



ANNUAL MTW REPORT

Fundamentals

(FYE 2015 – July 1, 2014 – June 30, 2015)

HUD Submission September 29, 2015

ANNUAL MOVING-TO-WORK (MTW) REPORT

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SECTION I – INTRODUCTION

B. OVERVIEW

The Housing Authority of Columbus, Georgia’s (HACG) mission is to be the foremost provider of quality, affordable housing in the Columbus region by developing, revitalizing, and managing contemporary housing communities.

HACG was created in 1938 and is an independent and autonomous entity that provides affordable housing to low-income families. The agency is directed by a seven-member board of commissioners that has guided the agency through its initial development period (1938 – 1978), through its first receipt of Housing Choice Vouchers (HCVs), and to its current re-development period that has witnessed the demolition of older, obsolete sites, such as George Foster Peabody (510 units), Newton Baker (590), Alvah Chapman (161), and Booker T. Washington (392 in progress) and replaced with homes of newer construction, modernization, and energy efficient sites, such as Ashley Station (367), Arbor Pointe (416), Patriot Pointe (100 in construction), and Columbus Commons (106 in pre-construction).

There are over 3,300 Public Housing Agencies (PHAs) nationwide providing 1.2 million households decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. Within those 3,300 PHAs, there are 39 PHAs designated as Moving-to-Work (MTW) Demonstration Agencies, which HACG is so designated. MTW Agencies are given a certain amount of flexibility and latitude to design and test innovative theories and strategies that use federal funding more efficiently, that incentivizes residents to improve their skills and increase their education, and that increases housing choices.

In order to accomplish this, MTW PHAs are able to petition HUD for authorizations to waive existing housing choice voucher and public housing rules and regulations so that they are able to implement local activities, collect data, and report the activity outcomes to HUD for their consideration. These flexibilities are invaluable to HACG, as HACG has been able to design and implement activities that better address local needs and incorporate community best practices.

Becoming a MTW Agency did not happen overnight for HACG. Over the years leading up to its MTW designation, HACG had positioned itself as an annual high-performing, affordable housing industry innovator that has a distinguished list of “among the first” accomplishments that have helped the affordable housing industry grow and have meaningful impact on the community.

The agency has set out to accomplish a number of short-term goals during the fiscal year (July 1, 2014 – June 30, 2015). Short-term goals are as follows:

AGENCY SHORT TERM GOALS AND OBJECTIVES

The Agency’s short-term **MTW** goals include the monitoring and reporting of HUD approved activities listed below:

Activity Number	Activity Name	Activity Description	Activity Update as of June 30, 2015
2014.01	Community Choice	This activity earmarks 120 vouchers to evaluate the housing choices of participating families; 80 vouchers are provided at 120% of the FMR, where 40 are restricted to low-poverty areas of the city. The remaining 40 vouchers serve as the control group at the normal* calculation	Vouchers have been issued to eligible, volunteering families; however, families in the location restricted group and control group are opting out of these groups, most notably an inability to find housing in low-poverty areas and a reluctance to participate in the evaluation process
2014.02	Innovations to Reduce Homelessness	Activity sets aside up to 150 vouchers to address homeless commitment. Vouchers are used as RRVs with a priority preference for homeless military veterans. Activity also provides an employment incentive for unemployed military veterans that return to work	At the end of the fiscal year (June 30), 80 vouchers were set aside as RRVs, 77 are committed and 2 are obligated, 16 of the program participants are classified as veterans. The average time housed is 9.1 months and total income has increased 42.7% from FY 2014 to FY 2015
2014.03	Administrative Reform (Self-certification component excludes HOPE VI and mixed-income sites)	Allows households with assets below \$50,000 the ability to self-certify assets annually and disregard income from assets after the initial verification of assets. Also sets the rent cap at 50% of income for S8 households (allows 40% cap to be exceeded)	Approved forms are being used and families are exceeding the old 40% of income cap. Both measures have improved efficiency in the annual and interim examination process
2014.04	Administrative Efficiencies (Excludes HOPE VI and mixed-income sites)	Permits elderly/disabled households with only a fixed, stable source of income to recertify every 3 years	Elderly/disabled families are on a triennial recertification cycle

**Normal vouchers are 90% of Fair Market Rent (FMR)*

Activity Number	Activity Name	Activity Description	Activity Update as of June 30, 2015
2014.05	Streamline Housing Quality Standards (HQS) Inspections	Places properties that pass HQS on the initial or 2nd (1st re-inspection) inspection on a biennial inspection cycle. Property owner and resident must self-certify the property in the "off" year. Also provides the ability assess a \$45 re-inspection fee on properties that require a 3 or more inspections before passing HQS	Properties that pass HQS are on a every 2 year cycle and over \$5,000 was collected for re-inspections
2014.06	Rent Reform (Farley Site)	Increases minimum rent from \$50 to \$100 (\$50 to \$75 in FY 2014 and \$75 to \$100 in FY 2015), provides rent incentives to unemployed residents that return to the workforce, and provides incentives to residents that return to the workforce	There were 5 families on 26% tiered-rent (1st rung) and were moved to 27% tiered-rent (2nd rung)

Activity Number	Activity Name	Activity Description	Activity Update as of June 30, 2015
2015.01	Eliminate Child Support Income from Rent Calculation (Public Housing only, excludes HOPE VI and mixed-income sites)	Disregards the income derived from child support in the rent calculation for public housing residents only; evaluates whether disregarded income increases self sufficiency and/or increases the number of child support income sources reported	The activity was approved by HUD October 2014 and implemented at intake, annual, and interim examinations following approval
2015.02	Portability Restrictions	Limits households porting into and out of Columbus to verifiable employment and other valid reasons	Port-ins and Port-outs have been tracked and "grandfathered" to distinguish between existing ports and new ports.

Activity Number	Activity Name	Activity Description	Activity Update as of June 30, 2015
2015.03	Simplify Utility Allowance (UA) Calculation (Housing Choice Voucher only)	Simplify UA calculations to two options: 1) UA amount where the tenant pays for services and 2) UA amount where the landlord pays for services. Intent is to provide better understanding to resident as to how much "house" that they can afford, improve landlord partners understanding of UA, and/or reduce calculation errors	The Tenant Selection Office (TSO) is using the simplified utility allowance calculation table for new admits and will apply this activity to existing clients during their annual and/or interim certification examination
2015.04	Cap Childcare Deductions	Limits childcare deduction amounts to reimbursement rates consistent with GA Childcare and Parent Services (CAPS) rates - activity excludes mixed-income properties that HACG manages and/or owns	The activity was approved by HUD October 2014 and implemented at intake, annual, and interim examinations following approval

Activity Number	Activity Name	Activity Description	Activity Update as of June 30, 2015
2016.01	Next Step Vouchers	Activity sets aside up to 10 vouchers to use with youth that age out of Foster Care in Muscogee County, GA for up to 3 years or 23rd birthday, whichever comes first	Activity received HUD approval August 2015 and agreements will be drafted between HACG, DFCS, and other stakeholders
2016.02	Development Flexibilities	Activity seeks to secure MTW authorizations needed for acquisition, construction, renovation, and other development areas that will allow HACG to maximize MTW benefits and meet MTW statutory objectives	Activity is part of HACG's amendment to its 2016 Annual MTW Plan, which is pending HUD approval
2014.02	Innovations to Reduce Homelessness	This activity is being re-proposed to account for the additional 40 Rapid Rehousing Vouchers (RRVs) being earmarked to meet HACG's commitment to this activity	Activity is approved and re-proposed based on HUD guidance as part of HACG's amendment to its 2016 Annual MTW Plan, which is pending HUD approval

- Secure MTW authorizations for current and future projects such as:
 - Ability to modify elderly age definition;
 - Ability to project-base Section 8 assistance at project;
 - Ability to exceed the 25% building cap and the 20% budget authority;

- Ability to spread the workload over the course of 12 months;
- And other related authorizations

The Agency’s short-term **non-MTW** goals include the implementation, monitoring, and tracking of agency and/or HUD approved activities listed below:

- HUD has mandated that PHAs increase their flat rent¹ to 80% of the Fair Market Rent (FMR);
 - Update: HACG has updated its rent tables and is phasing in the flat rent amounts² an resident annual and interim examination intervals,
- HACG was a successful applicant to participate in the Rental Assistance Demonstration (RAD) Program, where HACG has been approved to convert its entire public housing portfolio³ from public housing to project-base voucher (PBV) assistance;
 - Update: HACG is diligently working at a feverish pace to convert the following sites by the end of the calendar year (December 31, 2015):

Project Number	Site Name	Number of Units	Type of Units
GA 004000406	Wilson	289	Family
GA 004000410	Farley	102	Family
GA 004000412	Nicholson	100	Elderly / Disabled
GA 004000416	Knight - Senior	52	Elderly / Disabled
GA 004000416	Knight - Family	40	Family
GA 004000418	Ashley I	73	Family
GA 004000418	Ashley II	73	Elderly / Disabled
GA 004000420	Arbor I	18	Family / Elderly
GA 004000421	Arbor II	18	Family
GA 004000422	Cottages	19	Elderly
Total PH Units Converted to PBV Units through RAD:			784

- Simultaneously, HACG is preparing a conversion schedule for the remainder of its public housing units in its portfolio, as well as preparing a plan to address the treatment of future public housing units gained through acquisition, assumption of management, construction, and other means,
 - Preparation includes evaluating financial feasibility, such as the use of low-income housing tax credits and/or the use of “rent bundling” to balance the conversion process,

¹ PIH Notice 2014-12 (HA).

² Rent is limited to a 35% increase. Therefore, the flat rent for many residents will not be immediately realized.

³ HACG received full portfolio conversion award January 7, 2014.

- MTW authorization approval to exceed the cap of project-based units and exceed the budget cap at a project, to provide flexibility to accommodate families that need to be relocated, to spread the workload over the course of 12 months, to “correct” families that have become “under-housed” and “over-housed” during their tenancy, to modernize and modify the Wait List have been requested in an Amendment to the 2016 Annual MTW Plan⁴,
- Continue to provide an array of high-quality, meaningful supportive services to residents through its ROSS and/or FSS Programs. Programs are set up as referral-based, where coordinators provide residents a direct link to service providers;
 - Update: HACG is in the early process of preparing a contingency plan to replace the ROSS Program since ROSS statutes prevent the ROSS Program from being delivered to non-public housing units. Once units are converted to PBV, those sites will lose services at the end-of-the grant,
- A multi-phased redevelopment approach of Booker T. Washington (BTW) Homes was implemented, where the phased approach included the demolition of Alvah Chapman Homes (owned by HACG), the construction of a 100 unit structure on the Alvah Chapman site, demolition of the northern end of BTW, the construction of a 106 unit structure on the BTW northern site, demolition of the southern end of BTW, and the highest and best use⁵ of the southern end of the BTW site,
 - Update: Demolition of Alvah Chapman Homes is complete and the construction of Patriot Pointe is nearing completion. Patriot Pointe is a 100 unit⁶ structure with a “near-elderly” designation that will provide housing priority to qualified, displaced BTW residents. HACG has started taking applications and current projections estimate the first move-ins will take place January 2016,
 - Update: Relocation of residents in northern end of BTW is complete and the demolition of buildings is complete. Current projections estimate that Columbus Commons, the 106 unit community⁷ that will be erected on the BTW site, will be ready for occupancy by January 2017,
 - Update: Relocation of residents on the southern end of BTW is in progress and less than 50 families⁸ remain, where many families are in the process of locating housing with a tenant protection voucher (TPV) or waiting on a “public housing” unit to become rent ready,
 - MTW authorization approval to exceed the cap of project-based units and exceed the budget cap at a project, to provide flexibility to accommodate families that need to be relocated, to spread the workload over the course of 12 months, to “correct” families that have become “under-housed” and

⁴ The First Amendment to HACG’s 2016 Annual MTW Plan can be found online at www.columbushousing.org.

⁵ Highest and best use for HACG may result in sale of the property, long-term lease of the site, or commercial construction.

⁶ Patriot Pointe units break down as follows: 71 housing choice voucher, 5 market, 24 public housing

⁷ Columbus Commons units break down as follows: 60 housing choice voucher, 15 market, 31 public housing

⁸ Rent roll as of August 21, 2015.

- “over-housed” during their tenancy, to modernize and modify the Wait List have been requested in an Amendment to the 2016 Annual MTW Plan,
- Two fully vetted initiatives, Early Education Initiative and Integration of Health and Housing Initiative, are being proposed for implementation at Farley;
 - Update: The initiatives are in the draft stages and current projections estimate an implementation in fall 2016,
 - HACG continues its efforts to obtain vouchers to assist specific segments of the population, most notably disabled and/or homeless families;
 - Update: HACG has partnered with the GA Department of Behavioral Health and Developmental Disabilities (DBHDD) to assist in referring up to 100 clients to the GA Housing Vouchers (GHV) program in an effort to assist in addressing emergency and temporary housing issues, as well as help families stabilize before “transferring” over to a HACG voucher. many families have not qualified for these GHVs to date,
 - Update: HACG has accepted 29 Veterans Affairs Supportive Housing (VASH) vouchers to date, which are aimed to assist with the area’s homeless military population,
 - Update: the Agency continues to actively pursue and will accept Section 811 vouchers that aid in providing Supportive Housing for Persons with Disabilities,
 - HACG’s inclusion of low-income housing tax credit (LIHTC), market properties, RAD converted units, and other redevelopment opportunities require HACG to address reassignment of Housing Managers and Maintenance Technicians;
 - Update: In preparation for the various development and redevelopment projects on the horizon involving Housing Managers and Maintenance Technicians, HACG has initiated LIHTC and PBV training of its Housing Managers, as well as preparing them and Maintenance Technicians for the multiple inspections associated with this portfolio transformation. Meanwhile, HACG has hired and/or ceased the assignments of temporary workers,

AGENCY LONG-TERM GOALS AND OBJECTIVES

The Agency’s long-term **MTW** goals include the implementation, monitoring, and tracking of HUD approved activities listed below:

- Continue exploring solutions to decrease homelessness and family displacement;
 - Update: HACG made a commitment to earmark up to 150 units as part of the city’s homelessness initiative. HACG has set aside 30, 50, and 40 TBVs to be used as RRVs over the last 3 fiscal years. Those set asides coupled with the construction of Willow Glen, a 28-unit permanent supportive housing community gets HACG close to its 150 unit commitment,
 - Update: In regards to the RAD conversion, HACG continues to address how displaced families will be handled. Initial plans include offering affected families an option of a TBV or a unit at another site,

- Update: HACG has shifted its focus from structures to addressing housing needs through the issuance of RRVs, accepting invitations to apply for and receive VASH vouchers, use Section 811 vouchers to classify units as permanent supportive housing as received, seek and apply for grant funding with government agencies, public and private foundations, and complete initiated permanent supportive housing projects;

The Agency’s long-term **non-MTW** goals include the implementation, monitoring, and tracking of agency and/or HUD approved activities listed below:

- HACG’s long-term goals include categorizing its communities and introducing innovative ideas that promote cost effectiveness, self-sufficiency, and housing choice under the MTW Demonstration Program;
 - Update: HACG previously categorized its communities into one of three categories: Maintain, Redevelop, and Modernize. With the RAD conversion taking effect, many of HACG’s communities will end up being modernized and/or redeveloped simply to meet RAD requirements. Therefore, HACG will revisit the long-term objectives of its communities once the RAD conversion is complete, which is currently estimated to be December 2017,
- Although in the process of converting a good portion of its portfolio from public housing to long-term project-base vouchers (PBVs) via RAD, HACG will continue to investigate the a feasible timetable to convert the remainder of its public housing portfolio to long-term PBV under RAD requirements;
 - Update: The first round of conversions has been a long, arduous process for what were deemed “easy” sites to convert. With the balance of the portfolio containing more complex sites, it is reasonable for HACG to conduct a thorough cost-benefit analysis of each site prior to further conversions,
- Continue the simultaneous multi-phase redevelopment of BTW, which includes parallel planned phases;
 - Update: Demolition of Alvah Chapman Homes is complete,
 - Update: Construction of Patriot Pointe, a 100 unit near-elderly community, is about 80 to 85% complete and staff has started taking applications, where current projections estimate the first move-ins will take place January 2016,
 - Update: Relocation of residents in northern end of BTW is complete,
 - Update: Demolition of buildings on the northern end of BTW is complete,
 - Update: Construction of Columbus Commons, a 106 unit family community, is in progress, where current projections estimate occupancy by January 2017,
 - Update: Relocation of residents on the southern end of BTW is in progress, less than 50 families remain, where many families are in the process of locating housing with a tenant protection voucher (TPV), waiting on a transfer to another public housing unit at another site, or waiting on Patriot Pointe to accept residents for tenancy,

- Update: Demolition of buildings on the southern end of BTW is pending, meanwhile, HACG is considering the options for the southern end of the BTW site, which in general terms, include selling the property, leasing the property, developing the property, and a host of other possibilities,

SECTION II – HOUSING STOCK INFORMATION

A. HOUSING STOCK INFORMATION

A. MTW Report: Housing Stock Information			
New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Ashley Station GA004000418	146	0	HACG is in the process of converting conventional public housing units at this property to long-term PBV assistance through RAD, but delays prevented HACG from closing in FY2015
Arbor Pointe GA004000420	18	0	HACG is in the process of converting conventional public housing units at this property to long-term PBV assistance through RAD, but delays prevented HACG from closing in FY2015
Arbor Pointe GA004000421	18	0	HACG is in the process of converting conventional public housing units at this property to long-term PBV assistance through RAD, but delays prevented HACG from closing in FY2015
Arbor Pointe GA004000422	19	0	HACG is in the process of converting conventional public housing units at this property to long-term PBV assistance through RAD, but delays prevented HACG from closing in FY2015

Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
201	0	201	193
		Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
		279	270

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year
HACG, selected to participate in RAD, anticipates closing on its RAD application sometime in late 2015. HACG has elected to convert a portion of its conventional public housing units to PBV units although HACG was accepted to convert its entire portfolio of PH units.
HACG's phased redevelopment of Booker T. Washington (BTW) is in progress, where Patriot Pointe is estimated to be completed by December 2015 and Columbus Commons is estimated to be completed by December 2016.
HACG requested 340 tenant-based vouchers as result of its redevelopment initiative of BTW and received 302 tenant-protection vouchers to assist in the relocation of BTW residents.

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

General Description of Actual Capital Fund Expenditures During the Plan Year

During the course of FYE2015, HACG expended \$2,676,240 in Capital Funds. Capital fund expenditures included project development for the Rental Assistance Demonstration (RAD), property condition assessments, environmental reviews and consultants for developing tax credit applications, and site improvements to include erosion controlling retaining walls, hazardous material abatement, fiber optic links for information technology, sewer line replacement, and relocation, demolition, and construction costs for the Booker T. Washington redevelopment.

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

Housing Program *	Total Units	Overview of the Program
Managing Developments for other non-MTW Public Housing Authorities	385	HACG manages conventional public housing units for area public housing authorities: City of Buena Vista, City of Ellaville, Harris County, and City of West Point, GA
Market-Rate	79	HACG manages market property for the City of Columbus and owns a market rate property through its non-profit subsidiary, CSG Properties
Non-MTW HUD Funded	216	HACG owns/manages a community that provides subsidized housing, a permanent supportive housing community, and an award winning elderly community
Total Other Housing Owned and/or Managed	680	

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

If Other, please describe:

N/A

B. LEASING INFORMATION

B. MTW Report: Leasing Information		
Actual Number of Households Served at the End of the Fiscal Year		
Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Port-In Vouchers (not absorbed)	N/A	50
Total Projected and Actual Households Served	0	50
* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.		
** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.		
Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	0
Port-In Vouchers (not absorbed)	N/A	600
Total Projected and Annual Unit Months Occupied/Leased	0	600
N/A		
*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.		
**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.		
	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	N/A	N/A

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

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency’s fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	N/A	X	X	X	X	X	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	N/A	X	X	X	X	X	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	N/A	X	X	X	X	X	X	X

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

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

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	714	690	0	1,404	34.9%
2 Person	356	416	0	772	19.2%
3 Person	280	542	0	822	20.4%
4 Person	196	374	0	570	14.2%
5 Person	102	197	0	299	7.4%
6+ Person	40	114	0	154	3.8%
Totals	1,688	2,333	0	4,021	100%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	34.9%	19.2%	20.4%	14.2%	7.4%	3.8%	100%
Number of Households Served by Family Size this Fiscal Year ***	1,639	624	630	444	227	110	3,674
Percentages of Households Served by Household Size this Fiscal Year ****	44.6%	17.0%	17.1%	12.1%	6.2%	3.0%	100%
Percentage Change	9.7%	-2.2%	-3.3%	-2.1%	-1.3%	-0.8%	0.0%

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

The one-person household increased by 9.7% over the baseline, while the other categories remained within the "acceptable" range. HACG's explanation of the increase in one-person households includes HACG's acceptance of VASH vouchers, its increased issuance of Rapid Rehousing Vouchers (RRVs), and the issuance of tenant-protection vouchers (TPVs) as a result of its redevelopment of Booker T. Washington (phase II).

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

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

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

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

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End		
Housing Program	Description of Leasing Issues and Solutions	
Housing Choice Vouchers	HACG did not have any leasing issues with this program	
Housing Choice Vouchers - Rapid Rehousing Vouchers	HACG did not have any leasing issues with this program	
Public Housing	The agency continued the process of relocating residents of the Booker T. Washington site, which is being redeveloped. And did not have any leasing issues with this program	
Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
Innovations to Reduce Homelessness/2014.02	0	Same residence for 12 consecutive months
Rent Reform/2014.06	0	Employed for 24 consecutive months
N/A	N/A	N/A
N/A	N/A	N/A
Households Duplicated Across Activities/Definitions	0	* The number provided here should match the outcome reported where metric SS #8 is used.
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	0	

C. WAIT LIST INFORMATION

C. MTW Report: Wait List Information				
Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community-wide	659	Closed	No
Federal MTW Public Housing Units	Community-wide	2,835	Open	Yes
Federal MTW Housing Choice Voucher Program	Program Specific - 80 slots	0	Partially Open	Yes

More can be added if needed.

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

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

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

A portion of HCVs are set aside for Activity 2014.01, Community Choice, where the Wait List is used to recruit volunteer families to participate in the activity and are randomly assigned to one of the 3 evaluation groups - community-wide, location restricted, or control.

A portion of HCVs are set aside for Activity 2014.02, Innovations to Reduce Homelessness, which is designed to help reduce the area's homeless population. Vouchers are issued on a referral basis, thereby considering the Wait List partially open with no families waiting.

N/A

If Local, Non-Traditional Program, please describe:

N/A

N/A

N/A

If Other Wait List Type, please describe:

N/A

N/A

N/A

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

HACG is considering to convert its time stamp HCV Wait List selection process to a HCV lottery selection Wait List process beginning July 1, 2014; however, HACG learned that it needed to update its software and elected to postpone changing the Wait List until after the software conversion is complete. At that time, HACG may elect to use a combination of the Wait List options described. RAD may be a determining factor.

SECTION III – PROPOSED MTW ACTIVITIES

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

SECTION IV – APPROVED MTW ACTIVITIES

A. IMPLEMENTED ACTIVITIES

2014.01 – Community Choice

(first approval, FY2015 Annual MTW Plan, implemented during FY2015)

Activity Description:

This activity was re-proposed in the 2015 Annual MTW Plan due to a significant change to the activity. The premise of the activity seeks to learn if an increased voucher will impact the housing decision of families volunteering to participate in the study. The approved rendition of the activity is as follows:

- Issuance of 40 community-wide TBVs at 120% of the FMR;
- Issuance of 40 location restricted⁹ TBVs at 120% of the FMR;
- Issuance of 40 control TBVs¹⁰ at the current payment standard¹¹ of the FMR.

HACG's is testing the theory that increased voucher amounts will expand housing choices for voucher-holding families. Columbus State University's (CSU) Social Research Center has been retained to evaluate this theory. CSU's Social Research Center will administer periodic assessments, evaluate responses, and provide a report listing their findings, including the impact on a variety of areas, such as household income, children's progress in school, as well as their future outlook. The goals of the activity will be achieved through the following methods:

1. Program Monitoring: HACG is to earmark up to 120 TBVs to create 3 distinct monitoring groups, i) a target group, ii) a target group with conditions, and iii) a control group. Case workers will record participant information during annual and/or interim recertification examinations into HACG's client monitoring software. Case workers will also direct volunteering participants to complete online assessments created and processed by CSU's Social Research Center staff. CSU Social Research Center staff will conduct visits at home or the office to include participation families that were not captured during their annual recertification visit.
2. Hardship Exceptions: HACG does not anticipate any hardships as a result of the activity. Participants must volunteer for the program and agree to the conditions. A lack of active participation will result in the voucher being reduced to the normal payment standards and the recruitment of another family. Families that experience a hardship as a result of this activity's implementation must make a formal request known to HACG for the hardship to be considered. Hardships will be verified and approved/denied accordingly. Hardships are not automatic, but HACG will

⁹ Vouchers are restricted to low-poverty census tracts

¹⁰ Voucher-holders will serve as control group

¹¹ 90% of FMR as of June 30, 2015

consider all information that the family provides as part of their hardship request package.

Outcomes to Baseline and Benchmark Comparisons:

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Community-Wide Group Vouchers are 120% of Fair Market Rent (FMR)	Earned income of households affected by this policy = \$9,366,439 Number of households affected by this policy = 1,345	Expected earned income of households affected by this policy = \$377,000 Expected number of households affected by this policy = 40	Actual earned income of households affected by this policy = \$276,810 Actual number of households affected by this policy = 40	No
	Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 6,964 average earned income	Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 9,425 average earned income	Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 6,920 average earned income	
Location Restricted Group - Vouchers are 120% of FMR & Restricted to Low Poverty Areas	Earned income of households affected by this policy = \$9,366,439 Number of households affected by this policy = 1,345	Expected earned income of households affected by this policy = \$377,000 Expected number of households affected by this policy = 40	Actual earned income of households affected by this policy = \$968,969 Actual number of households affected by this policy = 59	Exceeds Benchmark
	Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 6,964 average earned income	Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 9,425 average earned income	Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 16,423 average earned income	

SS #1: Increase in Household Income - continued

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Control Group - Vouchers are Issued in Accordance with Payment Standards	Earned income of households affected by this policy = \$9,366,439 Number of households affected by this policy = 1,345	Expected earned income of households affected by this policy = \$377,000 Expected number of households affected by this policy = 40	Actual earned income of households affected by this policy = \$178,362 Actual number of households affected by this policy = 36	No
	Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity	Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity	Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity	
	\$ 6,964 average earned income	\$ 9,425 average earned income	\$ 4,955 average earned income	

SS #3: Increase in Positive Outcomes in Employment Status

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

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of work-able (19-61) households in the community-wide group = 946</p> <p>Number of work-able (19-61) households Employed Fulltime in the community-wide group = 224</p> <p>Percentage of Community-Wide Work-Able Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Expected number of work-able (19-61) households in the community-wide group = 28</p> <p>Expected number of work-able (19-61) households Employed Fulltime in the community-wide group = 7</p> <p>Expected Percentage of Community-Wide Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Actual number of work-able (19-61) households in the community-wide group = 37</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the community-wide group = 3</p> <p>Actual Percentage of Community-Wide Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">8.1%</p> <p align="center">employed fulltime</p>	No
(2) Employed Part- Time	<p>Number of work-able (19-61) households in the community-wide group = 946</p> <p>Number of work-able (19-61) households Employed Part Time in the community-wide group = 256</p> <p>Percentage of Community-Wide Work-Able Households <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Expected number of work-able (19-61) households in the community-wide group = 28</p> <p>Expected number of work-able (19-61) households Employed Part Time in the community-wide group = 8</p> <p>Expected Percentage of Community-Wide Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Actual number of work-able (19-61) households in the community-wide group = 37</p> <p>Actual number of work-able (19-61) households Employed Part Time in the community-wide group = 16</p> <p>Actual Percentage of Community-Wide Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">43.2%</p> <p align="center">employed part time</p>	Exceeds Benchmark
(5) Unemployed	<p>Number of work-able (19-61) households in the community-wide group = 946</p> <p>Number of work-able (19-61) households Unemployed in the community-wide group = 372</p> <p>Percentage of Community-Wide Work-Able Households <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Expected number of work-able (19-61) households in the community-wide group = 28</p> <p>Expected number of work-able (19-61) households Unemployed in the community-wide group = 11</p> <p>Expected Percentage of Community-Wide Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Actual number of work-able (19-61) households in the community-wide group = 37</p> <p>Actual number of work-able (19-61) households Unemployed in the community-wide group = 18</p> <p>Actual Percentage of Community-Wide Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">48.6%</p> <p align="center">unemployed</p>	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of work-able (19-61) households in the restricted group = 946</p> <p>Number of work-able (19-61) households Employed Fulltime in the restricted group = 224</p> <p>Percentage of Location Restricted Work-Able Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Expected number of work-able (19-61) households in the restricted group = 32</p> <p>Expected number of work-able (19-61) households Employed Fulltime in the restricted group = 8</p> <p>Expected Percentage of Location Restricted Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Actual number of work-able (19-61) households in the restricted group = 57</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the restricted group = 22</p> <p>Actual Percentage of Location Restricted Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">38.6%</p> <p align="center">employed fulltime</p>	Exceeds Benchmark
(2) Employed Part- Time	<p>Number of work-able (19-61) households in the restricted group = 946</p> <p>Number of work-able (19-61) households Employed Part Time in the restricted group = 256</p> <p>Percentage of Restricted Work-Able Households <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Expected number of work-able (19-61) households in the restricted group = 32</p> <p>Expected number of work-able (19-61) households Employed Part Time in the restricted group = 9</p> <p>Expected Percentage of Restricted Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Actual number of work-able (19-61) households in the restricted group = 57</p> <p>Actual number of work-able (19-61) households Employed Part Time in the restricted group = 74</p> <p>Actual Percentage of Restricted Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">129.8%</p> <p align="center">employed part time</p>	Exceeds Benchmark
(5) Unemployed	<p>Number of work-able (19-61) households in the restricted group = 946</p> <p>Number of work-able (19-61) households Unemployed in the restricted group = 372</p> <p>Percentage of Restricted Work-Able Households <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Expected number of work-able (19-61) households in the restricted group = 32</p> <p>Expected number of work-able (19-61) households Unemployed in the restricted group = 13</p> <p>Expected Percentage of Restricted Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Actual number of work-able (19-61) households in the restricted group = 57</p> <p>Actual number of work-able (19-61) households Unemployed in the restricted group = 65</p> <p>Actual Percentage of Restricted Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">114.0%</p> <p align="center">unemployed</p>	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(1) Employed Full- Time	<p>Number of work-able (19-61) households in the control group = 946</p> <p>Number of work-able (19-61) households Employed Fulltime in the control group = 224</p> <p>Percentage of Control Work-Able Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Expected number of work-able (19-61) households in the control group = 32</p> <p>Expected number of work-able (19-61) households Employed Fulltime in the control group = 8</p> <p>Expected Percentage of Control Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">23.7%</p> <p align="center">employed fulltime</p>	<p>Actual number of work-able (19-61) households in the control group = 32</p> <p>Actual number of work-able (19-61) households Employed Fulltime in the control group = 1</p> <p>Actual Percentage of Control Work-Able Households <u>Employed Fulltime</u> After Implementation of the Activity</p> <p align="center">3.1%</p> <p align="center">employed fulltime</p>	No
(2) Employed Part- Time	<p>Number of work-able (19-61) households in the control group = 946</p> <p>Number of work-able (19-61) households Employed Part Time in the control group = 256</p> <p>Percentage of Control Work-Able Households <u>Employed Part Time</u> Prior to Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Expected number of work-able (19-61) households in the control group = 32</p> <p>Expected number of work-able (19-61) households Employed Part Time in the control group = 9</p> <p>Expected Percentage of Control Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">27.1%</p> <p align="center">employed part time</p>	<p>Actual number of work-able (19-61) households in the control group = 32</p> <p>Actual number of work-able (19-61) households Employed Part Time in the control group = 17</p> <p>Actual Percentage of Control Work-Able Households <u>Employed Part Time</u> After Implementation of the Activity</p> <p align="center">53.1%</p> <p align="center">employed part time</p>	Exceeds Benchmark
(5) Unemployed	<p>Number of work-able (19-61) households in the control group = 946</p> <p>Number of work-able (19-61) households Unemployed in the control group = 372</p> <p>Percentage of Control Work-Able Households <u>Unemployed</u> Prior to Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Expected number of work-able (19-61) households in the control group = 32</p> <p>Expected number of work-able (19-61) households Unemployed in the control group = 13</p> <p>Expected Percentage of Control Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">39.3%</p> <p align="center">unemployed</p>	<p>Actual number of work-able (19-61) households in the control group = 32</p> <p>Actual number of work-able (19-61) households Unemployed in the control group = 13</p> <p>Actual Percentage of Control Work-Able Households <u>Unemployed</u> After Implementation of the Activity</p> <p align="center">40.6%</p> <p align="center">unemployed</p>	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of community-wide households receiving TANF assistance (decrease).	<p>Number of Households in the Community-Wide Group Receiving TANF Prior to Implementation of the Activity</p> <p align="center">TBD</p> <p>community-wide HOHs receiving TANF</p>	<p>Expected Number of Households in the Community-Wide Group Receiving TANF After Implementation of the Activity</p> <p align="center">0</p> <p>community-wide HOHs receiving TANF</p>	<p>Actual Number of Households in the Community-Wide Group Receiving TANF After Implementation of the Activity</p> <p align="center">1</p> <p>community-wide HOHs receiving TANF</p>	No
Number of restricted households receiving TANF assistance (decrease).	<p>Number of Households in the Restricted Group Receiving TANF Prior to Implementation of the Activity</p> <p align="center">TBD</p> <p>restricted voucher HOHs receiving TANF</p>	<p>Expected Number of Households in the Restricted Group Receiving TANF After Implementation of the Activity</p> <p align="center">0</p> <p>restricted voucher HOHs receiving TANF</p>	<p>Actual Number of Households in the Restricted Group Receiving TANF After Implementation of the Activity</p> <p align="center">2</p> <p>restricted voucher HOHs receiving TANF</p>	No
Number of control group households receiving TANF assistance (decrease).	<p>Number of Households in the Control Group Receiving TANF Prior to Implementation of the Activity</p> <p align="center">TBD</p> <p>control group HOHs receiving TANF</p>	<p>Expected Number of Households in the Control Group Receiving TANF After Implementation of the Activity</p> <p align="center">0</p> <p>control group HOHs receiving TANF</p>	<p>Actual Number of Households in the Control Group Receiving TANF After Implementation of the Activity</p> <p align="center">0</p> <p>control group HOHs receiving TANF</p>	Meets Benchmark

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per community wide household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268 Number of Housing Choice Units = 18,664 Number of community-wide vouchers at 120% of the Fair Market Rent = 40 Average Subsidy per Community-Wide Household Prior to Implementation of the Activity \$ 18,778.97 section 8 subsidy for community-wide group	Expected Housing Choice Voucher subsidy = \$13,143,402 Expected Number of Housing Choice Units = 27,996 Expected Number of community-wide vouchers at 120% of the Fair Market Rent = 40 Expected Average Subsidy per Community-Wide Household After Implementation of the Activity \$ 18,778.97 section 8 subsidy for community-wide group	Actual Housing Choice Voucher subsidy = \$12,189,031 Actual number of Housing Choice Units = 24,715 Actual number of community-wide vouchers at 120% of the Fair Market Rent = 42 Actual Average Subsidy per Community-Wide Household After Implementation of the Activity \$ 20,713.71 section 8 subsidy for community-wide group	No
Average amount of Section 8 subsidy per restricted household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268 Number of Housing Choice Units = 18,664 Number of restricted vouchers at 120% of the Fair Market Rent = 40 Average Subsidy per Restricted Household Prior to Implementation of the Activity \$ 18,778.97 section 8 subsidy for restricted voucher group	Expected Housing Choice Voucher subsidy = \$13,143,402 Expected Number of Housing Choice Units = 27,996 Expected Number of restricted vouchers at 120% of the Fair Market Rent = 40 Expected Average Subsidy per Restricted Household After Implementation of the Activity \$ 18,778.97 section 8 subsidy for restricted voucher group	Actual Housing Choice Voucher subsidy = \$12,189,031 Actual number of Housing Choice Units = 24,715 Actual number of restricted vouchers at 120% of the Fair Market Rent = 57 Actual Average Subsidy per Restricted Household After Implementation of the Activity \$ 28,111.46 section 8 subsidy for restricted voucher group	No

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per control group household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268 Number of Housing Choice Units = 18,664 Number of control vouchers at 120% of the Fair Market Rent = 40 Average Subsidy per Control Household Prior to Implementation of the Activity \$ 18,778.97 section 8 subsidy for control group	Expected Housing Choice Voucher subsidy = \$13,143,402 Expected Number of Housing Choice Units = 27,996 Expected Number of control vouchers at 120% of the Fair Market Rent = 40 Expected Average Subsidy per Control Household After Implementation of the Activity \$ 18,778.97 section 8 subsidy for control group	Actual Housing Choice Voucher subsidy = \$12,189,031 Actual number of Housing Choice Units = 24,715 Actual number of control vouchers at 120% of the Fair Market Rent = 36 Actual Average Subsidy per Control Household After Implementation of the Activity \$ 17,754.61 section 8 subsidy for control group	Exceeds Benchmark

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of community-wide households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) Prior to Implementation of the Activity 0 self-sufficient community-wide households	Expected Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 1 self-sufficient community-wide households	Actual Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 15 self-sufficient community-wide households	Exceeds Benchmark

<i>SS #8: Households Transitioned to Self Sufficiency - continued</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of restricted households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) Prior to Implementation of the Activity 0 self-sufficient restricted households	Expected Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 1 self-sufficient restricted households	Actual Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 0 self-sufficient restricted households	No
Number of control households transitioned to self sufficiency (increase).	Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) Prior to Implementation of the Activity 0 self-sufficient restricted households	Expected Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 1 self-sufficient restricted households	Actual Households Transitioned to Self-Sufficiency (<u>Maintain Stable Housing for 12+ Consecutive Months</u>) After Implementation of the Activity 0 self-sufficient restricted households	No

- i. This activity does not meet the rent reform definition. And there were no hardship related requests.

Activity Effectiveness / Benchmark Explanation:

HACG’s 2015 Annual MTW Plan was not approved until October 2014, so there is not enough data collected to determine the effectiveness of the activity; however, HACG is experiencing difficulty in recruiting and retaining families for the Location Restricted Group (group relegated to low-poverty census tracts) and the Control Group. Although HACG believes that this activity will have a positive impact on participating families and the agency, the activity is experiencing challenges with the initial implementation stage and investigating alternative solutions to resolve the initial implementation frustrations.

Benchmark Revision:

Neither benchmark nor metrics were revised during the reporting period

Data Collection Methodology:

The data collection methodology was not revised during the reporting period.

2014.02 – Innovations to Reduce Homelessness

(first approval, FY2015 Annual MTW Plan, implemented during FY2015)

Activity Description:

The activity’s focal point is to link homeless families in the community to housing solutions to reduce chronic homelessness with a special emphasis toward military veterans¹². HACG is committing up to 150 housing units to assist in this undertaking, where families will be screened for eligibility after being referred by a local agency. The 150 unit housing commitment is comprised of distinct components as follows:

1. Issue up to 30 tenant-based vouchers for use as RRVs in FY2014;
2. Issue up to 50 tenant-based vouchers for use as RRVs in FY2015;
3. Issue up to 40 tenant-based vouchers for use as RRVs in FY2016;
4. HACG is pleased with the effort made thus far (120 units and a 28-unit PSH community constructed about 7 years ago) and the final 30 unit commitment will be based on the results of feasibility studies conducted to contrast the benefits of constructing a 30-unit PSH community, acquiring an existing community and renovating it as necessary, earmarking up to 30 TBVs, or providing a combination assortment of the preceding ideas to achieve the goal;

Outcomes to Baseline and Benchmark Comparisons:

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households affected by this policy in dollars (increase).	Monthly earned income of households affected by this policy = \$87,236 Number of households affected by this policy = 28 Average Monthly Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 3,115.57 average earned income	Expected monthly earned income of households affected by this policy = \$603,200 Expected number of households affected by this policy = 80 Expected Average Monthly Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 7,540.00 average earned income	Actual monthly earned income of households affected by this policy = \$225,029 Actual number of households affected by this policy = 75 Actual Average Monthly Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 3,000.39 average earned income	No

¹² Veterans are given a priority preference and may qualify for employment incentives

SS #3: Increase in Positive Outcomes in Employment Status

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:				
(1) Employed Full- Time	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time				
(3) Enrolled in an Educational Program				
(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full- Time	Number of work-able (19-61) households = 17 Number of work-able (19-61) households employed fulltime = 1 Percentage of Work-Able (19-61) Households <u>Employed Fulltime</u> Prior to Implementation of the Activity 5.9% employed fulltime	Expected number of work-able (19-61) households = 45 Expected number of work-able (19-61) households employed fulltime = 3 Expected Percentage of Work-Able (19-61) Households <u>Employed Fulltime</u> After Implementation of the Activity 5.9% employed fulltime	Actual number of work-able (19-61) households = 54 Actual number of work-able (19-61) households employed fulltime = 2 Actual Percentage of Work-Able (19-61) Households <u>Employed Fulltime</u> After Implementation of the Activity 3.7% employed fulltime	No

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(2) Employed Part- Time	Number of work-able (19-61) households = 17	Expected number of work-able (19-61) households = 45	Actual number of work-able (19-61) households = 54	No
	Number of work-able (19-61) households = 9	Expected number of work-able (19-61) households = 24	Actual number of work-able (19-61) households = 24	
	Percentage of Work-Able (19-61) Households <u>Employed Part Time</u> Prior to Implementation of the Activity	Expected Percentage of Work-Able (19-61) Households <u>Employed Part Time</u> After Implementation of the Activity	Actual Percentage of Work-Able (19-61) Households <u>Employed Part Time</u> After Implementation of the Activity	
	52.9%	52.9%	44.4%	
	employed part time	employed part time	employed part time	
(3) Unemployed	Number of work-able (19-61) households = 17	Expected number of work-able (19-61) households = 45	Actual number of work-able (19-61) households = 54	No
	Number of work-able (19-61) households = 8	Expected number of work-able (19-61) households = 21	Actual number of work-able (19-61) households = 28	
	Percentage of Work-Able (19-61) Households <u>Unemployed</u> Prior to Implementation of the Activity	Expected Percentage of Work-Able (19-61) Households <u>Unemployed</u> After Implementation of the Activity	Actual Percentage of Work-Able (19-61) Households <u>Unemployed</u> After Implementation of the Activity	
	47.1%	47.1%	51.9%	
	unemployed	unemployed	unemployed	

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance (decrease).	Households Receiving TANF Prior to Implementation of the activity	Expected Households Receiving TANF After Implementation of the activity	Actual Households Receiving TANF After Implementation of the activity	Exceeds Benchmark
	0	8	6	
	households receiving TANF	households receiving TANF	households receiving TANF	

- i. This activity meets the rent reform definition; rent calculation is altered for military veterans only:

1. \$50.00 Monthly minimum rent is waived for unemployed military veterans;
2. Previous unemployed military veterans that report employment during subsequent annual recertification examinations are put on a Tiered Rent Schedule and phased back to the traditional 30% calculation as follows:

Tiered Rent Schedule	
Time Period	Rent Calculation Percentage
Year 1	26%
Year 2	27%
Year 3	28%
Year 4	29%
Year 5	30%

The military veterans housed during this period entered the rental assistance program employed, so incentives are not applicable to these veterans.

Activity Effectiveness / Benchmark Explanation:

The second leg of this activity was approved October 2014 by HUD, since then, HACG has housed 50 families, where 32% of the families are veterans. The adjusted average Wait List time is 58 days and families have been housed on average for 9.3 months. End-of-year income from FY2014 to FY2015 has increased 42.7% and earned income has increased 7.8% for the same time period. Finally, HACG has helped 20 families with VI-SPDAT¹³ scores or 10 or more get stable housing – housing first concept.

Benchmark Revision:

Neither benchmark nor metrics were revised during the reporting period

Data Collection Methodology:

The data collection methodology was not revised during the reporting period.

¹³ VI-SPDAT = Vulnerability Index – Service Prioritization Decision Assistance Tool

2014.03 – Administrative Reforms

(first approval, FY2015 Annual MTW Plan, implemented during FY2015)

Activity Description:

The activity's primary goal is to improve operational efficiency in the conduct of completing intake, annual, and interim examinations for the agency, as well as reduce unnecessary intrusions into tenant privacy and increase housing choice for families. The goals of the activity will be achieved through three distinct components:

1. Income from Assets: Income generated from assets below \$50,000 will be excluded from the income calculation. This activity reduces unnecessary intrusion into tenant privacy and reduces "down time" waiting from verification to support asset amount/income.
2. Self-Certification of Assets: The initial year of the activity will set the baseline of current residents. Future residents will have their baseline set during their program admission process. The activity allows residents to self-certify their assets when all household assets fall below \$50,000 (third-party verification required to set baseline).
3. Eliminate 40% of Income Cap: The activity also waives the 40% cap on the percentage of income a resident is able to spend on rent, which presents more housing choice for the voucher holding family. The activity also eliminates the possibility of a "rent burden" by restricting the participant's rent portion to 50% or less of their household income.

Outcomes to Baseline and Benchmark Comparisons:

CE #1: Agency Cost Savings - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$24.50	Expected average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$24.50	Actual average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$24.50	
	Average time to complete PH annual/interim exam = 1.83 hrs; HCV annual/interim exam = 2.00 hrs	Expected average time to complete PH annual/interim exam = 1.83 hrs; HCV annual/interim exam = 2.00 hrs	Actual average time to complete PH annual/interim exam = 1.83 hrs; HCV annual/interim exam = 2.00 hrs	
Total cost of task in dollars (decrease).	Number of PH annual exams = 1,688; of HCV annual exams = 2,333	Expected number of PH annual exams = 1,516; of HCV annual exams = 2,534	Actual number of PH annual exams = 1,688; of HCV annual exams = 2,162	Exceeds Benchmark
	Cost of to Conduct Annual/Interim Recertification Examinations Prior to Implementation of the Activity	Expected Cost of to Conduct Annual/Interim Recertification Examinations After Implementation of the Activity	Actual Cost of to Conduct Annual/Interim Recertification Examinations After Implementation of the Activity	
	\$ 102,150.37	\$ 102,490.39	\$ 97,960.87	
	agency cost	agency cost	agency cost	

CE #2: Staff Time Savings - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	Amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs	Expected amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs	Actual amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs	
Total time to complete the task in staff hours (decrease).	Number of annual PH recertifications = 1,688; of annual HCV recertifications = 2,333	Expected number of annual PH recertifications = 1,516; of annual HCV recertifications = 2,534	Actual number of annual PH recertifications = 1,688; of annual HCV recertifications = 2,162	Exceeds Benchmark
	Total Amount of Staff Hours Dedicated to Recertifications	Expected Total Amount of Staff Hours Dedicated to Recertifications	Actual Total Amount of Staff Hours Dedicated to Recertifications	
	3,877.5	3,921.1	3,706.5	
	staff hours	staff hours	staff hours	

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

CE #5: Increase in Tenant Rent Share - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,939; Housing Choice Voucher units = 2,099 Tenant Rental Revenue Prior to Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Expected tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Expected number of Public Housing units = 17,939; Housing Choice Voucher units = 2,099 Expected Tenant Rental Revenue After Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Tenant rental revenue for Public Housing = \$2,218,590; Housing Choice Voucher = \$312,031 Number of Public Housing units = 16,490; Housing Choice Voucher units = 2,001 Actual Tenant Rental Revenue After Activity Implementation \$ 145.24 average tenant rent (PH and S8)	Exceeds Benchmark

HC #5: Increase in Resident Mobility - Administrative Reform				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Number of Section 8 vouchers = 2,333 Percentage of Section 8 families exceeding the 40% Income Cap = 0.0% Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity Prior to Activity Implementation 0 families able to move with fewer limitations	Expected number of Section 8 vouchers = 2,333 Expected percentage of Section 8 families exceeding the 40% Income Cap = 15% Expected Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Activity Implementation 350 families able to move with fewer limitations	Actual number of Section 8 vouchers = 2,333 Actual percentage of Section 8 families exceeding the 40% Income Cap = 24.0% Actual Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Activity Implementation 561 families able to move with fewer limitations	Exceeds Banenchmark

- i. This activity does not meet the rent reform definition;

Activity Effectiveness / Benchmark Explanation:

The second leg of this activity was approved October 2014 by HUD

Benchmark Revision:

Neither benchmark nor metrics were revised during the reporting period

Data Collection Methodology:

The data collection methodology was not revised during the reporting period.

2014.04 – Administrative Efficiencies

(first approval, 2014 Annual MTW Plan, implementation FY2014)

Activity Description:

The activity's primary goal is to improve operational efficiency in the conduct of completing examinations for the agency, as well as respect the reduced mobility of our Elderly/Disabled families. Through historical experience, HACG has learned that Elderly/Disabled families with fixed sources of stable income have minimal changes in annual income and thusly, minimal changes in their monthly rent amounts. Due to these facts, HACG deems it unnecessary to "inconvenience" these families and "intrude" on their privacy annually. Therefore, the activity proposes to recertify these families on a triennial basis. The goals of the activity will be achieved through the following methods:

1. Household Status: Does the head of household qualify the family as an Elderly/Disabled family?
2. Income Source: Does the household present a fixed, stable source of income that most likely will not fluctuate? Income examples include the following: Pensions, Social Security, Social Security Disability, Social Security Insurance, VA Benefits, and similar sources.
Elderly/Disabled households with fluctuating income sources will be recertified annually. Income examples include the following: Child Support, Contributions, Employment, Unemployment Benefits, and similar sources
3. Forms: In the interest of streamlining the process, forms that expire before 36 months have been evaluated and modified

Outcomes to Baseline and Benchmark Comparisons:

CE #1: Agency Cost Savings - Administrative Efficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$25.75 Average time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs	Expected average hourly compensation (salary & benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$25.75 Expected time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs	Actual average hourly compensation (salary & benefits) of Housing Managers = \$29.96; of Occupancy Specialists = \$26.99 Actual time to complete PH annual/interim exam = 1.25 hrs; HCV annual/interim exam = .92 hrs	
Total cost of task in dollars (decrease).	Number of PH annual exams = 704; of HCV annual exams = 904 Total Cost of Recertification for Elderly/Disabled Families Prior to Implementation of the Activity	Expected number of PH annual exams = 235; of HCV annual exams = 301 Expected Cost of Recertification for Elderly/Disabled Families After Implementation of the Activity	Actual number of PH annual exams = 704; of HCV annual exams = 904 Actual Cost of Recertification for Elderly/Disabled Families After Implementation of the Activity	Benchmark Not Achieved
	\$ 40,136.73 agency cost	\$ 13,378.80 agency cost	\$ 47,148.48 agency cost	

CE #2: Staff Time Savings - Administrative Efficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	Amount of staff time dedicated to PH recertifications = .92 hrs; to HCV recertifications = .92 hrs Number of annual PH recertifications = 704; of annual HCV recertifications = 904	Expected amount of staff time dedicated to PH recertifications = .92 hrs; to HCV recertifications = .92 hrs Expected number of annual PH recertifications = 235; of annual HCV recertifications = 301	Actual amount of staff time dedicated to PH recertifications = 1.25 hrs; to HCV recertifications = .92 hrs Actual number of annual PH recertifications = 704; of annual HCV recertifications = 904	
Total time to complete the task in staff hours (decrease).	Total Amount of Staff Hours Dedicated to Elderly/Disabled Family Recertifications Prior to Implementation of the Activity	Expected Amount of Staff Hours Dedicated to Elderly/Disabled Family Recertifications After Implementation of the Activity	Actual Amount of Staff Hours Dedicated to Elderly/Disabled Family Recertifications After Implementation of the Activity	Benchmark Not Achieved
	739.7 average annual staff hours	246.6 average annual staff hours	855.8 average annual staff hours	

<i>CE #5: Increase in Tenant Rent Share - Administrative Efficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Tenant rental revenue in dollars (increase).	Tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,939; Housing Choice Voucher = 2,099 Tenant Rental Revenue Prior to Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Expected tenant rental revenue for Public Housing = \$2,207,333; Housing Choice Voucher = \$314,834 Number of Public Housing units = 17,939; Housing Choice Voucher = 2,099 Expected Tenant Rental Revenue After Activity Implementation \$ 136.52 average tenant rent (PH and S8)	Tenant rental revenue for Public Housing = \$2,218,590; Housing Choice Voucher = \$312,031 Number of Public Housing units = 16,490; Housing Choice Voucher = 2,001 Actual Tenant Rental Revenue After Activity Implementation \$ 145.24 average tenant rent (PH and S8)	Exceeds Benchmark

- i. This activity does not meet the rent reform definition. And there were no hardship related requests.

Activity Effectiveness / Benchmark Explanation:

There is not enough data collected to determine the effectiveness of the activity; however, the premise of the activity has been well received by both staff and targeted residents alike. Therefore HACG anticipates that this activity will have a positive impact upon full implementation. HACG used the reporting period to recertify and identify elderly/disabled households for the triennial recertification cycle, as well as calculate the amount of time to conduct annual/interim recertification examinations on this population.

Benchmark Revision:

Neither benchmark nor metrics were revised during the reporting period

Data Collection Methodology:

The data collection methodology was not revised during the reporting period.

2014.05 – Streamline Housing Quality Standards (HQS) Inspections

(first approval, FY2014 Annual MTW Plan, implementation FY2014)

Activity Description:

This activity aims to improve operational efficiency in the conduct of completing HQS inspections, as well as empower/encourage residents and maintenance staff to report irregularities and inconsistencies on the property. The activity seeks to “reward” properties that pass the initial inspection or the first re-inspection by putting the property on a biennial inspection cycle. The off year will consist of a self-certification from the resident and property manager/owner. Conversely, the activity seeks to “penalize” properties that fail HQS with a \$45.00 “re-inspection” fee. This fee will be assessed to property owners that require a 2nd re-inspection and each re-inspection thereafter. The \$45.00 fee cannot (and should not) be passed down to the resident by the property owner. Further, the activity proposes a quality control measure, where a percent of the properties will be randomly selected to ensure that quality does not suffer. The goals of the activity will be achieved through the following methods:

1. Property Identification: HACG has identified and placed properties on biennial inspection cycles, as well as assessed fines to properties for 2nd re-inspections and thereafter. New properties placed on the program must be inspected after the initial inspection (12 months later) before property is able to be assigned to a biennial inspection cycle.
2. Revenue Collection: HACG will abate failed properties and assess a \$45.00 fine for each re-inspection conducted after the 1st re-inspection (3rd visit forward) until property passes.
3. Forms: Properties identified as pass on the initial inspection or the 1st re-inspection will be provided a self-certification form the following year that both the client and landlord will need to submit in lieu of a physical inspection certifying that the property meets HQS. If either party disagrees that the property meets HQS, a physical inspection will be conducted.

Outcomes to Baseline and Benchmark Comparisons:

CE #1: Agency Cost Savings - Streamlined HQS Inspections				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average compensation (salary & benefits) of HQS Inspectors = \$23.70 per hour	Expected compensation (salary & benefits) of HQS Inspectors = \$23.70 per hour	Actual average compensation (salary & benefits) of HQS Inspectors = \$24.30 per hour	
	Average time per inspection = 1.24	Expected time per inspection = 1.24	Actual time per inspection = 1.24	
Total cost of task in dollars (decrease).	Number of inspections = 5,032	Expected number of inspections = 5,032	Number of inspections = 4,579	Exceeds Benchmark
	Cost of HQS Inspections Prior to Implementation of the Activity	Expected Cost of HQS Inspections After Implementation of the Activity	Actual Cost of HQS Inspections After Implementation of the Activity	
	\$ 147,885.00	\$ 147,885.00	\$ 137,974.43	
	agency cost	agency cost	agency cost	

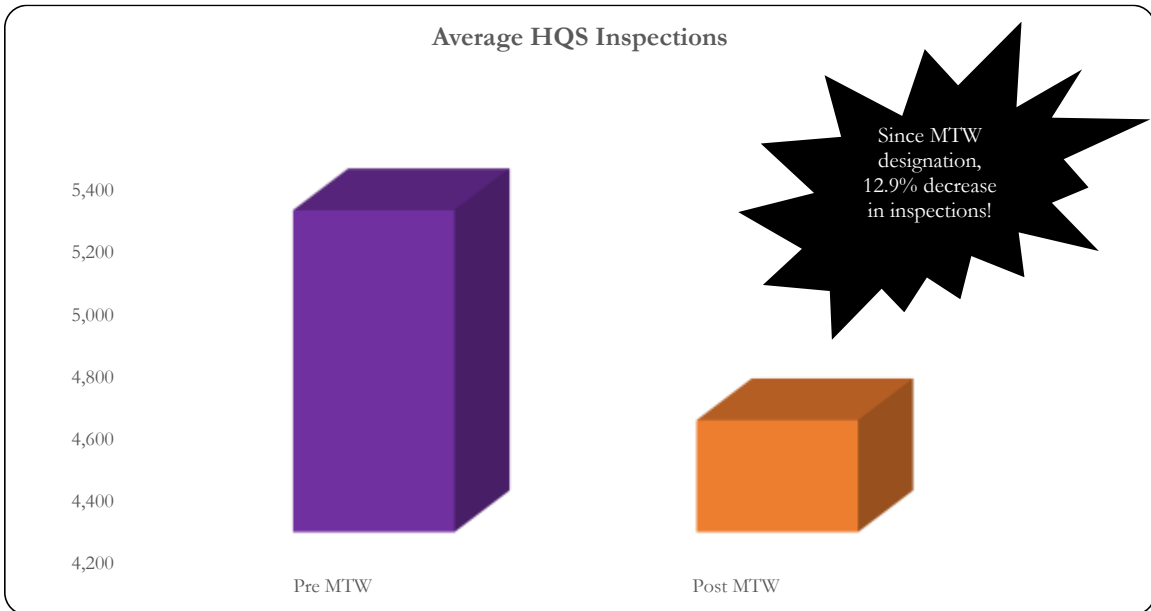
CE #2: Staff Time Savings - Streamlined HQS Inspections				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	Number of inspections = 5,032	Expected number of inspections = 5,032	Actual number of inspections = 4,579	
	Time per inspection = 1.24 hours	Expected time per inspection = 1.24 hours	Actual time per inspection = .581 minutes	
Total time to complete the task in staff hours (decrease).	Total Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity	Expected Total Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity	Actual Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity	Exceeds Benchmark
	6,240.0	6,240.0	2,660.0	
	annual staff hours	annual staff hours	annual staff hours	

CE #3: Decrease in Error Rate of Task Execution - Streamlined HQS Inspections				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a task as a percentage (decrease).	Number of Quality Control inspections = 0	Expected number of Quality Control inspections = 52	Actual number of Quality Control inspections = 91	Benchmark Not Achieved
	Number of Quality Control errors = 0	Expected number of Quality Control errors = 5	Actual number of Quality Control errors = 47	
	Error Rate Prior to Activity Implementation	Expected Error Rate After Activity Implementation	Actual Error Rate After Activity Implementation	
	0.0%	9.6%	51.6%	
	average QC error rate	average QC error rate	average QC error rate	

- i. This activity does not meet the rent reform definition. As a result, there were no hardship related requests.

Activity Effectiveness / Benchmark Explanation:

Since being designated as a MTW agency, HACG’s average HQS inspections have decreased (as shown in the chart below) when comparing recent pre MTW data¹⁴ to post MTW data:



¹⁴ Recent data (2009 – 2012); HACG notified of its MTW status December 2012.

Benchmark Revision:

Neither benchmark nor metrics were revised during the reporting period

Data Collection Methodology:

The data collection methodology was not revised during the reporting period.

2014.06 – Rent Reform

(first approval, FY2014 Annual MTW Plan, implementation FY2014)

Activity Description:

This activity contrasts the effects of implementing, intense self-sufficiency measures at one development (Farley) and providing a ‘status quo’ level of services at a similar make-up development (Chase). The activity seeks to introduce and implement self-sufficiency incentives at Farley to learn if the incentives have an impact on residents’ motivation to become employed and/or improve their call to action in such activities as employment, training, education, parenting classes, life skills, and the like. The goals of the activity will be achieved through the following methods:

1. Minimum Rent Increase: HACG increased the minimum rent at E.E. Farley to \$100.00 during its annual recertification period (January 1):
 - a. January 2014, the minimum rent increased from \$50.00 per month to \$75.00 per month;
 - b. January 2015, the minimum rent increased from \$75.00 per month to \$100.00 per month;
 - i. HOH’s identified as Elderly/Disabled are excluded from the increase;
 - ii. Hardship requests are considered on a case-by-case basis;
2. Tiered Rent Calculation: In an effort to encourage employment, HACG will lower the calculation percentage from 30% to 26% for newly employed residents (defined as residents that were unemployed for 6 months or longer, as well as new admissions that are unemployed/without earned income). The tiered rent will increase 1% each year until it returns to 30%. The table below reflects the tiered rent schedule:

Resident's Year	Rent Percentage
1	26%
2	27%
3	28%
4	29%
5	30%

3. Self-Sufficiency Activity: HACG’s Community Initiatives Department will increase FSS and ROSS presence at Farley, including an increase in program recruiting, an increase in on-site workshops/programs, and providing extensive self-sufficiency counseling.
4. Self-Sufficiency Incentives: Another measure to increase self-sufficiency is the implementation of incentives that commonly serve as a barrier to employment obtainment and/or retention. The incentives proposed are as follows:
 - Childcare
 - Employment Related Equipment/Uniforms
 - Transportation Assistance

The object of the incentives is to reduce out-of-pocket expenses to the resident on the out-set of beginning new employment. The incentives are scaled to reduce as the resident's income become stabilized

5. Synchronize Annual Recertification: Since the target site, Farley, and the control site, Chase, have similar demographic characteristics (see table below), HACG changed the annual recertification date so that the properties' effective time line would align with one another and provide for a more accurate comparison.

Demographics		
Category	Chase	Farley
Number of Units	108	102
Population	307	302
Rent \$0 - \$50	46	31
Rent \$51 - \$100	7	17
Rent \$101+	53	54
Residents Employed	30	43
Annual Earned Income	\$ 15,072.76	\$ 14,980.45
HOHs Unemployed	48	28

Outcomes to Baseline and Benchmark Comparisons:

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Tenant rental revenue in dollars (increase).	Tenant rental revenue prior to implementation of the activity (in dollars).	Expected tenant rental revenue after implementation of the activity (in dollars).	Actual tenant rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Farley tenant rental revenue in dollars (increase).	Amount of revenue collected = \$110,184; number of units = 1,212 Farley Rental Revenue Prior to Implementation of the Activity \$ 90.91 average monthly tenant rent at E.E. Farley Apartments	Expected amount of revenue collected = \$110,184; number of units = 1,212 Expected Farley Rental Revenue After Implementation of the Activity \$ 90.91 average monthly tenant rent at E.E. Farley Apartments	Actual amount of revenue collected = \$174,325; number of units = 1,210 Actual Farley Rental Revenue After Implementation of the Activity \$ 144.07 average monthly tenant rent at E.E. Farley Apartments	Exceeds Benchmark
Chase tenant rental revenue in dollars (increase).	Amount of revenue collected = \$119,471; number of units = 1,282 Chase Rental Revenue Prior to Implementation of the Activity \$ 93.19 average monthly tenant rent at Louis Chase Apartments	Expected amount of revenue collected = \$119,471; number of units = 1,282 Expected Chase Rental Revenue After Implementation of the Activity \$ 93.19 average monthly tenant rent at Louis Chase Apartments	Actual amount of revenue collected = \$142,488; number of units = 1,276 Actual Chase Rental Revenue After Implementation of the Activity \$ 111.67 average monthly tenant rent at Louis Chase Apartments	Exceeds Benchmark

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of Farley households affected by this policy in dollars (increase).	Total earned income = \$501,200 Number of employed households = 40 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 12,530.00 average earned income of E.E. Farley Households	Expected earned income = \$584,408 Expected number of employed households = 44 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 13,282.00 average earned income of E.E. Farley Households	Actual earned income = \$629,179 Actual number of employed households = 42 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 14,980.45 average earned income of E.E. Farley Households	Exceeds Benchmark
Average earned income of Chase households affected by this policy in dollars (increase).	Total earned income = \$493,092 Number of employed households = 36 Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity \$ 13,697.00 average earned income of Louis Chase Households	Expected earned income = \$493,092 Expected number of employed households = 36 Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 13,697.00 average earned income of Louis Chase Households	Actual earned income = \$437,110 Actual number of employed households = 29 Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity \$ 15,072.76 average earned income of Louis Chase Households	Exceeds Benchmark

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

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

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

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

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

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Farley households receiving TANF assistance (decrease).	<p>Number of Households Receiving TANF Prior to Implementation of the Activity</p> <p align="center">8</p> <p>Farley households receiving TANF</p>	<p>Expected Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">5</p> <p>Farley households receiving TANF</p>	<p>Actual Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">5</p> <p>Farley households receiving TANF</p>	Meets Benchmark
Chase households receiving TANF assistance (decrease).	<p>Number of Households Receiving TANF Prior to Implementation of the Activity</p> <p align="center">1</p> <p>Chase households receiving TANF</p>	<p>Expected Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">5</p> <p>Chase households receiving TANF</p>	<p>Actual Number of Households Receiving TANF After Implementation of the Activity</p> <p align="center">2</p> <p>Chase households receiving TANF</p>	Exceeds Benchmark

SS #6: Reducing Per Unit Subsidy Costs for Participating Households - Rent Reform (Farley)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 9 subsidy per Farley household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 Section 9 Subsidy per Household Prior to Activity Implementation \$ 3,099 average Farley subsidy per household <i>Total Farley Subsidy (avg. x 101) = \$312,999</i>	Expected Section 9 subsidy = \$4,751,548 Expected number of Public Housing units = 1,688 Expected Section 9 Subsidy per Household After Activity Implementation \$ 2,815 average Farley subsidy per household <i>Expected Farley Subsidy (avg. x 101) = \$284,315</i>	Actual Section 9 subsidy = \$4,773,332 Actual number of Public Housing units = 1,497 Actual Section 9 Subsidy per Household After Activity Implementation \$ 3,189 average Farley subsidy per household <i>Actual Farley Subsidy (avg. x 102) = \$325,278</i>	Benchmark Not Achieved
Average amount of Section 9 subsidy per Chase household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 Section 9 Subsidy per Household Prior to Activity Implementation \$ 3,099 average Chase subsidy per household <i>Total Chase Subsidy (avg. x 107) = \$331,593</i>	Expected Section 9 subsidy = \$4,751,548 Expected number of Public Housing units = 1,688 Expected Section 9 Subsidy per Household After Activity Implementation \$ 2,815 average Chase subsidy per household <i>Expected Chase Subsidy (avg. x 107) = \$301,205</i>	Actual Section 9 subsidy = \$4,773,332 Actual number of Public Housing units = 1,497 Actual Section 9 Subsidy per Household After Activity Implementation \$ 3,189 average Chase subsidy per household <i>Actual Chase Subsidy (avg. x 106) = \$338,034</i>	Benchmark Not Achieved

SS #7: Increase in Agency Rental Revenue - Rent Reform (Farley)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
PHA rental revenue in dollars (increase).	PHA rental revenue = \$2,207,333 Number of units = 1,688 PHA Rental Revenue Prior to Implementation of the Activity \$ 1,307.66 average PHA rental revenue per household	Expected PHA rental revenue = \$2,207,333 Expected number of units = 1,688 Expected PHA Rental Revenue After Implementation of the Activity \$ 1,307.66 average PHA rental revenue per household	Actual PHA rental revenue = \$2,218,590 Actual number of units = 1,318 Actual PHA Rental Revenue After Implementation of the Activity \$ 1,683.30 average PHA rental revenue per household	Exceeds Benchmark

SS #8: Households Transitioned to Self Sufficiency - Rent Reform (Farley)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households transitioned to self sufficiency (increase).	Number of months households have been employed = 0 Number of households receiving tiered rent incentive for employment = 0 Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer Prior to Activity Implementation 0.0 average number of months employed	Expected number of months households have been employed = 6 Expected number of households receiving tiered rent incentive for employment = 1 Expected Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer After Activity Implementation 6.0 average number of months employed	Actual number of months households have been employed = 30 (6mosX5 HOHs) Actual number of households receiving tiered rent incentive for employment = 5 Actual Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer After Activity Implementation 6.0 average number of months employed	Meets Benchmark

- i. This activity meets the rent reform definition; however, there were no hardship requests.

Activity Effectiveness / Benchmark Explanation:

Since increasing the minimum rent from \$50.00 per month to \$100.00, 5 families that were unemployed prior to HACG’s MTW designation have reported employment. Further these 5 families have reported the retention of employment; however, the poor local economy has contributed to benchmarks not being achieved.

The State of Georgia has hovered around a 6.0% unemployment rate, while the Columbus MSA has a 7.5% unemployment rate.

Benchmark Revision:

Neither benchmark nor metrics were revised during the reporting period

Data Collection Methodology:

The data collection methodology was not revised during the reporting period.

B. NOT YET IMPLEMENTED ACTIVITIES

2015.01 – Eliminate Child Support from Income Calculation (PH Only) (first approval, FY2015 Annual MTW Plan, implementation FY2015)

Quick Overview:

Activity examines whether the exclusion of child support income from the Annual Income Rent Calculation process will provide an efficiency to Housing Managers in the rent calculation process, as well as provide an incentive for public housing families to seek and maintain employment or complete their education.

1. Household: Although HACG anticipates that only family developments will “benefit” from this activity, the activity applies to any Public Housing Head-of-Household (HOH) that receives child support income;
2. Implementation: HACG Housing Managers will implement the activity at the resident’s next examination – annual or interim recertification;
 - a. Housing Managers calculate all countable income as normal (annual/interim);
 - b. Housing Managers adjust countable income
 - i. Deduct/reduce annual income as usual
 1. Factor childcare, dependents, grants, medical, etc. . . .
 - c. Housing Managers should add verified child support income into the system
 - i. Child support is verified through child support enforcement,
 - ii. Child support not verified and/or received through child support enforcement is treated as contribution income,
 - d. Housing Managers should ensure rent is calculated on the adjusted income amount that excludes verified child support income;
 - i. Child support not verified and/or received through child support enforcement is treated as contribution income,
3. Programs: This activity only affects Public Housing residents and excludes Housing Choice Voucher families, as well as existing and future HOPE VI and/or mixed-income families (e.g., Arbor Pointe, Ashley Station, Willow Glen, and similar);

2015.02 – Portability Restrictions

(first approval, FY2015 Annual MTW Plan, implementation FY2015)

Quick Overview:

Activity limits vouchers from entering or leaving the Columbus jurisdiction to employment related. Hardship cases will be addressed on a case-by-case basis. Ports are subject to verifiable employment offers prior to HACG granting approval. Similarly, hardship requests require documentation that verifies and supports hardship request prior to HACG making a determination.

1. Program: HACG absorbed and/or “grandfathered” existing port families to enable a clean starting point;
2. Implementation: HACG Occupancy Specialists have started implementing this activity, but no requests have been made as of June 30, 2015;

2015.03 – Simplify Utility Allowance Calculation (HCV Only)

(first approval, FY2015 Annual MTW Plan, implementation FY2015)

Quick Overview:

The activity’s focal point is to make it easier for all Housing Choice Voucher (HCV) parties, the client, the landlord, and the case manager, where the client has a better idea of “how much house” they can afford, the landlord better understands what utilities are covered and how much rent will be paid, and case managers are able to calculate utility allowances a minimal amount of time and assist more families needing rental assistance.

1. Program: HACG developed two categories, one where the tenant pays water-sewer and trash utilities, and a second where the landlord pays water-sewer and trash utilities.
2. Implementation: HACG Occupancy Specialists will implement the new calculation process at clients’ intake, annual, and/or interim examination periods.

2015.04 – Cap Childcare Deductions

Quick Overview:

The intent of this activity is to limit childcare claims that appear exorbitant and excessive contrasted with household income and cap childcare claims to reimbursement rates in line with the state’s Children and Parent Service (CAPS) Program that sets a rate that CAPS will pay to childcare providers.

1. Program: This activity effects both rental assistance programs, Housing Choice Voucher and Public Housing.
2. Implementation: HACG Occupancy Specialists and Housing Managers will implement the cap calculation at intake, annual, and/or interim examination periods.

C. ACTIVITIES ON HOLD

HACG did not have any activities on hold during this reporting period.

D. CLOSED OUT ACTIVITIES

HACG has not closed out any activities during this reporting period.

SECTION V – SOURCES AND USES OF FUNDS

A. MTW Report: Sources and Uses of MTW Funds			
<table border="1"> <thead> <tr> <th>Actual Sources and Uses of MTW Funding for the Fiscal Year</th> </tr> </thead> <tbody> <tr> <td>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</td> </tr> </tbody> </table>		Actual Sources and Uses of MTW Funding for the Fiscal Year	PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system
Actual Sources and Uses of MTW Funding for the Fiscal Year			
PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system			
<table border="1"> <thead> <tr> <th>Describe the Activities that Used Only MTW Single Fund Flexibility</th> </tr> </thead> <tbody> <tr> <td>None of the approved activities implemented in HACG's fiscal year 2015 used only MTW single-fund flexibility</td> </tr> </tbody> </table>		Describe the Activities that Used Only MTW Single Fund Flexibility	None of the approved activities implemented in HACG's fiscal year 2015 used only MTW single-fund flexibility
Describe the Activities that Used Only MTW Single Fund Flexibility			
None of the approved activities implemented in HACG's fiscal year 2015 used only MTW single-fund flexibility			

V.4.Report.Local Asset Management Plan	
B. MTW Report: Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/>
Has the PHA implemented a local asset management plan (LAMP)?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
<p>If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> or <input checked="" type="checkbox"/> No
N/A	

C. MTW Report: Commitment of Unspent Funds

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

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

Section not applicable to MTW agencies

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

SECTION VI – ADMINISTRATIVE

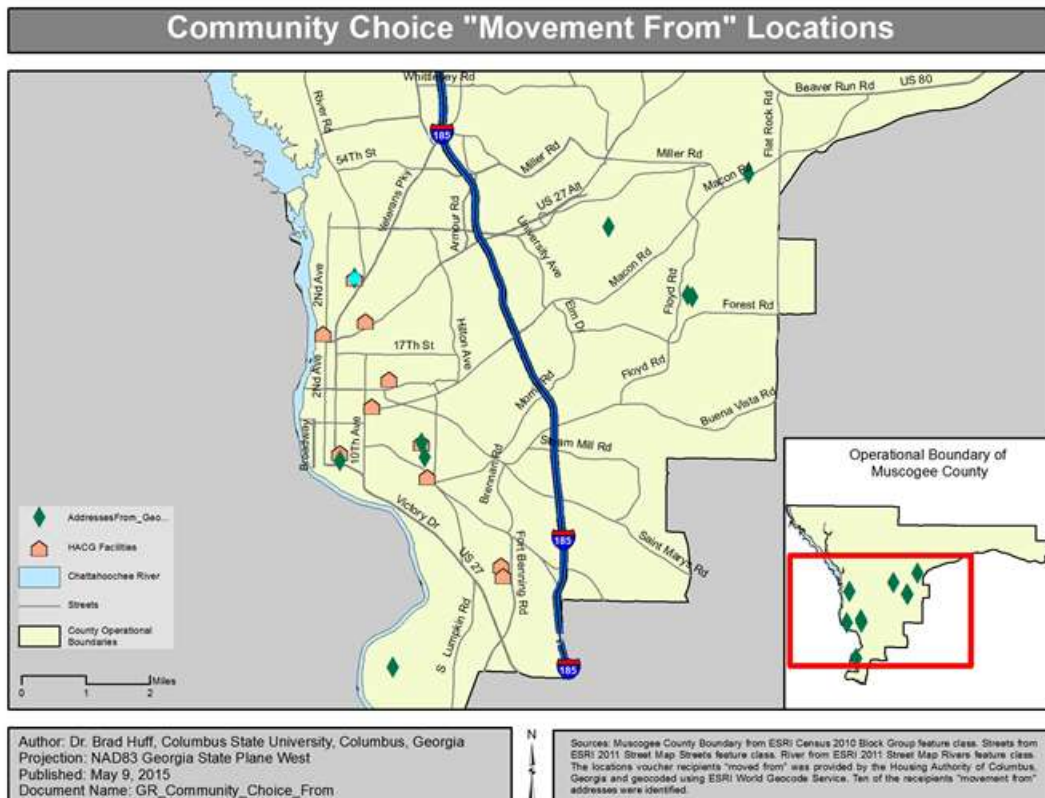
A. GENERAL DESCRIPTION OF ANY ISSUES THAT REQUIRE ACTION

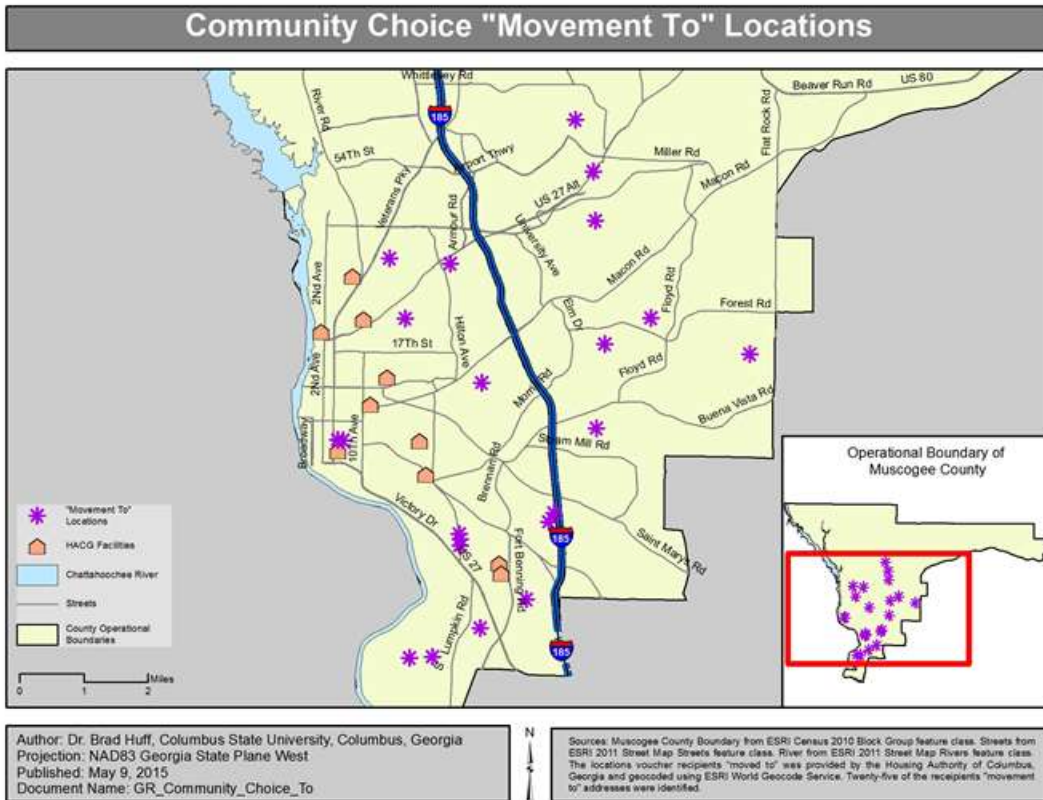
The Housing Authority of Columbus, Georgia does not fall under any mandates to take action to correct deficiencies as a result of HUD reviews, audits, physical inspections, and/or any similar mandate and/or requirement.

B. RESULTS OF LATEST PHA-DIRECTED EVALUATIONS

HACG entered into an agreement with Columbus State University's Social Research Center to evaluate specific activities of the program. The evaluation methodology is to use this initial year of data collection as a soft baseline and use the data collected during the second year as the actual baseline moving forward. Meanwhile, initial results suggest the following:

- I. 2014.01 – Community Choice seeks to track the movement of families that have a larger voucher (120% of Fair Market Rent (FMR)) to families that receive a normal voucher (90% of FMR):





- II. 2014.02 – Innovations to Reduce Homelessness seeks to stabilize chronically homeless families in concert with the city’s master plan to address homelessness:

Due to the decentralization and confidential nature of many referrals’ situation, it is taking a longer time to collect essential data to develop a baseline. Meanwhile, CSU is working with Home for Good and mental health agencies to secure waivers to develop a solid baseline;

- III. 2014.06 – Rent Reform seeks to learn if minimum rent increases and modified rent calculation, as well as monetary work related benefits at one site provides enough of an incentive for unemployed residents to enter and/or return to the workforce than at another site of similar demographics:

Data from the aggregate self-efficacy scale indicate that residents of both communities rank themselves as being fairly resilient, with Farley $M=25.2$ $SD=5.6$ and Chase $M=26.2$ $SD=5.7$. These descriptive statistics indicate high levels of efficacy, though the standard deviation indicates a fairly broad distribution of across respondents.

Results from the initial demographic and social measures indicate that the participants at Chase and Farley homes are not statistically significantly different across any of the major social or demographic factors. This strengthens the validity of the comparison between the residents of Chase and Farley homes.

C. CERTIFICATION OF MEETING THE THREE STATUTORY REQUIREMENTS

The Housing Authority of Columbus, Georgia attests and certifies to the best of its abilities to the following requirements:

1. Assuring that at least 75% of the families assisted by HACG are very low-income families;
2. Continuing to assist substantially the same total number of eligible low income families as have been served had the amounts not been combined; and
3. Maintaining a comparable mix of families (by family size) are served, as would have been provided had the amount not been used under the demonstration.

Please see attachment A

ATTACHMENTS



ATTACHMENT A

CERTIFICATION OF STATUTORY COMPLIANCE

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

During FYE 2015, HACG has adhered to the following requirements:

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



J. LEN WILLIAMS,
Chief Executive Officer



DATE

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Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Certifications of Compliance

Annual Moving to Work Plan
Certifications of Compliance

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

Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

Attachment B

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13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

The Housing Authority of Columbus, Georgia
PHA Name

GA 004
PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

J. Len Williams
Name of Authorized Official

Secretary, Board of Commissioners
Title


Signature

September 16, 2015
Date

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