Moving to Work Report

FY2023

Public Housing Department

Original Submission: December 1, 2023

This Page Intentionally Left Blank

I. Introduction

B. Overview

Our mission is to provide Alaskans access to safe, quality, affordable housing. Fiscal year 2023 provided AHFC with its fifteenth year as a Moving to Work agency and AHFC celebrated its 52nd year anniversary. The decline of affordable housing continues to be a challenge to the families we serve, and our staff and our community as a whole. We worked through these challenges and focused on the fundamentals of our programs and our three statutory goals:

- Reduce cost and achieve greater cost effectiveness in federal expenditures;
- Create incentives for families with children to work, seek work, or prepare for work and become economically self-sufficient; and
- Increase housing choices for low-income families.

B.1 Overview of Short-Term Objectives

> ***"Decent, Affordable Housing should be a basic right for everyone in this country. The reason is simple: without stable shelter, everything else falls apart." – Matthew Desmond Evicted: Poverty and Profit in the American City***

These goals described our desired destination – where PHD wanted to be at the end of FY2023. They translate our vision into a more focused, actionable set of outcomes. Below is a recap of our FY2023 goals and highlights from each of those goals.

1. Maximize financial performance, preservation, and leveraging of existing housing portfolio. PHD will assess and implement strategies that will create financially sustainable housing that meets the needs of low-income Alaskans.
   - Completed lighting system upgrades for longevity and energy savings.
   - Ongoing replacement and commissioning of mechanical systems.
   - Systematic replacement of underground heating oil tanks nearing end of useful life.
   - Continuation of Building Monitoring System installation and analysis.
   - Siding and window replacement projects.
   - Portfolio roof inspections underway.

2. Achieve operational excellence.
   - Housed on average over 10,000 Alaskans per night between by maintaining voucher utilization and statewide lease up of public housing units.
   - Successfully launched an electronic eligibility and reexamination interview for all voucher families.
   - Implemented security deposit assistance to support voucher families with leasing in a competitive market.

3. Increase staff development and capacity.
    - Conducted an in-person statewide public housing training in September 2022 with a theme of *Living Our Values*. Sections focused on personal values, exploring leadership, wellbeing and mindset, and incorporating corporate and personal values to enhance program administration and client service.
    - Continued the PHD Academy training program for all employees to include individualized modules that assess each person’s skills as well as areas to improve for both new and seasoned employees.

4. Increase affordable housing opportunities.
    - Awarded funding for 98 units of Sponsor-Based Rental Assistance. These included, Bridgeway phase II in Wasilla for 18 disabled families with supportive services, The Meadows in Fairbanks for 18 senior housing units, and Borealis Park in Fairbanks for 40 family housing units and Covey Lofts for 22 units.
    - Created an MTW Activity to set aside 400 vouchers to aid families transitioning off CARES Act rent relief funding to provide continuous housing affordability.
    - Applied for 20 Veteran’s Affairs Supportive Housing Vouchers to add to AHFC’s voucher administration.

5. Ensure safety of housing options.
    - Multiple units placed into modernization to improve quality of housing for residents.
    - Releveling and stability improvements for properties in Nome and Bethel.
    - Phased playground replacements underway.
    - Environmental Review 5-year plans in process to ensure project compatibility.
    - Installation of Fire Suppression systems.
    - Ventilation system upgrades underway.

B.2 Overview of Long-Term Goals

> ***"Corporate social responsibility is measured in terms of businesses improving conditions for their employees, shareholders, communities, and environment. But moral responsibility goes further, reflecting on the need for corporations to address fundamental ethical issues such as inclusion, dignity, and equality". Klaus Schwab (1938- Present)***

These long-term goals describe our desired destination – where PHD would like to be in the next three years. These goals translate our mission into a more focused, actionable set of outcomes. Following are the seven primary goals PHD will pursue over the next three years.

Our long-term goals have been newly developed and have changed from our short-term goals.

1. **Right-size Department and Supporting Organizational Structure**. Create job classification and compensation model that enables the successful delivery of programs and services.
2. **Achieve and Maintain Optimal Staffing Level**. Realize full organizational potential by streamlining the hiring process and expanding employee development and retention programs.
3. **Accelerate Digital Transformation**. Clearly articulate digital strategy that will make meaningful impact on staff workload, relationships with clients and landlords, and PHD's ability to collect, manage, and report on data required to support strategic initiatives.
4. **Ensure Safety of People and Housing**. Continue to make the safety of residents, clients, and staff a priority in order to support the mission; with a particular focus on issues related to criminal activity and violence.
5. **Reorient Voucher Programs to Meet Changing Community Needs**. Evaluate the changing housing needs of communities, individuals and landlords, and develop new programs or revise existing ones to meet those needs.
6. **Develop Framework to Assess the Long-Term Viability of Owned Properties**. Build and foster skill sets and infrastructure that are required to assess the financial condition of individual properties and evaluate financing alternatives.
7. **Increase Affordable Housing Opportunities**. Increase statewide affordable housing capacity by leveraging resources and using flexibilities of the Moving to Work (MTW) program and the Alaska Corporation for Affordable Housing (ACAH).

II. General Housing Authority Operating Information

A. Housing Stock Information

A.1 Actual New Project-Based Vouchers

	Number of Vouchers Newly Project-Based		Status at End of Plan Year		
Property Name	Planned	Actual		RAD?	Description of Project
N/A	0	0		No	N/A
N/A	0	0		No	N/A
	0	**0**			

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

A.2 Actual Existing Project-Based Vouchers

	Number of Project-Based Vouchers		Status at End of Plan Year		
Property Name	Planned*	Actual		RAD?	Description of Project
1248 East 9th Ave	4	4	Leased/Issued	No	See 2011-5
Alpine Terrace	30	28	Leased/Issued	No	See 2011-5
Loussac Place	60	45	Leased/Issued	No	See 2010-7
MainTree Apartments	10	10	Leased/Issued	No	See 2010-7
Ridgeline Terrace	63	53	Leased/Issued	No	See 2014-4
Susitna Square	18	17	Leased/Issued	No	See 2014-4
	185	**157**			

Please describe the differences between the Planned and Actual Existing Number of Vouchers Project-Based:
Alpine Terrace is a 48-unit property owned by AHFC. As existing tenants vacate, units are filled with a tenant using project-based assistance. MainTree – one vacancy through February 2023; one unit has a person with income that exceeds the payment standard. In March 2023, unit was filled with a tenant using project-based assistance. Loussac, Ridgeline, Susitna – these units are under a partnership with the same organization. AHFC is working with that organization to increase leasing rates.

A.3 Actual Other Changes to MTW Housing Stock in the Plan Year

N/A

A.4 General Description of All Actual Capital Fund Expenditures During the Plan Year

AHFC accomplished the following major activities.

- Unit modernizations on vacated units and non-dwelling unit equipment replacements
- Boiler replacements, elevator modernization and upgrades, and sewer repairs
- Large complex siding and window replacement, architect and engineer fees for future projects, and freight expenses.

B. Leasing Information

B.1 Actual Number of Households Served

Housing Program	Number of Unit Months Occupied/Leased		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased[1]	14,535	13,171	1,211	1098
MTW Housing Choice Vouchers (HCV) Utilized[2]	51,779	44,520	4,315	3,710
Local, Non-Traditional: Tenant-Based[3]	5,821	3,132	485	261
Local, Non-Traditional: Project-Based[4]	1,555	1728	130	144
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	**73,690**	**62,551**	**6,141**	**5,090**

1 – Public Housing (Planned 98% of 1,236)*.
2 – Voucher Units (Planned 98% of 4,403); includes Homeownership, Project-Based, and Tenant/Enhanced Protection.
3 – Local, Tenant-Based (Planned 98% of 539); Empowering Choice Housing Program (254), Mainstream 811 (10), Making A Home (40), Moving Home Program (150), and Returning Home (85).
4 – Local, Property-Based (Planned 98% of 144); Karluk Manor (46), Forget-Me-Not Manor (56), Dena'ina House (25), and Bridgeway Community Housing (17)
Note: Emergency Housing (194), Foster Youth to Independence (25), Non-Elderly Disabled (45), Mainstream (65), and Veterans Affairs Supportive Housing (354) vouchers' administrative costs are supported with MTW funds; however, these are not included in the totals.
* 0 Public Housing units disposed of in fiscal year.

Please describe any differences between the planned and actual households served:
-Local Project-Based – at Karluk Manor, five (5) units receive an alternate form of rental assistance and are not eligible for additional sponsor-based assistance.

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased		Number of Households Served	
		Planned	Actual	Planned	Actual
Tenant-Based	ECHP – 2013-2	2,743	1,524	229	127
Tenant-Based	Moving Home – 2010-10	1,620	1,128	135	94
Tenant-Based	Returning Home – 2010-9	918	312	76	26
Tenant-Based	Mainstream811 – 2016-1	108	48	9	4
Tenant-Based	Making A Home – 2013-1	432	120	36	10
Project-Based	Bridgeway – 2021-2	184	180	15	15
Project-Based	Karluk – 2012-4	496	444	41	37
Project-Based	Dena'ina – 2018-2	270	228	23	19
Project-Based	Forget-Me-Not – 2018-1	605	672	51	56
Homeownership	N/A			0	0
Planned/Actual Totals		**7,376**	**4,656**	**615**	**388**

Households Receiving Local, Non-Traditional Services Only	Average Number of Households per Month	Total Number of Households in the Plan Year
N/A	N/A	N/A

B.2 Discussion of Any Actual Issues/Solutions Related to Leasing

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	Increase in crime, specifically, drug-related activity and theft of property and vandalism. The problem is not unique to AHFC properties, but the increase in these types of criminal activities within the communities where AHFC has housing is taxing both financial resources and staffing. AHFC has taken a multifaceted approach to protect our residents, staff, and property, including contracting security services, installing or upgrading security systems, and working with local police to identify offenders to remove from property or evict when resident behavior is not remediated. Pest Control, primarily bed bugs: As the prevalence of bed bug infestation has grown over the past ten years, AHFC reached the point at which contracting out heat treatment services became unaffordable. To continue to provide a pest-free environment, AHFC purchased equipment and provided training to local maintenance staff to reduce the high cost. However, this places additional pressure on our human resources.
MTW Housing Choice Voucher	Even with increased leasing efforts, we recognized we would face a decline in our actual leased MTW vouchers due to the conversion of rental units into short-term rentals. As Emergency Rental Assistance phases out and military populations increase, property owners have become more selective in their screening. This has caused an increase in waitlist applicants in some communities. To create efficiencies, we have implemented online systems for certifications, offered security deposit assistance, increased landlord outreach and adjusted payment standards. Retirement of long-term staff over the past year has necessitated a great deal of time hiring and training new staff. Even when trained, time is required to bring new staff up to the same efficiency level as seasoned staff. Recognizing work must continue at the local level while new staff are trained, AHFC has developed a statewide virtual training program to train new employees. This removes some of the time commitment for local supervisor/staff and allows them to focus on housing new families and serving current program participants.
Local, Non-Traditional	AHFC considers housing the most vulnerable populations as a key responsibility. We have taken a partnership approach to meeting their needs. However, the time invested to reach successful housing outcomes is simply greater. We hope our online processes will enhance efficiencies for our MTW programs, as we do not anticipate finding dramatic efficiencies in working with these vulnerable populations. Utilization of sponsor-based assistance has been one effective response. The sponsor-based approach does require the partner agency be able to perform more rent

Housing Program	Description of Actual Leasing Issues and Solutions
	determination functions; therefore, AHFC does invest resources to make sure our partners are competent in this area.

C. Waiting List Information

C.1 Actual Waiting List Information

As of 07/01/2023, AHFC had the following waiting list statistics.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year
Anchorage Housing Choice Voucher**	Community-Wide, All	3,423	Closed	Yes
Anchorage Public Housing	Community-Wide, All	1,749	Partially Open	Yes
Anchorage Public Housing Elderly	Community-Wide, Elderly/Disabled	669	Partially Open	Yes
Bethel Public Housing	Community-Wide, All	202	Open	Yes
Cordova Public Housing	Community-Wide, All	0	Open	Yes
Fairbanks Housing Choice Voucher	Community-Wide, All	645	Open	Yes
Fairbanks Public Housing	Community-Wide, All	314	Open	Yes
Fairbanks Public Housing Elderly	Community-Wide, Elderly/Disabled	249	Open	Yes
Homer Housing Choice Voucher	Community-Wide, All	79	Open	Yes
Juneau Housing Choice Voucher	Community-Wide, All	323	Open	Yes
Juneau Public Housing	Community-Wide, All	128	Partially Open	Yes
Juneau Public Housing Elderly	Community-Wide, Elderly/Disabled	61	Open	Yes
Ketchikan Housing Choice Voucher	Community-Wide, All	124	Open	Yes
Ketchikan Public Housing	Community-Wide, All	106	Open	Yes
Ketchikan Public Housing Elderly	Community-Wide, Elderly/Disabled	64	Open	Yes
Kodiak Housing Choice Voucher	Community-Wide, All	82	Open	Yes
Kodiak Public Housing	Community-Wide, All	97	Open	Yes

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year
Mat-Su Housing Choice Voucher	Community-Wide, All	589	Open	Yes
Mat-Su Public Housing, Elderly	Community-Wide, Elderly/Disabled	123	Open	Yes
Nome Public Housing	Community-Wide, All	43	Open	Yes
Petersburg Housing Choice Voucher	Community-Wide, All	0	Open	Yes
Sitka Housing Choice Voucher	Community-Wide, All	11	Open	Yes
Sitka Public Housing	Community-Wide, All	109	Open	Yes
Sitka Public Housing, Elderly	Community-Wide, Elderly/Disabled	47	Partially Open	Yes
Soldotna Housing Choice Voucher	Community-Wide, All	351	Open	Yes
Valdez Housing Choice Voucher	Community-Wide, All	0	Open	Yes
Valdez Public Housing	Community-Wide, All	21	Open	Yes
Wrangell Housing Choice Voucher	Community-Wide, All	10	Open	Yes
Wrangell Public Housing	Community-Wide, All	24	Open	Yes

* Partially open waiting lists for public housing are related to specific bedroom sizes in a community. There are no restrictions on applicant families provided they meet eligibility requirements.

* Partially open waiting lists for housing choice vouchers means that the list was closed during the fiscal year.

** The Anchorage Housing Choice Voucher waiting list was opened in April 2023.

Please describe any duplication of applicants across waiting lists:
Applicant families may apply for one waiting list or all waiting lists in a community or communities, provided they meet the qualifications. A separate application is required for each community.

C.2 Actual Changes to Waiting List in the Plan Year

Waiting List Name	Description of Actual Changes to Waiting List
All	Waiting lists are maintained by community; each community opens and closes waiting lists based on availability and the number of applicants. For Public Housing, individual bedroom size waiting lists may be opened or closed.
Anchorage Housing Choice Voucher	This waiting list opens periodically using a lottery system. The list opened for the month of April 2023 and over 3,500 applications were accepted.

Waiting List Name	Description of Actual Changes to Waiting List
	AHFC used an electronic application process. We plan on expanding the use of electronic applications for all programs in the future as an administrative efficiency.

D. Information on Statutory Objectives and Requirements

D.1 Seventy Five (75) Percent of Families Assisted Are Very Low Income

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80%-50% Area Median Income	1
49-30% Area Median Income	25
Below 30% Area Median Income	90
Total Local, Non-Traditional Households Admitted	**116**

As shown above, 99 percent of admissions to local, non-traditional households are extremely and very-low income families.

D.2 Maintain Comparable Mix

Baseline Mix of Family Sizes Served (upon entry to MTW)					
Family Size	**Occupied Public Housing Units**	**Utilized HCV**	**Non-MTW Adjustments***	**Baseline Mix Number****	**Baseline Mix Percentage**
1 Person	446.00	2,870.00	0	2,544	0.4564
2 Person	204.00	672.00	0	1,084	0.1945
3 Person	156.00	387.00	0	862	0.1546
4 Person	134.00	193.00	0	523	0.0938
5 Person	99.00	148.00	0	290	0.0520
6+ Person	114.00	117.00	0	271	0.0486
Totals	**1,153.00**	**4,387.00**	**0.00**	**5,574.00**	**1.00**

Adjustments made to Baseline Mix:

- Baseline data obtained from June 30, 2008.
- In 2010, AHFC demolished 21 Public Housing buildings containing eight 2-bedroom units, 42 3-bedroom units, eight 4-bedroom units, and two 5-bedroom units. The appropriate family sizes have been deducted.
- In 2014, AHFC demolished four Public Housing buildings on San Roberto Ave., Anchorage, containing ten 2-bedroom units and six 3-bedroom units. The appropriate family sizes have been deducted.
- In 2020, AHFC held one 3-bedroom unit offline pending sale. The appropriate family size has been deducted.
- In 2021, AHFC held two 3-bedroom units and two 4-bedroom units offline pending sale. The appropriate family sizes have been deducted.

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

Mix of Family Sizes Served (in Plan Year)				
Family Size	Baseline Mix Percentage	Number of Households Served in Plan Year	Percentage of Households Served in Plan Year	Percentage Change from Baseline Year to Current Plan Year
1 Person	0.4564	3,316	59.87%	14.23%
2 Person	0.1945	876	15.82%	-3.63%
3 Person	0.1546	543	9.80%	-5.66%
4 Person	0.0938	327	5.90%	-3.48%
5 Person	0.0520	247	4.46%	-0.74%
6+ Person	0.0486	230	4.15%	-0.71%
Totals	**1.00**	**5539**	**100%**	

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year
AHFC has noticed a trend toward single-person families in its waiting lists. We believe that part of this trend can be attributed to the aging of Alaska's population. We also believe that our specialty voucher programs designed to serve vulnerable individuals (Empowering Choice, Making A Home, Moving Home, Returning Home, and Sponsor-Based Rental Assistance) are often single member families. Anchorage opened its waiting list in April 2023. We received over 3,500 applications for the Housing Choice Voucher Program. Of those, 49.58 percent were single individuals.

D.3 Number of Households Transitioned to Self-Sufficiency in the Plan Year

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PH Local Definition of Self-Sufficiency
2014-1 Rent Reform	108	At exit, households are paying less than 50% of monthly income for rent and utilities.
2014-1d Jumpstart Program	51	At exit, households are paying less than 50% of monthly income for rent and utilities.
N/A	0	N/A
Households Duplicated Across MTW Activities	0	
Total Households Transitioned to Self Sufficiency	**159**	

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.

III. Proposed MTW Activities: HUD Approval Requested

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

IV. Approved MTW Activities: HUD Approval Previously Granted

These activities were approved by HUD in a prior year's plan. Activities are identified by their activity number, the first four digits being the fiscal year the activity was first added to the plan.

A. Implemented Activities

2010-5 HQS Inspections

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This activity was started with Numbered Memo 12-13 dated April 17, 2012. The new policy began May 1, 2012.

- AHFC has implemented a biennial schedule instead of annual HQS inspections. Where required, AHFC has maintained an annual inspection schedule.
- AHFC continues to ensure a unit passes HQS before it goes under a HAP contract.
- AHFC continues to conduct inspections regarding possible HQS violations in between biennial inspections.

2. Description/Impact/Update

Establish an alternate HQS inspection schedule by allowing for biennial inspections. Allow inspections conducted by other AHFC HQS-qualified staff to serve as quality control inspections.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization

Attachment C, paragraphs D.5 and D.7(d) (no change)

Regulation Citation

24 CFR 982.405

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff cost associated with annual HCV inspections	$155,312 (4,096 units as of 6/30/12)	$77,656 (reduce by 50 percent)	**2013** - $78,638	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2014 - $30,150 (3,292 inspections)	
			2015 - $91,725 savings (1,650 inspections)	
			2016 - $103,050 savings (1,348 inspections)	
			2017 - $86,775 (1,782 inspections)	
			2018 - $86,738 (1,783 inspections)	
			2019 - $ 77,375 (1,649 inspections conducted; 4,744 units)	
			2020 - $108,725 (1,272 inspections conducted; 5,621 units)	
			2021 – Due to COVID-19, suspended through 06/30/21	
			2022- $147,713 (3,939 inspections conducted; 5,081 units)*	
			2023 – $ 118,275 (961 inspections conducted, 4,115 units)	

AHFC is using an average staff cost of $25.00 per hour (2015 HPS II, Level 6) to determine agency cost.
* Suspended annual inspections for April 2020 – June 2021 were completed by December 31, 2021 in addition to FY22 inspections

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff time associated with annual HCV inspections	4,096 hours per year	2,048 hours per year	**2013** – 3,146 hours **2014** – 1,206 hours **2015** – 3,669 hours **2016** – 4,122 hours	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2017 – 3,471 hours **2018** – 3,470 hours **2019** – 4,643 hours	
			2020 – 6,523 hours **2021** – Due to COVID-19, suspended through 06/30/21	
			2022- 5,099 hours. *Resumed suspended FY21 Inspections **2023-** 4,831 hours	No Yes

The baseline is set based on the number of vouchers leased as of May 1, 2012 and allowing for 1.5 hours per inspection.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

AHFC did not have errors in the execution of the annual inspection process. All annual inspections were conducted as required.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2010-6 HQS Inspections on AHFC Properties

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This activity was implemented by staff with Numbered Memo 11-11 dated March 22, 2011. It became effective April 1, 2011.

2. Description/Impact/Update

Allow AHFC staff to inspect AHFC-owned units and determine rent reasonableness instead of paying a third party to conduct these inspections. This was created to reduce costs associated with voucher holders wanting to use an AHFC voucher in an AHFC-owned property.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization

Attachment C, paragraphs D.2.c and D.5 (no change)

Regulation Citation

24 CFR 982.507

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce the cost of voucher annual inspections at AHFC properties by contracted inspectors.	$150 per inspection or $12,000 per year for 80 HQS inspections on AHFC properties.	Save $12,000 per year	Savings (difference between staff cost & contractor cost): **2011** - $3,250 **2012** - $3,250 **2013** - $2,700 (24 inspections)	Yes
			2014 - $2,925 (26 inspections) **2015** - $3,713 (33 inspections)	
			2016 – $3,038 (27 inspections) **2017** - $2,700 (24 inspections)	
			2018 – $3,600 (32 inspections) **2019** - $6,075 (23 initial & 31 annual inspections)	
	84 AHFC owned units; biennial schedule		**2020** - $3,300 (20 initial & 2 annual inspections) **2021** - $1,050 (7 initial & 0* annual inspections)	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2022 -$3,750 (14 initial & 11 annual inspections) **2023** -$1,350 (0 initial & 9 annual inspections)	

AHFC is using an average staff cost of $25.00 per hour (2015 HPS II, Level 6) to determine agency cost. Units:

- 32 at Etolin Heights II
- 48 at Alpine Terrace
- 4 at 1248 E 9th Avenue, Anchorage

*Annual inspections were suspended from April 1, 2020 through June 30, 2021 due to COVID-19.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	80 hours	80 hours		Yes

The baseline and benchmark were set based on the original number of AHFC-owned units with the potential to be leased by a voucher family. No time is expected to be saved in this activity as AHFC staff accompanied the third-party inspector at all inspections.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

As an AHFC staff member accompanied the inspector, there were no errors during the inspection process. As AHFC implemented this activity in 2011 and there are no longer any third-party inspectors, AHFC does not have any data to report.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No challenges; savings vary based on the number of voucher holders who decide to lease at AHFC-owned properties.

2010-7 Project-Based Vouchers – Owner-Managed Waiting Lists

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors April 23, 2009

Reviewed by HUD	August 6, 2009

Policy for management of project-based vouchers issued to staff with Numbered Memo 12-32 on August 21, 2012 with a start date of September 1, 2012.

- MainTree in Homer – 10 units – came on-line in March 2012.
- Anchorage:
  - Loussac Place – 60 units – the first phase came on-line in July 2012.
  - Susitna Square – 18 units – came on-line in September 2015
  - Ridgeline Terrace – 63 units – came on-line in January 2016

2. Description/Impact/Update

Owner management of site-based waiting lists for project-based vouchers. Owners are responsible for advertisement, collection of applications, application screening, maintaining a waiting list, and selecting applicants in the appropriate order when filling a vacant unit. AHFC continues to conduct all project-based voucher eligibility functions.

In order to assure proper waiting list management, AHFC conducts an annual quality assurance review of waiting list management processes.

Statutory Objective

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

Authorization

Attachment C, paragraph D.4 (no change)

Regulation Citation

24 CFR 983.251

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	$300 (8 Issued)	$0	**2014** - $37.50 (1 failure) **2015** - $300 (8 new admissions)	Yes
			2016 - $3,525 (94 new admissions) **2017** - $675 (18 new admissions)	
			2018 - $638 (17 new admissions) **2019** - $1,050 (28 new admissions)	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2020 - $750 (20 new admissions) **2021** - $825 (22 new admissions)	
			2022- $975 (26 new admissions) **2023-** $675 (18 new admissions)	

AHFC anticipates that staff spends 1.5 hours per application to collect, post, maintain, and select an applicant family from a waiting list. AHFC used an average cost of $25.00 per hour (2015 HPS II, Level 6). AHFC is still responsible for the eligibility process and has not included that time or cost in this activity.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease time to fill PBV units – Loussac Place	30 days per unit	15 days between referral and return back to owner for leasing	**2012** – 7.9 days **2013** – 13 .0 days **2014** – 12.50 days **2015** – 33.86 days	Yes
Decrease time to fill PBV units – Main Tree	30 days per unit	15 days between referral and return back to owner for leasing	**2013** – 19.7 days **2014** – 26.33 days **2015** – 4.0 days	Yes
Decrease time to fill PBV units – 151 units	30 days per unit	15 days between referral and return back to owner for leasing	**2016** – 18.2 days (13 turns) **2017** – 16.63 days (19 turns)	Yes
			2018 – 2.29 days (17 turns) **2019** – 9.46 days (28 turns)	
			2020 – 8.75 days (20 turns) **2021** – 7.45 days (22 turns)	
			2022 - 8.23 days (26 turns) **2023** - 5.3 days (18 turns)	

An additional savings that cannot be calculated is the time it takes to interview families from an AHFC waiting list that would be rejected by an owner as not suitable for tenancy. Having an owner-managed waiting list insures that every family interviewed by AHFC is a successful candidate for tenancy.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

This activity is not designed to reduce staff errors with processing applications for a waiting list. This activity was designed to reduce the number of applicant families that would be approved by AHFC and then later rejected by an owner as unsuitable for tenancy.

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	770 days per applicant	Pending		

AHFC has never run a project-based voucher waiting list, so we don't have any historical data for the time spent on this type of waiting list. We have chosen to use the average waiting list time for our 2- and 3-bedroom waiting list (average 770 days per application) in Anchorage as the baseline as those units tend to turn over faster than other units (average 40 per year). The Benchmark will have to be measured by the property manager who is a third party.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2010-9 Returning Home Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This activity was implemented with Numbered Memo 09-30 dated November 25, 2009. The new program began November 25, 2009 for all AHFC voucher locations outside of Anchorage. This is a local, non-traditional program.

- Revised guidance to expand the pool of applicants was issued with Numbered Memo 10-41 on October 28, 2010 with an effective date of November 1, 2010. This change opened the pool of applicants to all persons under a supervision requirement that are selected by the State of Alaska Department of Corrections.

- Revised guidance to answer questions regarding the supervision requirement was issued with Numbered Memo 12-17 on April 18, 2012. This memo also put in place the time limit for all persons participating in the program that begin in 2009.
- Revised guidance expanding the program to AHFC's Anchorage jurisdiction was issued with Numbered Memo 15-31 on November 20, 2015 and effective December 1, 2015. This expansion made 20 coupons available for Anchorage.

2. Description/Impact/Update

This activity was formerly called "Prisoner Re-Entry". Develop a time-limited (two years), tenant-based assistance program targeting civilian re-entry of individuals released from the prison system. The purpose of this activity is to assist with the reduction of recidivism due to prisoner homelessness upon release from incarceration.

HOME Funding

Operational and staff costs are supported with MTW funds. AHFC has a fee-for-service for each housing unit month. These HOME administrative fees are booked as non-MTW revenue. AHFC is following HOME rules at 24 CFR 92 for tenant-based assistance. Family annual income is calculated using the rules at 24 CFR 5.630, and families meet HOME income eligibility limits.

MTW Funding

AHFC expanded its program to include the Anchorage jurisdiction using MTW block grant funds. Family annual income is calculated using the rules at 24 CFR 5.630, and families meet Housing Choice Voucher income eligibility limits.

Statutory Objective

Increase housing choices for low-income families

Authorization

- Old authorization: Attachment C, paragraphs D.2.d and D.3.a.
- New authorization: MTW Agreement Attachment D signed January 30, 2012.

Regulation Citation

- 24 CFR 92.209
- 24 CFR 982

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase rental assistance opportunities for families under the supervision of the State of Alaska Department of Corrections.	0	-70 per year -100 per year (July 2017)	**2012** – 42 **2013** – 55 **2014** – 57 **2015** – 52	Yes
			2016 – 84 **2017** – 100 **2018** – 109	
			2019 – 120 **2020** – 127 **2021** – 74* **2022** – 45^	
			2023 – 22^ (46 served in FY)	

*In FY21 AHFC elected to freeze end of term limit terminations. The Eviction Moratorium has caused a lack of unit turnover in the private market. Since this population is harder to house, there was a decrease in usage.

^In FY22 AHFC elected to lift the end of term limit freeze. There continues to be a lack of unit turnover in the private market and usage decreased as this population is harder to house.

A study conducted by the Department of Corrections (2015 Recidivism Reduction Plan, February 2015) found that the state of Alaska's recidivism rate was highest during the first year after return to the community. Based on the recidivism rate in Alaska, only 70 out of the 210 persons in this program were expected to remain out of jail. Actual results show that 166 persons have remained in the community and have not been returned to jail.

Original Metric

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing choice for families who are typically homeless upon release from incarceration.	0	10 per year	**2010** – 3 **2011** – 6	Yes

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

The original benchmark was to serve 10 families per year. AHFC set a new benchmark of 20 families per year in 2010 as the eligibility criteria for families was expanded to include all families meeting State of Alaska Department of Corrections release criteria. Specifically, the requirement that parolees be persons with disabilities was eliminated.

The Anchorage Program has been so successful that AHFC has increased the number of coupons from 20 to 30 for the remainder of 2017. This increases the overall benchmark from 70 families per year to 100 per year.

AHFC was pleased to form an additional partnership with the State of Alaska Department of Health and Social Services, Division of Behavioral Health, to receive additional funds for rental assistance in 2019. As these funds were limited to one year, AHFC reimbursed the HOME program with the State of Alaska funds so that HOME funds could be used in a future year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2010-10 Moving Home Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

AHFC signed a Memorandum of Agreement with the State of Alaska Department of Health and Social Services in November 2014, renamed the activity, and put the activity through a new public comment process.

Approved by the AHFC Board of Directors	July 23, 2014
Reviewed by HUD	April 6, 2015

The program was issued to staff with Numbered Memo 14-33 on December 1, 2014 and was effective on that date. This is a local, non-traditional program.

2. Description/Impact/Update

This activity was formerly called "Use of HCV Program for Persons with Disabilities." The Moving Home Program is a referral-based rental assistance program designed to enable persons with disabilities to rent affordable housing. This program is available in every community currently offering an AHFC Housing Choice Voucher Program. Continuing operation of Moving Home is contingent upon available funding and continuing appropriations.

For the purposes of the agreement, persons with a disability who are eligible for Moving Home are very low-income households (50 percent of Area Median Income) that meet the criteria below:

- Eligible for community-based, long-term services as provided through Medicaid waivers, Medicaid state plan options, state funded services, or other appropriate services related to the target population, **and**

- Meet the U.S. Department of Housing and Urban Development's definition of a disabled family (24 CFR 5.403), **or** are an Alaska Mental Health Trust Authority beneficiary.

The State of Alaska Department of Health and Social Services refers eligible families directly to AHFC. Once an applicant family has leased, families are not required to maintain services in order to remain eligible for Moving Home continuing assistance. There is no time limit on these vouchers.

Statutory Objective

Increase housing choices for low-income families

MTW Authorization and Need

Attachment C, paragraphs D.3 and D.4 (no change)

Regulation Citation

None

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing opportunities for special needs populations.	0	150 per year	**2015** – 5 units **2016** – 105 units	Yes
			2017 – 150 units **2018** – 167 units	
			2019 – 149 units **2020** – 137 units	
			2021 – 132 units (117 as of FY end)	
			2022 – 119 units (102 as of FY end)	
			2023- 121 units (94 as of FY end)	

Original Metric

Metric	Baseline	Benchmark	Outcome
Increase housing opportunities for special needs populations	37 families per year	37 families per year	As of 06/30/2013: QMV – 20 families leased ACMI – 11 families leased DIS-SW – 79 families leased

The original Qualified Medicaid Waiver (QMV), Anchorage Chronic Mental Illness (ACMI), and Persons with Disabilities (DIS-SW) program families were absorbed into AHFC's Classic Program. The vouchers made available under this activity are in addition to these 110 families already served.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
The Department of Health and Social Services set aside funds for 25 additional vouchers through a Substance Abuse and Mental Health Service Administration (SAMHSA) grant. Due to the high turnover of this population, AHFC will absorb SAMHSA voucher holders into the Moving Home Program when funding ends in FY 2025.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase housing opportunities for special needs populations.	0	22 per grant period	**2023** – 2 units (2 as of FY end)	

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2011-1 Simplification of Utility Allowance Schedules

1. Plan Year Approved, Implemented, Amended
Approved by the AHFC Board of Directors May 4, 2010
Reviewed by HUD July 12, 2010

This activity started with Numbered Memo 11-04 dated January 20, 2011 and effective with the new utility allowance tables that began on February 1, 2011.

2. Description/Impact/Update
Combine existing multiple utility allowance tables into a single utility allowance table in Anchorage, Mat-Su, and Valdez. AHFC does not plan to change its evaluation methods of local utility providers when creating a new simplified table for each area identified above.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization
Attachment C, paragraphs C.11 and D.2 (no change)

Regulation Citation
24 CFR 982.517

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff cost by decreasing the number of utility allowance schedules for Anchorage, Mat-Su, and Valdez.	$1,400	$600	**2014** - $600 **2015** - $600 **2016** - $600 **2017** - $600	Yes
			2018 - $600 **2019** - $600 **2020** - $600 **2021** - $600	
			2022 - $600 **2023** - $600	

AHFC has assigned a value of $25.00 per hour (2015 HPS II, Level 6) to determine agency cost.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Reduce staff time by creating one schedule each for Anchorage, Mat-Su, and Valdez	56 hours (8 hours per schedule)	24 hours	**2012** – 24 hours **2013** – 24 hours **2014** – 24 hours **2015** – 24 hours	Yes
			2016 – 24 hours **2017** – 24 hours **2018** – 24 hours **2019** – 24 hours	
			2020 – 24 hours **2021** – 24 hours **2022** – 24 hours	
			2023 – 24 hours	

AHFC has calculated the baseline hours (seven schedules into three schedules) as follows:

- Three electric providers in Anchorage to one combined electric schedule
- Two unit type groupings in Mat-Su combined into one schedule
- Two unit type groupings in Valdez combined into one schedule

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0		Yes

AHFC has set the baseline and benchmark to zero as this was implemented in 2012, and data is not available. Staff has noticed that participants are having an easier time with the leasing process by only having one utility sheet to use. Feedback from shoppers has been universally positive as many were confused by the previous multiple schedules and rates.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	0	0		Yes

AHFC did not design this activity as a cost savings method, but rather as a simplification for ease of participant use. Staff noticed that paperwork turned in by families was incomplete or incorrect because they could not determine how to use the multiple utility schedules. AHFC feels that this is a revenue neutral activity.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2011-2 Local Payment Standards

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 4, 2010
Reviewed by HUD	July 12, 2010

This activity was delayed due to the development of AHFC's rent reform activity. AHFC decided to develop this with that activity. This was submitted as Amendment Two to the FY2013 MTW Annual Plan.

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	April 17, 2013

This activity was started with Numbered Memo 14-01 issued January 13, 2014 and effective on February 1, 2014.

2. Description/Impact/Update

This activity establishes payment standards that do not rely on HUD's Fair Market Rents for AHFC housing choice voucher jurisdictions. AHFC continues to examine each market on an annual basis to determine if the payment standard is appropriate. AHFC also ensures that it establishes a payment standard that reflects, not leads, the market. As one of its tools, staff uses an annual, independent study conducted by AHFC's Planning and Program Development Department in cooperation with the State of Alaska Department of Labor. This study surveys Alaska's communities and landlords about its housing markets including vacancy rates, market conditions, number of rentals, and utilities. Staff continues to collect its own survey data on rentals in the local market.

Statutory Objective

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

Authorization

Attachment C, paragraph D.2.a. (no change)

Regulation Citation

24 CFR 982.503.

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0		Yes

AHFC anticipates that this will be a revenue neutral activity as staff will still survey local rental markets as well as consider additional rental market data gathered by the State of Alaska. AHFC will then compare that data to Fair Market Rents to determine an appropriate payment standard.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0		Yes

AHFC anticipates that this will not impact time devoted to this task as staff will still survey local rental markets as well as consider additional rental market data gathered by the State of Alaska. AHFC will then compare that data to Fair Market Rents to determine an appropriate payment standard.

Original Metric

Metric	Baseline	Benchmark	Outcome
Reduce voucher turn-back rate to less than five (5) percent.	Currently, a 21.8 percent turn-back rate.	Less than five (5) percent for inadequate payment standard	**2017** – 1,954 issued; 440 expired (22.52% turn-back)
			2021 - 1,718 issued; 586 expired (34% turn-back) *
			2022 –1,638 issued; 593 expired (36.20% turn-back) **

* As a result of the COVID-19 pandemic, AHFC is seeing a low number of vacancies in its rental markets. This is causing a higher turn back rate despite increased payment standards. 13% of voucher turn-backs continued to lease in place.
** 7.59% of voucher turn-backs continued to lease in place

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2011-3 Project-Based Vouchers – Waiver of Tenant-Based Requirement

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 4, 2010
Reviewed by HUD	July 12, 2010

This policy implemented with the development of Loussac Place in July 2012.

2. Description/Impact/Update
Waive the requirement to provide a tenant-based voucher to a family upon termination of project-based voucher assistance. Families assisted with an AHFC project-based voucher are eligible to apply for any open AHFC waiting list for which they qualify. AHFC monitors the turnover at project-based voucher developments.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization
Attachment C, paragraph D.1 (no change)

Regulation Citation
24 CFR 983.205(2)(d), 983.257, and 983.260

Metrics, Baselines, Benchmarks
CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease cost to examine and brief families.	2.0 hours per family to examine and brief.	0	**2012** - $0 **2013** – Savings $683 **2014** – Savings $400	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2015 – Savings $500 (10 units) **2016** – Savings $750 (15 units)	
			2017 – Savings $800 (16 units) **2018** – Savings $850 (17 units)	
			2019 – Savings $1,400 (28 units) **2020** – Savings $1,000 (20 units)	
			2021 – Savings $1,100 (22 units) **2022** – Savings $1,350 (27 units)	
			2023 – Savings $900 (18 units)	

Savings are based on a cost of $25.00 per hour (2015 HPS II, Level 6) with an average of eight (8) vacancies per year at current project-based voucher properties.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease staff time to examine and brief families.	2.0 hours per family to examine and brief.	0	**2012** - 0 **2013** – 16 hours **2014** – 16 hours	Yes
			2015 – 20 hours (10 units) **2016** – 30 hours (15 units) **2017** – 32 hours (16 units)	
			2018 – 34 hours (17 units) **2019** – 56 hours (28 units) **2020** – 40 hours (20 units)	
			2021 – 44 hours (22 units) **2022** – 54 hours (27 units) **2023**– 36 hours (18 units)	

Savings are based on an average of eight (8) vacancies per year at current project-based voucher properties.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2011-5 Project-Base Vouchers at AHFC Properties and Exceed 25 Percent Limit per Building

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 4, 2010
Reviewed by HUD	July 12, 2010

This policy was implemented with the development of MainTree Apartments and Loussac Place in July 2012.

2. Description/Impact/Update
Allow AHFC to project-base vouchers (PBV) at market rental properties it owns and exceed the building cap in project-based voucher developments. This waiver was requested as part of the development to replace public housing units at Loussac Manor. In accordance with PBV policy, rent to owner is determined by an independent entity approved by HUD.

- 1248 East 9th Avenue contains four affordable housing units in one building (two efficiency and two one-bedroom units). Two of the four units are fully accessible. All units are subsidized and were available for occupancy November 2013. Units were fully leased as of January 31, 2014.
- Alpine Terrace contains 48 affordable housing units in four buildings (all are two-bedroom units). AHFC began offering project-based rental assistance in August 2018. No residents have been displaced. AHFC will adjust the number of available project-based vouchers based on future vacancies.
- Loussac Place contains 120 affordable housing units of which 60 are project-based vouchers. The vouchers are distributed throughout the bedroom sizes (one through four) in a variety of buildings throughout the development. Based on the configuration of the development (townhouse-style units), it would have been impossible to successfully use project-based vouchers without this waiver. Units were fully leased in November 2012.
- MainTree Apartments contains 10 affordable housing units (8 one-bedroom and 2 two-bedroom) reserved for persons with developmental disabilities. Units were fully leased in 2012, and all are subsidized with a project-based voucher.
- Susitna Square contains 18 affordable housing units in three buildings (17 two-bedroom and 1 one-bedroom). All units are subsidized with project-based vouchers and were available for occupancy on September 1, 2015. Units were fully leased as of June 30, 2016.

- Ridgeline Terrace contains 70 affordable housing units in 14 buildings (a mixture of one- and two-bedroom). Sixty-three units have project-based voucher assistance attached and were available for occupancy on January 8, 2016; 53 units were leased as of June 30, 2016.

Statutory Objective
Increase housing choices for low-income families

Authorization
Attachment C, paragraphs D.1.e , D.7.a , and D.7.b (no change)

Regulation Citation
24 CFR 983.56

Metrics, Baselines, Benchmarks

HC #4: Displacement Prevention

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	0		

AHFC will not be displacing any families; this will only impact those families that choose to no longer live at the project-based voucher development. New developments are trending toward a townhouse-style of development with five or less units per building. The building cap limits the number of units that can be made available for families at 50 percent or less of area median income. AHFC wants to ensure that families have a wide variety of units from which to choose without worrying about the number of project-based vouchers in each building.

Original Metric

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase the number of affordable housing units.	0	60	**2012** – 10 units **2013** – additional 60 units; Total 70 units	Yes
			2014 – 4 additional units; Total 74 units **2015** – 74 units **2016** – 81 additional units; Total 155 units	

- 2012 – MainTree (10);
- 2013 – Loussac Place (60);
- 2014 – 1248 East 9th Avenue (4);
- 2015 – Susitna Square (18)

- 2016 – Ridgeline Terrace (63)

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2012-1 Raise HCV Maximum Family Contribution at Lease-Up to 50 Percent

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 20, 2011
Reviewed by HUD	June 21, 2011

This activity was implemented with Numbered Memo 12-09 on February 14, 2012 with a start date of February 16, 2012. This activity is included as part of AHFC's reasonable rent plan (Activity 2014-1). Reference activity 2014-1h.

2. Description/Impact/Update

Waive HUD regulations at 24 CFR 982.508, which limit a family to paying no more than 40 percent of their adjusted monthly income toward their rental portion. A family that is subject to Moving to Work rules will be allowed to pay up to 50 percent of monthly income. Those families on the traditional HUD family contribution rules will use the 40 percent calculation.

Statutory Objective

Increase housing choices for low-income families

Authorization

Attachment C, paragraph D.2.a. (no change)

Regulation Citation

24 CFR 982.508

Metrics, Baselines, Benchmarks

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	0	**2014** – 87.8 percent in better neighborhood **2015** – 87.6 percent in better neighborhood	Yes
			2016 – 87.3 percent in better neighborhood **2017** – 87.4 percent in better neighborhood	
			2018 – 89.8 percent in better neighborhood **2019** – 89.1 percent in better neighborhood	
			2020 – 89.3 percent in better neighborhood **2021** – 89.68 percent in better neighborhood	
			2022 –89.46 percent in better neighborhood **2023** –82.50 percent in better neighborhood	

AHFC does not have any baseline data as this measurement was added after the implementation of the activity. Alaska does not have any designated poverty zones, but does have neighborhoods with a concentration of lower rents. As of the date of this report, of the 2,629 families leased in Anchorage's jurisdiction, 17.50 percent of families leased in lower rent neighborhoods. As more rentals are being converted into temporary vacation rentals, there is a trend that lower rent neighborhoods are more likely to continue to offer long term rentals.

Original Metric

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase the number of voucher clients able to lease due to increased income contribution from families.	0	No rejections due to units being more than 40 percent of income.	**2012** – 24 Leased **2013** – 29 Leased **2014** – 25 Leased	Yes

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes
With the implementation of 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative, this activity was modified to account for Step Program families that transition to a fixed HAP subsidy. Once on a fixed subsidy amount, these families are no longer subject to a maximum family contribution if they decide to move. The family will decide if their required contribution is affordable.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2012-2 Nonpayment of Rent

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 20, 2011
Reviewed by HUD	June 21, 2011

AHFC implemented its new Public Housing Program Residential Lease Agreement effective January 1, 2012 with Numbered Memo 12-03. With Numbered Memo 12-04 issued on January 4, 2012, all public housing families with examinations beginning March 1, 2012 were required to sign the new lease.

A letter was sent to all public housing residents in July 2013 to remind them of their lease provision and the new shortened period to pay their late rent. In addition, the grace period for payment of rent was extended to the seventh (7th) calendar day of each month. AHFC began this activity on September 1, 2013 with Numbered Memo 13-36.

2. Description/Impact/Update
Waive HUD regulations at 24 CFR 966.4(l)(3)(i)(A) that require AHFC to allow 14 days for tenants to cure nonpayment of rent. The nonpayment of rent period was shortened to seven days to match the Alaska Landlord-Tenant Act. A new lease with the new timelines was offered to each family at their annual anniversary appointment before implementation for all tenants.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization
Attachment C, paragraph C.9.b. (no change)

Regulation Citation
24 CFR 966.4(l)(3)

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0	0	

AHFC does not expect to save any money as a result of this task. Staff must still perform the necessary tasks to process an eviction. We expect the savings to the agency to come from a lower balance owed by tenants due to the shorter nonpayment of rent period.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0	0	

AHFC anticipates that this will be a time neutral activity as staff must still process the same paperwork in order to evict a family.

Year	Court-Ordered Evictions	Nonpayment Rent	Nonpayment Utilities	Good Cause	Avg. Days (Rent) to Request Eviction	Avg. Days (Rent) from NTQ to Vacate
2014	38	24	4	10	15.8	32.2
2015	53	38	0	15	11.6	27.4
2016	20	15	0	5	14.8	43.0
2017	39	37	0	2	16.8	30.4
2018	30	28	1	1	21.1	48.4
2019	27	23	1	3	25.9	56.9
2020*	18	35	0	9	31.3	53.5
2021*	6	0	0	5	0	108
2022*	5	2	0	3	22.0	103.3
2023 ^	10	45	2	10	58	134.0

*Nonpayment of rent evictions were suspended effective March 27, 2020 until October 31, 2021 under the Eviction Moratorium and allowable exemptions from HUD policy using the HUD Blanket Waivers. Evictions for nonpayment of rent began with notices served November 8, 2021.

^ The Alaska Court System implemented an Eviction Diversion Program to educate and mediate with parties prior to going to court. AHFC distributes a flyer during the 30-day Notice to Quit period and has contributed to resolutions in lieu of eviction but increases the days between past due rent and eviction request.

Original Metric

Metric	Baseline	Benchmark	Outcome
Reduce the amount of rent owed by vacated tenants	36 percent of annual vacated tenant debt is rent.	Reduce rent to 25 percent of annual vacated tenant debt	Tenant notification was in July 2013 with a start date set for September 1, 2013.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2012-4 Sponsor-Based Rental Assistance Program, Karluk Manor

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	October 26, 2011
Reviewed by HUD	November 18, 2011

This activity was approved in conjunction with AHFC's request for a second amendment to its Moving to Work Agreement to add Attachment D to allow for the "broader uses of funds". This is a local, non-traditional program.

2. Description/Impact/Update

Fund rental assistance outside Section 8 rules consistent with 'broader uses of funds' authority in Attachment D of the Agreement. Provide the funding equivalent of 35 project-based voucher units for rental assistance at a Housing First development, Karluk Manor. Karluk Manor's 46 units are fully leased, and AHFC continues to monitor the funding requests each month.

Statutory Objective

Increase housing choices for low-income families

Authorization

Attachment D of the MTW Agreement signed January 30, 2012.

Regulation Citation

PIH Notice 2011-45

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increased rental assistance made available to households at or below 50 percent of area median income.	0	• 35 units • Increase to 46 units-7/1/15	**2014** - 34 units as of year end; average for year is 35 units **2015** – 40 units as of year end; average for year is 36 units	Yes
			2016 – 41 units as of year end; average for year is 40 units **2017** – 45 units as of year end; average for year is 45.5 units	
			2018 – 41 units as of year end; average for year is 40 units **2019** – 41 units as of year end; average for year is 41 units	
			2020 – 42 units as of year end; average for year is 41 units* **2021** – 41 units as of year end; average for year is 42 units*	
			2022 – 40 units as of year end; average for year is 41 units* **2023** – 37 units as of year end; average for year is 39 units*	

As of the end of the year, only 41 of 46 units were eligible for sponsor-based rental assistance as the five units had another form of rental assistance. Research shows that the average HAP per unit is:

- 2014 - $512.38
- 2015 - $499.09
- 2016 - $523.64
- 2017 - $507.97
- 2018 - $590.06
- 2019 - $565.63
- 2020 - $549.71
- 2021 - $562.90
- 2021 - $562.90
- 2022 - $551.32
- 2023 - $606.47

Original Metric

Metric	Baseline	Benchmark	Outcome
Serve 35 chronic homeless individuals with a physical or mental disability, substance abuse, or chronic health condition.	0	Fill 35 units each year	AHFC monitors the occupancy each month to ensure payment equivalent to 35 vouchers. For FY2013 average HAP per month is $20,115 or $575 per voucher per month. 35 units occupied each month.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
Effective July 1, 2015, assistance was extended to all 46 units at Karluk Manor. Records each month show that all individuals at Karluk Manor are income eligible under voucher income limits. Those units occupied by persons with Housing Choice Voucher assistance are excluded.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2013-1 Making A Home Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 4, 2012
Reviewed by HUD	June 25, 2012

A Memorandum of Agreement was executed in July 2012. The program began with Numbered Memo 12-27 dated October 24, 2012 and was effective on November 1, 2012. This is a local, non-traditional program.

2. Description/Impact/Update

Activity was formerly named “Youth Aging Out of Foster Care.” This is a time-limited (three years), tenant-based rental assistance program targeting youth ages 18 to 24 aging out of Alaskan foster care. The program serves direct referrals from the State of Alaska Department of Health and Social Services, Office of Children’s Services.

Due to the success of the Returning Home program (2010-9) with the Alaska Department of Corrections, AHFC partnered with the State of Alaska Office of Children’s Services to provide a similar program for youth aging out of foster care.

- HOME Investment Partnership Program funds pay for the monthly HAP for coupons leased outside the Anchorage jurisdiction. Operational and staff costs are supported with MTW funds. AHFC has developed a fee-for-service for each housing unit month. These HOME administrative fees are booked as Non-MTW revenue. AHFC is following HOME rules at 24 CFR 92 for tenant-based assistance. Family annual income is calculated using the rules at 24 CFR 5.630.
- The State of Alaska Department of Health and Social Services provides an annual allotment to assist ten youth families in Anchorage. The number of families assisted each year is contingent upon available funding. For purposes of consistency and administrative efficiencies, family annual income is calculated using the rules at 24 CFR 5.630.

Statutory Objective

Increase housing choices for low-income families

Authorization

Attachment D of the MTW Agreement signed January 30, 2012 allows for “broader uses of funds.” AHFC will rely on that authority to use MTW block grant funds to partially offset administrative costs to support this HOME-funded activity.

Regulation Citation

None

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Serve 40 youth aging out of foster care through direct referral from the State of Alaska Office of Children's Services	0	40 per year	**2013** – 15 leased **2014** – 21 leased **2015** – 17 leased **2016** – 15 leased	No
			2017 – 18 leased **2018** - 25 leased **2019** – 25 served **2020** – 24 served	
			2021 – 25 served* **2022** – 24 served* **2023** – 18 served*	

*This is the number of families assisted during the fiscal year end.

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	0	0		

AHFC does not have any baseline or benchmark data for this metric as this was a population that was not traditionally served by AHFC in the past. The program was developed because AHFC felt that this population was not utilizing rental assistance and was becoming part of the homeless population.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Due to the success of the Anchorage program, the Department of Health and Social Services provided additional funding in FY2016 to increase the number of youths served in Anchorage to 15 each month.

Due to a reduction in HOME funds, the number of youths for statewide was reduced to 5 in FY2020.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2013-2 Empowering Choice Housing Program (ECHP)

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 4, 2012
Reviewed by HUD	June 25, 2012

- This activity began with Numbered Memo 12-40 issued and effective on November 8, 2012 for all AHFC voucher program communities.
- This activity for locations without a Housing Choice Voucher Program began with Numbered Memo 12-42 issued and effective on November 16, 2012 for preferential placement on public housing program waiting lists in Bethel, Cordova, and Nome.

This is a local, non-traditional program.

2. Description/Impact/Update

In partnership with the State of Alaska Council on Domestic Violence and Sexual Assault and the Alaska Network on Domestic Violence and Sexual Assault (ANDVSA), AHFC created a set-aside of MTW vouchers to exclusively serve families displaced due to domestic violence and sexual assault. This is a time-limited (36 months) program for families qualified and referred directly from the ANDVSA member agency. This program is available in every community currently offering an AHFC Housing Choice Voucher Program.

For those communities without a Voucher Program (Bethel, Cordova, Nome), AHFC offers preferential placement on its Public Housing Program waiting lists for families displaced due to domestic violence. The ANDVSA member agency is responsible for qualifying and referring those families.

Statutory Objective

Increase housing choices for low-income families

Authorization

Attachment C, paragraphs B.1.b.iv, D.2.d, and D.4. (no change)

Regulation Citation

None

Metrics, Baselines, Benchmarks

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	0	$1.0 million (to match AHFC's contribution)	**2013**-$1.34 million **2014**-$1.5 million **2015**-$1.5 million	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2016-$1.2 million **2017** $1.5 million **2018** $1.5 million	
			2019 $1.5 million **2020** $1.5 million **2021** $1.5 million	
			2022 $1.5 million **2023** $1.5 million **Total - $16.04 million**	

AHFC's block grant HAP is supplemented by an additional appropriation from the State of Alaska to increase the number of ECHP vouchers available to families. These additional funds would not be available to AHFC for rental assistance without this program.

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Serve 100 families displaced due to domestic violence by referral from the Alaska Network on Domestic Violence and Sexual Assault.	0	100 families per year	**2013** – 57 leased **2014** – 146 leased **2015** – 174 leased **2016** – 190 leased **2017** – 142 leased	Yes
			2018 – 226 leased **2019** – 251 served **2020** – 266 served	
			2021 – 250 served FY 194 leased as end FY **2022** –237 served FY 149 leased as end FY	
			2023 –219 served FY 129 leased as end FY	

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	0	0	**2014** (Anch only) – 66 days **2015** (Anch only) – 30 days **2016** (Anch only) – 50 days	
			2017 (Anch only) – 172 days **2018** (Anch only) – 89 days **2019** (Anch only) – 111 days	
			2020 (Anch only) – 102 days **2021** (Anch only) – 134 days **2022** (Anch only) – 90 days	
			2023 (Anch only) – 34 days	

AHFC does not have baseline data for the actual decrease in waiting list time. Also, AHFC does not maintain a waiting list for ECHP vouchers for voucher locations outside of Anchorage. This is the average waiting time for an ECHP voucher in Anchorage.

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	N/A	254 – all are eligible	Yes

AHFC provides a waiver to families to move to any AHFC voucher community upon issuance of a voucher to assist with safety issues.

Original Metric

Metric	Baseline	Benchmark	Outcome
Serve 150 families with monies provided by the State of Alaska. Serve 100 families with monies provided in AHFC's MTW Block Grant.	0	250 per year	As of 06/30/2013, 57 families were leased in nine voucher communities. An additional 38 were shopping.

In June and July 2013, the average HAP decreased to approximately $765 per unit. As of the end of September 2013, HAP was averaging $716 per unit. AHFC and its partners anticipate an increase in the leasing rates for FY2014 to get closer to an increased leasing of 250 families.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1 Reasonable Rent and Family Self-Sufficiency Initiative

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	September 10, 2013

- Housing Choice Voucher Program – This activity was issued on January 13, 2014 with Numbered Memo 14-01. New admission families began effective February 1, 2014; transitioning families began with annual examinations effective May 1, 2014 and later.
- Public Housing Program – This activity was issued on April 21, 2014 with Numbered Memo 14-09. New admission families began effective May 1, 2014; transitioning families began with annual examinations effective August 1, 2014 and later.

2. Description/Impact/Update

This activity addresses the MTW Agreement requirement to establish a reasonable rent policy designed to encourage employment and self-sufficiency by participating families (MTW Agreement, Section III).

Further clarification of sub-activities for the hardship process, conversion of existing FSS accounts, and voucher portability for Step Program families was sent to HUD with amendments 1 and 2 to the FY2014 MTW Plan.

Statutory Objective

- Reduce cost and achieve greater cost effectiveness in federal expenditures
- Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient
- Increase housing choices for low-income families

Authorization

Attachment C, paragraphs C.4, C.11, D.2, and D.3 (no change)

Regulation Citation

As listed under each sub-activity below.

Metrics, Baselines, Benchmarks

Setting an income-based rent of 28.5 percent allows AHFC to break even in its first year of operation under the new model. Conservative estimates put annual HAP savings at approximately $1.5 million per year for the voucher program once families begin to transition from Year 2 to Year 3 (projected savings are based on AHFC paying 50 percent of the current payment standard).

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	February 2014 – 3,719 units leased at $635.14 per unit month	$0 in year 1 $1.5 million in year 2	**June 2015** – 3,861 units leased at $628.59 per unit month	Yes
			June 2016 – 4,240 units leased at $642.25 per unit	
			June 2017 – 4,361 units leased at $634.19 per unit	
			June 2018 – 4,276 units leased at $624.61 per unit	
			June 2019 – 4,191 units leased at $622.84 per unit	
			June 2020 – 4,042 units leased at $618.92 per unit	
			June 2021 – 3,997 units leased at $626.56 per unit	
			June 2022 – 3,807 units leased at $604.25 per unit	
			June 2023 –3,633 units leased at $653.45 per unit	

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	1.0 hours per annual examination	0 hours in Year 1 0.5 hours in Year 2	**2015** – No Change	Yes
			2016 – 2,609 annuals for 4,240 units (savings of 1,631 hours) **2017** – 2,751 annuals for 4,361 units (savings of 1,610 hours)	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2018 – 3,149 annuals for 6,145 units (savings of 2,996 hours) **2019** – 2,716 annuals for 6,082 units (savings of 3,366 hours)	
			2020 – 3,016 annuals for 6,153 units (savings of 3,137 hours) **2021** – 2,579 annuals for 5,260 units (savings of 2,681 hours)	
			2022 – 2,519 annuals for 5,081 units (savings of 2,562 hours) **2023** – 1,588 annuals for 4,115 units (savings of 2,527 hours)	

The period February 2014 through July 2015 included a full examination of all public housing and housing choice voucher families as AHFC transitioned them to the rent reform model. No time was anticipated to be saved.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage. This is based on internal quality assurance reviews.	**HCV 2014** • New admission – 96% error free • Annuals – 95% error free	**HCV** • New admission – 98% error free • Annuals – 90% error free	**HCV 2015** • New admission – 96% error free • Annuals – 96% error free	Yes
			HCV 2016 • New admission – 85% error free • Annuals – 95% error free	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			HCV 2017 • New admission – 95% error free • Annuals – 93% error free	
			HCV 2018 • New admission – 94% error free • Annuals – 91% error free	
			HCV 2019 • New admission – 94% error free • Annuals – 92% error free	
			HCV 2020 • New admission – 94% error free • Annuals – 92% error free	
			HCV 2021 • New admission – 96% error free • Annuals – 97% error free	
			HCV 2022 • New admission – 95% error free Annuals – 92% error free	
			HCV 2023 • New admission – 95% error free Annuals- 96% error free	

Average error rate in completing a task as a percentage. This is based on internal quality assurance reviews.	**PH 2014** • New admission – 95% error free • Annuals – 91% error free	**PH** • New admission – 98% error free • Annuals – 90% error free	**PH 2015** • New admission – 97% error free • Annuals – 92% error free	Yes
			PH 2016 • New admission – 93% error free • Annuals – 91% error free	
			PH 2017 • New admission – 93% error free • Annuals – 87% error free	
			PH 2018 • New admission – 94% error free • Annuals – 87% error free	
			PH 2019 • New admission – 93% error free • Annuals – 90% error free	
			PH 2020 • New admission - 93% error free • Annuals – 89% error free	
			PH 2021 • New admission - 88% error free • Annuals – 95% error free	

			PH 2022 • New admission - 90% error free • Annuals – 74% error free *	No
			PH 2023 • New admission - 83% error free Annuals – 84% error free	

* Rate of error is higher as the sample size decreased by 67%.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase) – Public Housing	2014 – $6,053,708	$0	**2015** - $6,406,741 **2016** - $7,139,706 **2017** - $7,434,274	Yes
			2018 - $7,747,657 **2019** - $8,152,913 **2020** - $8,262,143	
			2021 - $7,845,314* **2022** - $8,863,112 **2023** - $8,577,872	

This metric reflects the increase in Public Housing dwelling rent income. We do not expect any savings in this category as any gains in dwelling rents are offset by decreases in HUD subsidy. Increases in family rent portion do indicate increases in family income.

*AHFC is still receiving monies from the Emergency Rental Assistance program for back and future rent amounts. When the pandemic eases, we expect these numbers to increase once again.

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	2014 All Wages – 1,540 individuals averaging $11,623 each	More than 1,540 individuals earning an average of $16,120	**2015 All Wages** – 1,821 individuals averaging $9,563 each	Yes
			2016 All Wages – 2,221 individuals averaging $19,898 each	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2017 All Wages – 2,729 individuals averaging $20,616 each	
			2018 All Wages – 2,593 individuals averaging $22,596 each	
			2019 All Wages – 2,938 individuals averaging $22,611 each	
			2020 All Wages – 2,733 individuals averaging $13,557 each	
			2021 All Wages – 1,359 individuals averaging $14,299 each	
			2022 All Wages – 1,690 individuals averaging $27,725.85	
			2023 All Wages – 1,711 individuals averaging $27,649	

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. Minimum wage as of 01/01/2014 was $7.75 per hour. Baseline is calculated as one adult working full-time (40 hours) at the minimum wage of $7.75.

SS #2: Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	0	$1,500 for savings match program	**2016** – 174 individuals have assets greater than $10,000. Average assets are $37,801	Yes
			2017 – 177 individuals have assets greater than $10,000. Total assets are $10,142,271.	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2018 – 151 individuals have assets greater than $10,000. Total assets are $9,694,118.	
			2019 – 205 individuals have assets greater than $10,000. Total assets are $13,653,859.	
			2020 – 209 individuals have assets greater than $10,000. Total assets are $12,674,758.	
			2021 – 173 individuals have assets greater than $10,000. Total assets are $9,870,876.	
			2022 – 202 individuals have assets greater than $10,000. Total assets are $12,322,615.	
			2023 – 170 individuals have assets greater than $10,000. Total assets are $9,653,858.	

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d.

SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:	0	Increase families with full-time employment		
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time	2014 (1) 594 persons (2) 845 persons (3) 0 (4) 0 (5) 0 (6) 0		**2015** (1) 1,086 persons (2) 530 persons (3) 0 (4) 0 (5) 0 (6) 0	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2016** (1) 1,246 persons (2) 549 persons (3) 0 (4) 0 (5) 0 (6) 424 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2017** (1) 1,629 persons (2) 622 persons (3) 0 (4) 0 (5) 0 (6) 474 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2018** (1) 1,715 persons (2) 509 persons (3) 0 (4) 0 (5) 185 (6) 365 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2019** (1) 1,911 persons (2) 572 persons (3) 0 (4) 0 (5) 166 (6) 455 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2020** (1) 1,764 persons (2) 545 persons (3) 0 (4) 0 (5) 274 (6) 424 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2021** (1) 800 persons (2) 282 persons (3) 0 (4) 0 (5) 428 (6) 277 persons	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2022** (1) 1,176 persons (2) 314 persons (3) 0 (4) 0 (5) 225 persons (6) 196 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other – Wages that are less than part-time			**2023** (1) 1,215 persons (2) 156 persons (3) 0 (4) 0 (5) 102 persons (6) 304 persons	

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. Minimum wage as of 01/01/2014 was $7.75 per hour.

- Full-time is calculated as one adult working 40 hours per week at the minimum wage of $7.75.
- Part-time is calculated as one adult working 20 hours per week at the minimum wage of $7.75.
- Wage Less Than Part-time is calculated as one adult working less than 20 hours per week at the minimum wage of $7.75.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2014 – 318 families receiving an average of $7,864 each. Total $2,482,402.	A reduction	**2015** – 299 families receiving an average of $7,857 each. Total $2,349,380.	No
			2016 – 427 individuals receiving an average of $7,967 each. Total $3,401,872.	
			2017 – 537 individuals receiving an average of $8,065 each. Total $4,331,064.	
			2018 – 454 individuals receiving an average of $8,274 each. Total $3,756,332.	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2019 – 558 individuals receiving an average of $7,947 each. Total $4,434,356.	
			2020 – 559 individuals receiving an average of $7,945 each. Total $4,441,148.	
			2021 – 330 individuals receiving an average of $8,115 each. Total $2,677,880.	
			2022 – 296 individuals receiving an average of $7,882.63 each. Total $2,333,258	
			2023 – 240 individuals receiving an average of $7,946 each. Total $1,907,048	

This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d. Our Bridge hardship policy encourages those families that have not investigated their eligibility for benefits to see if they can qualify to reduce the impact of financial hardships.

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	0	0	0	See 2014-1d

Please see the metric under 2014-1d. This is not measured for all rent reform participants.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	February 2014 –$635.14 per unit month	A reduction	**June 2015** –$628.59 per unit month **June 2016** - $642.25 per unit	Yes
			June 2017 - $633.10 per unit month **June 2018** - $624.61 per unit month	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			June 2019 - $622.84 per unit month **June 2020** - $618.92 per unit month	
			June 2021 - $626.56 per unit month **June 2022** - $604.25 per unit month	
			June 2023 - $682.23 per unit month *	No

* In October 2022, AHFC elected to allow a payment standard increase at a landlord increase interim in response to rent inflations in this competitive market, increasing AHFC's HAP per unit.

SS #7: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase) – Public Housing	2014 – $6,053,708	$0	**2015** - $6,406,741 **2016** - $7,139,706 **2017** - $7,531,970	Yes
			2018 - $7,787,903 **2019** - $8,152,913 **2020** - $8,262,143	
			2021 - $7,845,314 **2022** - $8,863,112 **2023** - $8,577,872	

- Setting an income-based rent of 28.5 percent allows AHFC to break even in its first year of operation under the new model.
- This metric reflects the increase in Public Housing dwelling rent income. We do not expect any savings in this category as any gains in dwelling rents are offset by decreases in HUD subsidy. Increases do indicate increases in family income.

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	0	20 percent of exits are below the shelter burden	**2017** – 943 families exited; 205 were self-sufficient (21.7%)	Yes
			2018 – 832 families exited; 175 were self-sufficient (21.0%)	
			2019 – 1,122 families exited; 404 were self-sufficient (36.01%)	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2020 – 1,123 families exited; 384 were self-sufficient (34.19%)	
			2021 – 629 families exited; 172 were self-sufficient (18.38%)	
			2022 – 237 families exited; 85 were self-sufficient (35.86%)	
			2023 – 242 families exited; 108 were self-sufficient (44.63%)	

This measures the shelter burden of those families that end their program participation each year and whether the shelter burden is less than 50 percent. This captures data for all rent reform participants. Data for those enrolled in the Jumpstart Program only are stated in this metric under activity 2014-1d.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Further clarification of sub-activities for the hardship process, conversion of existing FSS accounts, and voucher portability for Step Program families was sent to HUD with amendments 1 and 2 to the FY2014 MTW Plan.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1a Population Definitions

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

AHFC is using the following definitions as part of its rent reform activity.

1. **Classic Program Family** is defined as 100 percent of adult household members are either a person with a disability (as defined in 24 CFR 5.403) or 62 years of age or older. These families may include a live-in aide (as defined in 24 CFR 5.403), minors, or full-time dependent students.
2. **Full-Time Student** is defined as a dependent adult under the age of 24 who is enrolled as a student at an institution of higher education and meets the school's definition of full-time enrollment. AHFC will continue to disregard any income earned by an individual while full-time student status is maintained.
3. **Set-Aside Program Family** – these are families using special purpose or direct referral vouchers that use AHFC's simplified income calculation method. This includes the Empowering Choice Housing Program, Foster Youth to Independence Initiative (FYI) Voucher Program, Mainstream Voucher Programs, Moving Home Program, Non-Elderly Disabled Voucher Program, Project-Based Voucher Program, Tenant Protection Vouchers, and Veterans Affairs Supportive Housing Voucher Program. As of January 10, 2016, AHFC began absorbing all incoming portable vouchers and classifying families into the Step and Classic programs.
4. **Step Program Family** is defined as any household that does not meet the definition of a Classic or Set-Aside Program family.

Statutory Objective

As listed under 2014-1 above.

Authorization

- Public Housing – Attachment C, paragraph C.2. (no change)
- Housing Choice Voucher – Attachment C, paragraph D.4. (no change)

Requested Regulation Waiver

HUD definitions of Working Family, Disabled Family, Elderly Family, and Full-Time Student at 24 CFR 5.403 and 24 CFR 5.612 are used to define Classic Program participants.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1b Minimum Rent

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
This supporting activity establishes a minimum rent in exception to HUD regulations. HUD regulations require AHFC to establish a minimum monthly rent for the Public Housing and Housing Choice Voucher programs that does not exceed $50 per month. AHFC has set the following minimum rents as part of its rent reform activity.

1. **Classic Program family** – the minimum rent is $25. Because AHFC is anticipating that these families will not have wage earners and have fixed income sources, staff felt that it was more reasonable to set a $25 rate. AHFC does not require a waiver for this proposal.
2. **Set-Aside Program family** – the minimum rent is $25. AHFC does not require a waiver for this proposal.
3. **Step Program family** – the minimum rent is $100. Staff felt that this was a more reasonable minimum rent that prepares the family for the increase in their monthly rental obligation in Step Year 2.

Statutory Objective
As listed under 2014-1 above.

Authorization
- Public Housing – Attachment C, paragraph C.11. (no change)
- Housing Choice Voucher – Attachment C, paragraph D.2.a. (no change)

Requested Regulation Waiver
HUD regulations at 24 CFR 5.630.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1c Utility Reimbursement Payments

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

HUD regulations require AHFC to establish utility allowance schedules for each Voucher and Public Housing jurisdiction, to update those schedules annually, and to pay a utility reimbursement payment when the utility allowance exceeds the family contribution. This supporting activity eliminates utility reimbursement payments for the Voucher and Public Housing programs. Families that may need an adjustment of their subsidy due to unusual or excessive utility requirements may ask for a hardship. See supporting activity 2014-1l for a discussion of the hardship policy.

Statutory Objective

As listed under 2014-1 above.

Authorization

- Public Housing – Attachment C, paragraph C.11. (no change)
- Housing Choice Voucher – Attachment C, paragraph D.2.a. (no change)

Requested Regulation Waiver

- Housing Choice Voucher - HUD regulations at 24 CFR 982.517.
- Public Housing – HUD regulations at 24 CFR 960.253, 965.502 through 965.506, and 966.4.
- Both – HUD regulations at 24 CFR 5.632.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1d Jumpstart Program

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above. With Numbered Memo 14-10 issued and effective on April 29, 2014, AHFC began transitioning HUD FSS enrollments to the MTW FSS program. Existing participants were allowed to graduate and receive accumulated escrow balances as part of this transition process.

The Jumpstart Program replaced the MTW-Family Self-Sufficiency Program. The Jumpstart Program was submitted as Amendment One to the FY2016 MTW Annual Plan. Enrollment in the MTW Family Self-Sufficiency Program was suspended with Numbered Memo 15-18 issued and effective on June 1, 2015. Any enrollments in process were enrolled by August 1, 2015.

Approved by the AHFC Board of Directors	July 29, 2015
Reviewed by HUD	December 16, 2015

New enrollments to the Jumpstart Program began November 1, 2015.

2. Description/Impact/Update
This activity was formerly called Family Self-Sufficiency Program. AHFC has operated a voluntary Family Self-Sufficiency Program since 1994. In order to meet the needs of families participating in the Step Program, AHFC expanded its program to all its Public Housing and Housing Choice Voucher jurisdictions, as well as increasing the number of families eligible to participate. Jumpstart offers two service levels for families:

- Case Management (level 1) - these families sign a participation agreement, develop an Individual Training and Services Plan, receive individualized coaching and goal-setting services, and are eligible for monetary incentives.
- Incentives Only (level 2) - these families sign a participation agreement and receive counseling regarding available monetary incentives.

Statutory Objective
Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient

Authorization
Attachment C, paragraph E. (no change)

Regulation Citation
Jumpstart is operated under the regulations at 24 CFR 984 and regulations at parts 5, 882, 887, 960, 966, and 982 (except where specifically exempted by this Plan). Requested waivers are:

- 24 CFR 984.103 – Definition of self-sufficiency; AHFC has developed its own definition
- 24 CFR 984.105 – Minimum program size; AHFC expanded the size and jurisdictions under the Jumpstart Program
- 24 CFR 984.202 – Program Coordinating Committee composition; AHFC will be establishing an alternate composition for this committee based on AHFC's geographic challenges
- 24 CFR 984.203 – Family selection; AHFC has defined Jumpstart family selection priorities
- 24 CFR 984.303 – Contract of Participation; AHFC has developed two Agreements for its Jumpstart participants – Jumpstart Participation Agreement (Level 1) and Jumpstart Incentive Eligibility Agreement (Level 2)
- 24 CFR 984.303(a) – Signature of head of household; AHFC is adding a procedure for an alternate to the head of household
- 24 CFR 984.303(b)(2) – Independence from welfare assistance; AHFC is waiving this condition for fulfillment of a Jumpstart Agreement
- 24 CFR 984.303(b)(4) – Suitable employment; any adult family member who signs the Agreement can fulfill this requirement.
- 24 CFR 984.303(c) – Contract term; the Jumpstart Agreement will coincide with the Step Program family's subsidized housing term (this may be less than 5 years)
- 24 CFR 984.303(d) – Contract extension; AHFC Jumpstart staff may extend an Agreement at their discretion or if authorized by the Bridge Committee
- 24 CFR 984.303(d)(5)(iii) – Consequences of noncompliance; AHFC will not terminate a family's rental assistance for failure to comply with their Agreement
- 24 CFR 984.303(g) – Completion; an Agreement is complete when the family has fulfilled all of its obligations under the Agreement and the family must be in good standing with AHFC the month they complete the Agreement
- 24 CFR 984.304 – Total tenant payment; AHFC will calculate total tenant payment in compliance with policy in its Housing Choice Voucher Administrative Plan and Public Housing Program Admissions and Occupancy Policy
- 24 CFR 984.305 – FSS Account; AHFC will not offer an FSS Account. AHFC has developed an alternate system of incentives
- 24 CFR 984.306 – Residency and portability requirements; families are not eligible to port Jumpstart participation. Families are not eligible to port FSS Program participation into AHFC's jurisdiction. AHFC will not accept FSS Account balances from other PHAs. Jumpstart incentives must be earned while in an AHFC jurisdiction.

Metrics, Baselines, Benchmarks

Data for the metrics below are for families enrolled in the Jumpstart Program only. For overall program metrics, see the metrics under Activity 2014-1.

Baseline data was gathered as of 12/31/2013 using the data for individuals enrolled in the HUD FSS program prior to the implementation of the rent reform activity. AHFC chose this starting point as with the implementation of rent reform, the escrow savings account was eliminated.

As of June 30, 2016:

- Families enrolled in case management (level 1) – 322
- Families enrolled in incentives only (level 2) – 105

As of June 30, 2017:

- Families enrolled in case management (level 1) – 486
- Families enrolled in incentives only (level 2) – 302
- Total Jumpstart enrollment – 788 families

As of June 30, 2018:

- Families enrolled in case management (level 1) – 550
- Families enrolled in incentives only (level 2) – 323
- Total Jumpstart enrollment – 873 families

As of June 30, 2019:

- Families enrolled in case management (level 1) – 669
- Families enrolled in incentives only (level 2) – 338
- Total Jumpstart enrollment – 1,007 families

As of June 30, 2020:

- Families enrolled in case management (level 1) – 611
- Families enrolled in incentives only (level 2) – 348
- Total Jumpstart enrollment – 959 families

As of June 30, 2021:

- Families enrolled in case management (level 1) – 399
- Families enrolled in incentives only (level 2) – 244
- Total Jumpstart enrollment – 643 families

As of June 30, 2022:

- Families enrolled in case management (level 1) – 504
- Families enrolled in incentives only (level 2) –152
- Total Jumpstart enrollment – 656 families

As of June 30, 2023:

- Families enrolled in case management (level 1) – 432
- Families enrolled in incentives only (level 2) –235
- Total Jumpstart enrollment – 667 families

SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	FY2014 – 0 No wage information was available in the old FSS program	30 percent of individuals will have earned income	**2016** – 286 individuals with average income of $16,396	Yes
			2017 – 491 individuals with average income of $19,544	
			2018 – 621 individuals with average income of $21,525	
			2019 – 730 individuals with average income of $22,827	
			2020 – 637 individuals with average income of $14,883	
			2021 – 325 individuals with average income of $12,183	
			2022- 427 individuals with average income of $20,190	
			2023- 672 individuals with average income of $27,617	

Minimum wage as of 01/01/2014 was $7.75 per hour. Baseline is calculated as one adult working full-time (40 hours) at the minimum wage of $7.75 ($16,120 per year).

SS #2: Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	0 (zero)	$1,500 for savings match program	**2016** – 4 persons with $912 **2017** – 69 families enrolled with total savings of $20,209 **2018** – 59 families enrolled with total savings of $34,513	Yes
			2019 – 104 families enrolled with total savings of $69,056 **2020** – 75 families enrolled with total savings of $45,320.45	
			2021 – 111 families enrolled with total savings of $74,939.27 **2022-** 97 families enrolled with total savings of $65,024.89	
			2023- 80 families enrolled with total savings of $66,884.20	

Families have up to five years to contribute to a savings account to be eligible for the savings match incentive.

SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other - Wages that are less than part-time	2014 (1) 16 persons (2) 41 persons (3) 32 persons (4) 78 persons (5) 52 persons (6) 0	Increase families with full-time employment	**2015** – Not under Jumpstart yet **2016** (1) 80 persons (2) 72 persons (3) 59 persons (4) 59 persons (5) 186 persons (6) 45 persons	Yes
			2017 (1) 273 persons (2) 139 persons (3) 107 persons (4) 201 persons (5) 339 persons (6) 78 persons	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2018 (1) 250 persons (2) 193 persons (3) 206 persons (4) 317 persons (5) 133 persons (6) 440 persons	
			2019 (1) 462 persons (2) 170 persons (3) 184 persons (4) 491 persons (5) 143 persons (6) 464 persons	
(1) Employed Full- time (2) Employed Part-time (3) Educational Program (4) Job Training Program (5) Unemployed (6) Other - Wages that are less than part-time			**2020** (1) 303 persons (2) 137 persons (3) 1,119 persons* (4) 367 persons (5) 346 persons (6) 737 persons	
			2021 (1) 206 persons (2) 131 persons (3) 25 persons* (4) 346 persons (5) 352persons (6) 740 persons	
			2022 (1) 167 persons (2) 112 persons (3) 71 persons* (4) 359 persons (5) 319 persons (6) 682 persons	
			2023 (1) 157 persons (2) 103 persons (3) 78 persons (4) 404 persons (5) 279 persons (6) 213 persons	

Full-time is calculated as one adult working 40 hours per week at the minimum wage of $7.75 ($16,120).

Part-time is calculated as one adult working 20 hours per week at the minimum wage of $7.75 ($8,060).
Educational Program: persons seeking a high school diploma, GED, or post secondary opportunities. These are persons that are actively working on this goal and may include duplicates for persons seeking more than one educational goal.
Job Training Program: persons seeking vocational training, job search activities, and job retention activities. These are persons that are actively working on this goal.
Other Work is calculated as one adult working less than 20 hours per week at the minimum wage of $7.75 (less than $8,060).

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2013 – 22 of 109 families (20.2%) on TANF	20 percent of enrolled families receive TANF	**2016** – 50 of 383 families (13.1%) on TANF	Yes
			2017 – 85 of 788 families (10.8%) on TANF	
			2018 – 106 of 865 families (12.3%) on TANF	
			2019 – 92 of 1,007 families (9.14%) on TANF	
			2020 – 100 of 959 families (10.43%) on TANF	
			2021 – 49 of 643 families (7.62%) on TANF	
			2022- 20 of 760 families (2.63%) on TANF	
			2023- 35 of 667 families (5.25%) on TANF	

Our Bridge hardship policy encourages those families that have not investigated their eligibility for benefits to see if they can qualify to reduce the impact of financial hardships.

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	2014 - 109 families	600 families	**2016** – 383 families **2017** – 788 families **2018** – 897 families **2019** – 1,007 families	Yes
			2020 – 959 families **2021** – 643 families **2022** – 760 families **2023** – 667 families	

Enrollment in Jumpstart began November 1, 2015. AHFC paid the following incentives in FY2023 to Jumpstart families:

- Educational Rewards: paid $10,167.00 to 25 individuals
- Savings Match: paid $41,020.25 to 45 families
- Tuition Payments: paid $70,305.32 to 62 individuals
- Work Rewards: paid $14,500.00 to 53 individuals
- Support Services: paid $60,252.35 to 237 individuals

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	February 2014 – $635.14 per unit month	A reduction	See 2014-1 SS #6	

Please see this metric under 2014-1 for all rent reform participants. AHFC does not measure the subsidy costs for Jumpstart families only.

SS #7: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	

Please see this metric under 2014-1 for all rent reform participants. AHFC does not measure the subsidy costs for Jumpstart families only.

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 (zero)	20 percent of exits are below the shelter burden	**2017** – 115 families exited; 22 were self-sufficient (19.1%)	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2018 – 112 families exited; 29 were self-sufficient (25.89%)	
			2019 – 290 families exited; 118 were self-sufficient (40.69%)	
			2020 – 352 families exited; 92 were self-sufficient (26.14%)	
			2021 – 180 families exited; 40 were self-sufficient (22.22%)	
			2022 – 190 families exited; 72 were self-sufficient (37.89%)	
			2023 – 161 families exited; 51 were self-sufficient (31.68%)	

This measures the shelter burden of those families that end their program participation each year and whether the shelter burden is less than 50 percent.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Numbered Memo 18-18 dated April 20, 2018 and effective May 1, 2018 increased the amount of incentives available to a Level 1 Case Management family to $5,000. AHFC also changed its incentive rules to allow a Level 1 family to receive all its incentives in Tuition Assistance.

For families wishing to participate in the Savings Match incentive, AHFC requires that these families complete a financial literacy requirement.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1e Family Choice of Rent and Flat Rents

1. Plan Year Approved, Implemented, Amended

As listed under 2014-1 above.

2. Description/Impact/Update

This supporting activity waives the annual requirement to offer a public housing family the choice of a flat or income-based rent. AHFC currently sets a contract rent rate for its Public Housing units. This contract rent replaces the flat rent. If a family's income rises to a point where their required income-based contribution would exceed the contract rent, AHFC offers the family the contract rent.

AHFC ensures that it establishes a contract rent that reflects, not leads, the market. As one of its tools, staff uses an annual, independent study conducted by AHFC's Planning and Program Development Department in cooperation with the State of Alaska Department of Labor. This study surveys Alaska's communities and landlords about its housing markets including vacancy rates, market conditions, rent amounts, and utilities.

AHFC continues to compare the fair market rent, current family rent contributions, local rental market vacancy and rental rates, and local advertising materials when selecting a reasonable contract rent. AHFC also continues to add an affordability factor as these rents are meant for low-income families.

A family may exit subsidy and remain in a unit. These families pay a Market Rent, a rate that is higher than the Contract Rent. As an internal control, AHFC sets its market rents within 15 percent of the State of Alaska Department of Labor market survey rate where comparable unit sizes exist.

Statutory Objective

As listed under 2014-1 above.

Authorization

Attachment C, paragraph C.11. (no change)

Requested Regulation Waiver

HUD regulations at 24 CFR 960.253.

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1f Ineligible Noncitizen Proration

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
This supporting activity offers an alternate methodology for prorating the assistance available to families with ineligible noncitizen members. Current regulations require:
- Public Housing - AHFC must formulate a “maximum” subsidy each year and update it.
- Voucher - AHFC can give families an estimated figure of their prorated subsidy, but the final figure depends upon the gross rent of the unit rented.

Both procedures are administratively burdensome for the low numbers of ineligible noncitizens in AHFC’s portfolio. For a family with ineligible noncitizen members in the household, AHFC will deduct $50 from the family’s subsidy as long as the ineligible noncitizen members reside in the household.

Statutory Objective
As listed under 2014-1 above.

Authorization
- Attachment C, paragraphs C.4 and C.11. (no change)
- Attachment C, paragraphs D.2.a and D.3.a. (no change)

Regulation Citation
HUD regulations at 24 CFR 5.520.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1g Annual Recertification Requirement

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
This supporting activity develops an alternate recertification schedule for families subject to rent reform activities. AHFC continues to require all families to report changes in family composition within ten business days. AHFC continues to pull the Enterprise Income Verification (EIV) report to track income and how the rent reform activity is affecting its clientele.

- **Classic Program** – these families receive a triennial (every three years) examination. In the no examination years for Public Housing, AHFC continues to verify household composition and certify compliance with community service obligations.
- **Step Program** – these families receive an income examination at time of admission to determine eligibility under income limit guidelines and set their income-based rent for the first year. Each year, AHFC discusses the EIV report with the family, and the family self-certifies to its accuracy. AHFC does not conduct any additional income verification processes unless the family requests a hardship. AHFC reports these figures on the 50058.
- **Set-Aside Program** – these families receive an income examination every year.

Statutory Objective
As listed under 2014-1 above.

Authorization
- Public Housing - Attachment C, paragraphs C.4 and C.11. (no change)
- Housing Choice Voucher - Attachment C, paragraphs D.1.c, D.2.a, and D.3.b. (no change)

Requested Regulation Waiver
- Public Housing – HUD regulations at 24 CFR 960.257.
- Housing Choice Voucher – HUD regulations at 24 CFR 982.516

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1h Annual and Adjusted Annual Income Calculation

1. Plan Year Approved, Implemented, Amended
As listed under 2014-1 above.

2. Description/Impact/Update
This supporting activity develops an alternate methodology for calculating a family's annual income. AHFC does not deviate from the following regulations:

- Determination of income sources and which sources are included or excluded as part of a family's annual income.
- Determination of asset sources and when an asset becomes annual income.
- Determination of when a welfare benefit reduction affects annual income.

As part of this plan, AHFC is implementing the following waivers. Families that believe they suffer from a financial hardship due to the elimination of these allowances are able to request a hardship (see supporting activity 2014-1l).

- Elimination of the annual $400 allowance for an elderly/disabled family.
- Elimination of the allowance of $480 for each minor dependent in a household.
- Elimination of the medical allowance for out-of-pocket expenses for elderly/disabled families.
- Elimination of the handicap allowance for out-of-pocket expenses that allow a person with disabilities to engage in work activities.
- Elimination of the childcare allowance for out-of-pocket expenses for care of minors under the age of 13 to allow an adult household member to engage in work activities.

AHFC has previously requested waivers for the following regulations and has absorbed them into Activity 2014-1.

- Activity 2010-2 raised the asset threshold from $5,000 to $10,000. Now moved under supporting activity 2014-1j.
- Activity 2010-3 eliminated the Earned Income Disallowance program for persons with disabilities and families engaging in work activities. Now moved under supporting activity 2014-1k.

Statutory Objective
As listed under 2014-1 above.

Authorization

- Attachment C, paragraphs C.4 and C.11. (no change)
- Attachment C, paragraphs D.2.a and D.3.a. (no change)

Requested Regulation Waiver

- Both Programs - HUD regulations at 24 CFR 5.611, 24 CFR 5.617, and 24 CFR 5.628
- Public Housing - 24 CFR 960.225 and 24 CFR 966.4(b)(1)
- Housing Choice Voucher – 24 CFR 982.503, 24 CFR 982.505, and 24 CFR 982.508

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-1i Portability

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	August 21, 2013
Reviewed by HUD	December 31, 2013

This activity was issued with Numbered Memo 14-01 on January 13, 2014.

- Families were allowed to port under the traditional HUD rules before their first annual examination for transition to rent reform.
- AHFC was administering vouchers as of February 1, 2014 and classified those families into the Set-Aside Program.
- AHFC absorbed all families that ported into AHFC as of August 1, 2014. These families were allowed to retain their right to port out under traditional HUD rules before their first annual examination for transition to rent reform.
- AHFC began absorbing all port-in families as of August 1, 2015. This policy change was issued with Numbered Memo 15-12 on April 20, 2015.
  - New port-in families as of August 1, 2015 are classified into the Step or Classic Program.
  - Families in the Set-Aside Program were allowed to retain their right to port out under traditional HUD rules before their first annual examination for transition to rent reform.

2. Description/Impact/Update

This supporting activity changes AHFC's Housing Choice Voucher Administrative Plan requirements that Step Program families must meet before allowing a family to port AHFC's voucher to another housing authority's jurisdiction. These changes do not impact current HUD regulations regarding portability for Enhanced or Tenant Protection, Foster Youth to

Independence Initiative (FYI), Mainstream, Non-Elderly Disabled (NED), or Veterans Affairs Supportive Housing (VASH) vouchers. AHFC also continues to offer portability under current HUD regulations to all MTW tenant-based voucher holders that are classified as Classic Program families.

AHFC did not make any changes to the rules governing port-in vouchers, except to classify these families in the Set-Aside Program and streamline the calculation of family income as specified in Activity 2014-1h.

- AHFC continues to enforce the regulations regarding nonresident applicants under 24 CFR 982.353(c).
- AHFC also continues to enforce the regulations regarding income eligibility under 24 CFR 982.353(d).
- AHFC did not make any changes to the regulations under 24 CFR 982.355 regarding administration by receiving PHAs.

AHFC proposes the following limitations for Step Program families seeking to port a voucher from AHFC's jurisdiction.

- **Absorption by the Receiving PHA** – if a receiving PHA is absorbing vouchers, the Step Program family may port their tenant-based voucher if they meet the requirements under 24 CFR 982.353(b).
- **Reasonable Accommodation** – if a Step Program family needs to move their tenant-based voucher to another PHA's jurisdiction in order to accommodate a family member with a disability, AHFC will allow those with appropriate documentation. The family must meet the requirements under 24 CFR 982.353(b).
- **VAWA Protections** – if a Step Program family needs to move their tenant-based voucher to another PHA's jurisdiction in order to receive protections afforded under the Violence Against Women Act (VAWA), AHFC will allow those with appropriate documentation. The family must meet the requirements under 24 CFR 982.353(b).

Statutory Objective
As listed under 2014-1 above.

Authorization
Housing Choice Voucher - Attachment C, paragraph D.1.g. (no change)

Requested Regulation Waiver
Housing Choice Voucher – 24 CFR 982.353

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1j Income from Assets

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This was implemented on October 26, 2009 with Numbered Memo 09-28. This was formerly numbered as Activity 2010-2 and updated as part of the FY2018 Annual Plan. This was wrapped into Activity 2014-1 because it is part of the AHFC rent calculation method.

2. Description/Impact/Update
AHFC allows a family to self-certify total family assets up to $10,000 and excludes the income generated from a family's total assets when assets total less than $10,000.

Statutory Objective
As listed under 2014-1 above.

Authorization
Attachment C, paragraphs C.11 and D.2.a. (no change)

Regulation Citation
24 CFR 5.609

Original Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease cost of performing asset verifications for small asset accounts	$9,432 – 2,985 asset transactions (as of 12/10/09)	$8,500 (reduce time by 10 percent)	**2010** – 1,580 transactions **2011** – 182 transactions **2012** – 104 transactions	Yes

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PH - Decrease cost of performing asset verifications for small asset accounts	$3,311 - 1,048 asset transactions (as of 12/10/09)	$2,980 (reduce time by 10 percent)	**2010** – 771 transactions **2011** – 43 transactions **2012** – 53 transactions	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease time spent performing asset verifications for small asset accounts	PH – 1,048 clients with assets entered (as of 12/10/2009)	87.33 staff hours	**2010** – 64.25 hours **2011** – 3.58 hours **2012** – 4.42 hours	Yes
PH - Decrease time spent performing asset verifications for small asset accounts	HCV – 1,580 clients with assets entered (as of 12/10/2009)	248.75 staff hours	**2010** – 131.67 hours **2011** – 15.17 hours **2012** – 8.67 hours	Yes

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1k Earned Income Disallowance

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

This was implemented on October 26, 2009 with Numbered Memo 09-28. As of the FY2012 MTW Report, no enrollees remained. This was formerly numbered as Activity 2010-3 and updated as part of the FY2018 Annual Plan. This was wrapped into Activity 2014-1 because it is part of the AHFC rent calculation method.

2. Description/Impact/Update

Eliminate the Earned Income Disallowance (EID) and its associated tracking/paperwork times. Existing clients were allowed to finish the program.

Statutory Objective

As listed under 2014-1 above.

Authorization

Attachment C, paragraphs C.11 and D.2.a. (no change)

Regulation Citation

24 CFR 5.617 and 960.255

Original Metrics, Baselines, Benchmarks

In order to calculate a time savings, AHFC calculated that staff spent an average of 20 hours total per adult during an EID activity. Once all participants completed their enrollment, measurement of this activity ceased. It is difficult to provide a measure of actual time saved for an activity that no longer occurs.

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease the cost associated with EID calculations	$9,859 (13 clients)	$2,465 (reduce costs by 75 percent)	**2010** - $1,517 **2011** - $5,309 **2012** - $0 **2013** - $0 **2014** - $0	Yes
PH - Decrease the cost associated with EID calculations	$21,992 (29 clients)	$5,498 (reduce costs by 75 percent)	**2010** - $6,067 **2011** - $18,959 **2012** - $0 **2013** - $0 **2014** - $0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV - Decrease staff time associated with EID calculations	260 hours (13 clients at 20 hours each)	65 hours (reduce times by 75 percent)	**2010** – 40 hours **2011** - 140 hours **2012** - 0 hours **2013** - 0 hours **2014** - 0 hours	Yes
PH - Decrease staff time associated with EID calculations	580 hours (29 clients at 20 hours each)	145 hours (reduce times by 75 percent)	**2010** - 160 hours **2011** - 500 hours **2012** - 0 hours **2013** - 0 hours **2014** - 0 hours	Yes

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2014-1I Hardship Policy and Process

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	January 8, 2014
Reviewed by HUD	April 30, 2014

The Bridge Process was implemented with rent reform activity 2014-1:

- On February 1, 2014 for Housing Choice Voucher families
- On May 1, 2014 for Public Housing Program families

This was formerly listed in the Appendix of the Annual Plan and updated as part of the FY2018 Annual Plan. This was wrapped into Activity 2014-1 as establishing a method for families to grieve an adverse impact due to an alternate rent calculation activity is a requirement.

2. Description/Impact/Update
As a Moving to Work agency, AHFC must develop a reasonable rent policy that encourages employment and self-sufficiency. AHFC refers to this policy as Rent Reform. As part of rent reform, AHFC must also adopt a hardship policy to meet the individual needs of families that request a modification to, exemption from, or temporary waiver to:

- Family requirements under Moving to Work Activity 2014-1 Reasonable Rent and Family Self-Sufficiency; or
- A family's requirement to pay a minimum rent under 24 CFR 5.630; or
- AHFC's elimination of interim examinations under Moving to Work Activity 2014-1.

AHFC's hardship policy is called the Bridge Process. Families transitioning from the traditional rent calculation method to AHFC's rent reform model had access to a one-time "Safety Net".

- The current hardship policy is summarized below.
- AHFC continues to offer a Minimum Rent Exemption procedure for those families subject to the minimum rent.

2.A Bridge Tier 1

These requests are processed by each local AHFC office. If a family meets the qualifying conditions, staff has the authority to grant a temporary reduction of rent to address the family's hardship. Hardships include:

- Permanent Loss of a Household Member with Income – AHFC will remove the individual and their associated income. If the family is on an income-based formula, the family's contribution is recalculated. If the family is on the Step schedule and experiencing a shelter burden, they may qualify for a temporary reduction of rent as listed in the Safety Net below.
- Safety Net – Unanticipated Income Loss causes a shelter burden for the family. Staff may grant a reduction of the family portion to 50 percent of monthly income for a period of three months. The family is also referred to the Jumpstart program for a consultation and possible enrollment.
- Safety Net – Short-Term Medical/Health Condition of an employed adult that results in the loss of income. Staff may grant a reduction of the family portion to 50 percent of monthly income for a period of three months.

2.B Bridge Tier 2

This level of review is for families with hardship circumstances that exceed staff authority to grant and for families that disagree with the relief offered at Tier 1. Review at this level also includes recommendations for family requests to appear before the Bridge Committee. Hardship relief that can be granted at this level includes:

- Medical or Child Care Expense Allowance – an allowance for out-of-pocket expenses can be considered when expenses cause a shelter burden in excess of 50 percent of family monthly income. A reduction of the family portion to 50 percent of monthly income for a period of six months can be granted. Persons with disabilities who request the medical expense deduction are handled through the reasonable accommodation process.
- Extension to Tier 1 Safety Net – if a family's initial reduction of rent for three months is not sufficient, the family can ask for an additional three months. If the extension is needed due to the unanticipated loss of income, the family must be an active Jumpstart participant and receive their recommendation for an extension.

2.C Bridge Review of Determinations Under Tier 2

This level of review is for families that disagree with the relief offered at Tier 2. Review at this level also includes recommendations for family requests to be evaluated by the Bridge Committee.

Statutory Objective

MTW Agreement, Section III

Authorization

Attachment C, paragraphs C.11 and D.2.a. (no change)

Regulation Citation
24 CFR 5.617 and 960.255

Metrics, Baselines, Benchmarks

Unit of Measurement	Baseline	Outcome
Bridge Request Statistics	0	**2014** – 33 requests • 10 approved for Bridge Committee • 23 did not meet qualifiers
	0	**2015** – 183 requests • 75 approved for Bridge Committee • 8 approved for rent change outside the Bridge Process due to disability or other circumstances
	0	**2016** (through June 30) – 298 requests • 80 approved for Bridge Committee • 35 approved for rent change outside the Bridge Process due to disability or other circumstances
	0	**2017** – Old Procedure • 178 requests, 105 approved for Bridge Committee • 97 approved by Bridge Committee at cost of $76,325 **2017** – New Procedure • 330 requests • 118 did not meet qualifiers • 199 granted; 0 (zero) to Bridge Committee • Cost of $225,738
	0	**2018 – 446 requests** • 153 were incomplete or did not meet qualifiers • 90 staff decisions were appealed • 362 qualified and received a rent deduction • 6 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $450,408
	0	**2019 – 326 requests** • 129 were incomplete or did not meet qualifiers • 55 staff decisions were appealed • 188 qualified and received a rent deduction • 1 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $259,593

Unit of Measurement	Baseline	Outcome
	0	**2020 – 274 requests*** • 109 were incomplete or did not meet qualifiers • 5 staff decisions were appealed • 153 qualified and received a rent deduction • 12 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $210,643
	0	**2021 – 103 requests*** • 43 were incomplete or did not meet qualifiers • 0 staff decisions were appealed • 58 qualified and received a rent deduction • 2 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $88,055 **COVID-19 Safety Net* for income loss** • 758 hardships processed through 06/30/2021 • Total cost $1,809,692
	0	**2022 – 140 requests*** • 57 were incomplete or did not meet qualifiers • 1 staff decisions were appealed • 80 qualified and received a rent deduction • 2 approved for rent change outside the Bridge Process due to disability or other circumstances • Hardship cost $128,362 **COVID-19 Safety Net* for income loss** • 105 hardships processed through 12/31/2021 • Total cost $145,267
	0	**2023 – 128 requests** • 66 were incomplete or did not meet qualifiers • 2 staff decisions were appealed • 58 qualified and received a rent deduction • 3 approved for rent change outside the Extension Process due to disability or other circumstances • Hardship cost $80,388

*Beginning April 1, 2020, AHFC offered a special hardship process for those families that lost income due to COVID-19; these families are not included in the Bridge Process numbers. These individuals would normally have gone through the Bridge Process. This hardship process ended December 31, 2021.

Unit of Measurement	Baseline	Outcome
Step Extension Request Statistics	0	**2020 – 216 requests** • 59 were incomplete or did not meet qualifiers • 8 staff decisions were appealed • 151 qualified and received a rent deduction • 5 approved for rent change outside the Extension Process due to disability or other circumstances • Hardship cost $247,201.
	0	**2021 – 180 requests** • 58 were incomplete or did not meet qualifiers • 0 staff decisions were appealed • 120 qualified and received a rent deduction • 4 approved for rent change outside the Extension Process due to disability or other circumstances • Hardship cost $315,584.
	0	**2022 – 67 requests*** • 9 were incomplete or did not meet qualifiers • 0 staff decisions were appealed • 85 qualified and received a rent deduction • 0 approved for rent change outside the Extension Process due to disability or other circumstances • Hardship cost $148,248.
	0	**2023 – 54 requests** • 27 were incomplete or did not meet qualifiers • 0 staff decisions were appealed • 25 qualified and received a rent deduction • 2 approved for rent change outside the Extension Process due to disability or other circumstances • Hardship cost $ 119,889

*Beginning April 2021, AHFC offered a Step Program freeze in response to the COVID pandemic. This decreased the need of step year 5 families applying for the extension process. This hardship ended March 31, 2022.

Unit of Measurement	Baseline	Outcome
Safety Net Statistics	0	**02/01/2014 through 06/30/2015** • 170 safety net exceptions processed

3. Actual Non-Significant Changes

Beginning in November 2016, AHFC refined the Bridge Policy to a three-tiered process to expedite the processing of family requests (shown above). This change was distributed to staff with Numbered Memo 16-27 issued October 20, 2016 and effective November 1, 2016.

The Safety Net period for unexpected loss of income was extended from two months to three months effective February 20, 2017. This was distributed to staff with Numbered Memo 17-10 on February 20, 2017.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Ongoing analyses of Step Program families' progress toward financial self-sufficiency indicates that while some families have achieved great success, others are struggling. To help families that need additional time to achieve goals or stabilize income, AHFC introduced a Step Extension Process. This was issued with Numbered Memo 18-30 on September 20, 2018 with an effective date of November 1, 2018.

Two separate, consecutive, one-year extensions to rental assistance are available. For both extensions:

- Families are required to apply for the extension each year.
- Families must pay more than 50 percent of monthly income toward rent and tenant-paid utilities.
- Families must be compliant with family obligations under their rental assistance program.
- Jumpstart enrollment:
  - For year one eligibility, families must enroll or become active in Jumpstart.
  - For year two eligibility, families must have remained active during their year one extension period.
- Rental assistance:
  - Voucher Step Program families receive 20 percent of the Payment Standard.
  - Public Housing Step Program families pay 80 percent of the unit's Contract Rent.

A log was created to track Step Program Extension applications and approvals. Reminder notices advising families of the upcoming end of their Step Program rental assistance were created to encourage families that need additional time to apply for the Step Extension Process.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-3 PBV Inspection Requirements

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	September 10, 2013

This activity began with Numbered Memo 14-27 issued on September 22, 2014 and effective on October 1, 2014.

2. Description/Impact/Update

For project-based voucher (PBV) developments, AHFC requires flexibility when determining the number of annual and quality control inspections. The number required may vary depending on the development configuration and number of PBV units.

AHFC is basing its initial and annual inspection requirement on the needs of each individual development. AHFC reserves the right to inspect any time it suspects that the owner is not complying with Housing Quality Standards (HQS) or if the fail rate reaches 20 percent at the development. AHFC will continue to investigate tenant complaints regarding the condition of a PBV unit. AHFC will also continue to conduct the initial property and unit inspections before entering into a HAP Contract for the development.

AHFC has an additional quality assurance process for those developments with PBV and Low Income Housing Tax Credit Programs, as AHFC's Internal Audit Department conducts reviews of the property that include unit inspections. AHFC's quality assurance staff will review Internal Audit's findings and consider those inspections as part of its inspection universe.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Authorization

Attachment C, paragraphs D.5 and D.7.d. (no change)

Regulation Citation

- HUD regulations at 24 CFR 983.103(c) for turnover inspection requirements.
- HUD regulations at 24 CFR 983.103(d)(1) for annual inspection random sample requirements.
- HUD regulations at 24 CFR 983.103(d)(2) for annual inspection failed unit inspection requirements.
- HUD regulations at 24 CFR 983.103(e)(2) for failed inspection follow-up requirements.

Metrics, Baselines, Benchmarks
AHFC will measure the success of this activity by analyzing the number of failed inspections at PBV properties as a percentage of the inspections conducted in a particular period.

- The baseline is zero as PBV units are new to AHFC's portfolio.
- AHFC will count the number of inspections conducted during the period under review. AHFC will look at the number of failed inspections as a percentage of the total inspections at a particular development. AHFC will also examine the types and severity of fails to see if they are owner or tenant caused.
- AHFC will increase its inspection requirements if a property experiences more than a 20 percent fail rate for major fail items.

AHFC will examine its computer records to determine the number of move-in, annual, complaint, and quality assurance inspections at each PBV property. AHFC will also review the number of failed inspections, the types of fails (minor or major), and the owner's responsiveness to the failed inspections.

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	0	0	0	

AHFC anticipates that this will be a revenue neutral activity as staff will still perform inspections whether it be voucher, audit, or quality assurance staff.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0	0	

AHFC anticipates that this activity will not result in time savings as staff will still perform inspections whether it be voucher, audit, or quality assurance staff.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0	0	0	

AHFC does not have errors for completion of annual or quality assurance inspections. All are completed as required, and AHFC does not anticipate that this will change.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2014-4 Ridgeline Terrace and Susitna Square

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	February 27, 2013
Reviewed by HUD	September 10, 2013

AHFC subsidy began for these two developments in accordance with their HAP Contracts. Staff received policy guidance with Numbered Memo 16-29 issued December 20, 2016 and effective on January 1, 2017.

2. Description/Impact/Update

This activity was formerly named Mountain View and San Roberto Development. AHFC has updated the name to match the developments. AHFC used its MTW funds and its development expertise to support affordable housing acquisition and development. AHFC also pursued disposition and redevelopment of its current Public Housing portfolio through its subsidiary entity, Alaska Corporation for Affordable Housing (ACAH).

- Susitna Square (18 units, 18 project-based vouchers) was ready for occupancy September 1, 2015.
- Ridgeline Terrace (70 units, 63 project-based vouchers) was ready for occupancy January 8, 2016.

Statutory Objective

Increase housing choices for low-income families

Authorization

- Attachment C, paragraph D.3.a
- MTW Agreement Attachment D signed January 30, 2012.

Regulation Citation

- MTW Agreement Attachment D signed January 30, 2012.
- AHFC will follow the guidance set forth in PIH Notice 2011-45.

Metrics, Baselines, Benchmarks

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	0		$24.5 million	Yes

Construction of these two developments would not have been possible without the flexibility provided under Moving to Work.

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Add new units of housing for seniors at or below 80 percent of area median income.	0	20 new units in Mountain View	20 units	Yes
Add new units of housing for families at or below 80 percent of area median income.	0	50 new units in Mountain View	50 units	Yes
Add new units of housing for families at or below 80 percent of area median income.	16 public housing family units on San Roberto Avenue	18 new units on San Roberto Avenue	18 units	Yes

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	16 units of family housing at 80 percent of area median income	16 units of family housing at 60 percent of area median income	18 units	Yes

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	70	88	Yes

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Approved by the AHFC Board of Directors	April 27, 2016
Reviewed by HUD	May 17, 2016

AHFC increased the income limits for eligible families to match the tax credit admission guidelines. These developments are funded with a combination of funds including Low Income Housing Tax Credits and Project-Based Vouchers. The LIHTC program allows admission of families up to 60 percent of area median income. The changes were submitted as Amendment 2 to the FY2018 Moving to Work Plan.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2015-1 Modify Reasonable Rent Procedure for 5 Percent FMR Decrease

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	May 14, 2014
Reviewed by HUD	April 6, 2015

This activity was implemented on March 20, 2017 with Numbered Memo 17-13. Effective April 1, 2017, AHFC began this new process. There were no changes to the payment standard in this reporting period.

2. Description/Impact/Update

Current HUD regulations require a PHA to re-determine rent reasonableness within 60 days of a five percent decrease in the Fair Market Rent (FMR) for any unit under contract. Under Moving to Work Activity 2011-2, Local Payment Standards, AHFC sets each voucher jurisdiction’s payment standard to respond to local market conditions. These are monitored annually and any changes of 5 percent or more in the local market requires an adjustment of the payment standard. Payment standard evaluation and adjustment will not typically occur at the same time that HUD publishes revised FMRs.

AHFC will continue to evaluate rent reasonableness prior to signing any new HAP contracts for families that wish to move and for landlord rent increase requests. For those families that are renewing their HAP Contract for their current unit, AHFC will conduct rent reasonableness as part of each family’s regular examination process. The revised payment standard and rent reasonableness would coincide with the effective date of the family’s examination.

AHFC expects that this activity will have minimal impact to families as Step Program families receive a reduced percentage of the payment standard each year, and Classic Program families receive triennial examinations.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need
Attachment C, paragraph D.2.c (no change)

Regulation Citation
24 CFR 982.507(a)(2)(ii)

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	

Overall, rental costs are increasing in Alaska rental markets, and we do not anticipate savings from the current HUD regulations. AHFC feels that larger savings are generated by the Step Program and its fixed subsidy schedule.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	

AHFC does not expect any savings in staff time as staff will continue to conduct rent reasonableness and examine their local rental markets.

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	2016 – 0 percent	2 percent or less	**2017** – 0 percent **2018** – 1.41 percent	Yes
			2019 – 23.0 percent **2020** – 22 percent	

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
			2021 – 13 percent **2022** – 3.13 percent	
			2023 – 2.88 percent	

AHFC does not anticipate a decrease in the error rate for this task as a result of this activity. We do gather data regarding the error rate of an inaccurate payment standard as part of our internal quality assurance and will report that data here.

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2016-1 Section 811 Sponsor-Based Assistance Match

1. Plan Year Approved, Implemented, Amended
Approved by the AHFC Board of Directors April 29, 2015
Reviewed by HUD September 14, 2015

2. Description
Formerly called the Housing First Sponsor-Based Assistance RFP. Under the Moving to Work Demonstration Program, housing authorities have the authority to fund rental assistance outside of Section 8 and 9 regulations under the 1937 Housing Act. When this activity was first proposed in AHFC's FY2018 Annual Plan, PHD planned to collaborate with our Planning Department to offer additional project-based vouchers to incentivize owners to participate in the Section 811 project-based rental assistance program. AHFC has solicited two proposals for the award of these funds with unsuccessful responses prior to the selection of its current partner. At this time, none of the private market owners that dedicated units to Section 811 project-based vouchers want the additional units offered by the Public Housing Division.

PHD offered to change the form of additional subsidy from a project-based voucher to sponsor-based rental assistance for ease of administration. At this time, AHFC has not received any new requests for Section 811 project-based rental assistance.

The State of Alaska was anticipating that more private market owners would choose to participate in this program. Because the response level was low, the State of Alaska has families that would qualify under this program unable to secure a unit. As a result, the State of Alaska has dedicated monies to a tenant-based program in partnership with AHFC. At this time, the monies will serve approximately ten (10) families per year.

Statutory Objective
Increase housing choices for low-income families.

MTW Authorization and Need
Attachment D of the MTW Agreement signed January 30, 2012.

Regulation Citation
PIH Notice 2011-45

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0	50 units at 50% of AMI	Actual housing units of this type after implementation of the activity (number).	Pending

To date, there have been no applications or proposals for additional PHD units. Benchmarks will be set once a proposal has been evaluated and selected.

Anticipated Impact
The goal is with the addition of regular subsidy payments, a nonprofit group will be able to leverage additional funds to either develop or improve a property as well as pay for necessary supportive services.

Sponsor-based assistance will allow AHFC to expand rental assistance to vulnerable populations that may not pass the Housing Choice Voucher (HCV) screening criteria contained in the AHFC Administrative Plan due to their chronic homelessness, lack of financial resources, or references necessary to secure private sector rental housing.

3. Actions Taken Toward Implementation
AHFC continues to hold this activity open pending award of new units to owners or developers that may be interested in Section 811 funding at their development.

2018-1 Sponsor-Based Rental Assistance, Forget-Me-Not Manor

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	July 26, 2017
Reviewed by HUD	August 18, 2017

The policy for this activity was implemented on February 20, 2018, effective March 1, 2018, with Numbered Memo 18-10. Our partner submitted their first billing statement effective November 1, 2017 in accordance with the signed sponsor-based rental assistance HAP Contract. This is a local, non-traditional program.

2. Description/Impact/Update

Fund rental assistance outside Section 8 rules consistent with 'broader uses of funds' authority in Attachment D of the Agreement. Provide the funding equivalent of 32 project-based voucher units at a Housing First development, Forget-Me-Not Manor in Juneau.

AHFC continues to provide and monitor funding based on its annual MTW Block Grant appropriation.

Statutory Objective

Increase housing choices for low-income families

MTW Authorization and Need

Attachment D of the MTW Agreement signed January 30, 2012.

Regulation Citation

PIH Notice 2011-45

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increased rental assistance made available to households at or below 50 percent of area median income.	0	32 units	**2018** – 30 units as of year end **2019** – 32 units as of year end **2020** – 32 units as of year end **2021** – 64 units as of year end	Yes
			2022 – 64 units as of year end **2023** – 56 units as of year end	

Research shows that the average HAP per unit is:

- 2018 - $763.41
- 2019 - $677.70
- 2020 - $588.14
- 2021 - $690.48
- 2022 - $709.94
- 2023 - $705.20

3. Actual Non-Significant Changes

This development was originally named Alder Manor in AHFC's FY2018 Plan.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

Forget-Me-Not Manor was awarded funds to expand its current 32 units to 64 units. AHFC will be increasing its sponsor-based rental assistance for 24 of the new 32 units. The new wing is expected to be ready by September 1, 2020. AHFC will be inspecting all 32 units prior to signing a HAP Contract for the new units.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2018-2 Sponsor-Based Rental Assistance, Dena'ina House

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	October 25, 2017
Reviewed by HUD	November 29, 2017

The policy exhibit was distributed on May 21, 2018 with Numbered Memo 18-24, and it was effective June 1, 2018. The building was ready and the HAP Contract signed on March 30, 2018. Our partner submitted their first billing statement effective May 1, 2018. This is a local, non-traditional program.

2. Description/Impact/Update

Fund rental assistance outside Section 8 rules consistent with 'broader uses of funds' authority in Attachment D of the Agreement. Provide the funding equivalent of 25 project-based voucher units at a development providing homeless youth with supportive services, Dena'ina House.

AHFC continues to provide and monitor funding based on its annual MTW Block Grant appropriation.

Statutory Objective
Increase housing choices for low-income families

MTW Authorization and Need
Attachment D of the MTW Agreement signed January 30, 2012.

Regulation Citation
PIH Notice 2011-45

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increased rental assistance made available to households at or below 50 percent of area median income.	0	25 units	**2018** – 19 units as of year end **2019** – 25 units as of year end **2020** – 14 units as of year end	Yes
			2021 – 18 units as of year end; average leased is 20 units per month **2022** – 16 units as of year end; average leased is 19 units per month **2023** – 20 units as of year end; average leased is 20 units per month	

Research shows that the average HAP per unit is:

- 2018 - $688.06
- 2019 - $436.77
- 2020 - $428.10
- 2021 - $559.09
- 2022 - $554.33
- 2023 - $639.45

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2021-2 Sponsor-Based Assistance, Bridgeway Community Housing

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 28, 2021
Reviewed by HUD	June 20, 2021

The policy exhibit was distributed on July 20, 2021 with Numbered Memo 21-29, and it was effective August 1, 2021. The building was ready and the HAP Contract signed on May 11, 2021. Our partner submitted their first billing statement effective May 11, 2021. This is a local, non-traditional program.

2. Description/Impact/Update
The purpose of this activity is to provide rental assistance outside Section 8 rules for a new development, Bridgeway Community Housing, in Wasilla, Alaska. The development will be operated by Wasilla PSH Associates and provide safe and secure housing for persons who are inappropriately housed in assisted living or experience psychiatric hospitalization and/or incarceration, multiple or lengthy episodes of substance abuse treatment, multiple eviction proceedings, and/or multiple State of Alaska Office of Children's Services interventions, and hard-to-house clients.

Statutory Objective
This activity addresses the statutory objective to increase housing choice for low-income families.

Authorization
Attachment D of the MTW Agreement signed January 30, 2012.

Regulation Citation
AHFC follows the guidelines issued in PIH Notice 2011-45.

Metrics, Baselines, Benchmarks

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
24 new housing units made available for households at or below 80% AMI.	0	17	**2021** – 16 units as of year end **2022** – 16 units as of year end	Pending
			2023 – 15 units as of year end	

One unit is reserved for a resident manager and will not be subsidized. Six (6) units will receive subsidy through Section 811 PRA.

Research shows that the average HAP per unit is:

- 2021 - $1,121.63
- 2022 - $713.33
- 2023 - $620.93

3. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

5. Actual Significant Changes

No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

2023-1 Sponsor-Based Rental Assistance, Covey Lofts

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 27th, 2022
Reviewed by HUD	July 19th, 2022

The policy exhibit was distributed on February 16, 2023 with Numbered Memo 23-05, and it was effective March 1, 2023. The building was ready and the HAP Contract signed on January 11, 2023. Our partner submitted their first billing statement effective January 2023. This is a local, non-traditional program.

2. Description

This activity awarded Covenant House Alaska rental assistance for 22 units targeting Homeless Youth with Supportive Services. The units are new construction completed in June 2022. AHFC has conducted its preliminary HQS inspection and will review the Tenant Selection Plan once developed.

Statutory Objective

This activity addresses the statutory objective to increase housing choice for low-income families.

Authorization

- Attachment D of the MTW Agreement signed January 30, 2012.
- MTW Attachment C, paragraph 2, B4, and D2a

Through the use of the Local Non-Traditional Authorizations set forth in Public and Indian Housing Notice 2011-45, AHFC will establish this sponsor-based MTW Activity.

Metrics Information

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	22 new youth units	**2023** – 17 units as of year end *	Pending

* Project came online January 2023

Research shows that the average HAP per unit is:

- 2023- $707.61

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2023-2 Security Deposit Assistance Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 27th, 2022
Reviewed by HUD	July 19th, 2022

The policy exhibit was distributed on September 29, 2022 with Numbered Memo 22-28, and it was effective October 1, 2022. AHFC issued payment for the first security deposit on October 14, 2022. This is a local, non-traditional program.

2. Description
This activity will offer a security deposit assistance program for families to increase leasing, made possible through the MTW Program and the Local Non-Traditional Program as outlined in PIH-2011-45. Families will only be eligible to receive this payment once.

Statutory Objective
This activity addresses the statutory objective to increase housing choice for low-income families.

Authorization
- Attachment D of the MTW Agreement signed January 30, 2012.
- Attachment C paragraph B.1

Regulation Citation
- Section 8 and 9 of 1937 Act and
- 24 CFR 982 and 990 as needed

3. Metrics Information

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Pending	Pending

*Security Deposit assistance was launched in November 2022. Based on the usage, bedroom sizes, and community leased, AHFC will develop a benchmark for increased leasing.

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	349	500 security deposits	FY2023- 433 paid * Program started 11/22	Pending

AHFC analyzed the data from the security deposit assistance fund made available through CARES Act funding to set a baseline of 349 security deposits. AHFC anticipates that this is a one-time payment, utilization will peak and then decrease as families continue utilize their opportunity.

4. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

5. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

6. Actual Significant Changes

No changes to this activity during this fiscal year.

7. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

B. Not Yet Implemented Activities

2021-1 Step Program Set Aside Pilot

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	March 25, 2020
Reviewed by HUD	August 26, 2020

2. Description/Impact/Update

This activity proposes a set aside of ten (10) percent of AHFC's current voucher allocation (approximately 440) in AHFC's voucher jurisdictions of Anchorage, Fairbanks, Juneau, Mat-Su, and Soldotna to create a Step Set Aside voucher program.

Families will be able to apply for both the Housing Choice Voucher waiting list in a community (if it is open) as well as the new Step Set Aside waiting list. Each jurisdiction will maintain and manage its own waiting list, in the same manner utilized for other AHFC programs. When a family's name reaches the top of the Step Set Aside waiting list, families will be advised of the program structure and obligations in writing; families can decide to go through the eligibility process or remain on the Housing Choice Voucher waiting list.

Any family that meets Housing Choice Voucher Program qualifications is eligible to apply for the Step Set Aside Program voucher. The only additional qualification is that the family agrees to meet the conditions of the Step Program voucher. Those conditions include:

- Voucher assistance is limited to five (5) years, with the possibility of two additional one-year terms based on the family's shelter burden at time of exit and willingness to participate in Jumpstart supportive services.
- A family's first year of assistance is based on a family contribution of 28.5 percent of gross monthly income. A family's contribution is then gradually stepped up; the family receives a percentage of the payment each subsequent year as follows.
    - 60 percent of payment standard in year 2
    - 50 percent of payment standard in year 3
    - 40 percent of payment standard in year 4
    - 30 percent of payment standard in year 5
- See the Hardship Case Criteria section below for a description of the hardship process.

Statutory Objective

- Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient
- Increase housing choices for low-income families

Authorization

Attachment C, paragraphs D.1.b, D.2.a, and D.4

Regulation Citation

None

Metrics, Baselines, Benchmarks

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	N/A	N/A	N/A	N/A

As AHFC is setting aside a portion of its current voucher allocation, we do not expect to realize cost savings from this activity. We will still be conducting eligibility interviews as normal.

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	N/A	N/A	N/A	N/A

As AHFC is setting aside a portion of its current voucher allocation, we do not expect to realize time savings from this activity. We will still be conducting eligibility interviews as normal.

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HAP Savings (increase)	$15,719,046 (440 vouchers at $603.65/month for 5 years)	$2,806,352 saved (440 Step vouchers for 5 years)	Pending	Pending

HAP Savings is calculated based on a one-bedroom family with an assumption that the family complete the entire five years of assistance. This projected savings can be used to offer additional units of housing assistance.

SS #1: Increase in Household Income

Unit of Measurement	Baseline*	Benchmark**	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	$11,997	$21,563	Pending	Pending

*This figure is the average earned income as of September 2014.
**This figure is the average earned income as of June 30, 2019 from the FY2019 Annual Report.
Minimum wage as of 01/01/2014 was $7.75 per hour. Baseline is calculated as one adult working full-time (40 hours) at the minimum wage of $7.75.

SS #2: Increase in Household Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	0	$1,500 for Savings Match Program	Pending	Pending

SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:	0	57 percent of HHs have a full-time earner (August 2019)	Pending	Pending
(1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other				

Minimum wage as of 01/01/2014 was $7.75 per hour.
Full-time is calculated as one adult working 40 hours per week at the minimum wage of $7.75.
Part-time is calculated as one adult working 20 hours per week at the minimum wage of $7.75.
Wage Less Than Part-time is calculated as one adult working less than 20 hours per week at the minimum wage of $7.75.

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

Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0 2014–Families receive an average of $7,864 each.	Reduce usage to 11 percent of families	Pending	Pending

*As of June 30, 2019, 11 percent of voucher families received TANF.

Our Bridge hardship policy encourages those families that have not investigated their eligibility for benefits to see if they can qualify to reduce the impact of financial hardships.

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	20 percent of families are enrolled in Jumpstart Level 1	Pending	Pending

As of August 2019, 20 percent of Step Program families are enrolled in Jumpstart Level 1 case management.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	$741 – average monthly HAP per Step family (September 2014)	$525 – average monthly HAP per Step family (August 2019)	Pending	Pending

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	20 percent of exits are below the shelter burden	Pending	Pending

To measure success, AHFC has established a standard of family shelter burden less than 50 percent of monthly income at the time of exit.

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	N/A	N/A	N/A	N/A

AHFC is using a set aside of its current voucher allocation, so we do not expect to increase the number of housing units at this time.

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Anchorage – 176* Fairbanks – 345 days Juneau – 286 days Mat-Su – 446 days Soldotna – 335 days	6 to 12 months or lower	Pending	Pending

*This figure is low as Anchorage uses a lottery system for its waiting list, and this list opened in July 2019 (six months ago).

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	20 percent of families enroll in Jumpstart Level 1	Pending	Pending

3. Actual Non-Significant Changes
No changes to this activity during this fiscal year.

4. Actual Changes to Metrics/Data Collection
No changes to this activity during this fiscal year.

5. Actual Significant Changes
No changes to this activity during this fiscal year.

6. Challenges in Achieving Benchmarks and Possible Strategies
No comments at this time.

2023-3 Alaska Corporation for Affordable Housing (ACAH) Fairbanks Development

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 27, 2022
Reviewed by HUD	July 19th, 2022

2. Description

Alaska Housing Finance Corporation's subsidiary, Alaska Corporation for Affordable Housing (ACAH), proposes to construct two affordable housing developments in Fairbanks, Alaska. One development will be for seniors, consisting of 18 one bedroom, ranch-style units. The second development will be for families, consisting of 40 one-, two-, and three-bedroom units.

Construction of the senior housing name The Meadows is slated to be completed in the fall of 2023. Construction for the family housing named Borealis is slated to complete in summer/fall 2024. The property management for the new units will be selected through a competitive bid process as the units approach completion. AHFC plans to maintain the affordability of the units using sponsor-based rental assistance. As the construction plans are finalized for these developments, additional details regarding the development names and configurations will be added. Through use of the Local Non-Traditional Authorizations set forth in Public and Indian Housing Notice 2011-45, AHFC will establish sponsor-based rental assistance for this development.

Statutory Objective

This activity addresses the statutory objective to increase housing choice for low-income families.

Authorization

- Attachment C, paragraphs B.1.b.ii, B.1.c, and B.2
- Attachment C, paragraph B.2
- Attachment C, paragraph B4

Regulation Citation

- Certain provisions of Section 13 and 35 of the 1937 Act and
- 24 CFR Subpart F, as needed to implement the Agency's MTW Plan
- Certain provisions of Sections 3,4,5,8 and 9 of the 1937 Act and
- 24 CFR 941 and 960 Subpart B as necessary to implement the Agency's Annual MTW Plan

3. Metrics Information

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	$0	$11.3 million	Pending	Pending

ACAH's and AHFC's contribution of $13.7 million is expected to be matched with $11.3 million in order to construct the units.

HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	18 senior units 40 family units	Pending	Pending

4. Cost Implications

These 56 new units will be financed using the four (4) percent Low Income Housing Tax Credit (LIHTC) program. A mix of funding is proposed with an estimated budget of $25 million. ACAH proposes to contribute $13.7 million to the development. This contribution will be a mix of funds from ACAH ($700,000) and AHFC MTW Reserves ($13,000,000).

5. Actual Non-Significant Changes

No changes to this activity during this fiscal year.

6. Actual Changes to Metrics/Data Collection

No changes to this activity during this fiscal year.

7. Actual Significant Changes

No changes to this activity during this fiscal year.

8. Challenges in Achieving Benchmarks and Possible Strategies

No comments at this time.

C. Activities on Hold

2010-13 Homeownership Program

1. Plan Year Approved, Implemented, Amended

Approved by the AHFC Board of Directors	April 23, 2009
Reviewed by HUD	August 6, 2009

2. Description

Offer down payment assistance in lieu of a monthly HAP payment. AHFC currently has 16 homeowners receiving assistance for homeownership under a HAP plan. AHFC suspended applications for this program in 2008, when administrative costs exceeded planned expenses. The Board of Directors approved the permanent closure on March 9, 2011.

Statutory Objective

- Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational, or other programs that assist in obtaining employment and becoming economically self–sufficient
- Increase housing choices for low-income families

MTW Authorization and Need

Attachment C, paragraph D.8.a (no change)

Regulation Citation

24 CFR 982.625

Original Metrics

Metric	Baseline	Benchmark	Outcome
Reduce administrative costs of the homeownership program.	$6,250 per participant	$1,562 per participant	COVID-19 requirements have postponed implementation.

3. Actions Taken Toward Implementation

AHFC staff have developed a proposal to include a homeownership track for those families that are enrolled in Jumpstart. A preliminary outline of the activity will be presented to senior management in Fall 2024. An amendment to the FY2024 plan for an update to this activity will be presented to the public once the proposed activity is finalized.

D. Closed Out Activities

2010-1 Reexamination of Income

1. Description

Transition elderly and disabled families on fixed income to a biennial examination schedule. This activity was implemented by staff with Numbered Memo 10-45 on December 7, 2010. After comments from staff, AHFC implemented this for elderly/disabled Public Housing residents only with Numbered Memo 11-08 on January 27, 2011.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need

Attachment C, paragraph C.4 (changed, HCV eliminated)

Regulation Citation

24 CFR 960.257

2. Closure Reason

This activity is closed as AHFC's reasonable rent activity implements an alternate annual family income calculation. This activity has been incorporated into MTW Activity 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative. This activity is completed.

Final Outcomes and Lessons Learned

Staff reported positive results from reducing the number of annual examinations for families with all adults on fixed income. Success in this activity lead to the use of a triennial examination schedule for Classic Program families. We also learned that the more complicated rent calculation method proposed under this activity was difficult to administer. This lead to the development of the simple 28.5 percent calculation under activity 2014-1.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

Because this activity was changed from all elderly/disabled households to just Public Housing elderly/households, the original benchmark was revised.

Metric	Baseline	Benchmark	Outcome
Number of reexaminations a year	Zero	Reduction of 1,300 reexaminations a year	Modified in January 2011

Revised Metric	Baseline	Revised Benchmark	Outcome
Staff time to perform annual examinations for a population on fixed income	Zero	Reduction of hours spent in reexamination of 100 percent elderly/disabled families.	462 families are 100 percent elder/disabled. This equates to a savings of 347 staff hours every year (1.5 hrs/exam x (462 ÷ 2) exams/yr.).

2010-4 Rent Simplification

1. Description

Alternate rent structure. This activity began with non-MTW activity Interim Reexamination Policy and MTW activities 2010-2 and 2010-3. This activity was closed in the FY2013 MTW Report for the period ending June 30, 2013.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need

Attachment C, paragraphs C.11 and D.2.a (no change)

Regulation Citation

24 CFR 5.609

2. Closure Reason

With the implementation of Activity 2014-1 Reasonable Rent and Family Self-Sufficiency, this activity was no longer needed.

Final Outcome and Lessons Learned

Staff reported positive results from former activity 2010-2 (Asset Threshold) as it decreased staff time verifying small asset balances. It also decreased error rates for posting and updating small asset balances. Positive results from this activity encouraged the incorporation of former activity 2010-2 into activity 2014-1 as 2014-1h.

Former activity 2010-3 (EID Elimination) showed immediate results in the decrease of staff administrative time. AHFC wanted to incentivize families to increase income from wages, but past results from the Earned Income Disallowance did not produce long-term results by encouraging families to retain employment once the disallowance period ended. AHFC considered these results when evaluating how to better incentivize families to retain employment.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

This activity was never fully developed, so no benchmarks or outcomes are available.

2010-8 Live-In Aides

1. Description

Restructure the live-in aide program to coordinate with the state-funded agencies that provide most of the live-in aides for low-income Alaskans.

Statutory Objective

Increase housing choices for low-income families

MTW Authorization and Need

Attachment C, paragraph D.4 (no change)

Regulation Citation

24 CFR 982.316

2. Closure Reason

PIH Notice 2009-22 revised guidance issued in 2008-20. With issuance of revised guidance, the waiver was not needed. Activity completed.

Final Outcome and Lessons Learned

AHFC never instituted this activity as the PIH notice was issued prior to development or implementation of this activity.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

This activity was never fully developed, so no benchmarks or outcomes are available.

2010-11 Project-Based Voucher Assistance in Transitional Housing

1. Description

Project-base vouchers for no longer than 24 months in transitional housing that serves homeless or hard-to-serve populations. AHFC is serving part of the homeless population through its Returning Home Program (2010-9), Sponsor-Based Rental Assistance Program at Karluk Manor (2012-4), Forget-Me-Not Manor (2018-1), and Dena'ina House (2018-2), Making A Home Program (2013-1), and Empowering Choice Housing Program (2013-2).

Statutory Objective

Increase housing choices for low-income families

MTW Authorization and Need
Attachment C, paragraph B.4 (no change)

Regulation Citation
24 CFR 983.53

2. Closure Reason
AHFC has not pursued project-based vouchers in a transitional facility as AHFC has targeted voucher funds to specific, vulnerable populations (persons displaced due to domestic violence, persons with disabilities receiving state-funded services, homeless veterans, homeless youth, and two Housing First developments). AHFC continues to speak with its community partners for possible opportunities using this flexibility.

Final Outcomes and Lessons Learned
No comments at this time.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
This activity was never fully developed, so no benchmarks or outcomes are available.

2010-12 Local Preferences

1. Description
Remove a homeless or substandard housing preference from a family that refuses to accept an offer of one or more Public Housing units.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need
Attachment C, paragraph C.2 (no change)

Regulation Citation
24 CFR 982.205

2. Closure Reason
On July 1, 2012, AHFC altered its application process to remove the availability of preferences in favor of a list that is ranked by date and time of application. AHFC honored those families who applied for a preference-based waiting list. AHFC exhausted its last preference-based waiting list in FY2017. This activity is closed.

Final Outcome and Lessons Learned
AHFC had proposed this activity as families with homeless preferences were declining a public housing unit offer while they "waited" for a voucher. AHFC never instituted this activity as we eliminated preferences from all our waiting lists. As those lists were being exhausted and closed, the need for this activity diminished.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
This activity was never fully developed, so no benchmarks or outcomes are available.

2010-14 AHFC Alternate Forms

1. Description
Using HUD forms as a base, develop customized AHFC forms to coincide with MTW activities. All custom forms are forwarded to the MTW coordinator for review.

Statutory Objective
Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need
Attachment C, paragraph D.1 (no change)

2. Closure Reason
As suggested by HUD, this activity is closed with the publication of the FY2015 Annual Plan. AHFC will continue to develop forms that are based on HUD forms and will identify those needed forms as part of each activity.

Final Outcome and Lessons Learned
Not applicable. AHFC does continue to develop custom forms for use with activities. Custom forms are submitted as part of AHFC's activities.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
At the time of this activity, no benchmarks or outcomes were developed.

2011-4 Establish a Sponsor-Based Rental Assistance Program

1. Description

Serve additional families through a program that mirrors the Voucher Program with savings from HAP efficiencies.

MTW Authorization and Need

Attachment D signed by HUD on January 30, 2012

2. Closure Reason

After advice from the MTW office in 2011, AHFC discovered this was a two-part process. As each opportunity is identified, AHFC will seek individual approval. This activity is closed.

Final Outcome and Lessons Learned

Not applicable. AHFC continues to develop specialized programs for difficult-to-house and vulnerable families. As each population is identified, AHFC provides details in each activity.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

At the time of this activity, no benchmarks or outcomes were developed. AHFC plans to redevelop and submit this activity in FY2024.

2012-3 Waiver of Automatic Termination of HAP Contract

1. Description

Waive HUD regulations at 24 CFR 982.455 that require AHFC automatically terminate a HAP contract 180 days after the last housing assistance payment to the owner.

MTW Authorization and Need

Attachment C, paragraph D.1.a and paragraph D.2.d. (no change)

Regulation Citation

24 CFR 982.455 and language in the Housing Assistance Payments Contract, Part B, Section 4, Term of HAP Contract.

2. Closure Reason

With the implementation of Activity 2014-1 Reasonable Rent and Family Self-Sufficiency Initiative, AHFC provided time-limits to its work-able families. The remaining population, Classic Program families, consist of elderly and disabled families. These are the most vulnerable families, and AHFC does not wish to place restrictions on these families.

This activity is closed as part of the submission of the FY2018 Annual Plan.

Final Outcome and Lessons Learned
AHFC implemented its rent reform activity prior to implementation of this activity. As a result, no baselines or benchmarks were developed.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table
At the time of this activity, no benchmarks or outcomes were developed.

2013-3 Income Limits

1. Description
In order to address community concerns about services to those most disadvantaged due to inadequate access to decent, safe, and sanitary housing, AHFC is proposing to lower its income limits to serve those populations most in need.

Statutory Objective
Increase housing choices for low-income families

MTW Authorization and Need
- Attachment C, paragraph C.5 (Public Housing admission) (no change)
- Attachment C, paragraph D.3 (Housing Choice Voucher admission) (no change)

Regulation Citation
In the Moving to Work Agreement (Section II.D), AHFC agreed to ensure that at least 75 percent of families assisted are very low income (50 percent of area median income) families. AHFC continues to measure this compliance each year as part of its annual reporting process.

2. Closure Reason
This activity has been incorporated into AHFC's Moving to Work planning process. With the implementation of set-asides for vulnerable populations, AHFC feels it has addressed the need for affordable housing for its poorest and most vulnerable families.

Final Outcome and Lessons Learned
AHFC's certification as part of its Annual Report demonstrates that AHFC continues to serve the poorest families in its jurisdictions.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity
No comments at this time.

Summary Table

This was achieved through development of the Empowering Choice Housing Program (Activity 2013-2), Making A Home Program (Activity 2013-1), Moving Home Program (Activity 2010-10), Returning Home Program (Activity 2010-9), and Sponsor-Based Rental Assistance Programs (Activities 2012-4, 2018-1, and 2018-2).

2014-2 Use of TIC Sheets for PBV Income Calculations

1. Description

For project-based voucher (PBV) developments that also utilize Low Income Housing Tax Credit (LIHTC) Program financing, AHFC would like to substitute the LIHTC Tenant Income Certification (TIC) for income and asset verification and determination of subsidy.

Statutory Objective

Reduce cost and achieve greater cost effectiveness in Federal expenditures

MTW Authorization and Need

Attachment C, paragraph D.2.a. and paragraph D.3. (no change)

Requested Regulation Waiver

HUD regulations at 24 CFR 983.2(c)(6)(ii) which refers to 24 CFR 982.516.

2. Closure Reason

AHFC began talks with the operator for its project-based vouchers and discovered after further consultation that AHFC staff would prefer to mirror traditional Classic and Step Program calculations for ease of administration. AHFC began the process of converting its current traditional project-based voucher families to a streamlined rent calculation instead.

This activity is closed as part of the submission of the FY2018 Annual Plan.

Final Outcome and Lessons Learned

Initial cooperation with third-party managers of properties with project-based vouchers demonstrated that this might be an administrative efficiency that AHFC could implement. Further discussions with these managers after implementation of rent reform revealed that these managers liked AHFC's Classic and Step program models. AHFC has since implemented these models for new developments (Ridgeline Terrace and Susitna Square) and implemented the streamlined calculation method (2014-1h) for existing project-based locations.

Describe any Statutory Exceptions that Might Have Provided Benefit to Activity

No comments at this time.

Summary Table

At the time of this activity, no benchmarks or outcomes were developed.

V. MTW Sources and Uses of Funds

A. Actual Sources and Uses of MTW Funds

A.1 Actual Sources of MTW Funds in the Plan Year
These are submitted electronically to HUD in accordance with the Financial Assessment System guidelines.

A.2 Actual Uses of MTW Funds in the Plan Year
These are submitted electronically to HUD in accordance with the Financial Assessment System guidelines.

A.3 Describe Actual Use of MTW Single Fund Flexibility
During FY2023, AHFC exercised its MTW flexibility to allocate MTW Block Grant revenues among our housing and administrative programs. AHFC used single fund authority to support the following local programs:

- Help resident and voucher households in its Jumpstart program (see Activity 2014-1d) achieve greater economic stability through attaining education goals, overcoming barriers, and gaining job opportunities through the payment of incentives.
- Offer rental assistance to vulnerable, very low-income persons that may not be normally served in traditional HUD programs (see Activities 2012-4, 2013-1, 2013-2, 2018-1, and 2018-2).
- Pursue low-income housing acquisition, development, preservation, and rehabilitation to increase the capacity to serve more low-income people through ACAH-owned developments (see activities 2023-3).
- Provide direct support of local low-income housing operations and capital repairs to ensure safe, decent, and affordable housing.

B. Local Asset Management Plan

B.1 Did the MTW PHA allocate costs within statute in the Plan Year?
Yes

B.2 Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?
No

B.3 Did the MTW PHA provide a LAMP in the appendix?
No

B.4 If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP.
Not applicable.

VI. Administrative

A. Reviews, Audits, and Inspections

A.1 External Auditors
AHFC’s 2023 fiscal year was audited by Eide Bailly LLP. There were no findings or questioned costs in this year’s audit.

As part of this audit, a sampling of program files from the Public Housing, Housing Choice Voucher, and Multi-Family Housing programs were selected for review.

A.2 Internal Auditors
AHFC’s independent Internal Audit department conducted the following audits of Public Housing Program locations and programs:
- Fairbanks Multifamily Housing Program Property 352 (Multifamily)
- Kodiak Housing Choice Voucher Program
- Kodiak Asset Management Property 265
- Seward Multifamily Housing Program Property 355 (Multifamily)
- Soldotna Housing Choice Voucher Program
- Valdez Housing Choice Voucher Program
- Valdez Asset Management Property 263

B. Evaluation Results

B.1 Internal Quality Assurance
Biennial reviews resumed during FY2023. PHD Quality Assurance conducted the following independent reviews of our partners and programs:
- Anchorage Housing Properties 241 and 271
- Cordova Housing Program Property 216
- Cordova Multi Family Housing Program Property 354
- Jumpstart
- Juneau Housing Choice Voucher Program
- Juneau Housing Properties 208, 232, 240, 259 and 261
- Ketchikan Housing Choice Voucher Program
- Ketchikan Housing Properties 209 and 233
- Sitka Housing Program Properties 245 and 264

PHD Quality Assurance also conducted new hire reviews for five employees working in the Housing Choice Voucher and Public Housing programs. Self-quality assurance reviews were waived during the pandemic and resumed in January 2022. PHD Quality Assurance conducted six self-quality assurance reviews.

B.2 Step Program Evaluation

The goals of the evaluation are to maintain a systematic approach to collecting, analyzing, and using information to answer key questions about Step's efficiency and efficacy. Main areas of focus include housing income changes and employment status, current and projected shelter burden, and identification of data gaps and program recommendations.

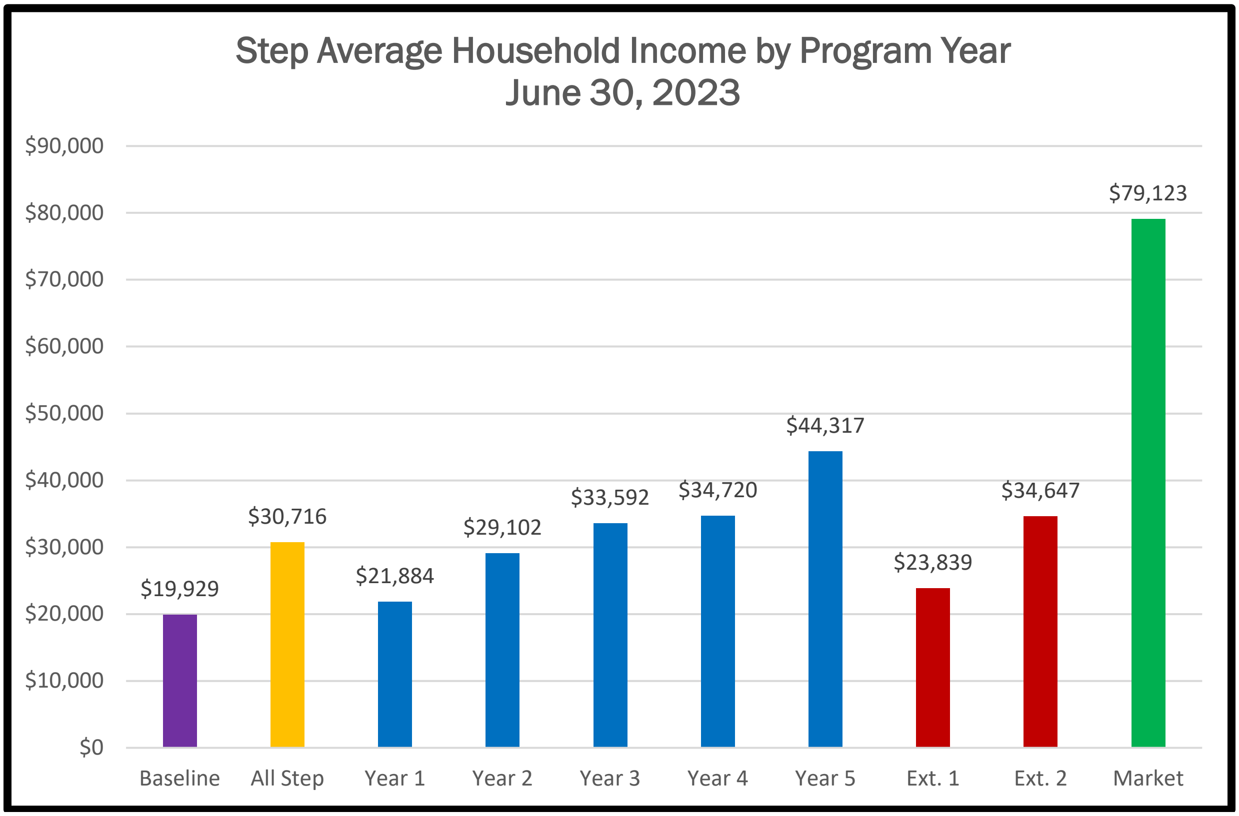
The evaluation, conducted quarterly, measures current program data against baselines obtained in September 2014. AHFC utilizes household shelter burden (housing costs compared to income) as a measure of housing affordability. The evaluation looks at data for the entire Step population (all families participating in the quarter) with specific sub-populations (Rural, Economic Impact Areas, Single Caregivers with more than Two Children, and Families who Transitioned into Step with implementation of the program).

Average gross income for Step households was $30,716, an increase from last year (for participants in all years). Average shelter burden for families at entry to Year 5 was projected to be 40.5 percent at exit.

The following table provides the breakdown of households by year in Step, including Extensions and Market Rent households (public housing families who have graduated from Step but have chosen to stay in public housing and pay market rent).

Step Year	Number of Households as of June 30, 2023
Year 1	337
Year 2	388
Year 3	352
Year 4	170
Year 5	**145**
Extension 1	23
Extension 2	17
Market Rent (PH only)	134

Household Income



Average household income reported for families in each year of the program (collected from examinations as participant entered the Step year).

Below is a comparison of income by program year from June 30, 2022 and June 30, 2023.

	Average Income		
Year in Step Program	**June 30, 2022**	**June 30, 2023**	**Difference**
Year 1	$23,038	$21,884	-$1,154
Year 2	$24,910	$29,102	$4,192
Year 3	$30,600	$33,592	$2,992
Year 4	$35,761	$34,720	-$1,041
Year 5	$38,763	$44,317	$5,554
Extension 1	$18,255	$23,839	$5,584
Extension 2	$24,956	$34,647	$9,691

B.2.1 Shelter Burden

Current average household shelter burden (comparison of income reported at most recent examination and current family shelter cost) was 27 percent of gross household income. Anticipated average shelter burden at exit is 56.6 percent.

B.2.2 At Risk Families

Single Caregivers with 2 or more Dependents (Single Caregivers), and those families on a Step Extension are identified as those most at risk for not being able to sustain rent payments without assistance.

During the five years of Step, our Jumpstart program is voluntary; however, families anticipated to pay shelter burden greater than 50 percent within 13 months following an examination are referred to Jumpstart for outreach. Recognizing the extra challenge faced by Single Caregivers to gain financial independence, these families are referred to Jumpstart for assistance when shelter burden is anticipated to be greater than 50 percent of income within 25 months following an income examination. The income of this group is growing, but at a much slower rate than the rest of the Step population.

Families who are granted an Extension to Step are required to participate in Jumpstart in order to be granted a future extension. Therefore, our Jumpstart team is focusing on how to best meet the needs of this group.

B.2.3 Jumpstart

Families identified through the examination or hardship process, as anticipated to pay shelter burden of 50 percent of income or more, are referred to Jumpstart (AHFC's self-sufficiency program) for case management support and financial incentives. AHFC refers to our Jumpstart level of service that provides case management services as Level 1. During the initial five years of a family's Step participation, Jumpstart is voluntary. Jumpstart program enrollment on June 30, 2023 comprised 26 percent of all Step households.

B.2.4 Strategic Plan

We recently created a new strategic plan effective FY2023 – FY2025 which will serve as a "road map" to guided our efforts in pursuing our mission. The plan was developed with careful consideration of feedback from management, staff, and other stakeholders, and a review of internal performance data, housing alternatives, client outcomes, state economic indicators, and other relevant research. The plan guides our services to our customers through the following core competencies:

- Connecting to those in need.
- Obtaining and administering housing subsidy.
- Providing safe shelter.
- Providing high quality customer service
- Assisting clients in becoming self-sufficient.

C. MTW Statutory Requirement Certification

For FY2023, AHFC admitted 542 new families from the waiting lists. Of those:

- 391 (72.14%) were extremely low income (30 percent of area median income)
- 123 (22.69 %) were very low income (50 percent of area median income)
- 14 (2.58%) were low income (greater than 50 percent and less than 80 percent of area median income)

Alaska Housing Finance Corporation (AHFC) certifies:

> At least 75 percent of the families assisted by the Agency are very low-income families;
>
> We continue to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined;
>
> A comparable mix of families (by family size) is served, as would have been provided had the amounts not been used under the demonstration.

D. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable.

E. Appendix

E.1 Alaska Corporation for Affordable Housing (ACAH)

The Alaska Corporation for Affordable Housing (ACAH) is a nonprofit subsidiary of the Alaska Housing Finance Corporation formed for the acquisition, development, management, or operation of affordable housing. ACAH's purpose is to undertake the types of affordable housing and services that are not open to AHFC directly, but which support AHFC's mission of providing affordable housing and services to individuals and groups in need. Properties developed through ACAH are positioned to leverage private sector resources such as low-income housing tax credits and debt financing.

During this period, ACAH continued construction of 58 units of affordable housing in Fairbanks, Alaska under Activity 2023-3. The Meadows comprise of 18 units designated for seniors with occupancy beginning in August 2023 and the remaining 40 units will be completed in 2024.

ACAH continues to assess opportunities to expand affordable housing in Alaska and is evaluating possible development locations for construction of new affordable housing in the future.

E.2 Non-MTW Activities

AHFC submits these activities to its Board of Directors for approval as part of its overall Plan. These activities fall within current authority granted under HUD regulations and do not require HUD MTW approval.

2010N-7 Designated Housing

Description and Status

Designation of certain Public Housing buildings as elderly or disabled only. HUD approved the designation of 104 units at Chugach Manor as elderly. Sixteen units are reserved for persons with disabilities. HUD granted approval of the designated housing plan on May 10, 2011. Numbered Memo 12-10 dated February 24, 2012 with an effective date of March 1, 2012 issued waiting list and operational procedures for staff.

- AHFC received approval to extend this designation on February 26, 2016 from HUD.
- AHFC received approval to extend this designation on January 31, 2018 from HUD.
- AHFC received approval to extend this designation on February 13, 2020 from HUD.
- AHFC received approval to extend this designation on April 21, 2022 from HUD.

Activity is ongoing.

2011N-6 Elder Housing Preference

1. Description

Mimic the policies governing the Section 8 Multifamily project-based assistance units that AHFC owns and operates to allow for an elderly super-preference.

2. Status

The COVID-19 pandemic has highlighted our elder's sense of vulnerability in buildings with larger numbers of young, disabled individuals. AHFC will be researching and pursuing a system of preferences during FY2024 to prioritize elderly admissions. We do not expect to displace any persons as part of this process.

Due to activities during the COVID-19 pandemic, other priorities took precedence. We hope to accomplish this in FY2024.

2019N-1 Disposition of Six Public Housing Properties

1. Description

AHFC proposes to dispose of six (6) single-family properties in its Public Housing Program portfolio through a sale to low-income families. The disposition will be conducted in accordance with HUD regulations at 24 CFR 970 Public Housing Program – Demolition or Disposition of Public Housing Projects.

2. Background

An in-depth analysis of AHFC's Public Housing portfolio coupled with development of a plan for increasing affordable housing opportunities has determined that the following properties provide homeownership opportunities to low-income families.

Address	Lot Size (ft^2)	Unit Size (ft^2)	Unit Description
3414 E 16th Avenue, Anchorage 99508	6,477	1,152	4 bedroom, 2 bath built in 1970
3136 E 17th Avenue, Anchorage 99508	6,600	1,200	3 bedroom, 1 bath built in 1972
3424 E 18th Avenue, Anchorage 99508	6,300	1,137	3 bedroom, 1 bath built in 1971
3148 E 19th Court, Anchorage 99508	6,090	1,026	3 bedroom, 1 bath built in 1972
1826 Columbine Street, Anchorage 99508	6,000	1,026	4 bedroom, 2 bath built in 1972
8700 Midland Place, Anchorage 99518	7,000	1,856	5 bedroom, 2 bath built in 1973

3. Implementation

In accordance with 24 CFR 970, AHFC will be sending a Section 18 Disposition application to the HUD Special Applications Center to remove these properties from the public housing inventory.

- A tenant relocation plan has been developed to ensure public housing residents are appropriately relocated during the disposition process.
- AHFC will partner with a third party to sell the homes to low-income families.
- Any proceeds from the sale of these properties will be returned to AHFC for the provision of low-income housing or to benefit public housing residents.

4. Status

Five of the six units have sold.

Address	Sold
3414 E 16th Avenue, Anchorage 99508	11/19/2021
3136 E 17th Avenue, Anchorage 99508	8/26/2021
3424 E 18th Avenue, Anchorage 99508	9/10/2021
3148 E 19th Court, Anchorage 99508	9/29/2021
1826 Columbine Street, Anchorage 99508	10/21/2021

2023-N1 Acquisition of Rental Office and Facilities Warehouse

1. Description

AHFC plans to acquire a mixed-use property to serve as a combined office and maintenance facility. AHFC plans to use MTW reserve funds for lease-purchase of the property. AHFC has located a potential property at 700 Bragaw St Anchorage AK that has 30,000 sq ft in warehouse space with 24' ceilings and 5,000 sq ft in office, storage and inspection room space. Any cost incurred with the opening of this space is expected in FY 2024.

2. Background

AHFC currently has multiple Asset Management Project (AMP) offices serving Anchorage located at 1525 Boniface Pkwy for AMP 274 and 801 Karluk St for AMP 271. The proximity to the units and lack of maintenance space has historically created inefficiencies for staff and families. These AMP locations will merge to reduce redundancies and create a centralized office and maintenance facility for Anchorages AMP Sites.

3. Implementation

In accordance with 24 CFR 965, AHFC will report all associated costs on the MTW Report in the fiscal year(s) incurred.

- AHFC will acquire the required insurance coverage.
- AHFC will comply with smoke free regulations and designate smoking areas.