

MOVING TO WORK 2015 ANNUAL REPORT



Vancouver Housing Authority

Submitted to HUD March 31, 2016

Moving to Work 2015 Annual Report

VANCOUVER HOUSING AUTHORITY

Board of Commissioners

Art Miles, Chair

Lloyd Halverson, Vice Chair

Joan Caley, Commissioner

Roy Heikkala, Commissioner

Greg Kimsey, Commissioner

Evelyn Hallett, Resident Commissioner

Senior Staff

Roy Johnson, Executive Director

Saeed Hajarizadeh, Deputy Executive Director – Finance and Information Technology

Kris Hanson, Director of Affordable Housing

Jan Wichert, Director of Employee and Resident Services

Diane Bare, Affordable Housing Operations Manager

Sasha Nichelson, Director of Voucher Programs

David Overbay, Federal Program Policy Manager

Prepared By:

David Overbay, Federal Program Policy Manager

Table of Contents

SECTION I: INTRODUCTION 4
 The Vancouver Housing Authority.....4
 Moving to Work Objectives and Agency Goals.....4

SECTION II: GENERAL HOUSING AUTHORITY OPERATING INFORMATION 6
 A. Housing Stock Information.....6
 B. Leasing Information8
 C. Waiting List Information..... 12

SECTION III: PROPOSED MTW ACTIVITIES..... 13

SECTION IV: APPROVED MTW ACTIVITIES..... 13
 A. Implemented Activities 13
 Activity 2015-02: 33% Household Share Rent Reform 14
 Activity 2014-06: Alternate Project-Based Voucher Program 16
 Activity 2014-05: Interim verification policy 18
 Activity 2014-04: Second Step Transitional Housing Program 20
 Activity 2014-01: Modified FSS Escrow Calculation..... 22
 Activity 2013-02: School Stability Subsidy Program..... 24
 Activity 2013-01: Minimum Income Rent Reform 26
 Activity 2012-04: Short Term Rental Assistance..... 28
 Activity 2012-03: Home Sharing in HCV Program..... 30
 Activity 2012-01: Community Supported Self Reliance 32
 Activity 2011-04: VHA Staff to Perform HQS and Rent Reasonableness on VHA Owned 34
 Activity 2010-02: Skyline Crest Campus of Learners 36
 Activity 2009-19: Special Admission Procedure at Assisted Living Facilities 38

Activity 2009-16: Renter Education Classes Required for Applicants 40

Activity 2009-15: Limit Contract Rent Increases in HCV Program to One per Year 42

Activity 2009-13: Reset of Next Required Reexamination after Interim Reexamination..... 44

Activity 2009-10: Replacement of Medical Expense Deduction..... 46

Activity 2009-08: Simplified Utility Allowance Schedule..... 48

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

Activity 2008-01: Time Limited Vouchers Tied to Services 52

Activity 2007-02: Alternate Required Reexamination Schedule 54

B. Not Yet Implemented Activities 56

C. Activities on Hold 56

D. Closed Out Activities..... 57

SECTION V: SOURCES AND USES OF FUNDS 60

A. Sources and Uses of MTW Funds 60

B. Local Asset Management plan 60

C. Commitment of Unspent Funds 61

SECTION VI: ADMINISTRATIVE 62

A. HUD Reviews, Audits or Physical Inspection Issues 62

B. Agency Directed Evaluations..... 62

C. Certification of Statutory Requirements..... 62

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.

VHA's 2015 Plan contained two new MTW activities; the first was a local non-traditional subsidy program that would have "bought-

down" rents in participating projects to an affordable level. Although landlord interest in this program appeared high during our planning, VHA has not received any response to our Request for Proposal (RFP) to date. With the Vancouver rental market as hot as it is currently, it appears the timing was wrong for this type of program.

The second new MTW activity was to increase the percentage of income that household contribute from 30% to 33%. This policy change was implemented in 2015.

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 also made several changes to existing MTW activities and was also able to implement several previously approved MTW activities where implementation had been delayed largely due to funding issues dating back to sequestration. VHA eliminated the rent adjustments due to payment standard changes and COLAs that were being completed annually for fixed income households on the three-

year reexamination schedule. We also raised the maximum family share at initial occupancy in the Housing Choice Voucher (HCV) program from 40% of adjusted income to 50%. The School Stability Subsidy Program (2013-02) was implemented in 2015; as was the Home Sharing program (2012-03). Additional detail regarding these activities is found in Section IV.

VHA committed Project-Based Vouchers (PBV) to three new projects in 2015 in addition to the PBV committed to conversions of former Public Housing units. Lincoln Place is a newly constructed building in downtown Vancouver that utilizes PBV for 30 units of housing for chronically homeless persons and uses a Housing First model of service delivery. It was completed in February 2016. Additional PBV was awarded to two new projects owned by local non-profits Second Step Housing and Reach Community Development. These projects will be completed later in 2016.

VHA also completed the conversion of its older Public Housing stock under the Rental Assistance Demonstration (RAD) in 2015. Construction of a new Boys and Girls Club at Skyline Crest is almost completed and the remodeling of all of the residential units there is well

underway. Twelve units of housing subsidy were transferred as part of the conversion of Skyline to another VHA project located in Battle Ground Washington. Another 30 units of housing subsidy converted to PBV under RAD was transferred to an assisted living facility owned by the VHA where it was needed by the very-low income residents living there.

Outside of the MTW demonstration, 2015 also saw the completion and opening of a new VHA mixed income property with 152 units. 1st Street Apartments is a Low Income Housing Tax Credit project with units affordable to tenants at 60% of Area Median Income (AMI).

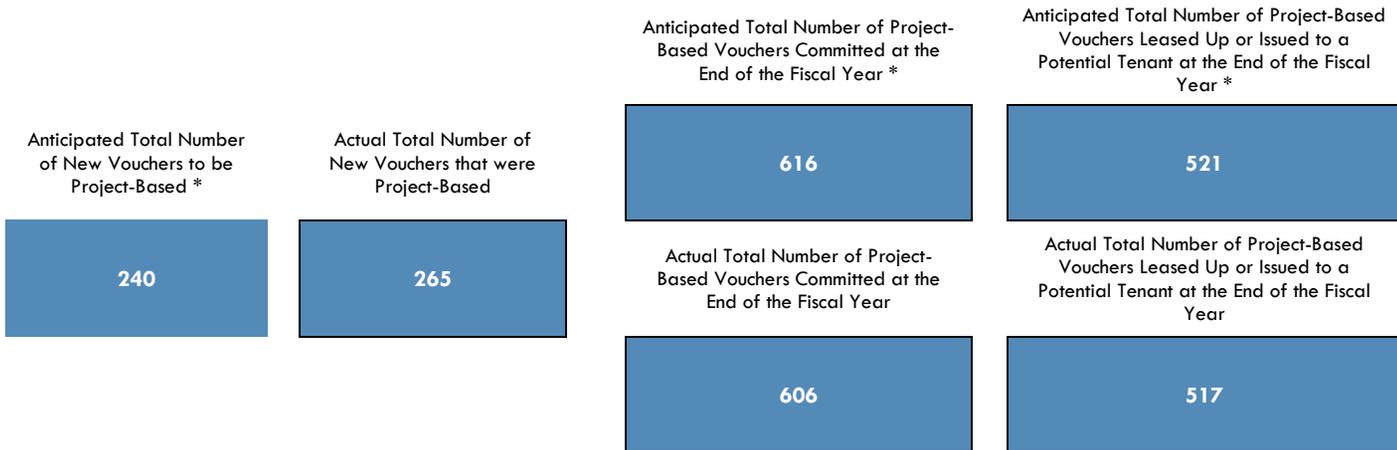
VHA also continued operating our HCV and Public Housing programs utilizing 21 ongoing MTW Activities that resulted in cost savings, assisted families toward self-sufficiency and promoted housing choice. Taken all together, MTW activities resulted in an estimated savings of over \$146,000 in administrative costs and \$526,000 in housing assistance expense over what conventional operations would have cost. In addition, 132 households transitioned to self-sufficiency. This report provides documentation of those outcomes along with other information regarding VHA's 17th 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
Lincoln Place	30	30	Lincoln Place contains 30 units for chronically homeless persons with services provided under a housing first model. It was completed in February 2016.
Skyline Crest	138	138	A 150 unit Public Housing Project that VHA converted on October 1, 2015 to 138 PBV under a combination of 48 RAD PBV units and 90 standard PBV units.
Mill Creek	12	12	12 RAD PBV assistance transferred from Skyline conversion effective May 15, 2015. VHA used authority under MTW to set initial contract rents.
TBD	60	25	VHA published an RFP and awarded 25 vouchers to two new projects in 2015, but they are not expected to be completed until 2016.
Fruit Valley	0	30	Fruit Valley was a 30 unit Public Housing site converted under RAD with the RAD subsidy in the form of PBV transferred to another site. VHA placed regular PBV at the site.
Arbor Ridge	0	30	Arbor Ridge is a 60 unit assisted living facility and is the site the RAB PBV was transferred to from Fruit Valley.



* From the Plan

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

VHA completed conversion of its Public Housing stock in 2015 and there were no other changes that occurred.

General Description of Actual Capital Expenditures During the Fiscal Year

In 2015 the following was expended from capital funds - \$1,338,756 towards ongoing Skyline Crest unit renovations. \$85,348 towards demo of four buildings to prepare for Boys & Girls club and new community center; \$238,758 to upgrade four units to ADA compliance; and \$73,214 towards salary and management fees.

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

Housing Program*	Total Units
Tax Credit	614
Market Rate	1229
Non-MTW HUD Funded	458
Non-MTW HUD Funded	306
Other	140
Total Other Housing Owned and/or Managed	2747

Overview of Program
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.
VHA owns nine different market rate properties that comprise the rest of our Workforce Housing.
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.
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.
VHA owns four shelters that are leased without rent to local non-profits. Share operates 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.

*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 **	60	30
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	20	6
Port-In Vouchers (not absorbed)	375	365
Total Projected and Actual Households Served	455	401

* 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 ***	720	355
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	240	71
Port-In Vouchers (not absorbed)	4,500	4380
Total Projected and Annual Unit Months Occupied/Leased	5460	4806

The reason for the difference between planned and actual is that one property-based program was never implemented and a tenant-based program got off to a slow start leasing new participants. Another tenant-based program is not performing to expectations as well (Short-term rent assistance).

*** 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	36			
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	72	36	36			
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	99%	100%	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%

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 ***	1383	605	273	232	120	141	2754
Percentages of Households Served by Household Size this Fiscal Year ****	50%	22%	10%	8%	4%	5%	100%
Percentage Change	7%	-2%	-5%	1%	-1%	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 converted the last of its older Public Housing Stock in 2015 and does not currently have any Public Housing.
Housing Choice Vouchers	The Vancouver rental market continues to be a challenge for voucher holders. The vacancy rate has been measured as low as 1.8 % in 2015 and is consistently below 3% in the area. As a result rent increased dramatically in 2015. VHA increased payment standards to 110% of FMR and, along with Portland area PHAs, successfully requested HUD revise the FMRs.
Short-Term Rental Assistance	This fund was not used much by the agency that we have administering it in 2015. They have other funding sources that they used instead. VHA will be reevaluated whether to continue the program in 2016.
2 nd Step Transitional Housing	This program did not have any leasing issues in 2015, although three units were offline die to extensive rehabilitation in 2015.
School Stability Subsidy Program	This program has had a number of issues including participants having difficulty finding units, but with the assistance of a local agency assisting participants with their housing search appears to well on its way to meeting leasing goals in early 2016.

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	13	Successful program exit to stable housing
Modified FSS Escrow Calculation/2014-01	12	Successful exit from subsidized housing
School Stability Subsidy Program/2013-02	0	Maintain stable housing after program exit
Minimum Income Rent Reform/2013-01	89	Program participation ended (EOP) for positive reason.
Short-Term Rental Assistance/2012-04	8	Maintain stable housing after program exit
Community Supported Self Reliance/2012-01	0	Successful exit from subsidized housing
Skyline Crest Campus of Learners/2010-02	2	On time graduation
Time Limited Vouchers Tied to Services/2008-01	20	Maintain stable housing after program exit
Households Duplicated Across Activities/Definitions	12	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	132	

*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	128	Partially Open	Yes
Federal MTW HCV Program (HSV)	Program Specific	143	Open	Yes
Federal MTW HCV Program (PBV- Camas)	Site-Based	598	Open	Yes
Federal MTW HCV Program (PBV- Van Vista)	Site-Based	356	Open	Yes
Federal MTW HCV Program (PBV- Vista Court)	Site-Based	270	Partially Open	Yes
Federal MTW HCV Program (PBV- Apt Homes)	Site-Based	547	Closed	No
Federal MTW HCV Program (PBV- Fruit Valley)	Site-Based	607	Open	Yes
Federal MTW HCV Program (PBV- Skyline)	Site-Based	126	Closed	No
Federal MTW HCV Program (PBV- Mill Creek)	Site-Based	650	Open	Yes

* 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: Preference for families with school children who are homeless and that have been identified as such and referred to VHA by a school district homeless liaison or; families that are participants in the Washington State Health Care Authority's (HCA) Health Home Program.

The site-based PBV waiting list for Vista Court is only open for two-bedroom households. The one-bedroom list remains closed.

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.

In 2015 VHA partially opened the HCV only for applicants with the two local preferences noted above. VHA also opened the HCV list for Home Sharing Vouchers (MTW Activity 2012-3) and for a number of PBV site-based lists included those for former Public Housing sites converted under RAD. In opening all of these lists VHA adopted a new online application process that incorporates a lottery for selection.

SECTION III: PROPOSED MTW ACTIVITIES

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

SECTION IV: APPROVED MTW ACTIVITIES

A. Implemented Activities

Approved, Implemented and Ongoing Activities

Activity Number	Activity Name	Plan Year Approved	MTW Statutory Objective
2015-02	33% Household Share Rent Reform	FY 2015 Annual Plan	Reduce Cost and Achieve Greater Cost Effectiveness
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 Cost Effectiveness
2014-04	Second Step transitional housing program	FY 2014 Plan Amendment	Increase Housing Choices
2014-01	Modified FSS Escrow Calculation	FY 2014 Annual Plan	Provide Incentive Toward Self-Sufficiency
2013-02	School Stability Subsidy Program	FY 2013 Plan Amendment	Increase Housing Choices
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
2012-03	Home Sharing in Housing Choice Voucher Program	FY 2012 Annual Plan	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 Cost Effectiveness
2010-04	Waiting list preference for applicants without subsidized housing	FY 2010 Annual Plan	Reduce Cost and Achieve Greater Cost 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 Cost Effectiveness
2009-13	Reset of next required reexamination after interim reexamination	FY 2009 Plan Amendment	Reduce Cost and Achieve Greater Cost Effectiveness
2009-10	Replacement of medical expense deduction	FY 2009 Plan Amendment	Reduce Cost and Achieve Greater Cost Effectiveness
2009-08	Simplified utility allowance schedule in HCV program	FY 2009 Plan Amendment	Increase Housing Choices
2009-03	Verification of assets limited to those greater than \$50,000	FY 2009 Annual Plan	Reduce Cost and Achieve Greater Cost 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 Cost Effectiveness

Activity 2015-02: 33% Household Share Rent Reform

Description of Activity

This activity increases the percentage of adjusted income used when calculating tenant rent and housing assistance from 30% to 33%. VHA calculates the Total Tenant Payment (TTP) by taking the highest of the following amounts, rounded to the nearest dollar:

- 33% of the household's monthly adjusted income
- 33% of the households monthly minimum income (see MTW Activity 2013-01)
- 10% of the household's monthly gross income
- The VHA established minimum rent of \$50

Under the HCV tenant-based program the TTP is deducted from the lesser of the gross rent or the payment standard to determine the Housing Assistance Payment (HAP). Under Project-Based Assistance the Utility Allowance (UA) is subtracted from the TTP to determine tenant rent.

This activity also increases the maximum family share at initially occupancy under the tenant-based HCV program from 40% of monthly adjusted income to 50% of the household's adjusted monthly income. Increasing the percentage used in determining the TTP had the unintended result of actually decreasing dollar value of the maximum family share resulting in fewer choices for families searching for a rental unit. VHA added the increased maximum family share in an amendment to the 2015 MTW Annual Plan to rectify this situation.

Current Status

Implementation of this activity was delayed and did not begin until November 2015. This was primarily due to the decision to wait for approval of the 2015 MTW Annual Plan amendment adding the increased maximum family share.

Impact on Statutory Objective

Impact was minimal for the plan year as implementation was delayed. Benchmarks were not achieved as they were set with the assumption of a full year under the activity. Still some cost savings were achieved for the limited period that implementation was started. Regarding the HUD standard metric for decrease in time spent on the waiting list; note that VHA exhausted the HCV waiting list in 2015 and opened a new list utilizing a lottery system at about the same time this activity was implemented. For this reason the wait time dropped dramatically and not for any reason associated with this activity.

Rent Reform Annual Evaluation and Report on Hardship Requests

To date there are no unanticipated outcomes from this activity. Only one request for a hardship exemption was received regarding this activity and it was found that no hardship existed and no exemption was granted.

Activity 2015-02 Scorecard
33% Household Share Rent Reform

Activity Details

Plan Year Identified:	FY 2015 MTW Annual Plan
Date Implemented:	November 1, 2015
Statutory Objectives:	Reduce Cost and Greater Cost Effectiveness
Impact on Objective:	Activity will increase the amount of the Tenant share reducing the amount of the housing assistance payment
Authorization Cited:	Section D.2.a. of Attachment C of the MTW Agreement
Provision/s Waived:	Certain provisions of Section 8(o)(2)(A) of the 1937 Act and 24 CFR § 5.628

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
CE #1: Agency Cost Savings	Total cost of task in dollars	\$15,441,552	\$14,591,552	\$15,420,456	No
CE #2: Increase in Tenant Rent Share	Average tenant rent share	\$275	\$306	\$286	No
HC #1 Additional Units of Housing Made Available	Number of new housing units made available	zero	120	3.24	No
HC #5 Decrease in Wait List Time	Average applicant time on wait list in months	102	102	2	No

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.
- The 25% project cap is waived and VHA may allow up to 100% of the units in a project to be PBV units.
- MTW Activity 2011-05, which allows VHA to perform HQS inspections and to make determinations of ongoing rent reasonableness in the HCV program 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

VHA placed PBV assistance in a new project owned by an affiliated non-profit so the cost and time savings in 2015 were the result of not going through an RFP process. We are also estimating staff time and cost savings from not issuing move vouchers in those PBV projects where we do not offer them. The number of potential move vouchers at these PBV properties is based on the number requested at those PBV properties where they are available. We have no data to offer regarding an error rate reduction associated with this activity. VHA does not currently have any PBV project where the waiting list is waived except for the assisted living facilities that are waived under activity MTW Activity 2009-19. The average waiting list time is down due to several openings of site-based PBV waiting lists.

Activity 2014-06 Scorecard
Alternative Project-Based Voucher Program

Activity Details

Plan Year Identified:	FY 2014 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	\$2,299	\$0	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	86	0	0	Yes
CE #3: Decrease in Error Rate	Average error rate as a percentage	NA	NA	NA	NA
HC #3: Decrease in Wait list Time	Average applicant time on waitlist in months	46	NA	25	NA
HC #4 Displacement Prevention	Households that would lose assistance	NA	NA	NA	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. It was implemented in September 2014 and was ongoing in 2015.

Impact on Statutory Objective

The baselines for cost and time savings are based on the staff time that would have been spent on obtaining verifications for interim reexaminations requested for loss of income or family composition changes annually. Outcomes are zero as the task of obtaining verifications has been transferred to participants. The baseline error rate is from file audits performed in 2007 and 2008 that showed a 10.55% average error rate of missing income verifications in reexaminations of eligibility. The current error rate is zero as the reexamination does not occur if the verification is not received.

Activity 2014-05 Scorecard
Interim Verification Policy

Activity Details

Plan Year Identified:	FY 2014 MTW Annual Plan Amendment
Date Implemented:	September 1, 2014
Statutory Objectives:	Reduce costs and achieve greater cost effectiveness
Impact on Objective:	Will reduce costs associated with staff time required to verify income at interim reexaminations
Authorization Cited:	Attachement 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	\$1,061	\$52	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	34	2	0	Yes
CE #3: Decrease in Error Rate	Average error rate as a percentage	10.55%	0.00%	0.00%	Yes
CE #5 Increase in Tenant Rent Share	Average tenant rent share	\$289	\$289	\$286	Yes

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 had previously 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 and was ongoing for 2015.

Impact on Statutory Objective

Outcomes under the new standard metrics are mixed. Participants often leave this program after achieving employment stability and are replaced by new participants who are just beginning their transition to self-sufficiency. For this reason many indicators are not expected to continually improve.

Activity 2014-04 Scorecard
Second Step Transitional Housing Program

Activity Details

Plan Year Identified:	FY 2014 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	\$193,500	Yes
SS #1: Increase in Household Income	Averaged earned income of households	\$12,600	\$12,600	\$12,238	No
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	5	5	8	Yes
	Employed Part-Time	17	17	15	No
	Enrolled in Educational	6	6	2	No
	Enrolled in Job Training	2	2	16	Yes
	Unemployed	4	4	12	No
SS #4: Households Removed from TANF	Number of households receiving TANF	6	6	4	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average monthly subsidy per household	\$183	\$183	\$212	No
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	0	10	13	Yes
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	5	6	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. More families are encouraged to participate in the FSS program with 39 heads of household joining the program in 2015, compared to 15 in 2013 (prior to this MTW activity being implemented). In addition, this year produced the largest number of FSS graduates since 2003.

Impact on Statutory Objective

The modified escrow calculation has shown some positive results this year, with an average escrow for families of \$3,026 and 12 graduates to self-sufficiency. Nearly all of the benchmarks were achieved with the exception of households employed full time. Though the actual number of full-time employed households increased to 52, we also had an increase in participation in the FSS program this year, which brought the average for that outcome down to 46%. Still, the VHA expects this number will continue to increase each year, with more households being incentivized to join the program when they are already employed due to the minimum TTP of 450. As this activity continues, the VHA expects an increase in the percentage of graduates to terminations during the last year of contract as well.

Activity 2014-01 Scorecard
Modified FSS Escrow Calculation

Activity Details

Plan Year Identified:	FY 2014 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	\$3,026	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	38 HOH 39% of households	42 HOH 50% of households	52HOH 46% of households	No
	Employed Part-Time	18 HOH 19% of households	18 HOH 22% of households	31 HOH 27% of households	Yes
	Enrolled in Educational	19 HOH 19% of households	19 HOH 23% of households	42 HOH 38% of households	Yes
	Enrolled in Job Training	24 HOH	49 HOH 58% of households	31 HOH 28% of households	No
	Unemployed	22 HOH 23% of households	27 HOH 32% of households	28 HOH 25% 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	111	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$633	\$633	\$488	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$279	\$279	\$385	Yes
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	5	8	12	Yes

Activity 2013-02: School Stability Subsidy Program

Description of Activity

This activity is a local non-traditional tenant-based housing subsidy program outside of Section 8 and 9. It is a pilot program in partnership with Family Resource Centers (FRC) at selected local schools and the Council for the Homeless. The FRC would be able to select families to receive the subsidy when they determine that the assistance is needed in order to prevent a child's family from having to relocate due to financial reasons. The subsidy would allow the family to remain in the school's district providing needed stability for the student.

To be eligible the family's income must be below 30% of the Area Median Income. The housing assistance is a tiered flat subsidy that diminishes over time. In the first year the family pays 20% and the program pays the remaining 80% of the monthly rent to the owner. In year two, the family pays 40% and the program pays the remainder. In year three, the family pays 60% of the rent and the program pays the remainder. In year four, the family pays 80% of the rent and the program pays the remainder. After four years the family's participation in the program ends and they pay 100% of their rent.

A hardship exemption to the rent structure is available for families with temporary rent burdens over 50% of income or with zero income. If granted the tenant rent will be reduced for three months and can be extended. The family may be required to participate in additional employment and/or educational services.

The family will have an economic self-sufficiency meeting once a week until all adults have stable employment. The family will have an education planning meeting once a month.

Current Status

This activity was implemented in 2015 with the first participants leasing their subsidized units in April. Delays were due to funding issues under sequestration and a long development process.

Impact on Statutory Objective

Note that this program just started in 2015 and we have just started collecting data for the metrics. For this reason the baseline, benchmarks and outcomes are often the same. Future outcomes will compare to this baseline data and we will also be refining the benchmarks as we develop our expectations.

Activity 2013-02 Scorecard
School Stability Subsidy Program

Activity Details

Plan Year Identified:	FY 2013 MTW Annual Plan Amendment
Date Implemented:	April 1, 2015
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	\$0	\$33,680	\$33,680	Yes
SS #1: Increase in Household Income	Averaged earned income of households	\$14,787	\$14,787	\$14,787	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	5	5	5	Yes
	Employed Part-Time	3	3	3	Yes
	Enrolled in Educational	0	0	0	Yes
	Enrolled in Job Training	7	7	7	Yes
	Unemployed	4	4	4	Yes
SS #4: Households Removed from TANF	Number of households receiving TANF	3	3	3	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average monthly subsidy per household	\$789	\$789	\$789	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$262	\$262	\$262	Yes
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	0	0	0	Yes
HC #3: Decrease in Wait list Time	Average applicant time on waitlist	2	0	0	Yes
HC #4: Displacement Prevention	Households that would lose assistance	12	12	12	Yes
HC #7: Households Assisted by Housing Choice Services	Number of Households Receiving Services	12	12	12	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. The activity was ongoing throughout the plan year.

Impact on Statutory Objective

The percentage of Work-able households reporting earned income continued to increase in 2015. In addition the average amount of that earned income also continues to increase significantly. This higher income reduces housing assistance expense even more than the \$505,430 cost savings that is attributed to the imputed income amounts added to the income of those not generally reporting earned income. Note that some of the standard metrics were only recently assigned and that accounts for the baseline, benchmark and outcome numbers being the same for 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 2015 only about 25 households were using this exemption per month, well down over previous years. VHA also received 19 requests in 2015 for a hardship exemption beyond the six-month period. Contrast this with the 63 received in 2014. Of the 19 new requests, 12 were approved for a short or long-term exemption from the policy. Our annual evaluation also noted that the number of end of participation actions for households evicted for non-payment continues to be below what it was previous to the implementation of the activity with only four occurring in 2015. Of these four, only two were households that had housing assistance based on the minimum income requirement. All of the indicators, more households working, higher incomes, fewer hardships and evictions, result in VHA concluding that this activity is successful and effective.

Activity 2013-01 Scorecard
Minimum Income Rent Reform

Activity Details

Plan Year Identified:	FY 2013 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	\$505,430	Yes
SS #1 Increase in Household Income	Averaged earned income of households of households	\$15,653	\$16,000	\$19,150	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	201	201	201	Yes
	Employed Part-Time	300	300	300	Yes
	Enrolled in Educational	11	11	11	Yes
	Enrolled in Job Training	15	15	15	Yes
	Unemployed	303	303	303	Yes
SS #4: Households Removed from TANF	Number of households receiving TANF	306	275	181	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$665	\$650	\$637	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$274	\$342	\$371	Yes
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	89	89	89	Yes

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%	59.70%	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. VHA was assured the fund was still needed and we expected to see far more families helped in 2015. However that did not happen and only 8 families received rental assistance through this activity in 2015. VHA is currently reevaluating whether this activity is still needed and will likely close it out in 2016.

Impact on Statutory Objective

For 2015 the activity funded just 8 months of rental assistance for 8 families. As we noted last year when the standard HUD metrics were assigned we expected some difficulty obtaining the requested data. Since the rental assistance is generally just for a single month we only obtain a snapshot of who we are assisting at a point in time while the standard metrics lend themselves more to tracking the same population 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	Zero	Zero	Yes
SS #1: Increase in Household Income	Averaged earned income of households	\$1,200	\$1,200	\$21,789	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	0	0	2	Yes
	Employed Part-Time	1	1	0	No
	Enrolled in Educational	0	0	0	Yes
	Enrolled in Job Training	0	0	0	Yes
	Unemployed	4	4	6	No
SS #4: Households Removed from TANF	Number of households receiving TANF	1	1	0	Yes
SS #5: Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	5	5	8	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$530	\$530	\$420	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$202	\$202	\$471	Yes
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	5	5	8	Yes
HC #3: Decrease in Wait list Time	Average applicant time on waitlist	102 Months	0	0	Yes
HC #5: Households Assisted by Services that Increase Housing Choice	Number of households receiving services	5	5	8	Yes

Activity 2012-03: Home Sharing in HCV Program

Description of Activity

Home-Sharing Vouchers (HSV) is a variation on the shared housing option permitted under special housing types under the regulations for the HCV program. However in this case the vouchers are set aside and designated for use in shared housing only. Home-Sharing uses a separate waiting list without the same local preferences as the regular HCV list. Income eligibility at intake is set at 30% of Area Median Income (AMI). In addition to the standard HCV briefing, new participants are referred to a local agencies roommate matching service that is partially funded by the VHA. The HSV payment standard is set at 33% of the HCV three-bedroom payment standard regardless of the actual number of bedrooms in the property within which the HSV participants unit is located and any prorated amount of the contract rent if applicable. This policy allows HCV participants to rent units being offered by homeowners and others for a fixed amount, and gives participants the knowledge of their subsidy amount prior to their housing search. HSV participants will not be allowed to use portability and transfer their voucher to another PHA. Applicants issued a Home-Sharing Voucher (HSV) will only be able to use their voucher for shared housing. Home-Sharing Vouchers will be tenant-based so participants are allowed to move with continued assistance to another shared housing unit provided they are in compliance with their lease and family obligations. Inspection standards are the same as other MTW vouchers except as modified by Shared Housing standards under 24 CFR § 982.618.

Current Status

Due to the impact of sequestration VHA implementation of this program was delayed until 2015. The new HSV waiting list was opened and VHA began monthly draws from the list in June. 127 applicants were sent an appointment in 2015, however only 33 attended. Of these 22 were issued a Home-Sharing voucher, but only 6 were able to lease a unit by the end of the year. This was in spite of the additional assistance provided by the roommate matching service.

Impact on Statutory Objective

The number of successful participants in this program was far less than anticipated. The success rate for those who received a voucher was just 27% compared to the 85% success rate in the regular HCV in 2015. Since the end of 2015 another two applicants have leased, but the numbers are still very low. The roommate matching service reports a much higher success rate among unsubsidized persons and it may be that the complications associated with setting up a HAP payment is a significant barrier, or just the fact that the program is new and unfamiliar to those seeking a roommate or with a room to rent. Despite the issues with successful leasing it should be noted that the average HAP for this program so far is only \$225, about half the amount of HAP paid for a single person in the regular voucher program.

Activity 2012-03 Scorecard
Home Sharing in Housing Choice Voucher Program

Activity Details

Plan Year Identified:	FY 2012 MTW Annual Plan
Date Implemented:	August 1, 2015
Statutory Objectives:	Increase Housing Choice
Impact on Objective:	Create housing opportunity for applicants interested in
Authorization Cited:	Section D. 1. f. of Attachment C of the Amended and Restated Agreement.
Provision/s Waived:	Certain provisions of Section 8(p) of the 1937 Act and 24 CFR § 982 subparts H and M

Standard HUD Metrics	Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
HC #1: Additional Units of Housing Made Available	Number of this type of housing available	Zero	10	6	No
HC #3: Decrease in Wait List Time	Average applicant time on waiting list	102	12	4	Yes
HC #5 Increase in Resident Mobility	Households able to move to better unit	Zero	10	6	Yes

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

This activity was ongoing in 2015. There have been 16 participants served in the program since April 2012. As of March 1, 2016, 11 participants remain active. Two participants were terminated from the program for failure to comply with the Section 8 voucher rules, one participant moved out of the state to flee a domestic violence situation, and two participants voluntarily terminated the program due to their stated inability to pursue self-sufficiency.

Impact on Statutory Objective

The remaining eleven participants have done well this year in terms of increasing their income, increasing their savings, and reducing subsidy. Tenant rent portions have also gone up significantly, from an average of \$191 in 2014 to \$362 in 2015. Full time employment status has doubled, from 3 in 2014 to 6 in 2015. The participants are beginning to show improved job retention as well. Though not reported in outcomes, 8 of the 11 participants have retained employment in their positions for 6 months or more. This shows stability through housing and wraparound services from partner agencies with a holistic approach to self-sufficiency.

Though none of the 16 participants have yet to successfully graduate since 2012, many are still in their first couple of years in contract. Overall the objective of increasing self sufficiency through wage attainment and progression, savings, and ultimately self-sufficiency is beginning to be reached, as evidenced by the numbers. In addition, the life domains that are assessed yearly as a result of intensive Case Management are reporting increases on the scale as well.

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	\$12,818	\$18,509	Yes
SS #2: Increase in Household Savings	Averaged escrow amount of households	\$0	\$1,500	\$1,564	Yes
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	1	3	6	Yes
	Employed Part-Time	4	2	2	Yes
	Enrolled in Educational	0	2	2	Yes
	Enrolled in Job Training	0	3	2	No
	Unemployed	6	1	4	No
SS #4: Households Removed from TANF	Number of households receiving TANF	2	2	2	No
SS #5: Households Assisted by Services	Number of households receiving services	0	10	11	Yes
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$610	\$610	\$544	Yes
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$189	\$189	\$362	Yes
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	0	0	0	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

For 2015 the number of inspection of VHA owned property was significantly higher due to conversions of former public housing units to PBV under RAD. As a result the estimated cost savings of \$13,851 (over what the cost would have been at the price previously charged the VHA by an outside entity) is even greater than the savings in previous years.

Activity 2011-04 Scorecard

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

Activity Details

Plan Year Identified:	FY 2011 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	\$45,825	\$40,825	\$31,974	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	0	709	709	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing the task	15.71%	15.71%	15.71%	Yes

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	611	Yes

Activity 2010-02: Skyline Crest Campus of Learners

Description of Activity

Skyline Crest was VHA's oldest and largest Public Housing site. In 2015 it was converted under RAD to a PBV project. It now contains 138 units ranging in size from one to four bedrooms. There are normally 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 implemented prior to 2012 and is an ongoing activity. In 2015 the site was converted under a combination of disposition and RAD to Project-Based Vouchers. 12 units at Skyline were demolished in order to provide a site for a new Boys and Girls Club facility that will open in early 2016. 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 have improved significantly. Both seniors scheduled to graduate in 2015 did so on time and attendance for all Skyline students continues to track close to school system wide averages. Leveraged resources include tutoring and other support provided by University of Portland nursing students who volunteer their time in support of the program. The current number of participating families is down because of a high number of vacate units due to the current rehabilitation of the units. This rehabilitation will conclude in 2016 and participation is expected to return to normal levels.

Activity 2010-02 Scorecard
Skyline Crest Campus of Learners

Activity Details

Plan Year Identified:	FY 2010 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	\$500	\$920	Yes
SS #5: Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	0	66	46	No
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned*	2	3	2	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%	100.00%	Yes
Extended High School Graduation Rate	Percentage of students graduating later.	55.20%	70.00%	NA	Yes
Average absences from school per child	Average absences per child in school year	9.54	7	4.07	Yes

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

Description of Activity

The VHA currently operates two assisted living facilities that also utilize Project-Based Vouchers. The first is Van Vista Plaza, a 100 unit high-rise building in downtown Vancouver that contains 60 units of assisted living. The second is Arbor Ridge which also contains 60 units of assisted living, however only 30 of those are under a PBV contract. The waiting list requirement has always been problematic for assisted living facilities. Applicants eligible for assisted living are usually in a state of crisis at the time they, or their family or care provider, are seeking a facility. They 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. Waiving the waiting list requirement for these projects results in cost savings as well as facilitating the unique needs of assisted living.

Current Status

This activity was ongoing in 2015.

Impact on Statutory Objective

This activity provides a housing choice for tenants that would likely not be served in the traditional HCV or PBV programs. Cost and time savings were determined by taking data from the Housing Choice Voucher Program Administrative Fee Study on time spend on applications and waiting lists and VHA data on staffing costs to determine the estimated savings achieved by not administering a waiting list for these facilities.

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	\$1,822	\$0	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	73.5	0	0	Yes
HC #3 Decrease in Wait List Time	Average applicant time on waitlist in months	2	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. However only a few applicants were able to take the class this year as the class became very popular with non-assisted as well. The extremely tight rental market appears to have driven many people to sign up for the renter education class in hopes that it would improve their chances at finding a unit. The class provider had to start a waiting list and VHA had to admit many applicants and issue vouchers based on verification that they were on the waiting list to take the class.

Impact on Statutory Objective

The Vancouver rental market vacancy rate dropped as low as 1.8% in at least one survey in 2015. Because of this VHA's voucher success for new voucher holders rate dropped to 84%, a low percentage for Vancouver but still better than some neighboring communities also experiencing the tight rent market.

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	9	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%	84.07%	No
Days Required for New Voucher Holder to Lease.	Average number of days from voucher issuance to lease start	45	40	55	No

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 was ongoing in 2015.

Impact on Statutory Objective

Although we don't know how exactly how many rent increases did not occur as a direct result of this MTW activity, we do know that we denied 92 written requests received by our office because the owner had already raised the rent for that tenancy within the last year. Estimated cost and time savings are based on what it would have cost to process an additional 92 rent increases in 2015. Prior to 2014 VHA processed an average of 400 rent increase actions per year. This year we processed 1082 (where the rent had not been raised within the last year).

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	\$35,455	\$33,682	\$32,676	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	1256	1193	1158	Yes
HC #4: Displacement Prevention	Households that would need to move	117	111	108	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	92	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 2015, VHA estimates the reduction in the total number of reexaminations was 183 due to this policy. The baseline for the metrics is the cost and staff time required for 183 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	\$22,483	\$0	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	640	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.

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 six requests for an exemption from this activity under the VHA hardship policy in 2015. One request was retracted by the participant and the other five were denied because the activity was not causing a hardship. Most, if not all, of the requests were from participants who did not appear to fully understand what effect, if any, a deduction for out-of-pocket medical would have had on their rent.

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	\$58	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	217	22	2	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	10.31%	0%	0%	Yes

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 tenant-based 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. VHA staff who work with non-MTW vouchers where the traditional utility allowance is used calculated 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 metrics for this activity and show the impact on reducing staff time and the associated cost savings. For 2015, this activity reduced staff time by approximately 270 hours resulting in a cost savings of \$10,125. Since the calculation of individual allowances is eliminated, the errors that may occur are also eliminated. Files audits in 2007 and 2008 prior to this activity resulted in an average error rate of 11.63% when individual utility allowances were calculated.

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:	FY 2009 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	\$10,125	\$0	\$0	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	270	0	0	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	11.63%	0.00%	0.00%	Yes
CE #5 Increase in Tenant Rent Share	Average tenant rent share	\$295	<\$300	\$290	Yes

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 has been ongoing since then. In 2013 VHA increased the threshold for requiring verification from \$5000 to \$50,000.

Impact on Statutory Objective

For 2015 this activity continues to result in significant cost savings and staff time.

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	\$22,617	\$452	\$48	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	742	15	2	Yes
CE #3 Decrease in Error Rate of Task Execution	Average error rate in completing task	16.76%	0%	0%	Yes

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 2015. VHA currently contracts with seven community agencies but number of participants was down to 34.

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. In 2014, HUD assigned a number of new standard metrics that are just being captured in 2015. Our older metric, looking at the number of positive program exits, shows 20 out of 29 participants maintaining housing without a subsidy and not needing to access homeless services after exiting in 2015.

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	\$10,000	\$11,099	Yes
SS #1: Increase in Household Income	Averaged earned income of households	\$17,390	\$17,390	\$15,660	No
SS #3: Increase in Positive Outcomes in Employment Status	Employed Full-Time	10	10	10	NA
	Employed Part-Time	5	5	5	NA
	Enrolled in Educational	1	1	1	NA
	Enrolled in Job Training	2	2	2	NA
	Unemployed	7	7	7	NA
SS #4: Households Removed from TANF	Number of households receiving TANF	10	10	9	Yes
SS #5: Households Assisted by Services that Increase Self-Sufficiency	Number of households receiving services	40	40	34	No
SS #6: Reducing Per Unit Subsidy Costs	Average S8 and/or S9 subsidy per household	\$605	\$605	\$677	No
SS #7: Increase in Tenant Rent Share	Average tenant rent share	\$295	\$295	\$274	No
SS #8: Households Transitioned to Self-Sufficiency	Number of households transitioned	0	16	20	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 \$87,409 due to this activity in 2015.

Activity 2007-02 Scorecard
 Alternate Required Reexamination Schedule

Activity Details

Plan Year Identified:	FY 2007 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	\$365,772	\$300,972	\$278,363	Yes
CE #2: Staff Time Savings	Total time to complete task in staff hours	10472	8332	7970	Yes
CE #5 Increase in Tenant Rent Share	Average tenant rent share	\$289	\$289	\$291	Yes

B. Not Yet Implemented Activities

List Of 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 Choice
2012-02	Use of MTW Funds for Leveraging New Affordable Housing	FY 2012 Annual Plan	Increase Housing Choice
2015-01	Rent Buy-Down Local Subsidy Program	FY 2015 Annual Plan	Increase Housing Choice

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. There has also not been an opportunity to utilize activity 2012-02 to date. Regarding the Rent Buy-down activity, VHA has not had any response to our RFP and Notice of Funding Availability to date. It is believed that when the current tight rental market changes there may be more interest in this proposal.

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 All Approved Activities That Have Been Closed Out			
Activity Number	1. Activity Name	Plan Year Approved	2. 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
1999-08	Public Housing rent income based only, no flat rent option	1999 MTW Agreement	Concluded in FY 2015
1999-09	No earned income disallowance in Public Housing	1999 MTW Agreement	Concluded in FY 2015
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
2009-06	Alternate Required Inspection Schedule in HCV Program	FY 2009 Annual Plan	Concluded in FY 2015
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
2010-04	Waiting list preference for applicants without subsidized housing	FY 2010 Annual Plan	Concluded in FY 2015
2011-02	"Floating Units" in Project-Based Voucher program	FY 2011 Annual Plan	Concluded in FY 2013
2013-02	Shelter and Transitional Housing Facilities Support	FY 2013 Plan Amendment	FY 2014 – Never Implemented
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
2014-02	HCV UA the Lesser of Unit Size of Voucher Size	FY 2014 Annual Plan	Concluded in FY 2015
2014-03	Local non-traditional housing program	FY 2014 Annual Plan	FY 2014 – Never Implemented

3. DETAIL FOR ACTIVITIES CLOSED OUT IN FY 2015

1999-08 Public Housing Rent Income Based Only, no Flat Rent Option:

- i. This activity was concluded in FY 2015 because the VHA completed the conversion of the last of its Public Housing stock to Section 8 Project-Based Vouchers. Although VHA intends to develop new Public Housing in the future, there are currently no plans to utilize this particular MTW activity again.
- ii. No additional statutory exemptions would have provided additional benefit for this activity.
- iii. Summary table of outcomes:

Year:	2014	2013	2012	2011	2010
Exits due to Ceiling:	0	0	0	1	0

- iv. The main reason for this policy was to require higher income Public Housing residents to vacate their unit and thereby make a subsidized unit available for a lower income family on the waiting list. However the number of exits actually due to the policy was minimal and this activity appears to be a solution to a problem that either didn't or no longer actually existed.

1999-09 No earned income disallowance in Public Housing:

- i. This activity was concluded in FY 2015 because the VHA completed the conversion of the last of its Public Housing stock to Section 8 Project-Based Vouchers. Although VHA intends to develop new Public Housing in the future, there are currently no plans to utilize this particular MTW activity again.
- ii. No additional statutory exemptions would have provided additional benefit for this activity.
- iii. Summary table of outcomes:

Year:	2014	2013	2012	2011	2010
Cost Savings due to Policy:	\$4895	\$4775	\$3106	\$17,687	\$9048

- iv. Because this activity date all the back to the start of MTW and the start of the EID, the VHA ended up relying on some cost estimates from another PHA with regard to the administrative expense of providing and tracking disallowances. We tracked the number of potential EID events and imputed the savings.

2009-06 Alternate Required Inspection Schedule in HCV Program:

- i. This activity is no longer required as HUD made regulatory changes that allow the VHA to retain this policy without utilizing the authorization afforded under the MTW Agreement.
- ii. No additional statutory exemptions would have provided additional benefit for this activity.

iii. Summary table of outcomes:

Year:	2014	2013	2012	2011	2010
Cost Savings due to Policy:	\$64,171	\$52,034	\$30,172	\$30,860	\$59,727

iv. This activity resulted in significant savings and continues to do. This is no doubt the reason it was adopted by HUD for all PHAs.

2010-04 Waiting List Preference for Applicants without Subsidized Housing

i. This activity was closed out due to the conversion of VHA’s remaining Public Housing and the because of the new local preferences on the HCV waiting list.

ii. No additional statutory exemptions would have provided additional benefit for this activity.

iii. Summary table of outcomes:

Year:	2014	2013	2012	2011	2010
Cost Savings due to Policy:	\$12,000	\$0	\$63,000	\$57,000	\$6,000

iv. The cost savings attributed to this activity were based on average turnover expenses that would have occurred if tenants in Public Housing who were on the HCV waiting had been issued a voucher and vacated. This potential issue only arose due to a past VHA policy of not closing waiting lists and of placing applicants on both the Public Housing and the HCV lists with a single application. As a result a significant number of applicants were housed in Public Housing only to receive a voucher within a year or two later. With the conversion of Public Housing and the current VHA waiting list policy this activity is no longer needed.

2014-02 Utility Allowance in HCV Program the Lesser of Unit Size of Voucher Size:

i. This activity is no longer required as HUD made regulatory changes that allow the VHA to retain this policy without utilizing the authorization afforded under the MTW Agreement.

ii. No additional statutory exemptions would have provided additional benefit for this activity.

iii. Summary table of outcomes:

Year:	2014
Cost Savings due to Policy:	\$22,280

iv. This activity resulted in significant savings and continues to do. This is no doubt the reason it was adopted by HUD for all PHAs.

SECTION V: SOURCES AND USES OF FUNDS

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 \$462,974 in 2015 towards self-sufficiency programs to assist families in obtaining jobs, continuing education, youth education, after school programs and other self reliance activities. We also used MTW Single Fund flexibility to pay for HCV program administration due to inadequacy of allotted HCV Administrative Fees. We spend \$82,211 on non-traditional rental assistance. We spend \$500,000 on development of Lincoln Place, a Housing First project. We spent \$119,586 of Public Housing Fund on RAD vouchers during the first year of transition as required by the RAD program.

B. Local Asset Management plan

Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input type="checkbox"/> Yes <input type="checkbox"/>
Has the PHA implemented a local asset management plan (LAMP)?	<input type="checkbox"/> <input type="checkbox"/> No
<p>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.</p>	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> <input type="checkbox"/> N/A

C. Commitment of Unspent Funds

Commitment of Unspent Funds			
Account	Planned Expenditure	Obligated Funds	Committed Funds
	Annual Operating Subsidy for Lincoln Place	136,000	136,000
	Resident Services for MTW Clients	600,000	600,000
	Total Obligated or Committed Funds:	736,000	736,000

SECTION VI: ADMINISTRATIVE

A. HUD Reviews, Audits or Physical Inspection Issues

VHA had no cited deficiencies requiring correction in FY 2015.

B. Agency Directed Evaluations

There were no agency directed evaluations specific to MTW in 2015.

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.