW vouchers were able to obtain an estimate of the amount of time taken up with these activities for each new admission and move. This number was used to create the new metrics for this activity and show the impact on reducing staff time and the associated cost savings. For 2014, this activity reduced staff time by approximately 195 hours resulting in a cost savings of \$7000. Additional HUD standard metrics were assigned in 2015 and VHA anticipates having outcomes to report on these metrics in the 2015 Report.

Rent Reform Annual Evaluation and Report on Hardship Requests

No hardship requests have received since 2010 for this activity. The annual evaluation did not show any need to modify this activity.

Activity 2009-08 Scorecard

Simplified Utility Allowance in HCV Program

Activity Details

Plan Year Identified: FY2009 MTW Annual Plan Amendment
Date Implemented: September 24, 2009
Statutory Objectives: Reduce Cost and Greater Cost Effectiveness
Impact on Objective: Activity will provide financial incentive for participants to choose newer more energy efficient units
Authorization Cited: Section D. 2.a. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 8(o)(2) of the 1937 Act and 24 CFR § 982.517

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$7,065	\$0	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	195	0	0	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
CE #5 Increase in Tenant Rent Share	Average tenant rent share	\$295	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA

Activity 2009-06: Alternate Required HQS Inspection Schedule

Description of Activity

This activity is designed to achieve cost savings through a reduction in the number of Housing Quality Standard (HQS) inspections required in the HCV program. VHA staff conduct an inspection at least every two years for ongoing tenancies. As originally developed, in alternate years landlords and tenants were required to inspect the unit and complete a form verifying that they believe the unit meets HQS. However in 2012 this requirement was dropped as obtaining and tracking these documents was problematic and there was no indication that the landlord/tenant certification was necessary.

Current Status

The activity was implemented on January 1, 2010 and has been ongoing since then.

Impact on Statutory Objective

The activity is intended to reduce costs by significantly reducing staff time dedicated to annual HQS inspections. The cost and time savings benchmarks were slightly modified this year to conform to the new HUD standard metrics. The new baselines are the total cost and time required for HQS inspections of all types prior to implementation. The benchmarks and outcomes also reflect the anticipated and estimated actual cost and time required for all HQS inspections. The HUD standard metric for error rate deduction will be reported beginning with the 2015 Report.

Activity 2009-06 Scorecard

Alternate Required HQS Inspection Schedule

Activity Details

<p>Plan Year Identified: FY2007 and FY2009 Annual Plans</p> <p>Date Implemented: January 1, 2010</p> <p>Statutory Objectives: Reduce cost and greater cost effectiveness</p> <p>Impact on Objective: Reducing the overall number of inspections will reduce administrative costs</p> <p>Authorization Cited: Section D. 5. of Attachment C of the MTW Agreement</p> <p>Provision/s Waived: Certain provisions of section 8(o)(8) of the 1937 Act and 24 CFR § 982. Subpart I</p>
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Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$153,454	\$120,000	\$89,283	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	3942	2700	1791	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

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

Description of Activity

This MTW policy provides that the VHA will not obtain third party verification when a tenant's declared assets are valued at less than \$50,000. The expense of preparing, mailing, following up, and receiving verifications for typical bank accounts with little or no balance and/or interest income was determined to not be cost effective. Even assets with significant value do not contribute much income to the calculation of housing assistance, particularly with current interest rates. Assets valued at amounts greater than \$50,000 are still verified because they are anticipated to generate enough income to contribute to the rent determination.

Current Status

This policy was implemented in 2009 and continues to be in effect for both Public Housing and the Housing Choice Vouchers that are included in the MTW funding. For 2014 VHA increased the threshold for requiring verification from \$5000 to \$50,000 in order to increase cost savings.

Impact on Statutory Objective

For the 2014 Report the metrics have been modified to account for the change to HUD standard metrics and the change in the threshold for completing verification. The metric now measures the total cost and staff time of verifying all assets, as was required in the past, versus the actual cost of verifying just those assets with values exceeding \$50,000. The HUD standard metric for error rate deduction will be reported beginning with the 2015 Report.

Activity 2009-03 Scorecard

Verification of Assets Limited to those Declared Greater than \$50,000

Activity Details

Plan Year Identified: FY 2009 MTW Annual Plan Amendment
Date Implemented: January 1, 2009
Statutory Objectives: Reduce Cost and Greater Cost Effectiveness
Impact on Objective: Eliminating unnecessary verification activity reduces administrative costs
Authorization Cited: Sections C. 4. and D.3.b. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of sections 3(a)(1), 3(a)(2) and 8(o)(2) of the 1937 Act and 24 CFR § 962.259 and 982.516

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$22,930	\$460	\$61	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	759	15	2	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA

Activity 2008-01: Time Limited Vouchers Tied to Services

Description of Activity

VHA is using the flexibility provided by MTW in partnership with other community agencies to provide housing assistance tied to case management and other services. Tenant selection may be done by the partner so that appropriate clients they have already identified can be readily served. The partnering agency may also place time limits on assistance. The partnering agencies and the VHA enter into a Memorandum of Understanding (MOU) that details the responsibilities of both parties.

Current Status

This activity was ongoing in 2014.

Impact on Statutory Objective

The program increases housing choice by making a housing subsidy quickly available to low-income families in crisis or otherwise identified for services by a partnering agency. In addition, incentive toward financial self-sufficiency is provided through the case management services and the time limit on assistance. The metrics for this activity are the number of units made available and the number or percentage of participating household who maintain stable renting after their housing subsidy and case management end. In 2014, 24 out of 32 program exits were positive with participants maintaining housing without a subsidy and not needing to access homeless services. VHA have made changes to our housing software that will allow us to track some of the new metrics. We are working with our partnering agencies to obtain the data and establish benchmarks.

Activity 2008-01 Scorecard

Time-Limited Vouchers Tied to Services

Activity Details

Plan Year Identified: FY 2008 MTW Annual Plan
Date Implemented: May 28, 2008
Statutory Objectives: Increase Housing Choice
Impact on Objective: Create housing opportunities for low-income families in crisis coupled with the services they require
Authorization Cited: Sections D. 2.d., D. 4. & D.7. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of sections 8(o)(13)(F)-(J) of the 1937 Act and 24 CFR § 983

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #4: Increase in Resources Leveraged	Amount of funds leveraged	0	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #1: Increase in Household Income	Averaged earned income of households	\$17,390	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
	Employed Part-Time	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
	Enrolled in Educational	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
	Enrolled in Job Training	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
	Unemployed	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
SS #4: Households Removed from TANF	Number of households receiving TANF	10	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #5: Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	40	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$605	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$295	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	0	16	24	Yes
HC #3: Decrease in Wait list Time	Average applicant time on waitlist	102 Months	0	0	Yes

Activity 2007-02: Alternate Required Reexamination Schedule

Description of Activity

VHA has tried several alternative schedules for reexaminations before settling on the current schedule. Beginning in 2010 elderly and disabled families on fixed incomes are on schedule to have a required reexamination every three years. During years where a reexamination is not required the VHA revises rent and housing assistance by applying current payment standards and/or current utility allowances, and by applying the COLA published by the Social Security Administration. For households not considered elderly or disabled, or those that contain a Work-Able member in addition to the elderly or disabled member/s, an annual reexamination is required.

Current Status

The activity was in effect throughout the reporting year.

Impact on Statutory Objective

This activity creates significant cost savings through the reduction in staff time devoted to reexaminations. In order to conform with the new HUD standard metrics VHA has modified our baselines, benchmarks, and outcome reporting for this activity to reflect the total cost of performing annual reexaminations rather than just the savings realized . VHA is estimating a cost savings of \$77,915 due to this activity.

Activity 2007-02 Scorecard

Alternate Required Reexamination Schedule

Activity Details

Plan Year Identified: FY2007 MTW Annual Plan
Date Implemented: January 1, 2008
Statutory Objectives: Reduced cost and greater cost effectiveness
Impact on Objective: Reduce administrative costs by reducing the number of reexaminations of household eligibility performed each year
Authorization Cited: Sections C. 4. and D.1.c. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of sections 3(a)(1), 3(a)(2) and 8(o)(5) of the 1937 Act and 24 CFR § 960.257 and 982.516

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$341,143	\$276,343	\$263,228	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	10206	8066	7875	Yes

Activity 1999-09: No Earned Income Disallowance in Public Housing

Description of Activity

As in the case of the flat rent policy, this activity began when the VHA chose to use authorization under the MTW demonstration to not implement an element of the Quality Housing and Work Responsibility Act. In VHA's earlier MTW self-sufficiency program, all families with new earned income were able to have that income apply toward an escrow account. If the newly earned income had been disallowed, then it would not have contributed to the escrow account. It was decided that building an asset was a more effective tool for eventual self-sufficiency than a temporary disallowance of income. The mandatory program no longer exists, but VHA still offers an escrow account through the Public Housing FSS program.

Current Status

This policy continues to be in effect. However, note that VHA's Public Housing stock was reduced to just 180 units in 2014 and these remaining units will likely undergo conversion in 2015. At that time this activity will be placed on hold or closed out.

Impact on Statutory Objective

VHA measures the impact of this activity by tracking the number of reexaminations that would have resulted in a earned income disallowance each year and compares that number to a per EID cost savings provided to VHA from another MTW Agency because VHA did not have any experience with EID since this activity has been in place for so long. For 2014 VHA estimates the savings to be \$4,895. If this activity is still in place at the end of 2015, VHA will report outcomes for the newly assigned standard metrics.

Activity 1999-09 Scorecard

No Earned Income Disallowance in Public Housing

Activity Details

Plan Year Identified: 1999 Moving to Work Agreement
Date Implemented: April 1, 1999
Statutory Objectives: Reduce cost and greater cost effectiveness
Impact on Objective: Achieve administrative cost saving by eliminating a time consuming tracking activity
Authorization Cited: Section C.11of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 3(a)(2) of the 1937 Act and 24 CFR § 960.255

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$4,895	\$0	0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	120	0	0	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	TBD	(Metric added in 2015. Baseline, benchmarks and outcomes not available for FY 2014)		NA
CE #5 Increase in Tenant Rent Share	Average tenant rent share	\$270	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA

Activity 1999-08: No Flat Rent Option Offered in Public Housing

Description of Activity

VHA's initial program utilizing the MTW demonstration was to implement time limits and a mandatory self-sufficiency program. This was intended in part to turnover badly needed subsidized housing units and create more opportunities for applicants on the waiting list. When the flat rent option was introduced under the Quality Housing and Work Responsibility Act (QHWRA), VHA determined that it would be counter to VHA's goals and it was decided to not implement flat rents. Instead, VHA continues to use ceiling rents and to limit occupancy for residents at ceiling rent to one-year. By doing this, the VHA makes more subsidized units available to low-income families through greater turnover.

Current Status

This activity has been in effect since VHA entered the MTW demonstration in 1999. However VHA plans to close out this activity when the disposition and conversion under RAD is completed at Skyline Crest. When VHA develops any future Public Housing stock we will assess whether eliminating the flat rent option will be worthwhile.

Impact on Statutory Objective

VHA believes this activity provides some administrative savings through the elimination of the need to offer the flat rent option to all residents each year and the associated notifications, communication and documentation. More importantly however, it encourages residents who have attained higher incomes to move to private housing and create vacancies for applicants. However, over the last few years we have seen a major drop in the number of families reaching ceiling rent and exiting due to the ceiling rent policy compared to previous years in large part because of the reduction in the number of Public Housing units. In January 2015 new HUD Standard Metrics were assigned to this activity. Should the anticipated conversion of the remaining current public housing stock not occur this year, VHA will develop baselines and benchmarks under the new standard metrics for this activity.

Activity 1999-08 Scorecard

No Flat Rent Option in Public Housing

Activity Details

Plan Year Identified: 1999 Moving to Work Agreement
Date Implemented: April 1, 1999
Statutory Objectives: Reduce Cost and Achieve Greater Cost Effectiveness
Impact on Objective: Achieve administrative cost saving by eliminating a time consuming tracking activity
Authorization Cited: Section C.11. of Attachment C of the MTW Agreement
Provision/s Waived: Certain provisions of section 3(a)(2) of the 1937 Act and 24 CFR § 960.253

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	TBD	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
CE #5: Increase in Tenant Rent Share	Average tenant rent share	\$270	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA
HC #3 Decrease in Wait List Time	Average applicant time on wait List in months	24	(Metric added in 2015. Benchmarks and outcomes not available for FY 2014)		NA

B. Not Yet Implemented Activities

List of Activities Not Yet Implemented

Activities Not Yet Implemented			
Activity Number	Activity Name	Plan Year Approved	MTW Statutory Objective
2011-01	Minimum Rent and/or Income Limits for New Public Housing Units	FY 2011 Annual Plan	Increase Housing Choices
2012-02	Use of MTW Funds for Leveraging New Affordable Housing	FY 2012 Annual Plan	Increase Housing Choices
2012-03	Home Sharing in Housing Choice Voucher Program	FY 2012 Annual Plan	Increase Housing Choices
2013-02	School Stability Subsidy Program	FY 2013 Plan Amendment	Increase Housing Choices
2013-03	Shelter and Transitional Housing Facilities Support	FY 2013 Plan Amendment	Increase Housing Choices

Activity 2011-01 has never been implemented because an opportunity to develop new Public Housing units that could utilize this flexibility has not yet been found. Implementation of the remaining four activities was affected by sequestration. The use of funds for development was not used for projects currently under development, but may be utilized for future developments. The Home Sharing activity has been restarted and a waiting list was opened in early 2015. The School Stability Subsidy did lease two families in late 2014, but is being restructured under a contract with a local non-profit for fuller implementation in 2015. To date VHA has not expending any MTW funds for the capital needs of the shelters.

C. Activities on Hold

List of Activities on Hold

Currently VHA does not have any MTW Activities on hold.

D. Closed Out Activities

List of Closed Out Activities and Year Concluded

Closed Out Activities			
Activity Number	Activity Name	Plan Year Approved	Plan Year Closed Out
1999-01	All HCV Port-Ins to be Absorbed by VHA	1999 MTW Agreement	Concluded in FY 2001
1999-02	Mandatory Participation in Self-Sufficiency Program	1999 MTW Agreement	Concluded in FY 2005
1999-03	Five-Year Time Limit for Non Elderly/Disabled Households	1999 MTW Agreement	Concluded in FY 2005
1999-04	FSS Program Absorbed into MTW Self-Sufficiency Program	1999 MTW Agreement	Concluded in FY 2005
1999-05	All Households Eligible for Escrow Accounts	1999 MTW Agreement	Concluded in FY 2005
1999-06	Restrictions on HCV Port-Outs	1999 MTW Agreement	Concluded in FY 2005
1999-07	Maximum Family Share 45% of Gross Income	1999 MTW Agreement	Concluded in FY 2005
2001-01	Eight Percent Earned Income Deduction	FY 2001 Annual Plan	Concluded in FY 2004
2001-02	\$480 Deduction for Child Support Payments	FY 2001 Annual Plan	Concluded in FY 2004
2002-01	"Request Line" Single Waiting List	FY 2002 Annual Plan	Concluded in FY 2003
2003-01	Escrow Accounts Capped at \$6000	FY 2003 Annual Plan	Concluded in FY 2005
2004-01	Alternative Rent Reasonable Procedure	FY 2004 Annual Plan	Concluded in FY 2009
2007-01	Flat rent and Flat HCV Subsidy	FY 2007 Annual Plan	FY 2008 - Never Implemented
2008-02	Alternate HCV Homeownership Program	FY 2008 Annual Plan	Concluded in FY 2011
2009-01	Pilot Rental Subsidy Project	FY 2009 Annual Plan	FY 2009 - Never Implemented
2009-02	Imputed TANF Income for Voluntary Grant Closures	FY 2009 Annual Plan	Concluded in FY 2013
2009-04	Asset Based Initiative (IDA)	FY 2009 Annual Plan	FY2010 – Never Implemented
2009-09	Limited Utility Allowance Payments	FY 2009 Plan Amendment	Concluded in FY 2013
2009-14	Simplified Recertification Process	FY 2009 Plan Amendment	FY 2009 – Never Implemented
2009-17	Mandatory Self-Sufficiency Program (Yes We Can)	FY 2009 Plan Amendment	FY 2009 – Never Implemented
2009-18	Local Preference for FSS Participation	FY 2009 Plan Amendment	FY 2009 – Withdrawn due to FSS NOFA
2010-01	Community Involvement and Educational Opportunity Initiative	FY 2010 Annual Plan	Concluded in FY 2013
2011-02	"Floating Units" in Project-Based Voucher program	FY 2011 Annual Plan	Concluded in FY 2013
2013-04	Admin Fee for Owners in HCV Program	FY2013 Annual Plan	FY 2013 – Withdrawn
2013-05	Health Advocate Training Program	FY 2013 Plan Amendment	Concluded in FY 2013
2014-03	Local non-traditional housing program	FY 2014 Annual Plan	FY 2014 – Never Implemented

Detail for Activities Closed Out in FY 2014

2014-03 Local Non-Traditional Housing Program:

This activity was intended to replace a State-funded rent buy-down at three local properties, however the respective properties were able to absorb the loss of funding and the activity was never implemented. The property with the largest number of units affordable for households at 30% of AMI has been selected to receive 12 PBV subsidies that will be transferred from the RAD conversion of Skyline Crest. This will provide a long-term alternative to the previous subsidy and the proposed MTW activity.

Section V. Sources and Uses of Funding

A. Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

VHA has submitted its actual sources and uses information in the prescribed FDS format through the Financial Assessment System-PHA (FASPHA)

Describe the Activities that Used Only MTW Single Fund Flexibility

VHA spent \$410,000 in 2014 towards self-sufficiency programs to assist families in obtaining jobs, continuing education, youth education, after school program and other self reliance activities. We also used MTW Single Fund flexibility to pay for HCV program administration due to inadequacy of HCV Administrative Fees. We spent \$10,000 towards tenant education for credit repair and homeownership readiness.

B. Local Asset Management plan

Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?

Yes

Has the PHA implemented a local asset management plan (LAMP)?

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?

N/A

C. Commitment of Unspent Funds

Commitment of Unspent Funds

Account	Planned Expenditure	Obligated Funds	Committed Funds
	Towards Lincoln place Development	500,000	500,000
	Towards Rehab of Orchard Glen Apts	10,000	10,000
	Towards Rehab of Pinewood	10,000	10,000
	Towards Rehab of Shelters	10,000	10,000
	Towards 2015 HCV Department operations	259,579	259,579
	Total Obligated or Committed Funds:	789,579	789,579

Section VI. Administrative

A. HUD Reviews, Audits or Physical Inspection Issues

VHA had no cited deficiencies requiring correction in FY 2014.

B. Agency Directed Evaluations

There were no agency directed evaluations specific to MTW in 2014. However, there was an evaluation of productivity completed by LeanFirm of the Section 8 Department.

C. Certification of Statutory Requirements

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

- 1) Assuring that at least 75 percent 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 size) are served, as would have been provided had the amounts not been used under the demonstration.