



# **ANNUAL MTW REPORT**

## ***The Demonstration Begins***

(FYE 2014 – 07/03/13 to 06/30/14)

HUD Submission, September 29, 2014

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## SECTION I – INTRODUCTION

### B. Overview

The Housing Authority of Columbus, Georgia (HACG) is proud to be one of thirty-nine public housing authorities (PHAs) nationwide to be designated as a Moving-to-Work (MTW) Demonstration agency. In the years leading up to this designation, HACG positioned itself as a high performer annually and as an innovator in the industry. HACG has a distinguished list of “among the first” accomplishments that have helped our industry grow and HACG continues to innovate and help the community under the MTW umbrella.

- HACG continues to maintain successful collaborations with industry, state, and community entities, as well as with partner-based housing such as Columbia Residential, Habitat for Humanity, Integral Properties, and NeighborWorks Columbus, to name a few.
- HACG has implemented goals and strengthened relationships with the Columbus Community Foundation, Home for Good, the National Alliance to End Homelessness, and others.
- HACG has improved its properties, garnering awards from design and use to landscaping and beautification, which is in line with priorities of the Columbus Consolidated Government.
- HACG continues to work with our military veterans regarding homelessness.

#### MTW SHORT-TERM GOALS AND OBJECTIVES:

The agency has set out to accomplish a number of short-term goals during the fiscal year (July 1, 2013 – June 30, 2014). Short-term goals related to MTW are as follows:

Activity Number	Activity Name	Activity Status as of June 30, 2014
2014.01	Community Choice	Significant changes, <b>re-proposed</b> in 2015 Annual MTW Plan
2014.02	Innovations to Reduce Homelessness	Issued 30 vouchers; <b>27 families were housed</b> as a result of this activity
2014.03	Administrative Reform	<b>Approved Forms</b> were incorporated into the examination process; <b>40% income cap on rent</b> has been lifted

Activity Number	Activity Name	Activity Status as of June 30, 2014
2014.04	Administrative Efficiency	<b>Elderly/Disabled families have been identified</b> for triennial recertification cycle
2014.05	Streamline HQS Inspections	<b>Properties have been identified for biennial inspection cycle;</b> abated properties marked for annual inspection
2014.06	Rent Reform (Farley)	<b>5 Families on tiered rent (26%)</b> calculation

Another accomplishment during the reporting period includes HACG rising to meet the challenge set forth with the late introduction of Form HUD 50900, as the agency had to scrap much of its original reporting formatting and many of its metric ideas to meet guidelines and standard metrics outlined in Form 50900, and is still able to meet the submission deadline.

Future short-term initiatives proposed by HACG includes:

Activity Number	Activity Name	Current Status as of June 30, 2014
2014.01	Community Choice	<b>Pending HUD Approval:</b> activity proposes to offer 40 community-wide vouchers and 40 location restricted vouchers at 120% of FMR and contrast housing choices with 40 "regular" issued vouchers

Future short-term initiatives proposed by HACG continued:

Activity Number	Activity Name	Current Status as of June 30, 2014
2015.01	Eliminate Child Support from the Income Calculation (Public Housing Only)	<b>Pending HUD Approval:</b> activity proposes to disregard child support income when calculating PH household rent
2015.02	Portability Restrictions (Housing Choice Voucher Only)	<b>Pending HUD Approval:</b> activity proposes to restrict HCV port-ins and port-outs to employment criteria
2015.03	Simplified Utility Allowance (Housing Choice Voucher Only)	<b>Pending HUD Approval:</b> activity simplifies utility allowance based on voucher size
2015.04	Cap Childcare Deductions	<b>Pending HUD Approval:</b> activity proposes to limit childcare expenses to amounts consistent with GA Department of Human Resources' CAPs reimbursement rates
2015.05	Emergency, Temporary / Rapid Rehousing Vouchers ( <b>incorporated into activity 2014.02 - Innovations to Reduce Homelessness</b> )	<b>Pending HUD Approval:</b> HACG has addressed the emergency and/or temporary housing component through a referral partnership with GA DBHDD, which allows HACG to focus its attention on expanding its rapid rehousing program
2015.06	Shallow Subsidy	<b>Removed for Revision,</b> HACG will revise and present in a future MTW Plan for consideration

#### NON-MTW SHORT-TERM GOALS AND OBJECTIVES:

- HACG is working on an implementation strategy to convert its entire portfolio to long-term Section 8 assistance contracts or project-based vouchers under the Rental Assistance Demonstration (RAD) Program;
- The redevelopment of Booker T. Washington (BTW) is underway, current BTW residents are being offered relocation options and HACG is targeting a March 1, 2015 deadline to have phase I units vacant to allow demolition to commence;
- HACG has been invited to apply for Veterans Affairs Supportive Housing (VASH) vouchers, which will aid in housing the community's military veterans;

#### MTW LONG-TERM GOALS AND OBJECTIVES:

Summarized succinctly, HACG placed each one of its communities in one of three categories.

- **Category One – Maintain:** these are communities that are in good condition and will continue as public housing with future modernization as needed.
- **Category Two – Redevelop:** these are communities that are experiencing functional or economic obsolescence. These communities will be replaced as soon as HACG can assemble the required financial resources.
- **Category Three – Modernize:** these communities are located in areas that are not conducive to redevelopment; nonetheless, these communities will receive considerable modernization and will be held as public housing until the real estate market is conducive to redevelopment.

Over the next five years, HACG will address community needs in each category in accordance with its Asset Management Plan, which is a corollary of its Strategic Plan.

#### NON-MTW LONG-TERM GOALS AND OBJECTIVES:

- Continue to investigate the feasibility of converting public housing units to project-based vouchers under the RAD Program option;
- Continue the multi-phase redevelopment of the Booker T. Washington (BTW) Apartments, which includes:
  - Phase 1 – Development at the former Chapman Homes site for elderly-only (BTW displacees are given a priority);
  - Phase 2 – Development of the northern half of the BTW site for family housing;
  - Phase 3 – Future development of the southern half of the BTW site for commercial use
- Consistent with the latest “point in time” count, which shows a greater need for rapid rehousing assistance, HACG will continue the pursuit of presenting viable alternatives to decrease homelessness and family displacement in the community;
  - Pursue Section 811 Vouchers;
  - Pursue VASH Vouchers

- Explore other resources
- Continue long-term planning for projects to assist in housing needs:

HACG Fiscal Year	Project Description	Project Notes	Number of Housing Units Added
2016	Willow Glen II	HACG plans project to be similar to our Willow Glen stand-alone complex to provide 30 units of housing for the chronic homeless	30
2016	Booker T. Washington Re-Development - Phase I	HACG plans to provide 20 units of permanent supportive housing in a mixed-income community	20
2017	Booker T. Washington Re-Development - Phase II	HACG plans to provide 20 units of permanent supportive housing in a mixed-income community	20
2018	Willow Glen III	HACG plans project to be similar to our Willow Glen stand-alone complex to provide 30 units of housing for the chronic homeless	30
2019	Louis Chase Re-Development	HACG plans to provide 20 units of permanent supportive housing in a mixed-income community	20
<b>Additional Units of Permanent Supportive Housing:</b>			<b>120</b>

The table above reflects HACG’s long-term projects submitted in the FY 2014 Plan. HACG is committed to Willow Glen II, however, based on Columbus’ latest “point-in-time” count, there appears to be an increased need for rapid rehousing assistance. Therefore, in an effort to meet the needs of the community it serves, the timing of the remaining long-term projects will be revised in future MTW Plans.

Further, HACG believes that FY14 initiatives, pending FY15 initiatives, and ongoing redevelopment plans prepare the agency to impact the community positively and help its residents achieve greater success regarding economic independence and housing self-sufficiency.

## SECTION II – HOUSING STOCK INFORMATION

### A. Housing Stock Information

The following information reports HACG's housing stock as of June 30, 2014:

A. MTW Report: Housing Stock Information			
New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Project-Based Vouchers *	Actual Number of New Vouchers that were Project-Based	Description of Project
Arbor Pointe	55	0	To convert PH units to PBV units at this mixed-income property through the Rental Assistance Demonstration (RAD) Program
Ashley Station	146	0	To convert PH units to PBV units at this mixed-income property through the Rental Assistance Demonstration (RAD) Program
Property Name	N/A	N/A	N/A
Property Name	N/A	N/A	N/A
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 *
201		0	0
		Actual 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 *
		279	0
			Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
			272
* From the Plan			
Other Changes to the Housing Stock that Occurred During the Fiscal Year			
HACG has started the resident relocation process at Booker T. Washington Apartment Homes. As a result, HACG is holding vacated units off-line.			
HACG applied for 340 tenant protection vouchers as a result of its redevelopment project at the Booker T. Washington site. HACG anticipates that its voucher authority will increase as a result of the redevelopment.			
N/A			
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 FYE14, HACG expended \$3,214,335 in Capital Funds. Expenditures included computer software, consultant expenses for the redevelopment of the Booker T. Washington (BTW) site, site improvement projects such as playground equipment, dumpster enclosures, landscaping, mailbox kiosks, dwelling equipment and painting, sewer line replacement, as well as enveloping modernization efforts to improve energy efficiency, and other necessary costs associated with the planning and preparation for the redevelopment of BTW.

**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 PHA	385	HACG manages property for the Housing Authorities of Buena Vista, Ellaville, Harris County, and West Point, GA.
Market Rate	79	HACG manages property for the City of Columbus and owns a complex through its non-profit subsidiary, CSG Properties.
Non-MTW HUD Funded	116	HACG owns/manages a complex that provides subsidized housing, as well as a permanent supportive housing site.
<b>Total Other Housing Owned and/or Managed</b>	<b>580</b>	

\* **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. 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	68
<b>Total Projected and Actual Households Served</b>	<b>0</b>	<b>68</b>

\* 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	0.0
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0.0	0.0
Port-In Vouchers (not absorbed)	N/A	821.8
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>0</b>	<b>822</b>

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:

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

<b>Family Size:</b>	<b>Occupied Number of Public Housing units by Household Size when PHA Entered MTW</b>	<b>Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW</b>	<b>Non-MTW Adjustments to the Distribution of Household Sizes *</b>	<b>Baseline Number of Household Sizes to be Maintained</b>	<b>Baseline Percentages of Family Sizes to be Maintained</b>
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%
<b>Totals</b>	<b>1,688</b>	<b>2,333</b>	<b>0</b>	<b>4,021</b>	<b>100%</b>

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 ***	1,199	686	744	507	276	135	3,547
Percentages of Households Served by Household Size this Fiscal Year ****	33.8%	19.3%	21.0%	14.3%	7.8%	3.8%	100%
Percentage Change	-3.2%	0.7%	2.6%	0.8%	4.6%	-0.6%	0%

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

N/A

\* "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	There are no leasing issues with this program
Public Housing	HACG is redeveloping the Booker T. Washington (BTW) site and in the process of relocating BTW residents to other PH units as vacancy and interest allows.
HCV - Rapid Rehousing Vouchers	There are no 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	0	Same residence for 12 consecutive months
Rent Reform (Farley)	0	Employed for 24 consecutive months
N/A	N/A	N/A
N/A	N/A	N/A
<b>Households Duplicated Across Activities/Definitions</b>	<b>0</b>	* The number provided here should match the outcome reported where metric SS #8 is used.
<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b>	<b>0</b>	

**C. MTW Report: Wait List Information**

**Wait List Information at Fiscal Year End**

<b>Housing Program(s) *</b>	<b>Wait List Type **</b>	<b>Number of Households on Wait List</b>	<b>Wait List Open, Partially Open or Closed ***</b>	<b>Was the Wait List Opened During the Fiscal Year</b>
Federal MTW Housing Choice Voucher Program	Community-wide	1,136	Closed	Yes
Federal MTW Public Housing Units	Community-wide	2,174	Open	Yes
Federal MTW Housing Choice Voucher Program	Program Specific	2	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; the current Wait List will be used to solicit volunteers to participate in the activity and will be randomly assigned to one of the 3 evaluation groups. HACG considers this part of the list partially open.

A portion of HCVs is dedicated to HACG's Rapid Rehousing Initiative, which is designed to help reduce the area's homelessness population. Vouchers are issued on a referral basis and thusly, HACG considers the Wait List partially open.

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.

N/A
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### **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

#### 2014.02 – INNOVATIONS TO REDUCE HOMELESSNESS

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 veterans (veterans will be given a priority preference). HACG is earmarking up to 150 housing choice vouchers to assist in this undertaking, where families will be screened for eligibility after being referred by a local agency. The 150 vouchers are comprised of two distinct components:

1. Provide up to 30 HACG vouchers for immediate use as Rapid Rehousing Vouchers (RRVs) for homeless families;
2. The development of stand-alone permanent supportive housing communities and/or additional permanent supportive housing units in future mixed-income communities.

Outcomes to Baseline and Benchmark Comparisons:

<b><i>CE #4: Increase in Resources Leveraged - Innovations to Reduce Homelessness</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Amount of funds leveraged in dollars (increase).	Total cost to provide services  <b>Funds Leveraged Prior to Implementation of the Activity.</b>  <b>TBD</b>  amount of leveraged funds	Expected cost to provide services  <b>Expected Funds Leveraged After Implementation of the Activity.</b>  <b>TBD</b>  amount of leveraged funds	Actual costs to provide services  <b>Actual Funds Leveraged After Implementation of the Activity.</b>  <b>TBD</b>  amount of leveraged funds	Meets Benchmark

<b>SS #1: Increase in Household Income - Innovations to Reduce Homelessness</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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).	Amount of earned income by homeless households = \$0.00 annually Number of homeless households = 0 <b>Earned Income of Households Prior to Activity Implementation:</b> \$ - average annual earned income of participants	Expected amount of earned income by homeless households = \$0.00 annually Expected number of homeless households = 8 <b>Expected Earned Income of Households After Activity Implementation:</b> \$ - average annual earned income of participants	Actual amount of earned income by homeless households = \$73,413 annually Actual number of homeless households = 27 <b>Actual Earned Income of Households After Activity Implementation:</b> \$ 2,719.00 average annual earned income of participants	Exceeds Benchmark

<b>SS #3: Increase in Positive Outcomes in Employment Status - Innovations to Reduce Homelessness</b>				
<i>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.</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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).	
Employed Fulltime	Number of work-able (19-61) households = 0 Number of HOHs <b>Employed Fulltime</b> = 0 Percentage of work-able households <b>Employed Fulltime</b> 0.0% <b>RRV participants employed fulltime</b>	Expected number of work-able (19-61) households = 0 Expected number of HOHs <b>Employed Fulltime</b> = 0 Expected percentage of work-able households <b>Employed Fulltime</b> 0.0% <b>RRV participants employed fulltime</b>	Actual number of work-able (19-61) households = 27 Actual number of HOHs <b>Employed Fulltime</b> = 1 Actual percentage of work-able households <b>Employed Fulltime</b> 3.7% <b>RRV participants employed fulltime</b>	Exceeds Benchmark

**SS #3: Increase in Positive Outcomes in Employment Status - Innovations to Reduce Homelessness**

*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?
Employed Part Time	Number of work-able (19-61) households = 0  Number of HOHs <b>Employed Part Time</b> = 0  Percentage of work-able households <b>Employed Part Time</b> 0.0% RRV participants employed part time	Expected number of work-able (19-61) households = 30  Expected number of HOHs <b>Employed Part Time</b> = 3  Expected percentage of work-able households <b>Employed Part Time</b> 10.0% RRV participants employed part time	Actual number of work-able (19-61) households = 27  Actual number of HOHs <b>Employed Part Time</b> = 6  Actual percentage of work-able households <b>Employed Part Time</b> 22.2% RRV participants employed part time	Exceeds Benchmark
Unemployed	Number of work-able (19-61) households = 0  Number of HOHs <b>Unemployed</b> = 0  Percentage of work-able households <b>Unemployed</b> 0.0% RRV participants unemployed	Expected number of work-able (19-61) households = 30  Expected number of HOHs <b>Unemployed</b> = 22.5  Expected percentage of work-able households <b>Unemployed</b> 75.0% RRV participants unemployed	Actual number of work-able (19-61) households = 27  Actual number of HOHs <b>Unemployed</b> = 20  Actual percentage of work-able households <b>Unemployed</b> 74.1% RRV participants unemployed	Exceeds Benchmark

**SS #4: Households Removed from TANF - Innovations to Reduce Homelessness**

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).	Number of households receiving TANF = 0  <b>Total Number of Households Receiving TANF</b>  0  households receiving TANF assistance	Expected number of households receiving TANF = 10  <b>Expected Number of Households Receiving TANF</b>  10  households receiving TANF assistance	Actual number of households receiving TANF = 1  <b>Actual Number of Households Receiving TANF</b>  1  households receiving TANF assistance	Exceeds Benchmark

<b>SS #5: Households Assisted by Services that Increase Self Sufficiency - Innovations to Reduce Homelessness</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self sufficiency (increase).	<b>Number of Households Receiving Self-Sufficiency Services Prior to Activity Implementation</b>  <b>0</b>  households receiving self sufficiency services	<b>Expected Number of Households Receiving Self-Sufficiency Services After Activity Implementation</b>  <b>30</b>  households receiving self sufficiency services	<b>Actual Number of Households Receiving Self-Sufficiency Services After Activity Implementation</b>  <b>27</b>  households receiving self sufficiency services	Benchmark Not Achieved

<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households - Innovations to Reduce Homelessness</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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 household affected by this policy in dollars (decrease).	Housing Choice Voucher subsidy = \$8,762,268  Number of HCV units = 18,664  Number of rapid rehousing vouchers "contracted" = 30  <b>Section 8 Subsidy per Homeless Household Prior to Activity Implementation</b>  <b>\$ 14,084.23</b>  average subsidy for rrv participants	Expected Housing Choice Voucher subsidy = \$13,143,402  Expected number of HCV units = 27,996  Expected number of rapid rehousing vouchers "contracted" = 30  <b>Expected Section 8 Subsidy per Homeless Household After Activity Implementation</b>  <b>\$ 14,084.23</b>  average subsidy for rrv participants	Actual Housing Choice Voucher subsidy = \$13,441,362  Actual number of HCV units = 26,032  Actual number of rapid rehousing vouchers "contracted" = 27  <b>Actual Section 8 Subsidy per Homeless Household After Activity Implementation</b>  <b>\$ 13,941.18</b>  average subsidy for rrv participants	Exceeds Benchmark

<b>SS #7: Increase in Agency Rental Revenue - Innovations to Reduce Homelessness</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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 PH units = 1,688 <b>PHA Rental Revenue Prior to Activity Implementation</b> \$ 1,307.66 average PHA rental revenue per household	Expected PHA rental revenue = \$2,207,333 Expected number of PH units = 1,688 <b>Expected PHA Rental Revenue After Activity Implementation</b> \$ 1,307.66 average PHA rental revenue per household	Actual PHA rental revenue = \$2,249,908 Number of PH units = 1,516 <b>Actual PHA Rental Revenue After Activity Implementation</b> \$ 1,484.11 average PHA rental revenue per household	Exceeds Benchmark

<b>SS #8: Households Transitioned to Self Sufficiency - Innovations to Reduce Homelessness</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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	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 lived as a HACG client = 0 Number of households residing with a rapid rehousing voucher = 0 <b>Number of Households Residing as HACG Client for 12 Consecutive Months or Longer Prior to Activity Implementation</b> 0 average number of months	Expected number of months households have lived as a HACG client = 138 (4x9; 8x6; 18x3) Expected number of households residing with a rapid rehousing voucher = 30 <b>Expected Number of Households Residing as HACG Client for 12 Consecutive Months or Longer After Activity Implementation</b> 4.6 average number of months	Actual number of months households have lived as a HACG client = 102.8 (3083 days/30) Actual number of households residing with a rapid rehousing voucher = 27 <b>Actual Number of Households Residing as HACG Client for 12 Consecutive Months or Longer After Activity Implementation</b> 3.8 average number of months	Benchmark Not Achieved

<b>HC #3: Decrease in Wait List Time - Innovations to Reduce Homelessness</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.
Average applicant time on wait list in months (decrease).	Number of days on rapid rehousing wait list = 0 days  Number of days per month = 30  <b>Applicant Time on Wait List Prior to Activity Implementation</b>  <b>0.0</b>  average number of months on RRV WL	Expected number of days on rapid rehousing wait list = 60 days  Expected number of days per month = 30  <b>Expected Applicant Time on Wait List After Activity Implementation</b>  <b>2.0</b>  average number of months on RRV WL	Actual number of days on rapid rehousing wait list = 98.9 days  Actual number of days per month = 30  <b>Actual Applicant Time on Wait List After Activity Implementation</b>  <b>3.3</b>  average number of months on RRV WL	Benchmark Not Achieved

- i. This activity meets the rent reform definition; rent calculation for military veterans only is altered in the following manners:
1. Rent is set at \$0 per month for the first 12 months (\$50 minimum is waived);
  2. In month 13, the rent calculation is tiered and phased to 30% as follows:

<b>Time Period</b>	<b>Rent Calculation Percentage</b>
Year 1	26%
Year 2	27%
Year 3	28%
Year 4	29%
Year 5	30%

There were no military veterans housed this period; there were no hardship requests. However, there were 2 military veterans referred during the reporting period:

- First veteran family withdrew from the process after the voucher expired; voucher time was extended;
- Second veteran family did not find a place to live/sign a contract before June 30, 2014.

Activity Effectiveness / Benchmark Explanation:

This activity has housed 90% of the 30 voucher cap set by HACG. The 27 families housed were identified as chronic homeless families. The remaining 3 families did not find housing/sign a lease agreement before June 30th, although the families were screened income eligible for rental assistance

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.

**2014.03 – ADMINISTRATIVE REFORMS**

Activity Description:

The activity's primary goal is to improve operational efficiency in the conduct of completing 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 for 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 choices 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:

Income from Assets and the Self-Certification of Assets are addressed by the following three metrics:

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

<b>CE #2: Staff Time Savings - Administrative Reform</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.
Total time to complete the task in staff hours (decrease).	<p>Amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs</p> <p>Number of annual PH recertifications = 1,688; of annual HCV recertifications = 2,333</p> <p><b>Total Amount of Staff Hours Dedicated to Recertifications</b></p> <p style="text-align: center;"><b>3,877.5</b></p> <p style="text-align: center;"><b>staff hours</b></p>	<p>Expected amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs</p> <p>Expected number of annual PH recertifications = 1,516; of annual HCV recertifications = 2,534</p> <p><b>Expected Total Amount of Staff Hours Dedicated to Recertifications</b></p> <p style="text-align: center;"><b>3,921.1</b></p> <p style="text-align: center;"><b>staff hours</b></p>	<p>Actual amount of staff time dedicated to PH recertifications = 1.83 hrs; to HCV recertifications = 2.00 hrs</p> <p>Actual number of annual PH recertifications = 1,688; of annual HCV recertifications = 2,162</p> <p><b>Actual Total Amount of Staff Hours Dedicated to Recertifications</b></p> <p style="text-align: center;"><b>3,706.5</b></p> <p style="text-align: center;"><b>staff hours</b></p>	Exceeds Benchmark

<b>CE #3: Decrease in Error Rate of Task Execution - Administrative Reform</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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  <b>Average Error Rate of Quality Control Checks</b>  42.3%  <b>average error rate</b>	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  <b>Expected Average Error Rate of Quality Control Checks</b>  36.9%  <b>average error rate</b>	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  <b>Actual Average Error Rate of Quality Control Checks</b>  42.3%  <b>average error rate</b>	Benchmark Not Achieved

The Elimination of the 40% Income Cap is addressed by the following two metrics:

<b>CE #5: Increase in Tenant Rent Share - Administrative Reform</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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  <b>Tenant Rental Revenue Prior to Activity Implementation</b>  \$ 136.52  <b>average tenant rent (PH and S8)</b>	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  <b>Expected Tenant Rental Revenue After Activity Implementation</b>  \$ 136.52  <b>average tenant rent (PH and S8)</b>	Tenant rental revenue for Public Housing = \$2,249,908; Housing Choice Voucher = \$312,031  Number of Public Housing units = 17,958; Housing Choice Voucher units = 2,001  <b>Actual Tenant Rental Revenue After Activity Implementation</b>  \$ 140.61  <b>average tenant rent (PH and S8)</b>	Exceeds Benchmark

<i>HC #5: Increase in Resident Mobility - Administrative Reform</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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%  <b>Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity Prior to Activity Implementation</b>  <b>0</b>  <b>families able to move with fewer limitations</b>	Expected number of Section 8 vouchers = 2,333  Expected percentage of Section 8 families exceeding the 40% Income Cap = 15%  <b>Expected Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Activity Implementation</b>  <b>350</b>  <b>families able to move with fewer limitations</b>	Actual number of Section 8 vouchers = 2,333  Actual percentage of Section 8 families exceeding the 40% Income Cap = 14.4%  <b>Actual Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity After Activity Implementation</b>  <b>336</b>  <b>families able to move with fewer limitations</b>	Benchmark Not Achieved

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

Activity Effectiveness / Benchmark Explanation:

This activity has little data to analyze the effectiveness of the activity's impact. Forms were not approved until the middle of the fiscal year and have been in use a very short time. Consequently, the lateness in which the forms were approved contributed to the benchmarks not being achieved because only a portion of the rental assistance programs were captured.

Benchmark Revision:

Neither benchmark, nor metrics have been revised as of June 30, 2014.

Data Collection Methodology:

The data collection methodology has not been revised as of June 30, 2014.

## 2014.04 – ADMINISTRATIVE EFFICIENCIES

### 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:

<b>CE #1: Agency Cost Savings - Administrative Efficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.
Total cost of task in dollars (decrease).	<p>Average hourly compensation (salary &amp; benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$25.75</p> <p>Average time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs</p> <p>Number of PH annual exams = 704; of HCV annual exams = 904</p> <p><b>Total Cost of Recertification for Elderly/Disabled Families Prior to Implementation of the Activity</b></p> <p>\$ 40,136.73</p> <p>agency cost</p>	<p>Expected average hourly compensation (salary &amp; benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$25.75</p> <p>Expected time to complete PH annual/interim exam = .92 hrs; HCV annual/interim exam = .92 hrs</p> <p>Expected number of PH annual exams = 235; of HCV annual exams = 301</p> <p><b>Expected Cost of Recertification for Elderly/Disabled Families After Implementation of the Activity</b></p> <p>\$ 13,378.80</p> <p>agency cost</p>	<p>Actual average hourly compensation (salary &amp; benefits) of Housing Managers = \$29.13; of Occupancy Specialists = \$24.50</p> <p>Actual time to complete PH annual/interim exam = 1.25 hrs; HCV annual/interim exam = .92 hrs</p> <p>Actual number of PH annual exams = 704; of HCV annual exams = 904</p> <p><b>Actual Cost of Recertification for Elderly/Disabled Families After Implementation of the Activity</b></p> <p>\$ 46,010.56</p> <p>agency cost</p>	Benchmark Not Achieved

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

<b>CE #5: Increase in Tenant Rent Share - Administrative Efficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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  <b>Tenant Rental Revenue Prior to Activity Implementation</b>  \$ 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  <b>Expected Tenant Rental Revenue After Activity Implementation</b>  \$ 136.52  average tenant rent (PH and S8)	Tenant rental revenue for Public Housing = \$2,249,908; Housing Choice Voucher = \$312,031  Number of Public Housing units = 17,958; Housing Choice Voucher = 2,001  <b>Actual Tenant Rental Revenue After Activity Implementation</b>  \$ 140.61  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 staff and targeted residents alike. Therefore HACG projects 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 – STREAMLINED HOUSING QUALITY STANDARDS (HQS) INSPECTIONS

### 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 2<sup>nd</sup> 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 will complete an annual inspection of each property and identify properties for biennial inspections, as well as fined properties for 2<sup>nd</sup> re-inspections and thereafter.
2. Revenue Collection: HACG will abate failed properties and assess a \$45.00 fine for each re-inspection after the 1<sup>st</sup> re-inspection until issue is corrected.
3. Forms: Properties identified as pass on the initial inspection or 1<sup>st</sup> re-inspection will be provided a self-certification form that both will need to submit the following year in lieu of a physical inspection. Both the property manager/owner and the client must certify that the property meets HQS.

Outcomes to Baseline and Benchmark Comparisons:

<b>CE #1: Agency Cost Savings - Streamlined HQS Inspections</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.
Total cost of task in dollars (decrease).	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 = \$23.70 per hour	Exceeds Benchmark
	Average time per inspection = 1.24	Expected time per inspection = 1.24	Actual time per inspection = 1.24	
	Number of inspections = 5,032	Expected number of inspections = 5,032	Number of inspections = 4,386	
	<b>Cost of HQS Inspections Prior to Implementation of the Activity</b>	<b>Expected Cost of HQS Inspections After Implementation of the Activity</b>	<b>Actual Cost of HQS Inspections After Implementation of the Activity</b>	
	\$ 147,885.00	\$ 147,885.00	\$ 128,895.77	
	agency cost	agency cost	agency cost	

<b>CE #2: Staff Time Savings - Streamlined HQS Inspections</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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.
Total time to complete the task in staff hours (decrease).	Number of inspections = 5,032	Expected number of inspections = 5,032	Actual number of inspections = 4,386	Exceeds Benchmark
	Time per inspection = 1.24 hours	Expected time per inspection = 1.24 hours	Actual time per inspection = 1.24 hours	
	<b>Total Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity</b>	<b>Expected Total Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity</b>	<b>Actual Amount of Staff Time Dedicated to HQS Inspections Prior to Implementation of the Activity</b>	
	6,240.0	6,240.0	5,439.0	
	annual staff hours	annual staff hours	annual staff hours	



<b>CE #3: Decrease in Error Rate of Task Execution - Streamlined HQS Inspections</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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 = 15	Benchmark Not Achieved
	Number of Quality Control errors = 0	Expected number of Quality Control errors = 5	Actual number of Quality Control errors = 5	
	<b>Error Rate Prior to Activity Implementation</b>	<b>Expected Error Rate After Activity Implementation</b>	<b>Actual Error Rate After Activity Implementation</b>	
	<b>0.0%</b>	<b>9.6%</b>	<b>33.3%</b>	
	<b>average QC error rate</b>	<b>average QC error rate</b>	<b>average QC error rate</b>	

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

Activity Effectiveness / Benchmark Explanation:

Since the introduction of this activity to property owners and clients, the activity has had mixed reviews from property owners and seemed to be well received by clients on the HCV program. Fiscal year 2014 has essentially been a period of identifying properties that qualify for the biennial inspection cycle and identifying properties that required multiple inspection trips to the property. However, property landlords that have been assessed the \$45.00 re-inspection fee have paid the re-inspection fee with little to no complaints.

Benchmark Revisions:

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 (FARLEY)**

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 will increase the minimum rent at E.F. Farley Apartment Homes to \$100.00 during its annual recertification period (January 1):
  - a. January 2014, rent was increased from \$50.00 to \$75.00 per month;
  - b. January 2015, rent will be increased from \$75.00 to \$100.00 per month;
    - i. HOHs identified as Elderly/Disabled are excluded from the increase;
    - ii. Hardship requests will be 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 received without earned income). The tiered rent will increase 1% each year until it returns to 30%. The table 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. The incentives proposed are as follows:
  - Childcare
  - Employment Related Equipment/Uniforms
  - Transportation

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 becomes stabilized.
5. **Synchronize Annual Recertification:** Since the target site, Farley, and control site, Chase, have similar demographics characteristics (e.g., number of units, unemployed, school-aged children, income levels, etc...) HACG changed the annual recertification date so that the properties would time line would align with one another and provide for a more accurate comparison.

**Outcomes to Baseline and Benchmark Comparisons:**

Metric tables begin on the next page.

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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 <b>Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity</b> \$ 12,530.00 average earned income of E.E. Farley Households	Expected earned income = \$584,408 Expected number of employed households = 44 <b>Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity</b> \$ 13,282.00 average earned income of E.E. Farley Households	Actual earned income = \$535,040 Actual number of employed households = 31 <b>Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity</b> \$ 17,259.35 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 <b>Average Earned Income of Households Affected by this Policy Prior to Implementation of the Activity</b> \$ 13,697.00 average earned income of Louis Chase Households	Expected earned income = \$493,092 Expected number of employed households = 36 <b>Expected Average Earned Income of Households Affected by this Policy After Implementation of the Activity</b> \$ 13,697.00 average earned income of Louis Chase Households	Actual earned income = \$627,239 Actual number of employed households = 38 <b>Actual Average Earned Income of Households Affected by this Policy After Implementation of the Activity</b> \$ 16,506.29 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).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full- Time	Number of work-able Farley households (19-61) = 70  Number of Farley households employed fulltime = 17  <b>Percentage of Total Work-Able Farley Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</b>  24.3%  Farley households employed fulltime	Expected number of work-able Farley households (19-61) = 70  Expected number of Farley households employed fulltime = 17  <b>Actual Percentage of Total Work-Able Farley Households <u>Employed Fulltime</u> After Implementation of the Activity</b>  24.3%  Farley households employed fulltime	Actual number of work-able Farley households (19-61) = 72  Actual number of Farley households employed fulltime = 11  <b>Expected Percentage of Total Work-Able Farley Households <u>Employed Fulltime</u> After Implementation of the Activity</b>  15.3%  Farley households employed fulltime	Benchmark Not Achieved
(1) Employed Full- Time	Number of work-able Chase households (19-61) = 82  Number of Chase households employed fulltime = 15  <b>Percentage of Total Work-Able Chase Households <u>Employed Fulltime</u> Prior to Implementation of the Activity</b>  18.3%  Chase households employed fulltime	Expected number of work-able Chase households (19-61) = 82  Expected number of Chase households employed fulltime = 15  <b>Actual Percentage of Total Work-Able Chase Households <u>Employed Fulltime</u> After Implementation of the Activity</b>  18.3%  Chase households employed fulltime	Actual number of work-able Chase households (19-61) = 84  Actual number of Chase households employed fulltime = 13  <b>Expected Percentage of Total Work-Able Chase Households <u>Employed Fulltime</u> After Implementation of the Activity</b>  15.5%  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).	Whether the outcome meets or exceeds the benchmark.
(2) Employed Part- Time	Number of work-able Farley households (19-61) = 70 Number of Farley households employed part time = 23 <b>Percentage of Total Work-Able Farley Households <u>Employed Part Time</u> Prior to Implementation of the Activity</b>  32.9%  <b>Farley households employed part time</b>	Expected number of work-able Farley households (19-61) = 70 Expected number of Farley households employed part time = 23 <b>Actual Percentage of Total Work-Able Farley Households <u>Employed Part Time</u> After Implementation of the Activity</b>  32.9%  <b>Farley households employed part time</b>	Actual number of work-able Farley households (19-61) = 72 Actual number of Farley households employed part time = 25 <b>Expected Percentage of Total Work-Able Farley Households <u>Employed Part Time</u> After Implementation of the Activity</b>  34.7%  <b>Farley households employed part time</b>	Exceeds Benchmark
(2) Employed Part- Time	Number of work-able Chase households (19-61) = 82 Number of Chase households employed part time = 21 <b>Percentage of Total Work-Able Chase Households <u>Employed Part Time</u> Prior to Implementation of the Activity</b>  25.6%  <b>Chase households employed part time</b>	Expected number of work-able Chase households (19-61) = 82 Expected number of Chase households employed part time = 21 <b>Actual Percentage of Total Work-Able Chase Households <u>Employed Part Time</u> After Implementation of the Activity</b>  25.6%  <b>Chase households employed part time</b>	Actual number of work-able Chase households (19-61) = 84 Actual number of Chase households employed part time = 32 <b>Expected Percentage of Total Work-Able Chase Households <u>Employed Part Time</u> After Implementation of the Activity</b>  38.1%  <b>Chase households employed part time</b>	Exceeds Benchmark

**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).	Whether the outcome meets or exceeds the benchmark.
(5) Unemployed	Number of work-able Farley households (19-61) = 70 Number of Farley households unemployed = 44  <b>Percentage of Total Work-Able Farley Households <u>Unemployed</u> Prior to Implementation of the Activity</b>  62.9%  <b>Farley households unemployed</b>	Expected number of work-able Farley households (19-61) = 70 Expected number of Farley households unemployed = 44  <b>Expected Percentage of Total Work-Able Farley Households <u>Unemployed</u> After Implementation of the Activity</b>  62.9%  <b>Farley households unemployed</b>	Actual number of work-able Farley households (19-61) = 72 Actual number of Farley households unemployed = 37  <b>Actual Percentage of Total Work-Able Farley Households <u>Unemployed</u> After Implementation of the Activity</b>  51.4%  <b>Farley households unemployed</b>	Exceeds Benchmark
(5) Unemployed	Number of work-able Chase households (19-61) = 82 Number of Chase households unemployed = 45  <b>Percentage of Total Work-Able Chase Households <u>Unemployed</u> Prior to Implementation of the Activity</b>  54.9%  <b>Chase households unemployed</b>	Expected number of work-able Chase households (19-61) = 82 Expected number of Chase households unemployed = 45  <b>Expected Percentage of Total Work-Able Chase Households <u>Unemployed</u> After Implementation of the Activity</b>  54.9%  <b>Chase households unemployed</b>	Actual number of work-able Chase households (19-61) = 84 Actual number of Chase households unemployed = 38  <b>Actual Percentage of Total Work-Able Chase Households <u>Unemployed</u> After Implementation of the Activity</b>  45.2%  <b>Chase households unemployed</b>	Exceeds Benchmark

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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><b>Number of Households Receiving TANF Prior to Implementation of the Activity</b></p> <p align="center">8</p> <p><b>Farley households receiving TANF</b></p>	<p><b>Expected Number of Households Receiving TANF After Implementation of the Activity</b></p> <p align="center">8</p> <p><b>Farley households receiving TANF</b></p>	<p><b>Actual Number of Households Receiving TANF After Implementation of the Activity</b></p> <p align="center">3</p> <p><b>Farley households receiving TANF</b></p>	Exceeds Benchmark
Chase households receiving TANF assistance (decrease).	<p><b>Number of Households Receiving TANF Prior to Implementation of the Activity</b></p> <p align="center">1</p> <p><b>Chase households receiving TANF</b></p>	<p><b>Expected Number of Households Receiving TANF After Implementation of the Activity</b></p> <p align="center">1</p> <p><b>Chase households receiving TANF</b></p>	<p><b>Actual Number of Households Receiving TANF After Implementation of the Activity</b></p> <p align="center">2</p> <p><b>Chase households receiving TANF</b></p>	Benchmark Not Achieved

**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.
	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 <b>Section 9 Subsidy per Household Prior to Activity Implementation</b>  \$ 3,099 <b>average Farley subsidy per household</b> <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 <b>Expected Section 9 Subsidy per Household After Activity Implementation</b>  \$ 2,815 <b>average Farley subsidy per household</b> <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 <b>Actual Section 9 Subsidy per Household After Activity Implementation</b>  \$ 3,189 <b>average Farley subsidy per household</b> <i>Actual Farley Subsidy (avg. x 101) = \$322,089</i>	Benchmark Not Achieved
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Total Section 9 subsidy = \$5,231,171 Total number of Public Housing units = 1,688 <b>Section 9 Subsidy per Household Prior to Activity Implementation</b>  \$ 3,099 <b>average Chase subsidy per household</b> <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 <b>Expected Section 9 Subsidy per Household After Activity Implementation</b>  \$ 2,815 <b>average Chase subsidy per household</b> <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 <b>Actual Section 9 Subsidy per Household After Activity Implementation</b>  \$ 3,189 <b>average Chase subsidy per household</b> <i>Actual Chase Subsidy (avg. x 107) = \$341,223</i>	Benchmark Not Achieved



<b>SS #7: Increase in Agency Rental Revenue - Rent Reform (Farley)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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 <b>PHA Rental Revenue Prior to Implementation of the Activity</b> \$ 1,307.66 average PHA rental revenue per household	Expected PHA rental revenue = \$2,207,333 Expected number of units = 1,688 <b>Expected PHA Rental Revenue After Implementation of the Activity</b> \$ 1,307.66 average PHA rental revenue per household	Actual PHA rental revenue = \$2,249,908 Actual number of units = 1,516 <b>Actual PHA Rental Revenue After Implementation of the Activity</b> \$ 1,484.11 average PHA rental revenue per household	Exceeds Benchmark

<b>SS #8: Households Transitioned to Self Sufficiency - Rent Reform (Farley)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
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	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 <b>Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer Prior to Activity Implementation</b> 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 <b>Expected Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer After Activity Implementation</b> 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 <b>Actual Number of Previously Unemployed Households Employed for 24 consecutive Months or Longer After Activity Implementation</b> 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:

Beyond the natural grumblings of the minimum rent increase announcement, HACG has not received any other feedback as a result of the activity's implementation to determine its effectiveness. HACG attributes the majority of the benchmarks not met to the local economy, and the delayed approval announcement from 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.

## B. NOT YET IMPLEMENTED ACTIVITIES

### **2014.01 – COMMUNITY CHOICE (RE-PROPOSED)**

Activity Description:

The activity was proposed and approved in HACG's 2014 Annual MTW Plan, but had to be re-proposed in the 2015 Annual MTW Plan due to the significant change to the activity. The original rendition of the activity proposed the following:

- 40 community-wide, tenant-based vouchers at 120% of the FMR over two years (20 in 2014; 20 in 2015);
- 40 project-based vouchers at 120% of the FMR over two years (20 in 2014; 20 in 2015);
- 40 tenant-based vouchers at normal issue of the FMR over two years (20 in '14; 20 in '15) to serve as the control group;

Due to a lack of favorable interest regarding the project-based vouchers, HACG needed to revise the activity in order to evaluate the activity's premise, which seeks to learn if an increased voucher will impact the living decision of families volunteering to participate in the study. The modified rendition of the activity was re-proposed as follows:

- 40 community-wide, tenant-based vouchers at 120% of the FMR in FY 2015;
- 40 location restricted, tenant-based vouchers at 120% of the FMR in FY 2015 (vouchers are restricted to low-poverty census tracts);
- 40 tenant-based vouchers at normal issue of the FMR in FY 2015;

The school of thought is that the increased voucher value will expand housing choice. Columbus State University's Social Research Center will administer an assessment, evaluate responses, and provide a report listing their findings, as well as the impact on a variety of

areas, such as household income, children's grades, and future outlook. The goals of the activity will be achieved through the following methods:

1. Program Monitoring: HACG will set aside up to 120 vouchers to create 3 distinct groups, a target group, a target group with conditions, and a control group. Case workers will record participant information during annual and interim recertification appointments. Also, case workers will direct clients to complete online assessments and surveys created and processed by CSU's Social Research Center.
2. Hardship Exceptions: HACG does not anticipate any hardships as a result of this activity. Participants must volunteer for the program and agree to the conditions, lack of active participation will result in voucher being reduced to 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 for the hardship to be considered. Hardships will be verified and approved/denied accordingly. Hardships are not automatic, but HACG will consider all information that the family provides as part of their hardship request package.

Actions Taken Toward Implementation:

HACG has selected Columbus State University's Social Research Center as the evaluating agency for this activity. Additionally, HACG has set aside a number of vouchers for issuance at 120% of the FMR upon approval of this activity by HUD. Finally, HACG has initiated soft surveys to the current client list to learn if they would be interested in serving as part of the control group.

C. ACTIVITIES ON HOLD

HACG does not have any activities on hold.

D. CLOSED OUT ACTIVITIES

HACG has not closed out any activities.

## 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> <p><b>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</b></p> </td> </tr> </tbody> </table>		Actual Sources and Uses of MTW Funding for the Fiscal Year	<p><b>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</b></p>
Actual Sources and Uses of MTW Funding for the Fiscal Year			
<p><b>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</b></p>			
<table border="1"> <thead> <tr> <th>Describe the Activities that Used Only MTW Single Fund Flexibility</th> </tr> </thead> <tbody> <tr> <td> <p>None of the approved activities implemented in HACG's fiscal year 2014 used only MTW single fund flexibility.</p> </td> </tr> </tbody> </table>		Describe the Activities that Used Only MTW Single Fund Flexibility	<p>None of the approved activities implemented in HACG's fiscal year 2014 used only MTW single fund flexibility.</p>
Describe the Activities that Used Only MTW Single Fund Flexibility			
<p>None of the approved activities implemented in HACG's fiscal year 2014 used only MTW single fund flexibility.</p>			

B. MTW Report: Local Asset Management Plan				
<p>Has the PHA allocated costs within statute during the plan year?</p>	<table border="1"> <tr> <td>Yes</td> <td><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	
Yes	<input type="checkbox"/>			
<p>Has the PHA implemented a local asset management plan (LAMP)?</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>or</td> <td>No</td> </tr> </table>	<input type="checkbox"/>	or	No
<input type="checkbox"/>	or	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>				
<p>Has the PHA provided a LAMP in the appendix?</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>or</td> <td>No</td> </tr> </table>	<input type="checkbox"/>	or	No
<input type="checkbox"/>	or	No		
<table border="1"> <tr> <td>N/A</td> </tr> </table>		N/A		
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	-	-
<b>Total Obligated or Committed Funds:</b>		<b>0</b>	<b>0</b>

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**

At this time, The Housing Authority of Columbus, Georgia is not under any mandates to take action to correct deficiencies as a result of HUD reviews, audits, physical inspections, or anything similar.

### **B. RESULTS OF LATEST PHA-DIRECTED EVALUATIONS**

HACG has entered into an agreement with Columbus State University's Social Research Center to evaluate specific activities of the program. The initial evaluation is due summer 2015.

### **C. CERTIFICATION OF MEETING THE 3 STATUTORY REQUIREMENTS**

The Housing Authority of Columbus, Georgia attests and certifies 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 would have been served had the amounts not been combined; and
- 3) Maintaining a comparable mix of families (by family size) are served, as would have been provided had the amount not been used under the demonstration.

Please see attachment A