

# *Moving to Work Retrospective*

**Moving to Work Funding  
Flexibility Activity Accounts**



# Moving to Work Funding Flexibility Activity Accounts

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July 2019

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## Acknowledgments

This analysis was funded by the U.S. Department of Housing and Urban Development (HUD). We are grateful to them and to all our funders, who make it possible for the Urban Institute to advance its mission.

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The authors appreciate the feedback and support that Elizabeth Rudd, the Government Technical Representative for the MTW Retrospective Evaluation, provided throughout the course of the study. In addition, the authors thank the staff from the public housing authorities who discussed the details of their use of funding flexibility and provided comments on the report, and MTW program staff from HUD who participated in interviews and also provided comments on the draft report. We also thank our reviewers, Dr. Marty Abravanel of the Urban Institute, Dr. Nandita Verma of MDRC, and Roberta Graham of Quadel. We acknowledge the support of the MTW Expert Panel in the design of this work. Other members of Urban's MTW Retrospective Evaluation team provided insights, data, and comments on this study along the way.

## Moving to Work Funding Flexibility Activity Accounts

Researchers analyzed the 39 agencies' use of funding flexibility using data from publicly available Moving to Work (MTW) annual reports and plans and HUD's 2015 administrative data to produce the MTW agencies' account tables contained in this document. This document gathers in one place and summarizes information heretofore only available by reading 39 separate reports. (Further discussion of these findings is available in a report published by the Urban Institute, available at [urban.org](http://urban.org).)

### **Development of Account Tables**

Researchers began by creating an MTW activities account table for each agency to catalog MTW activities that used funding flexibility. The account tables show activity dates, activity category, and key pieces of information such as whether the activity uses single fund flexibility, uses leveraging, saves costs, produces revenue, and uses resources. The primary source of data for the account tables was public housing agencies' (PHAs) 2015 MTW annual reports. Data from the annual reports for each MTW activity, including the narrative description and year of implementation, were placed in the appropriate text box in the account tables.

The account tables are divided into two parts based on data in sections IV and V of the 2015 MTW annual reports. The first part of the account table, "Activities that Use Only MTW Single Fund Flexibility," includes all activities that the PHA identified in section V as relying solely on funding flexibility. The second part of the account table, "Approved MTW Activities," includes selected activities listed in section IV of the 2015 annual report. Activities were selected because they used funding flexibility.

Criteria for inclusion in the "Approved MTW Activities" part of the account table specified that there are two types of approved activities that use funding flexibility. The first includes activities that freed resources. All activities that freed resources are defined by having listed under the descriptions in annual reports at least one of the three types of cost-effectiveness (CE) metrics and benchmarks, or at least one of two self-sufficiency (SS) metrics and benchmarks. The three types of CE metrics are cost savings, increased revenue, and leveraging. The two types of SS metrics are increased revenue and reduced per-unit subsidy costs. The second type of approved activities selected for inclusion in the account tables are those that use freed resources. Most activities that use additional resources have metrics and benchmarks under housing choice (HC), indicating that additional housing units have been or will be created. Agencies do not use a standardized set of activity names or descriptions because of the uniqueness of each agency's work. Researchers discerned which activities used additional resources by reading the narrative activity description in section IV of the 2015 reports.

Two additional designations could make an activity eligible for inclusion in the account table: (1) local, non-traditional housing models, defined as an agency reporting the creation of new non-traditional housing

(notably project-based vouchers (PBVs)); and (2) certain activities that should be noted in section V of the report but, due to inconsistencies in reporting by agencies, appear in section IV. These activities include new operations spending, new services related to a Family Self-Sufficiency (FSS) program, and new services not tied to FSS (for example, assistance with reducing utility use, guidance on being a good neighbor).

**MTW Fund Flexibility Study: Alaska Housing Finance Corporation (AHFC)**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Alaska Housing Finance Corporation (AHFC)										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources Needed
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2010 – FY 2014	Recertification Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Reexamination of Income—AHFC implemented a biennial examination schedule for elderly and disabled families on a fixed income on public housing. The activity was closed after AHFC implemented its Reasonable Rent and Family Self-Sufficiency Initiative (see Activity 21).										
2. Activity 2	FY 2010 – FY 2014	Rent Calculation	No	No	No	No	No	Yes	No	No
<i>Description:</i> Rent Simplification—AHFC implemented an alternate rent structure. The activity was closed after AHFC implemented its Reasonable Rent and Family Self-Sufficiency Initiative (see Activity 21).										
3. Activity 3	FY 2012 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> HQS Inspections—This activity established an alternate HQS inspection schedule by allowing for biennial inspections. It has allowed inspections conducted by other AHFC HQS-qualified staff to serve as quality control inspections.										
4. Activity 4	FY 2010 – present	Inspection Process	Yes	No	No	Yes	Yes	No	No	No
<i>Description:</i> HQS Inspections on AHFC Properties—This allowed AHFC staff to inspect AHFC-owned units and determine rent reasonableness instead of paying a third party to conduct the inspections. It reduced costs associated with voucher holders wanting to use an AHFC voucher in an AHFC-owned property.										
5. Activity 5	FY 2012 – present	Waiting Lists, Project-Based Vouchers	Yes	No	No	Yes	Yes	No	No	No
<i>Description:</i> Project-Based Vouchers/Waiver of Tenant-Based Requirement—The activity permitted owner management of site-based waiting lists for project-based vouchers. Owners are responsible for advertisement, applications, application screening, maintaining a waiting list, and selecting applicants to fill a vacant unit. AHFC continues to conduct project-based voucher eligibility functions.										
6. Activity 6	FY2010 – FY2011	Targeted Populations	No	No	No	No	No	No	No	No

	<i>Description:</i> Live-In Aides—Restructured the live-in aide program to coordinate with the state-funded agencies that provide live-in aides for low-income Alaskans. Closed because of the issuance of revised PIH guidance, which meant the waiver was no longer needed.									
7. Activity 7	FY 2010 – present	Targeted Populations	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Prisoner Re-Entry—Developed a prisoner reentry program with Alaska’s Department of Corrections. Housing component a tenant-based assistance program, which seeks to reduce recidivism due to prisoner homelessness after release from incarceration. Supported with HOME and MTW funds (latter paid for staff costs). AHFC receives fees for service, which are booked as non-MTW revenue.									
8. Activity 8	FY 2013 - present	Targeted Populations	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Moving Home Program—The Moving Home Program is a referral-based HCV program for people with disabilities, receiving state-paid supportive services. AHFC is partnering with the State of Alaska Department of Health and Social Services.									
9. Activity 9	FY2010 – FY2012	Other	No	No	No	No	No	No	No	No
	<i>Description:</i> Local Preferences—Removed a homeless or substandard housing preference from a family that refuses to accept an offer of one or more Public Housing units. Closed when AHFC changed its preferences list.									
10. Activity 10	FY2010 – FY2012	Operations	No	No	No	No	No	No	No	No
	<i>Description:</i> AHFC Alternate Forms—AHFC developed customized forms for MTW activities. Closed after HUD suggestion.									
11. Activity 11	FY 2011 – present	Utility Allowances	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Simplification of Utility Allowance Schedules—AHFC combined multiple utility allowance tables into a single utility allowance table in Anchorage, Mat-Su, and Valdez.									
12. Activity 12	FY 2013 – present	Rent Payment Standards	No	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Local Payment Standards—This activity established payment standards not based on HUD’s FMRs for local jurisdictions. AHFC examines each market on an annual basis to set payment standards that reflect (and do not lead) the market. It conducts an annual survey (in cooperation with the Alaska Department of Labor) of communities and landlords in support of this activity.									
13. Activity 13	FY 2012 – present	40% Income Cap	No	No	Yes	No	No	No	No	No
	<i>Description:</i> Raise HCV Maximum Family Contribution at Lease-Up to 50 Percent—Waived HUD regulations limiting a family to paying no more than 40 percent of their adjusted monthly income toward rent. With the implementation of Reasonable Rent and Family Self-Sufficiency Initiative (Activity 21), this activity was slightly modified.									
14. Activity 14	FY 2011 – present	Other Rule Changes	No	No	No	No	No	No	No	No
	<i>Description:</i> Project-Based Vouchers/Waiver of Tenant-Based Requirement—Waived the requirement to provide a tenant-based voucher to a family upon the termination of project-based voucher assistance.									
15. Activity 15	FY 2011	Project-Based Vouchers	Yes	Yes	No	Yes	No	No	No	Yes

	<i>Description:</i> Establish a Sponsor-Based Rental Assistance Program—The sponsor-based rental assistance program that mirrored the existing HCV program, using savings from HAP efficiencies. Closed after more steps in the implementation process identified.									
16. Activity 16	FY 2012 - present	Project-Based Vouchers	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Project-Base Vouchers at AHFC Properties and Exceed 25 Percent Limit per Building—Developed sponsor-based rental assistance program, Karluk Manor. Provides the funding equivalent for rental assistance of 35 project-based voucher units.									
17. Activity 17	FY 2012 – present	Project-Based Vouchers	Yes	No	Yes	Yes	No	No	Yes	Yes
	<i>Description:</i> Allowed AHFC to project-base vouchers at market rental properties it owns and exceed the building cap in project-based voucher developments. This waiver was requested as part of the development of the replacement units at Loussac Manor.									
18. Activity 18	FY 2012 – FY 2015	Other	No	No	No	No	No	No	No	No
	<i>Description:</i> Waiver of Automatic Termination of HAP Contract—Waived requirement require AHFC automatically terminate a HAP contract 180 days after the last housing assistance payment to the owner. The activity was closed after AHFC implemented its Reasonable Rent and Family Self-Sufficiency Initiative (see Activity 19), which time-limited its work-able families. AHFC did not wish to place restrictions on families with elderly or disabled heads.									
19. Activity 19	FY 2013 – present	Targeted Populations	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Youth Aging Out of Foster Care—Developed program for youth aging out of foster care with Alaska’s Office of Children’s Services. As with Activity 7 earlier (for parolees), HOME Investment Partnership Program funds pay for the monthly HAP for vouchers leased outside the Anchorage jurisdiction and MTW funds paid for staff costs. AHFC receives fees for service, and these HOME administrative fees are booked as non-MTW revenue.									
20. Activity 20	FY 2013 – present	Targeted Populations	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Empowering Choice Housing Program—Set aside MTW vouchers for families displaced due to domestic violence or sexual assault. Program was developed with the Alaska Network on Domestic Violence and Sexual Assault (ANDVSA). This is a time-limited program for families referred by ANDVSA. Communities without a voucher program (Bethel, Cordova, Nome) continue to get preferential placement on the Public Housing program waiting lists for families displaced due to domestic violence. AHFC’s block grant HAP was supplemented by an appropriation from the State of Alaska to increase the number of vouchers available to families.									
21. Activity 21	FY 2014 – present	Rent Reform, Recertification, Utility Allowances	Yes	No	No	Yes	Yes	Yes	No	Yes
	<i>Description:</i> Reasonable Rent and Family Self-Sufficiency Initiative—This activity addresses the MTW Agreement requirement of a reasonable rent policy designed to encourage employment and self-sufficiency. AHFC set the minimum rent for families with elderly or disabled heads at \$25, one-half the standard rent. It set the minimum for other families at \$100, double the existing rent. AHFS eliminated utility reimbursement payments, extended its Family Self-Sufficiency program to all Public Housing and HCV jurisdictions, and replaced its flat rent for Public Housing with a contract rent. In addition, AHFS implemented streamlining measures such as recertifications every 3 years for families with elderly or disabled heads.									
22. Activity 22	FY 2014 – FY 2015	Rent Calculation	No	No	No	No	No	No	No	No



	<i>Description:</i> Income Limits—For project-based voucher developments that use Low-Income Housing Tax Credit (LIHTC) financing, AHFC substitute the LIHTC Tenant Income Certification (TIC) for income and asset verification and determination of subsidy. The activity was closed when AHFC switch to its streamlined income determination process instead.									
23. Activity 23	FY 2014 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> PBV Inspection Requirements—AHFC implemented a flexible system for annual and quality control inspections of project-based voucher developments. The number of inspections required now depends on the development configuration and number of PBV units.									
24. Activity 24	FY 2014 – FY 2016	Preservation, New Affordable Housing	Yes	Yes	Yes	No	No	No	Yes	Yes
	<i>Description:</i> Ridgeline Terrace and Susitna Square—Construction of 70 new units at Ridgeline Terrace and replacement of 16 demolished public housing units at Susitna Square. AHFC provides project-based voucher rental assistance to 63 of the 70 families at Ridgeline Terrace and all 18 families at Susitna Square.									

MTW Fund Flexibility Study: Atlanta Housing Authority (AHA)

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Atlanta Housing Authority (AHA)										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2005 – present	Rent Reform, Self-Sufficiency	Yes	No	No	No	Yes	Yes	No	No
<i>Description:</i> \$125 Minimum Rent—AHA raised its minimum rent from \$25 to \$125 for its public housing and voucher programs. This rent policy did not apply to households where members were elderly or disabled and living on a fixed income.										
2. Activity 2	FY 2005 – present	Targeted Populations	No	No	Yes	No	No	No	No	No
<i>Description:</i> 4 to 1 Elderly Admissions Policy at AHA's High-Rise Communities—AHA implemented an admissions policy for public housing-assisted units in communities for elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled. This policy helps to create an optimal mix of elderly, almost elderly, and non-elderly disabled residents in a community.										
3. Activity 3	FY 2005 – present	Targeted Populations	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> Affordable Assisted Living Demonstration—AHA considered strategies that create assisted living opportunities for low-income elderly persons and persons with disabilities. AHA originally intended to leverage resources with Medicaid Waivers and other service funding for multiple facilities, but eventually used LIHTC to construct the Oasis at Scholars Landing. Occupancy started in 2015.										
4. Activity 4	FY 2011 – present	Targeted Populations	Yes	No	Yes	No	Not to AHA	No	No	Yes
<i>Description:</i> Aging Well Program—Implemented a place-based supportive services program to enhance case management and supportive services to the elderly and persons with disabilities. The program uses the NORC (Naturally Occurring Retirement Community) model, which helps adults age in place. AHA collaborated with the Regional Commission Area Agency on Aging and other partners.										
5. Activity 5	FY 2006 – present	Rent Payment Standards	No	No	Yes	No	No	No	No	No
<i>Description:</i> AHA Submarket Payment Standards—AHA developed its own payment standards based on local market conditions, with separate payment standard schedules for identified submarkets within Atlanta.										
6. Activity 6	FY 2010 – present	IT Systems, Training	Yes	No	No	No	Yes	No	No	Yes
<i>Description:</i> Business Transformation Initiative—Evaluated AHA's existing business systems and practices and developed a business model based on the best practices of successful private-sector real estate companies and the information systems that support such companies. As part of the plan, AHA is implementing a fully integrated enterprise-wide system to provide business process automation across AHA departments.										
7. Activity 7	FY 2005 – present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes

	<i>Description:</i> Developing Alternative & Supportive Housing Resources—AHA developed and implemented these housing resources for income-eligible families. AHA focused on elderly designated housing, special needs designated housing for persons with disabilities, affordable assisted living initiatives.									
8. Activity 8	FY 2007 – present	Affordable Housing	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Comprehensive Home Ownership Program—AHA implemented this program to develop affordable homeownership opportunities in healthy, mixed-income communities. The program uses two approaches: Housing Choice Voucher Homeownership and (2) downpayment assistance for first-time homebuyers.									
9. Activity 9	FY 2005 – present	Rent Calculation	No	No	No	No	No	No	No	No
	<i>Description:</i> Elderly Income Disregard—AHA will disregard the employment income of an elderly person with income from Social Security, SSI, and/or similar a verified plan in determining required rent.; however, the earned income will be counted if it results in the discontinuance of the person from those programs.									
10. Activity 10	FY 2008 – present	Modernization/ Revitalization	Yes	Yes	No	No	Yes	No	No	Yes
	<i>Description:</i> Energy Performance Contracting—AHA used an Energy Performance Contract (EPC) to facilitate upgrades at AHA-Owned Residential Communities as well as pursuing other funding for green initiatives. Working with Johnson Controls, in FY 2011, AHA implemented its second EPC, which combined an EPC loan with additional MTW funds. In the latter project, AHA serviced newer HVAC systems in the buildings, replaced the older systems with new more energy-efficient systems, and upgraded bathroom fixtures.									
11. Activity 11	FY 2005 – present	Inspection Process	No	No	No	No	No	No	No	No
	<i>Description:</i> Enhanced Inspection Standards—AHA implemented an inspection system, which covers pre-contract assessments, initial inspections for property inclusion in the HCV program, annual property and unit inspections, special inspections (initiated by participant, landlord or neighbors due to health and safety issues), quality control inspections after properties that have passed or failed previous inspections.									
12. Activity 12	FY 2005 – present	Resident Services	Yes	Yes	No	No	No	No	No	Yes
	<i>Description:</i> Good Neighbor Program—AHA implemented an instructional program taught by Georgia State University. The curriculum covers the roles and responsibilities of neighbors, conflict resolution, community expectations, and life-long education. AHA leveraged MTW Funds with GSU resources.									
13. Activity 13	FY 2011 – present	Other Rules	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> Housing Choice Voucher Program HAP Abatement Policy—AHA developed new procedures for the abatement of housing assistance payments in the event a rental unit in the HCV program fails to comply with inspection standards.									
14. Activity 14	FY 2005 – present	Self-Sufficiency Services	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Human Development Services—AHA has implemented a human development strategy for its HCV program, providing self-sufficiency services to (1) working-age (assisting households to become compliant with its work/program participation requirement and to connect with specialized supportive services provided by organizations contracted by AHA) and (2) elderly and disabled adults (providing supportive services for aging in place and independent living).									
15. Activity 15	FY 2006 – present	Project-Based Vouchers	Yes	Yes	No	Yes	Yes	No	No	No
	<i>Description:</i> Project-Based Rental Assistance Site-Based Administration—AHA developed a new Project-Based Rental Assistance Agreement, which replaced the existing Project-Based HAP contract.									
16. Activity 16	FY 2008 – present	Self-sufficiency policies, recertification, other	No	No	No	No	Yes	No	No	No

	<i>Description:</i> Re-Engineering the Housing Choice Voucher Program—AHA reviewed and modified HCV procedures: (1) waitlist, (2) portability, (3) eligibility and voucher issuance, (4) referrals, (5) landlord eligibility & RTA, (6) unit eligibility, (7) HAP and UAP payments, (8) HAP contracts, (9) recertification, (10) move request, (11) inquiry management, and (12) compliance.									
17. Activity 17	FY 2008 – present	Rent Payment Standards	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> Rent Reasonableness—AHA developed a rent reasonableness determination process based on an independent market analysis conducted to establish the market equivalent rent for each residential unit in the HCV program.									
18. Activity 18	FY 2007 – present	Rent calculation	No	No	No	No	No	No	No	No
	<i>Description:</i> Rent Simplification/AHA Standard Deductions—AHA developed a new schedule of standard income deductions and treatment of assets used to calculate an assisted household's portion of the contract rent. The schedule was modified in FY 2011.									
19. Activity 19	FY 2005 – present	Modernization/Revitalization	Yes	Yes	No	Yes	No	No	No	Yes
	<i>Description:</i> Revitalization Program—AHA and its private-sector development partners have converted its public housing properties into 16 mixed-use, mixed-income communities with an affordable housing component. AHD has acquired parcels for additional revitalization initiatives.									
20. Activity 20	FY 2012 – present	Affordable Housing	No	No	No	No	No	No	No	No
	<i>Description:</i> Single Family Home Rental Demonstration—AHA sold land to a Mechanicsville development partner for a neighborhood stabilization demonstration program for families at or below 60 percent AMI. AHA is not providing subsidies to families, but families that stay in their homes throughout the 15-year low-income housing tax credit compliance period and increase their income sufficiently will qualify to purchase their homes.									
21. Activity 21	FY 2013 – present	Targeted Populations, Project-based Vouchers	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Veterans Supportive Housing—Under AHA's PBRA for Supportive Housing program, developers of supportive housing for veterans are receiving housing subsidy are working with United Way or another certified service coordinator to provide support services. for the target population.									
22. Activity 22	FY 2005 – present	Self-Sufficiency	No	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Work/Program Requirement—AHA implemented a work-program participation policy that requires one non-disabled adult to maintain continuous employment (at least 30 hours per week), and other non-disabled adults to maintain work or participation in a combination of school, job training and/or part-time employment, as a condition of the household receiving subsidy assistance.									
23. Activity 23	FY 2007 – FY 2008	Self-Sufficiency Services	No	No	No	No	No	No	No	No
	<i>Description:</i> Implemented changes in Choice Family Self-Sufficiency (FSS) program for HCV households. Activity terminated.									
24. Activity 24	FY 2008 – FY 2009	Targeted Populations	Yes	No	Yes	Yes	No	No	No	No
	<i>Description:</i> AHA implemented the John O. Chiles Annex Supportive Housing Pilot. Activity terminated.									
25. Activity 25	FY 2008 – FY 2010	Other Affordable Housing	No	No	No	No	No	No	No	No
	<i>Description:</i> AHA provided pre-relocation client education in connection with the QLI initiative (Activity 25). Activity terminated when the relocation process was completed.									

26. Activity 26	FY 2007 – FY 2010	Other Affordable Housing	No	No	No	No	No	No	No	No
<i>Description:</i> AHA implemented a Quality of Life (QLI) Initiative under which families relocated from distressed public housing to higher quality communities with desirable amenities. QLI involved hundreds of families moved in 2 phases, during which supportive services were provided. The activity was a temporary measure and was terminated after the completion of QLI's second phase.										
27. Activity 27	FY 2007 – FY 2008	Utility Allowances	No	No	No	No	No	No	No	No
<i>Description:</i> AHA implemented a utility allowance waiver. Activity terminated.										

**MTW Fund Flexibility Study: Housing Authority of Baltimore City (HABC)**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

<b>Housing Authority of Baltimore City (HABC)</b>										
<i>Activity</i>	<i>Activity Dates</i>	<i>Activity Category</i>	<i>Uses Single Fund Flexibility</i>	<i>Uses Leveraging</i>	<i>Responds to Local Needs</i>	<i>Non-Traditional Model</i>	<i>Cost Savings</i>	<i>Revenue or Reduced Unit Costs</i>	<i>Temporary Loss of Units</i>	<i>Resources Needed</i>
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds Action A	FY 2012 – FY 2013	Modernization/Revitalization	Yes	3 funding sources	Yes	No	Yes	No	Yes	Yes
<i>Description:</i> HABC used Section 8 tenant-based HCV HAP funds for capital improvement and development, which included the completion of the rehabilitation of 151 long-term vacant units and the continued retrofitting of five family developments. ARRA funds also were used.										
2. Use of Funds Action B	FY 2013 – present	Targeted Populations	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> HABC used its MTW Fund for renovation and development of UFAS units to meet the 504 accessibility requirements.										
3. Use of Funds Action C	FY 2014 - present	Debt Repayment and Project-Based Vouchers	Yes	3 funding sources	Yes	Yes	Yes	No	Yes	Yes
<i>Description:</i> HABC used MTW funds for prepayment of part of its 2003 Capital Fund Financing Program loan. The payment was made to the Community Development Administration (CDA), Division of Development Finance, Maryland Department of Housing and Community Development. CDA obtained refinanced this loan by issuing new bonds refunding the Series 2003 Bonds. The prepayment and refinancing reduced annual loan debt service requirements.										
4. Use of Funds Action D	FY 2016	Modernization/Revitalization	Yes	No	Yes	No	Yes	No	Yes	Yes
<i>Description:</i> HABC used the prior year’s HCV HAP Fund to supplement various capital improvements (similar to Action A).										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2011 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Multi-Year Recertifications—Implementation of 2-year recertifications for fixed income households only. The policy was extended to households with work-able adults in 2015.										
2. Activity 2	FY 2010 – present	Rent Calculation	Yes	No	No	No	No	Yes	No	No
<i>Description:</i> Rent Policy—Gilmor Homes Demonstration simplified rent calculation and encouraged self-sufficiency. HABC implemented a policy that limited rent to no more than 30 percent of adjusted income, provided several types of employment services, made special efforts to connect qualified residents with jobs offered by HABC and its contractors, and established an admissions preference to ensure that at least 50 percent of all new residents have employment as a primary source of income.										
3. Activity 3	FY 2006 – present	Self-Sufficiency	Yes	No	Yes	No	Yes	No	No	No
<i>Description:</i> Family Self-Sufficiency—HABC established a combined Public Housing/HCV Family Self Sufficiency program with these differences from the existing regulatory framework: (1) eliminated mandated thresholds for number of participants in the HCV program and expanded the program to include public housing residents; (2) targeted the populations in greatest need; (3) focused outcomes on homeownership and economic independence; and (4) changed the maximum contract period from 5 to 4 years; and developed new procedures regarding the release of the escrow funds.										

4. Activity 4	FY 2011 – present	Other Affordable Housing	Yes	No	Yes	Yes	No	No	No	No
	<i>Description:</i> HABC modified its existing Section 32 Homeownership Plan. Using MTW authority the plan will not place a firm cap on the percentage of adjusted income that is considered “affordable” for homeownership purposes; HABC will be able to extend the recapture period for net sales appreciation to 10 years using a declining scale; and, over time, all scattered-site units could be eligible for homeownership to qualified households.									
5. Activity 5	FY 2011 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> HABC implemented a rent policy designed to (a) ensure affordable rent (no more than 30% of adjusted income); (b) assist residents in obtaining employment; (c) give residents incentive to retain employment; (d) encourage residents to obtain job skills that maximize their earning potential and encourage savings. MTW authority was needed to waive regulations when determining the amount of asset income.									
6. Activity 6	FY 2010 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> HABC replaced the requirement that all units be inspected annually with a risk-based inspection process. Units that have consistently met requirements will be inspected less frequently. Units that do not have such a track record will be inspected annually.									
7. Activity 7	FY 2006 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> HABC replaced the requirement of annual reexamination and verification of household income, household composition and other eligibility data with a reexamination every 24 months. The new reexamination policy did not apply to residents living in Mod Rehab and Mod Rehab SRO units, voucher holders who did not qualify based on HUD funding restrictions, and residents with homeownership vouchers.									
8. Activity 8	FY 2006 – present	Project-Based Vouchers	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> HABC raised the limit on its use tenant-based HCV funding for project-based vouchers to 30 percent. HABC also waived the per-building and per-project cap on the percentage of units that may be designated as project-based units.									
9. Activity 9	FY 2006 – FY 2012	Inspection and Certification Processes, Payment Standards	No	No	Yes	No	No	Yes	No	No
	<i>Description:</i> To implement the activities required under the Thompson Partial Consent Decree, HABC needed to waive regulations regarding payment standards, rent calculation, annual inspections, annual recertifications, and applicant eligibility criteria. These activities were specified in the Special Administrative Plan.									
10. Activity 10	FY 2013 – present	Project-Based Vouchers	Yes	No	Yes	Yes	No	No	No	No
	<i>Description:</i> HABC completed HAP contracts to provide project-based voucher assistance for units in transitional housing facilities with wrap-around services.									
11. Activity 11	FY 2010 – present	Other Rules	Yes	No	No	No	Yes	No	No	Yes
	<i>Description:</i> Waived the regulation allowing a family to select a unit size greater than the one listed on the family’s voucher.									
12. Activity 12	FY 2010 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> HAP Contract Modifications—HABC changed the Housing Assistance Payment contract to (a) increase the term from 10 to 15 years, (b) reflect the owner’s obligation to request renewals of the HAP contract between HABC and the owner, and (c) set forth what public housing rights, privileges, and benefits must be afforded the NED residents in LTA units.									
13. Activity 13	FY 2012 – present	Utility Allowances	No	No	No	No	Yes	Yes	No	Yes

	<i>Description:</i> Utility Allowances—HABC changed the utility allowances used to calculate gross rents. The new utility amount is based on the lesser of the actual unit size or the voucher unit size. This change applied to the tenant-based voucher program and HCVP homeownership program.									
14. Activity 14	FY 2012 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> HABC changed the criteria required to determine applicant eligibility for continued assistance, including participants in the Direct Homeownership Program. This provides a safety net to those who become income eligible for the HCV program and avoids possible foreclosure.									



**MTW Fund Flexibility Study: Boulder Housing Partners (BHP)**  
 Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

<b>Boulder Housing Partners (BHP)</b>										
<i>Activity</i>	<i>Activity Dates</i>	<i>Activity Category</i>	<i>Uses Single Fund Flexibility</i>	<i>Uses Leveraging</i>	<i>Responds to Local Needs</i>	<i>Non-Traditional Model</i>	<i>Cost Savings</i>	<i>Revenue or Reduced Unit Costs</i>	<i>Temporary Loss of Units</i>	<i>Resources Needed</i>
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2015 – present	Project-Based Vouchers	Yes	No	No	Yes	No	No	Yes	Yes
<i>Description:</i> Project-Based Vouchers for Converted Units at Public Housing Developments—BHP converted 288 units at public housing developments—Kalmia, Walnut Place, Diagonal Court, Iris Hawthorn, Manhattan, and Northport—to project-based vouchers through the Rental Assistance Demonstration (RAD) and Section 18. Some units at Kalmia and Manhattan were converted to community centers, leaving 279 units for PBVs. A quarter of the units were used for temporary, on-site relocation of in-place residents during the renovations. The two Section 18 Disposition sites received Tenant Protection Vouchers.										
2. Activity 2	FY 2014 – present	Rent Calculation	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> The Rent Simplification is for all households in the Voucher and Public Housing Programs that qualify as elderly and/or disabled (approximately 600 households). The changes made by BHP included (1) rent based on 26.5 percent of gross income, (2) triennial recertification, (3) income disregards, and (4) a limit on interim decreases. These changes increased the average housing assistance payment per household. The converted units are a small portion of the total units and were converted to project-based vouchers (see Activity 1).										
3. Activity 3	FY 2012 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Rent Simplification for All Households—This activity simplified the income and asset verification process for all families, allowing them to provide asset and income documentation, exclude income from assets, self-certify assets of \$50,000 or less.										
4. Activity 4	FY 2012 – present	40% Cap	No	No	No	No	No	No	No	No
<i>Description:</i> Elimination of the 40 percent of income cap in the voucher program—BHP removed the 40 percent of income cap on rent to provide more rental choices to HCV voucher holders.										
5. Activity 5	FY 2012 – present	Utility Allowances	Yes	No	No	No	Yes	Yes	No	No
<i>Description:</i> Flat Utility Allowance for the Voucher Program—BHP implemented a flat utility allowance to increase voucher holders’ understanding of the rent calculation and how utilities affect the maximum contract rent allowed.										
6. Activity 6	FY 2013 – present	Inspections and Certification Processes	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Housing Quality Standards Inspection Schedule—BHP aligned inspections with recertifications every 3 years for all household with heads who are elderly or have disabilities and every 2 years for work-able households.										
7. Activity 7	FY 2013 – present	Utility Allowances	Yes	No	No	No	Yes	No	No	No

	<i>Description:</i> Eliminate Utility Reimbursement Payments—This activity eliminated the reimbursement payments.									
8. Activity 8	FY 2013 – present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Local Voucher Program in Partnership with SPAN—BHP developed this program in partnership with Safehouse Progressive Alliance for Nonviolence. The program provides eight families who are victims of domestic violence with housing assistance through BHP and case management services through SPAN.									
9. Activity 9	FY 2013 – present	Targeted Populations	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Use of Replacement Housing Factor Funds for Other Housing—This activity used RHF Funds to build other affordable housing units at 1175 Lee Hill. This is a 31-unit community for chronically homeless using the Housing First model.									
10. Activity 10	FY 2014 – present	Rent Calculation, Certification	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> Flat-Tiered Rent for Work-Abled Families—This activity transitioned work-abled families in the Housing Choice Voucher Program to a flat tiered rent. Family size and gross income places the family into an income tier. In addition, minimum rent increased from \$50 to between \$120 and \$180 based on bedroom size. Interim recertification for income increases and decreases were eliminated except in certain cases.									
11. Activity 11	FY 2014 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Increased Income—This activity allowed elderly households and households with a person with disabilities to increase their income without experiencing an immediate increase in rent, and also allowed one interim decrease due to income loss.									
12. Activity 12	FY 2015 – present	Project-Based Vouchers, Rent Calculation	Yes	No	No	Yes	No	No	No	No
	<i>Description:</i> PBV Conversion—This activity removed the flat rent option for all households in public housing prior to converting 288 of the total 337 public housing units to project-based vouchers.									
13. Activity 13	FY 2015 – present	Project-Based Vouchers, Self-Sufficiency	No	No	No	No	No	No	No	No
	<i>Description:</i> Mobility Options for FSS Participants at Woodlands—This activity changes the mobility options for families who live at Woodlands, a project-based voucher community, and participate in the Family Self-Sufficiency program. In order to request the next available voucher and move out of Woodlands, they must stay a minimum of 3 years (except in extenuating circumstances). Upon successful gradation from FSS, they must move out of Woodlands and may leave with a voucher if the family continues to need housing assistance.									
14. Activity 14	FY 2014 – present	Project-Based Vouchers, Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> This activity allowed rent limits to be set by BHP for project-based vouchers based on a developer’s market study. In 2014, this applied specifically to project-based at 1175 Lee Hill, and in 2015, it was extended to Kalmia and Walnut Place (public housing sites that converted under Section 18 disposition to project-based vouchers).									
15. Activity 15	FY 2014 – present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes

	<i>Description:</i> This creates an affordable housing acquisition and development fund. MTW funds can be used to pursue opportunities in Boulder to build new rental units as well as acquire existing land and/or units to increase the number of affordable housing units.									
16. Activity 16	FY 2015 – present	Project-Based Vouchers, Other Rules	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> This allowed partners and/or owner at project-based voucher communities to refer applicants to these properties, which offer case management services. In 2015, this activity applied to 1175 Lee Hill, Broadway East, Holiday McKinney, and Woodlands Communities.									

MTW Fund Flexibility Study: Cambridge Housing Authority (CHA)

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Cambridge Housing Authority (CHA)										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources Needed
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds Action A	FY 1999 – present	Self-Sufficiency	Yes	Yes <sup>1</sup>	Yes	No	Yes	Yes	No	Yes
<i>Description:</i> CHA routinely utilizes a pool of working capital for development and rehabilitation projects based on planned capital work in a given fiscal year or within the agency's five-year capital plan. CHA draws against this pool to cover hard costs and soft costs (including operations) as needed at various project phases.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2013 – present	Self-Sufficiency Services, Escrow Account	Yes	No	Yes	No	Yes	No	No	Yes
<i>Description:</i> The FSS+ program lasts 5 years and focuses on financial goal setting, budgeting, credit and debt, savings, and identifying resources. CHA has partnered with Compass Working Capital to provide financial education workshops for participants on a monthly basis. A key component of the program is the establishment of an Escrow Savings Account for each participant.										
2. Activity 2	FY 2012 – present	Project-Based Vouchers, Targeted Areas	Yes	No	Yes	Yes	No	No	Yes	Yes
<i>Description:</i> CHA converted Enhanced Vouchers to Project-Based Vouchers for private affordable properties with maturing mortgages—Smith House in Roxbury and 402 Rindge in Cambridge. Many of these private expiring use units were made affordable through HUD subsidies that have limited terms (5-30 years). Project-Based Vouchers allows residents living in these private expiring use units to stay in their home and, at the same time, maintain affordability.										
3. Activity 3	FY 2008, FY 2014 – present	Project-Based Vouchers, Targeted Populations	Yes	Yes	Yes	Yes	No	No	Yes	Yes
<i>Description:</i> CHA's Sponsor-Based Program is composed of three programs (Hard to House, Pathways to Permanent Housing - Transition House, and Pathways to Permanent Housing - Heading Home) that include either the provision of housing only or a combination of housing and supportive services. The majority of housing is established through non-profit partners receiving sponsor-based vouchers. Pathways to Permanent Housing - Transition House is the only program that provides housing in CHA's Public Housing. Outlined in the following are Description/Updates of CHA's current sponsor-based programs.										

<sup>1</sup> By investing CHA capital in the rehabilitation projects, as well as through enhancement of RAD rents through MTW flexibility, CHA is able to leverage millions of dollars in equity contributions to its projects, as well as the ability to support debt that would otherwise be unavailable.

4. Activity 4	FY 2011 – present	Project-Based Vouchers, Self-Sufficiency	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> The Heading Home program, started in 2011 and revamped in 2014, helps families build credit, financial management, and other skills, making them eligible for permanent housing. The nonprofit partner (Heading Home) serves as “CHA tenants” by assuming all tenant responsibilities attached to vouchers. It selects clients ready to move into permanent or transitional housing and provides the units to them for a set amount of time. The program provides safe transitional housing with the potential for permanent housing.									
5. Activity 5	FY 2001 – present	Affordable Housing	Yes	No	Yes	No	No	Yes	No	Yes
	<i>Description:</i> This program allows CHA to preserve its Massachusetts Rental Voucher Program (MRVP) state rental assistance subsidies. As a stand-alone program, MRVP provides exceptionally low payment standards. MTW allows CHA to supplement these vouchers with funds from the MTW Block Grant to continue the viability of these subsidies and expand the total number of rental vouchers that CHA administers in the Cambridge market. CHA’s expenditure grew in FY13 \$44,607 due to the increased payment standards for voucher holders renting in Cambridge.									
6. Activity 6	FY 2000 – present	Project-Based Vouchers	Yes	Yes	Yes	Yes	No	No	Yes	Yes
	<i>Description:</i> This initiative focuses on increasing and retaining the supply of hard units in CHA’s housing portfolio through an increase in project-based vouchers. This activity furthers housing choice in Cambridge for low-income households who would otherwise be excluded from living in the city due to the very high cost of housing. During CHA’s participation in MTW, 438 hard units were acquired or built using \$97.7 million (\$18.6 million in MTW funds and \$79.1 million in non-MTW funds).									
7. Activity 7	FY 2002 – present	Rent Payment Standards	No	No	No	No	No	No	No	No
	<i>Description:</i> This rent reasonableness policy has addressed the high cost of housing in Cambridge. To retain landlords in the private housing market, CHA has paid rent increases over the amount determined by HUD based on local rental market estimates. This policy extended the existing payment standard to any size unit. It also has been used to assist disabled households (disabled households that find a unit in the private rental market may receive an even greater exception rent).									
8. Activity 8	FY 2001 – present	Project-Based Vouchers, Preservation	Yes	No	Yes	Yes	No	No	Yes	Yes
	<i>Description:</i> This program has allowed CHA to expand its Project-Based portfolio beyond the 20-percent HUD threshold and allows property owners to project-base a building beyond the 25-percent HUD threshold. Property owners may coordinate with CHA to project-base up to 100 percent of a property. This program also has supported CHA’s Public Housing Preservation Fund.									
9. Activity 9	FY 2000 – present	40% Cap	No	No	No	No	No	No	No	No
	<i>Description:</i> This program provided households more choices when renting. New voucher participants may pay over 40 percent of their income towards rent at initial lease-up, provided they demonstrate the ability to commit to a higher income contribution toward rent.									
10. Activity 10	FY 2000 – present	Landlord Retention	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> This has been an incentive for landlords to continue providing housing units to voucher holders, maintaining housing choice for low-income households in Cambridge. CHA offers vacancy and damage payments to landlords in the Tenant-Based voucher program who agree to re-lease to a voucher family. Payments are also offered to landlords under a Project-Based Contract in cases where the contract already includes a clause for financial compensation for vacant units and damage reimbursements.									

11. Activity 11	FY 2006 – present	Rent Calculation and Recertifications	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> CHA has implemented a series of initiatives in the HCV program designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff.									
12. Activity 12	FY 2009 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> This policy simplified ceiling rent calculations to reflect annual cost increases through the use of market-related indices. On an annual basis, CHA has reviewed market-related indices applicable to ceiling rents and make a determination on the index to be applied in the given year.									
13. Activity 13	FY 2006 – present	Rent Calculation, Recertifications, Other	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> CHA has implemented a series of initiatives in the Public Housing and HCV programs designed to simplify rent calculation and the recertification process, streamline administrative processes, and reduce paperwork burdens on clients and staff. Revenue from rent, increased approximately \$90,000 between FY12 and FY13 while administrative savings were in excess of \$10,000 for the same time period.									

**MTW Fund Flexibility Study: Housing Authority of Champaign County**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Housing Authority of Champaign County										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2012 – present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Local Payment Standards—HACC procured a third-party marketing firm to conduct the market analysis necessary to identify the primary real estate sub-markets in Champaign County and recommend payment standards for the Housing Choice Voucher Program that reflect the actual rents in each sub-market.										
2. Activity 2	FY 2012 – present	Other	No	No	No	No	No	No	No	No
<i>Description:</i> Acquisition without Prior HUD Approval—To facilitate development activities, HACC acquired sites and certified that the HUD site selection requirements had been met.										
3. Activity 3	FY 2012 – present	Affordable Housing	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> Affordable Housing Development—HACC utilized Replacement Housing Factor Funds for affordable housing development activities. HACC also used Section 8 and Section 9 reserve funds for new affordable housing units.										
4. Activity 4	FY 2011 - present	Other	No	No	No	No	No	No	No	No
<i>Description:</i> Local Investment Policies—HACC adopted investment policies consistent with Illinois Public Funds Investment Act (30ILCS235) to the extent such policies are in compliance with applicable OMB circulars and other federal laws. HACC invested in securities authorized under state law.										
5. Activity 5	FY 2011 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Biennial Re-Certifications—HACC started biennial recertifications for households with fixed incomes in both the Public Housing and Housing Choice Voucher programs.										
6. Activity 6	FY 2013 - present	Self-Sufficiency	No	No	Yes	No	No	No	No	No
<i>Description:</i> Local Self-Sufficiency Program—Responding to community concerns regarding compliance with employment requirements under poor economic conditions, HACC developed a new strategy to provide individuals' ample time to prepare for employment.										
7. Activity 7	FY 2012 - present	Rent Calculation, Utility Allowances	Yes	No	No	Yes	Yes	Yes	No	No
<i>Description:</i> Tiered Flat Rents—A tiered flat rent schedule was introduced based on income ranges in increments of 5 percent of the Area Median Income (AMI). Utility allowances were eliminated. Flat rents are reviewed annually, and the flat rent schedule is adjusted effective January 1 of each year as applicable. The flat rent is based on the mid-point of all households within the applicable income range: 30 percent of the total annual income for the household for that range.										
8. Activity 8	FY 2012 - present	Affordable Housing, Self-Sufficiency	Yes	Yes	No	Yes	Yes	Yes	No	No

	<i>Description:</i> Local Home Ownership Program—HACC partnered with Habitat for Humanity. Through a Memorandum of Agreement, Habitat administers the program. The goal of the MTW Local Homeownership program is to expand on HACC’s FSS program and assure that other existing affordable homeownership opportunities and services in Champaign County are not duplicated.									
9. Activity 9	FY 2011 - present	Project-Based Vouchers	Yes	No	No	Yes	Yes	No	No	No
	<i>Description:</i> Local Project-Based Voucher Program—HACC established this program to assist in repositioning its real estate portfolio and to expand the availability of new high-quality affordable housing units for voucher families. Key components of the Local PBV Program include optional longer-term HAP contracts; administration by the applicable management company for the site, of all program activities including waitlist management, leasing and recertification transactions; and limitation of voucher conversion to a tenant-based subsidy.									
10. Activity 10	FY 2011 - present	Other	No	No	No	No	No	No	No	No
	<i>Description:</i> Modified Definition of Elderly—HACC adopted a modified definition of elderly to include households in which all household members were age 55 or older.									
11. Activity 11	FY 2012 - present	Other Rules	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rightsizing Vouchers—Housing Choice Voucher Program participants may only lease a unit equal to or smaller than the size of the voucher issued. A Request for Tenancy Approval will be considered only if the unit selected by the family contains an equal or lesser number of bedrooms than those listed on the voucher issued.									
12. Activity 12	FY 2015 - present	Targeted Populations	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description.</i> Emergency Family Shelter Program—HACC partnered with the Champaign County Continuum of Care and United Way to start an Emergency Family Shelter Program at Urban Park Place. The program provides temporary shelter and case management services for families with dependent children. Families can stay in the shelter for 30 days, with extensions up to 45 days. Families must participate in case management services. The Continuum is responsible for administration of the eight shelter units, United Way funds and oversees the services, and HACC provides property management, building maintenance, 15 project-based vouchers (for Permanent Supportive Housing), and an operating subsidy (for the eight Emergency Shelter units).									



**MTW Fund Flexibility Study: Charlotte Housing Authority**

Charlotte Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY2012 -present	Supportive Services	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Health Training Program—CHA residents are trained as Community Health Workers for the National Heart, Lung, and Blood Institute’s With Every Heartbeat is Life (WEHL) initiative. They then provide training to other residents on healthy eating, the importance of physical activity, and knowledge of cardiovascular disease									
2. Use of Funds B	FY2012 -present	Supportive Services	Yes	No	Yes	No	No	No	No	No
	<i>Description:</i> Resident Safety Activities—Safety initiative that analyzes crime data for public housing and HCV sites, as well as encouraging adherence to HUD and CHA procedures; it reports out on crime statistics.									
3. Use of Funds C	FY2014 -present	Self-sufficiency services	Yes	No	No	No	No	No	No	No
	<i>Description:</i> Center for Employment Services—Job placement, job training, and GED training for residents are provided by four on-site service providers.									
4. Use of Funds D	FY2013 -FY2014	Revitalization	Yes	No	No	No	No	No	Yes	Yes
	<i>Description:</i> Edwin Tower—Supported a 12-story, 174-unit community undergoing comprehensive interior and exterior renovations.									
5. Use of Funds E	FY2012 -FY2013	Other Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> This activity provided supplemental funding for capital projects in the Real Estate Division that provide additional units for affordable housing as well as funding for capital projects at the asset management projects for needed replacements and repairs.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2015 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamlined PBV and Public Housing Regulations—This activity modified inspection, waiting list, and other PBV and public housing policies to simplify administration and blend the two programs.									
2. Activity 2	FY 2015 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Biennial Inspection of Housing Choice Voucher Units—This activity implemented biennial inspections, which streamlined inspection process for tenant-based vouchers.									
3. Activity 3	FY 2015 – present	Other Rule Changes/ Self-Sufficiency	No	No	No	No	No	No	No	No
	<i>Description:</i> Public housing time limit—Termination of housing assistance for families who reach market rent of community and have the income to pay that rent for 6 months.									

4. Activity 4	FY 2015 - present	Recertification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Biennial reexaminations—Changed the schedule for income, expenses, family composition reported for administrative uses.									
5. Activity 5	FY 2015 - present	Rent Reform, Work Requirement	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Rent Reform and Work Requirement—Variety of rent reform measures enacted, including a new rent calculation method (which is an income-based, stepped rent with stepped escrow deposits), specification of income exclusions or inclusions in the rent calculation, and a new rent reexamination schedule (biennial reexaminations if specified criteria are met). The work requirement calls for the heads of households to work 30 hours or more per week, but the requirement can be met by another adult in the household. Only communities receiving case management services are under the work requirement.									
6. Activity 6	FY 2008 - present	IT Systems	No	No	Yes	No	No	Yes	No	No
	<i>Description:</i> Participant and Landlord Tracking Program—The program tracks to the location of HCVs to address deconcentration of poverty.									
7. Activity 7	FY 2009	Operations	Yes	Yes	No	No	No	No	No	No
	<i>Description:</i> Investment policies—Makes investment policies consistent with state law.									
8. Activity 8	FY 2009	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Section 8 Inspection Procedures—Use local building standards inspection rather than required HQS inspection for initial or move-in inspection on newly constructed voucher units.									
9. Activity 9	FY 2009	Affordable housing	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Community based rental assistance—Uses PBV, supportive housing project-based, and local rental subsidy programs for rental assistance. The traditional component of the program seeks to maximize the number of quality project-based voucher units in Charlotte and to deconcentrate poverty and expand housing and economic opportunities. The supportive housing component seeks to leverage funding and resources from social service and supportive housing providers.									
10. Activity 10	FY 2009	Self-sufficiency	Yes	Yes	No	No	Yes	Yes	No	Yes
	<i>Description:</i> Moving forward Supportive Services—CHA administers the Moving Forward Supportive Services (MFSS) Program at its conventional sites, located at Claremont and Victoria Square, and in the Housing Choice Voucher (HCV) program. CHA also operates self-sufficiency programming at three other conventional public housing sites—Cedar Knoll, Leafcrest, and Tarlton Hill—where families often face serious obstacles to self-sufficiency.									
11. Activity 11	FY 2009	Affordable housing	Yes	No	No	No	Yes	Yes	No	Yes
	<i>Description:</i> Acquisition and Rehabilitation of Existing Multi-Family Properties—CHA has acquired and is rehabilitating existing multi-family properties in mixed-income communities. CHA has acquired a total of 918 units at a relatively modest cost per unit.									
12. Activity 12	FY 2009	Affordable housing	No	No	No	No	No	No	No	No
	<i>Description:</i> Land Acquisition for future use—secure locations along the new transit corridors in Charlotte to expand housing choice									
13. Activity 13	FY 2011	Affordable housing	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
	<i>Description:</i> Convert units to public housing— CHA’s non-profit subsidiary, Horizon Development Properties, Inc., has acquired housing units to serve homeless families in a mixed-income community with supportive services. Hampton Crest Apartments added 60 public housing units to serve homeless families. The Salvation Army is responsible for providing the supportive services and the SHIP program provides services to homeless families with children (for example, as intensive home-based case management and evidence-based services addressing emotional, social, developmental, educational, and employment challenges). Other properties include The Vistas and The Residences at Renaissance.									



**MTW Fund Flexibility Study: Chicago Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Chicago Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources Needed
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 1999 – present	Self-Sufficiency	Yes	No	No	No	Yes	No	No	Yes
<i>Description:</i> CHA uses capital dollars as well as Section 8 MTW Block Vouchers from the single fund to support ongoing revitalization activities.										
2. Use of Funds B	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Transition counseling—assistance for families to overcome social and emotional barriers to leaving subsidized housing.										
3. Use of Funds C	FY 2015 – present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Housing locator assistance—help finding appropriate, affordable housing in the private or affordable market for families transitioning off of subsidy or moving to an Opportunity Area.										
4. Use of Funds D	FY 2015 – present	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Choose to own homeownership program—financial assistance toward the mortgage payment, pre- and post-purchase homebuyer education, credit counseling and other services to help families navigate the homebuying process.										
5. Use of Funds E	FY 2015 – present	Self-Sufficiency Services	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Family Self-Sufficiency program—focused assistance in reaching self-sufficiency goals, including escrow accumulation.										
6. Use of Funds F	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Employment placements, job readiness training to prepare residents for work, assistance finding a job, and follow-up services to promote job retention.										
7. Use of Funds G	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Transitional jobs: time-limited, subsidized jobs with a training component to help residents transition to permanent employment.										
8. Use of Funds H	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Assist residents with registration in the new Section 3 database in order to apply for posted positions with CHA contractors.										
9. Use of Funds I	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Employment readiness and placement for youth—Starts in elementary school with career exploration programming. For older youth, job readiness training and summer placements with ongoing support.										

10. Use of Funds J	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Connections to education—Coaching and support in accessing post-secondary education, including at the City Colleges of Chicago, where residents can attend at no cost after financial aid.									
11. Use of Funds K	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Scholarships—CHA has offered scholarships in amounts of \$1,000 and \$2,500 for youth and adults attending college.									
12. Use of Funds L	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Academic enrichment for youth—Programs for middle school and high school-aged youth to expand academic skills and prevent summer learning loss with the goal of preparing youth for college or other post-secondary education.									
13. Use of Funds M	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Recreational programming for youth—Sports, wellness and arts programs for youth starting at age 6, including through the Chicago Park District, as well as special events throughout the year.									
14. Use of Funds N	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Lease violation referrals—Assistance for families referred by their property manager to help them address lease violation issues.									
15. Use of Funds O	FY 2015 – present	Targeted Populations	No	No	No	No	No	No	No	No
	<i>Description:</i> Right of Return outreach—Outreach and assistance for 10/1/99 families who still need to satisfy their Right of Return under the Relocation Rights Contract.									
16. Use of Funds P	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Clinical mental health services—Individual and group counseling for any resident who needs it.									
17. Use of Funds Q	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Victim assistance—Referral to counseling services and, if appropriate, relocation for residents who have been victims of violent crimes or trauma and who need to move for safety reasons.									
18. Use of Funds R	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Health initiatives—Opportunities with CHA partners to address specific health issues such as asthma and cardiovascular health. For seniors, exercise and dance classes, health seminars, frail and emergency well-being checks, and crisis intervention.									
19. Use of Funds S	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Social events for seniors—On-site, regional and citywide activities such as clubs, classes, field trips, and music events.									

20. Use of Funds T	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Assessments and outreach for seniors—Ongoing one-on-one contact with seniors to identify and address issues and engage them in activities.									
21. Use of Funds U	FY 2015 – present	Self-Sufficiency Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Senior referrals—Connections to outside resources, such as assistance getting benefits, housekeeping services, and transportation assistance. Many services are provided by the City of Chicago’s Department of Family and Support Services (DFSS).									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2000 – present	Revitalization	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Revitalization of 25,000 units—CHA continues to make progress toward the goal of 25,000 housing units and providing additional housing opportunities for residents.									
2. Activity 2	FY 2010 – present	Revitalization	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Reasonable cost formula and methodologies for redevelopment and rehabilitation activities—CHA developed this formula to replace HUD’s Total Development Cost (TDC) limits. The increased reasonable cost limits cover the full cost of public housing units, as originally intended, while increasing the number of new public housing units that CHA can deliver at mixed-income development sites. CHA amended the formula in 2014 for rehabilitation projects in the future.									
3. Activity 3	FY 2015 – present	Housing Development	No	No	Yes	No	No	No	No	No
	<i>Description:</i> Expedited public housing acquisition process—This activity supported CHA’s Real Estate Acquisition Program and expedited the acquisition of units and/or buildings as public housing.									
4. Activity 4	FY 2009 – present	Rent Calculation	Yes	No	Yes	No	No	Yes	No	No
	<i>Description:</i> Minimum rent for Public Housing and HCV programs—CHA increased the minimum rent from \$50 to \$75. CHA follows HUD-defined financial hardship and did not establish any additional hardship criteria.									
5. Activity 5	FY 2011 – present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Choose to Own Homeownership program for Public Housing and HCV—CHA expanded the Choose to Own (CTO) Home Ownership Program beyond HCV participants to current CHA public housing residents.									
6. Activity 6	FY 2014 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	Yes	No	No
	<i>Description:</i> Modified Family Self- Sufficiency program for HCV and Public Housing participants—CHA revised the participation requirements for the Family Self-Sufficiency program for public housing and HCV participants. The changes (1) provided FSS participants with the ability to opt-out of the Earned-Income Disregard so that they begin earning escrow more quickly, (2) terminated participants from the FSS program who are not engaged with the program to open slots for those who are more interested in taking advantage of it (engagement is defined as having at least one face-to-face meeting with an FSS coordinator each year), (3) created more stringent education requirements for program participants, including attending three financial literacy sessions each year, and (4) required participants to be continuously employed for at least 12 months prior to program completion.									
7. Activity 7	FY 2014 – present	Targeted Populations	Yes	No	Yes	No	No	Yes	No	Yes

	<i>Description:</i> CHA re-entry pilot program—CHA implemented a Re-entry Pilot Program for up to 50 eligible participants who are either reuniting with a family member currently living in CHA traditional public housing or CHA’s HCV Program, or currently on a CHA waitlist and meeting program eligibility requirements when they are called for screening (in the existing waitlist order). CHA is partnering with re-entry program provider partners.									
8. Activity 8	FY 2009 – present	Work Requirements	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> Public Housing work requirement—CHA implemented a work requirement across CHA’s public housing portfolio. The requirement applies to adult members of public housing households age 18 to 54. CHA provides case management and workforce development resources to residents to assist them in fulfilling this requirement.									
9. Activity 9	FY 2008 – present	Other	No	No	No	No	No	No	No	No
	<i>Description:</i> Office of the Ombudsman—The Office of Ombudsman provides designated staff to address the concerns of public housing residents living in mixed-income communities and serves as a liaison between residents and CHA leadership.									
10. Activity 10	FY 2010 – present	Payment Standards, Targeted Neighborhoods	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> CHA implemented exception payment standards that exceed the standard limit of 110 percent of HUD’s published Fair Market Rents (FMRs) for Chicago. Exception payment standards are part of CHA’s strategy to expand housing choices for HCV participants through access to Opportunity Areas throughout Chicago.									
11. Activity 11	FY 2011 – present	Landlord Recruitment and Retention	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Vacancy payments—As part of the HCV Owner Excellence Program, CHA provides a modest vacancy payment to eligible owners participating in the Owner Excellence Program who re-lease a unit in the HCV program to another HCV participant.									
12. Activity 12	FY 2008 – present	Project-Based Vouchers	Yes	No	No	Yes	No	No	No	No
	<i>Description:</i> Exceed the limit of 25 percent Project-Based Voucher assistance in family properties—CHA increased the percent of assisted PBV units in certain projects above the regulatory limit of 25 percent per family building.									
13. Activity 13	FY 2011 – present	Project-Based Vouchers	Yes	No	No	Yes	No	No	No	No
	<i>Description:</i> PBV contract commitments with 16-30-year initial terms—To facilitate the expansion of affordable housing opportunities through the use of PBVs, CHA has entered into HAP contracts for initial terms between 16 and 30 years.									
14. Activity 14	FY 2011 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Acceptance of city certificates of occupancy for initial PRA inspections—CHA moved to accept the issuance of Certificate of Occupancy by the City of Chicago as evidence of the property’s compliance with Housing Quality Standards for initial PRA inspections.									
15. Activity 15	FY 2011 – present	Project-Based Vouchers	Yes	No	No	Yes	No	No	No	No
	<i>Description:</i> Two-year requirement for PBV participant transition to Housing Choice Voucher—CHA reduces turnover in PBV developments by requiring families to occupy the unit for 2 years, unless and supportive housing unit, before they are eligible for a tenant-based voucher.									

16. Activity 16	FY 2011 – present	Landlord Recruitment and Retention	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Payments during initial occupancy/leasing, new construction, and substantially rehabilitated properties—CHA provides vacancy payments, as determined necessary on a project by project basis, during the initial operating lease-up period in order to provide an incentive for owner participation and to ensure the long-term viability of newly constructed and substantially rehabilitated properties.									
17. Activity 17	FY 2014 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Biennial re-examinations for Public Housing—CHA implemented biennial reexaminations for public housing residents to review family circumstances, income, assets, expenses, and family composition to establish continued eligibility for public housing. This reduces costs and increases cost-effectiveness.									



**MTW Fund Flexibility Study: Housing Authority of Columbus, Georgia**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Housing Authority of Columbus, Georgia										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2015 – present	Rent Contribution, Housing Choice, Other	Yes	No	Yes	No	No	Yes	No	Yes
<p><i>Description:</i> Community Choice—This activity tests the impact of an increased voucher on the housing decision of families volunteering to participate in the study. Columbus State University’s (CSU) Social Research Center is evaluating the following:</p> <ul style="list-style-type: none"> <li>• Issuance of 40 communitywide TBVs at 120 percent of the FMR;</li> <li>• Issuance of 40 location-restricted TBVs at 120 percent of the FMR;</li> <li>• Issuance of 40 control TBVs at the current payment standard of the FMR.</li> </ul> <p>The evaluation will cover impacts on household income, children’s progress in school, and other outcomes.</p>										
2. Activity 2	FY 2015 – present	Targeted Populations	Yes	No	Yes	Yes	No	No	No	Yes
<p><i>Description:</i> Innovations to Reduce Homelessness—The activity links families with services and housing to reduce chronic homelessness, with a special emphasis on veterans. HACG is committing up to 150 housing units to assist in this undertaking, where families will be screened for eligibility after being referred by a local agency.</p>										
3. Activity 3	FY 2015 – present	Certification Process, 40% Cap	Yes	No	No	No	Yes	Yes	No	No
<p><i>Description:</i> Administrative Reforms—The activity improves operational efficiency in handling of assets in intake and examinations and eliminates the 40-percent cap to reduce increase tenant privacy and housing choice for families.</p>										
4. Activity 4	FY 2015 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
<p><i>Description:</i> Administrative Efficiencies—The activity improves operational efficiency in completing examinations for elderly and disabled families.</p>										
5. Activity 5	May 2014 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
<p><i>Description:</i> Streamline Housing Quality Standards (HQS) Inspections—This activity improves operational efficiency in the conduct of HQS inspections by rewarding properties that pass the initial inspection or the first re-inspection by putting the property on a biennial inspection cycle.</p>										
6. Activity 6	FY 2014 - present	Rent Reform, Operations	Yes	No	Yes	No	Yes	Yes	No	Yes

	<p><i>Description:</i> Rent Reform—This activity evaluates the effects of implementing self-sufficiency measures at one development (Farley) compared with providing a “status quo” level of services at a similar development (Chase). The measures include (1) a minimum rent increase (HACG increased minimum rent at Farley to \$100); (2) a tiered rent calculation to encourage employment (HACG lowered the contribution percentage from 30 percent to 26 percent for newly employed residents); (3) increased FSS and ROSS presence at Farley (program recruiting, on-site workshops/programs, and self-sufficiency counseling); and (4) self-sufficiency incentives (childcare, employment-related equipment and uniforms, transportation assistance). The plan is to learn if these measures incentives have an impact on residents’ employment, training, education, parenting classes, life skills, and the like.</p>									
7. Activity 7	FY 2015 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<p><i>Description:</i> Eliminate Child Support from Income Calculation—The activity eliminates child support from the income calculation for PH tenants only. The change is implemented at the tenant’s next examination—annual or interim recertification.</p>									

**MTW Fund Flexibility Study: Delaware State Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Delaware State Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2000	Affordable housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> DSHA used HCV reserves for two types of capital improvements in public housing: (1) air conditioning and replacement of heaters, and (2) installation of security cameras.									
2. Use of Funds B	FY 2000	Self-sufficiency	Yes	No	Yes	No	No	No	No	No
	<i>Description:</i> This activity provided resident case management, housing and credit counseling, and other resident services.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2013 – present	Utility Allowances	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> DSHA eliminated utility reimbursement checks to Public Housing and Housing Choice Voucher residents. Previously, residents whose utility allowance for the unit was greater than Total Tenant Payment (TTP) received a utility reimbursement payment.									
2. Activity 2	FY 2012 – present	Time Limit	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Time limit housing assistance—DSHA limited assistance to a 5-year period, with a 2-year extension. The previous time limit was 5 years, with a potential 1-year extension.									
3. Activity 3	FY 2012 – present	Work Requirement	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Mandatory employment or education—Residents are required to be employed at least 20 hours per week earning no less than minimum wage, or in a training or educational program for at least 20 hours per week. For residents moving in on or after July 1, 2007, the requirements were increased to 25 hours per week beginning with their third year. This is to increase self-sufficiency and to reduce the subsidy needed for the participant.									
4. Activity 4	FY 2012 – present	Work Requirement	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Tier II Work Requirement—Participants who do not successfully complete the MTW program within 5 years (under MTW Tier I) will continue to be required to work at least 30 hours per week, earning no less than minimum wage, for the remaining 2 years while under the MTW Tier II. This requirement increases the earned income of MTW Tier II participants enabling them to pay more towards their rent and requiring less overall subsidy. Previously, the participants who did not successfully complete the MTW Program within 5 years were eligible to continue receiving housing subsidy under a Safety-Net Program for an indefinite period.									
5. Activity 5	FY 2011 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Alternative Re-Certification Schedule for Elderly and Disabled Residents—DSHA adopted an alternative re-certification schedule for elderly and disabled residents. All re-certifications now are done every other year.									
6. Activity 6	FY 2012 – present	Self Sufficiency Services	No	No	No	No	No	No	No	No

	<i>Description:</i> MTW Savings Account and Disbursements—The rules of the MTW Family Self Sufficiency program were modified. Successful MTW clients will be required to utilize at least 60 percent of the savings fund for homeownership/fair market rental-related expenses. This includes downpayment, closing costs, security deposits, utility deposits, clearing credit issues and satisfying debt for medical bills, education, and transportation. The remaining 40 percent of the MTW savings is distributed to the client for discretionary use.									
7. Activity 7	FY 2012 – present	Self Sufficiency Services	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> MTW Case Management—In 2012, case management activities included not only the participants within their initial five-year period under MTW Tier I, but those participants that continue in the program for the remaining 2 years under MTW Tier II. In 2013, DSHA required all MTW program participants to complete a DSHA approved Financial Literacy training course within the first 2 years of Tier I.									
8. Activity 8	FY 2000 – present	Self Sufficiency Services	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Removal of Barriers to Self-Sufficiency—Enhance the standard of living for residents participating in MTW by assisting residents in the removal of barriers to self-sufficiency (obtain employment, driver’s license, purchase a vehicle, coordinate childcare, obtain GED, enroll for college courses, expunge a criminal record, clear credit history).									

**MTW Fund Flexibility Study: District of Columbia Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

District of Columbia Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2009 - present	Affordable Housing	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Provide funding to maintain Public Housing operations and to undertake much-needed modernization and deferred maintenance necessary to keep/bring units on-line for occupancy.										
2. Use of Funds B	FY 2009 - present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Operate the agency's workforce development center.										
3. Use of Funds C	FY 2009 - present	Other	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Purchase and maintain public safety equipment and tools to improve safety and security in and around DCHA's Public Housing communities.										
4. Use of Funds D	FY 2009 - present	Operations	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Operate the agency's Customer Call Center.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2004 – present	Project-Based Vouchers	Yes	Yes	No	Yes	No	No	No	Yes
<i>Description:</i> Modifications to Project-Based Voucher Program—In order to increase housing choices for low-income families, DCHA modified existing project-based voucher rules and regulations. The changes include allowing a longer HAP contract term (15 instead of 10 years), an increase in the threshold of units that can be project-based at a single building (25 percent to 100 percent), and an increase in the percentage of DCHA's total voucher allocation that can be project-based (to greater than 20 percent).										
2. Activity 2	FY 2004 – present	Operations	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Designation of Elderly-Only Properties—DCHA established a local review, comment and approval process designating properties as Elderly-Only. This replaced the requirement for HUD review of proposed Elderly-Only designation of Public Housing properties with a local review, broad community input, and approval by the Board of Commissioners.										
3. Activity 3	FY 2004 – present	Affordable Housing	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Modification of HCV Home Ownership Program—DCHA implemented modifications to its HCV Homeownership Program (HOAP) to make it more attractive to financial institutions and DCHA participants/residents, more user-friendly to DCHA participants interested in homeownership, more cost-efficient to administer, and more realistic in promoting long-term homeownership success.										
4. Activity 4	FY 2004 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Simplified Certification and Multi-Year Recertification—These changes are designed to make the income and eligibility determination process more efficient and cost-effective. The initiative saves saving staffing costs, provides greater convenience, and improves incentives for self-sufficiency to residents of DCHA properties.										

5. Activity 5	FY 2004 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Modifications for Market-Based Rents—This regulation simplifies the process of providing a work incentive to Public Housing residents. It discontinues the HUD requirements that DCHA provide all residents information about the market-based and income-based rents associated with the unit in question, and obtain written documentation of their choice of rent calculation method. Instead, DCHA calculates a resident’s income-based rent, compares it with the market-based rent from a periodically updated rent schedule and automatically charges the resident the lower of the two rent options.									
6. Activity 6	FY 2005 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Modification of Pet Policy—The new policy limits pet ownership to those residents in both senior and family developments who are in need of service animals with a grandfather provision for those residents in senior buildings who had a pet prior to the effective date of the regulation.									
7. Activity 7	FY 2007 – present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> DCHA Subsidiary to Act as Energy Services Company—DCHA closed an Equipment Lease/Purchase agreement in the amount of \$26,024,925 and used Construction Services Administration, LLC (CSA), a wholly-owned subsidiary, as its Energy Services Company (ESCO).									
8. Activity 8	FY 2005 – present	Rent Calculation /Rent Reasonableness	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Modifications to Methods for Setting Total Tenant Payments and Determining HCV Market Rents and Promoting Deconcentration—To reduce costs, DCHA modified the process for making rent reasonableness determinations, changed the method for reviewing rent increase requests and payment standards, made administrative adjustments to improve the efficiency of payments to landlords, and limited moves so that the new lease can only start on the first of a month, thereby avoiding overlapping leases.									
9. Activity 9	FY 2004 – present	Waiting Lists	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Site-based Intake and Waiting List Management of Public Housing, Redeveloped Properties and Service Rich Properties—Redeveloped Properties, which are mixed-finance communities owned by private entities and having some or all of their units assisted with DCHA funds, have site-specific intake and waiting list management policies and procedures. Service Rich Properties, which are supportive service intense sites that serve special needs residents, have site-based waiting lists and eligibility and screening criteria that are site-specific. This activity combines two earlier activities.									
10. Activity 10	FY 2006 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rent Simplification and Collections—In this, phase 1 of a rent simplification initiative, self-certification of assets less than \$15,000 is implemented.									
11. Activity 11	FY 2011 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Requirement to Correct Minor HQS Unit Discrepancies—HQS defines what “major and minor” violations are. Minor violations do not involve health or safety issues and consequently do not require that an agency re-inspect to ensure that minor violations are addressed. DCHA mandates that minor violations are corrected and confirmed through the use of an Inspection Self-certification form.									
12. Activity 12	FY 2011 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Assessment of a Reinspection Fee as an Incentive to Maintain Acceptable Housing Quality Standards in Voucher Assisted Units—DCHA conducts a reinspection of units failing HQS inspection to ensure that the owner has corrected the violations. If violations are not corrected by the time of the reinspection, DCHA must abate the landlord’s payment and terminate the HAP contract. In 2010, DCHA conducted third inspections on over 7 percent of its HCV units. Prior to termination of the HAP contract (typically 30 days from the abatement), if the owner wants DCHA to conduct a third inspection, DCHA now charges the landlord a fee for the third inspection.									
13. Activity 13	FY 2011 – present	Certification Process	No	No	No	No	No	No	No	No
	<i>Description:</i> Creation of Local Authorization and Release of Information Form—Since DCHA moved to biennial recertifications for HCV, and with future implementation planned for Public Housing, more time is needed for the release of information authorization. The HUD standard Form 9886 (HUD 9886) release form did not allow enough time.									

14. Activity 14	FY 2011 – present	Self-Sufficiency Services	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Enhance Neighborhood Services within Public Housing Communities—To better integrate Public Housing developments into surrounding communities while encouraging self-sufficiency, DCHA converted Public Housing units into non-dwelling space for providers of services that help DCHA residents/participants achieve self-sufficiency. Many of the providers will serve both Public Housing residents and members of the surrounding community, including HCV participants, so the change reduces the isolation of Public Housing developments. In addition, the on-site services will augment those services available elsewhere in the community so that available resources are used efficiently, and residents will be encouraged to leave the community to meet some of their needs.									
15. Activity 15	FY 2012 – present	Utility Allowances	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Simplified Utility Allowance Schedule—DCHA simplified the calculation of utility allowances for Housing Choice Voucher participants. The utility allowance was based on the dwelling type, the number of bedrooms, the services paid by the tenant and the fuel type. Now it is based on the bedroom size, heating fuel, and whether the tenant is responsible for paying the water and sewer bill.									
16. Activity 16	FY 2012 – present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Encourage the Integration of Public Housing Units into Overall HOPE VI Communities—DCHA’s Mixed Finance properties have Homeowner and Tenant Associations (HOTAs)/Community Associations that have not been as effective as they could be because dues structure does not provide an adequate operating budget to engage in community-building activities. This activity provides a budget that will allow the HOTAs/Community Associations to become an effective force in equitably governing and unifying the community.									
17. Activity 17	FY 2014 – present	Affordable Housing	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Blended Subsidy—As DCHA replaces units it has demolished, it uses MTW flexibility to leverage public and private investment. In some cases, it blends Section 8 and public housing funds to subsidize units reserved for families earning at or below 80 percent of AMI. This maximizes the amount of equity (using Low-Income Housing Tax Credits). Public housing authorities have long used Project-Based Vouchers in a similar manner. The LBS is targeted to developments where the required subsidy level is higher than that available through the traditional public housing program. This includes 39 units for the Lofts at Capitol Quarter and 208 units at the Highland Dwellings development (new construction of 24 units and rehabilitation of 184 units).									
18. Activity 18	FY 2014 – present	Rent Reform	Yes	No	No	Yes	Yes	Yes	No	Yes
	<i>Description:</i> Rent Reform Demonstration—DCHA is participating in a demonstration to evaluate an HCV alternative rent reform policy being conducted by MDRC. The goals of this alternative rent policy are to create a stronger financial incentive for tenants to work and advance toward self-sufficiency, simplify the administration of the HCV Program, reduce housing agency administrative burden and costs, improve accuracy and compliance of program administration, remain cost-neutral or generate savings in HAP expenditures relative to expenditures under traditional rules, and improve transparency of the program requirements.									

**MTW Fund Flexibility Study: Fairfax County Redevelopment and Housing Authority**

Fairfax County Redevelopment and Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Rent Contribution	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Broaden the Scope of Exemptions to the 35 Percent Family Share Policy—The FCRHA took steps to broaden the scope of exemptions beyond those with an income of only Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) to those only on Social Security income or pensions.									
2. Use of Funds B	FY 2014	Budget Coverage	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Close the Funding Gap in the Public Housing Program—Transferred \$300,000 to the Public Housing program.									
3. Use of Funds C	FY 2015	Budget Coverage	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Increase the HCV Housing Assistance Payment (HAP) Reserve—Increased the reserve from a 1-week reserve to a 2-week reserve. The HAP reserve was increased to 2 weeks for a cost of \$2,068,915.									
4. Use of Funds D	FY 2015	Affordable housing	Yes	No	Yes	Yes	Yes	Yes	No	Yes
	<i>Description:</i> Establish Bridging Affordability as the Gateway to the THRIVE Housing Continuum—FCRHA issued 180 Housing Choice Vouchers to new families in FY 2015. An additional 95 vouchers were made available—10 to existing Bridging Affordability families and the remaining to new families from the waiting list. This change cost \$476,685, lower than anticipated due to a lower HAP average as well as having 78 percent of these families leased during the second half of the fiscal year.									
5. Use of Funds E	FY 2016	Affordable housing	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Progress Center—Hired a PROGRESS Center position to work with the Public Housing Pilot Portfolio.									
6. Use of Funds F	FY 2016	IT Systems	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Yardi program—Constructed budget for Yardi program enhancements.									
<b>Approved MTW Activities</b>										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
1. Activity 1	FY 2014 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Reduction in frequency of reexaminations—Staff will process reexaminations every 2 years for working families and every 3 years for non-working families.									
2. Activity 2	FY 2014 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Eliminate mandatory earned income disregard calculation—Eliminated EID calculation to allow staff to reallocate resources toward self-sufficiency development.									



3. Activity 3	FY 2014 - present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamline inspections for HCV units—Streamlined HCV inspections and reduce staff and provide an incentive for families to maintain their units via less frequent inspections.									
4. Activity 4	FY 2014 - present	Rent Reform	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> Increase the Family's Share of Rent from 30 Percent to 35 Percent—Reformed the calculation used to determine the family's share of rent and utilities by increasing it from 30 to 35 percent of adjusted income. The change applies to all families in both the Public Housing and HCV programs, with the exception of families on fixed incomes (only SSI, SSDI, SS, or pensions, or any combination of those sources) and families in the Housing Choice Voucher Veterans Affairs Supportive Housing (VASH) program.									

**MTW Fund Flexibility Study: Holyoke Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Holyoke Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds Action A	FY 2015	Self Sufficiency Services	Yes	No	No	No	No	No	No	Yes
<i>Description: Savings achieved from biennial recertifications and inspections have been reallocated to support services for Moving to Work Initiatives.</i>										
2. Use of Funds Action B	FY 2015	Operations	Yes	No	No	No	No	No	No	Yes
<i>Description: HHA has devoted \$20,000 to a first-year block grant evaluation.</i>										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2013 - present	Inspection Process	Yes	No	No	No	Yes	Yes	No	No
<i>Description: Biennial Recertifications—HHA started recertifying clients in both the Housing Choice Voucher Program and the Public Housing Program on a biennial schedule. By moving to a biennial recertification schedule, HHA was able to reallocate staff resources to other program areas, and staff has more time to ensure income reviews are accurate and thorough.</i>										
2. Activity 2	FY 2013 - present	Inspection Process	Yes	No	No	No	Yes	Yes	No	No
<i>Description: Revised Asset Policies—HHA revised the requirements for the verification, calculation, and inclusion of asset income. Verifying and calculating assets is a time-consuming process, and clients rarely have enough assets to impact the final rent determination. The revisions included self-certification of assets, simplified calculation of asset income, and exclusion of asset income if income below \$500.</i>										
3. Activity 3	FY 2013 - present	Self Sufficiency Services	Yes	No	No	No	No	No	No	Yes
<i>Description: Career Advancement Program—HHA is partnering with local non-profit and educational institutions to develop the Career Advancement Program (CAP). CAP participants can participate in a number of programs, including HiSET prep, job readiness, job training, certificate programs, and college. Additionally, the participants receive case management support and self-sufficiency support from HHA. The goal of this activity is to encourage HHA clients to improve their long-term employment prospects, to increase the number of HHA clients with earned income, and to increase the savings of program participants.</i>										
4. Activity 4	FY 2015 - present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
<i>Description: Rent Reasonableness—HHA eliminated the requirement to re-determine reasonable rent if there is a 5-percent decrease in the published Fair Market Rent (FMR) in effect 60 days before the contract anniversary date as compared with the FMR in effect 1 year before the contract anniversary. HHA continues to complete a reasonable rent determination when a unit is placed under HAP contract for the first time, when an owner requests a contract rent adjustment, and at any other time HHA deems it necessary.</i>										
5. Activity 5	FY 2015 - present	Rent Reasonableness	Yes	No	No	No	Yes	No	No	No

	<i>Description:</i> Rent Reasonableness—Under the new policy, re-determined rents to owners of PBV units, except for certain tax credit units as defined in 983.501(c), shall not exceed the lowest of the reasonable rent or the rent requested by the owner. This policy change eliminated consideration of the then-current Fair Market Rent (FMR) limits when redetermining PBV rents.									
6. Activity 6	FY 2015 - present	Project-Based Vouchers	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Project Basing Enhanced Vouchers—HHA has preserved the long-term affordability of expiring use properties by project-basing Enhanced and Tenant Protection vouchers for up to a 15-year extendable term. Households that reside in a preservation eligible project as of the conversion date are be given the choice between an Enhanced or Tenant Protection voucher or a Project-Based Voucher. Prior to the conversion date, HHA meets with tenants to explain the advantages/disadvantages and the impact of an Enhanced Voucher vs. a Project-Based Voucher so the tenants can make informed decisions.									

**MTW Fund Flexibility Study: Keene Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Keene Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY1999 – present	Rent Reform	Yes	No	Yes	No	Yes	Yes	No	No
<i>Description:</i> Alternative Rent Burden Threshold—Keene’s Stepped Rent system charges a flat rate based on the bedroom size and number of years they have lived in a unit. The subsidy is gradually reduced until a family reaches the 3rd and final step. The 2nd Step and 3rd Step Rents are based on a percentage of the Fair Market Rents. The 2nd step is based on 45 percent of the FMR, and the 3rd step is based on 65 percent of the FMR. If a family’s income increases, its rent does not increase, encouraging it to increase its income.										
2. Activity 2	FY2000 - present	Eligibility Rules	No	No	No	No	No	No	No	No
<i>Description:</i> Eligibility Administration for Section 8 HCV Program—KH’s MTW HCV program income eligibility threshold was increased to 80 percent of Area Median Income (AMI) as part of its original MTW agreement. This expanded the number of programs available to low-income households by targeting households up to 80 percent AMI.										
3. Activity 3	FY2000 - present	Inspection Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> HQS Landlord Self-Certification Inspection Program—This activity permits participating property owners to self-certify HQS compliance, after the initial KH HQS inspection, with KH performing quality control inspections on randomly selected owner-certified units during occupancy.										
4. Activity 4	FY2000 - present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Rent Reasonableness Neighborhood Analysis Discontinuance—Based on the region’s housing market, economic environment, and rural nature, KH believes that the determination of a rent’s reasonableness should be the household’s decision according to the household’s priorities, income, and needs. For this reason, KH does not test any unit for rent reasonableness nor negotiate rents or hold contracts with private owners.										
5. Activity 5	FY2000 – present	Self-Sufficiency Services	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Resident Self-Reliance Program—The RSR program provides service coordination and case management to help families become financially stable. The program is required for all non-elderly, non-disabled households enrolled in the Stepped Subsidy program. Elderly and disabled households that elect to enroll in the Stepped Subsidy program are also required to participate in the program. The program serves approximately 130 households per year.										
6. Activity 6	FY2000 - present	Affordable Housing	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> Stepped Subsidy Rent Reform—KH began providing shallow subsidies to local service provider partners for shelter and transitional housing as part of its original MTW agreement. THASP focuses on helping households most PHAs find hard to assist: those facing immediate and/or long-term homelessness, individuals leaving incarceration or transitioning from institutionalization, and victims of violence trying to escape the situation.										

7. Activity 7	FY2000 - present	40% Income Cap	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> 40-Percent Affordability Discontinuance—KH believes the best judge of what a household’s priorities are in relation to housing is a well-informed household. In our original Plan, KH eliminated the 40-percent affordability rule in its MTW programs. Instead, households are counseled during the issuance briefing on acceptable rent burdens relative to rent reasonableness and the consequences of choosing units that create high rent burdens. Once a unit is chosen, KH calculates the household’s proposed rent burden and, if it exceeds 40 percent, KH allows the household the opportunity to demonstrate that they can manage the higher rent burden.									
8. Activity 8	FY2000 - present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Transitional Housing Assistance Subsidy Program—KH began providing shallow subsidies to local service provider partners for shelter and transitional housing as part of its original MTW agreement. THASP focuses on helping households most PHAs find hard to assist: those facing immediate and/or long term homelessness, individuals leaving incarceration or transitioning from institutionalization, and victims of violence trying to escape the situation.									
9. Activity 9	FY2005 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Income Based Alternative Recertification Schedule—KH does not require elderly and disabled households with fixed income sources—Social Security (SS), Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), or assistance from the Aid to the Terminally and Permanently Disabled (ATPD) program—and net assets below \$50,000 to participate in the annual recertification process. Instead, KH relies on the published Cost of Living Adjustment (COLA) and Enterprise Income Verification (EIV) system to calculate each household’s income.									
10. Activity 10	FY2005 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Stepped Subsidy Alternative Recertification Threshold—Households participating in the Stepped Subsidy program currently participate in a recertification at each step change. Upon reaching Step 3, Stepped Subsidy households no longer participate in a full recertification.									
11. Activity 11	FY2008 - present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> MTW Homeownership Program—KH has a Homeownership program as part of its Public Housing Resident Opportunities for Self-Sufficiency (ROSS) grant under the Family Self-Sufficiency (FSS) program (now Resident Self-Reliance). KH found that some households who expressed interest in homeownership were near 80 percent AMI when they began the process of meeting the program’s requirements, such as homeownership counseling. As this process may take up to a year, it was possible that a household may have had income in excess of 80 percent AMI by the time a home was located and a lender secured. To avoid penalizing homeownership participants who increased their income above 80 percent AMI while in the process of finding a home, KH initiated, with HUD approval of our FY2008 Annual Plan, a flat subsidy for families in the Homeownership Program with incomes between 80 percent AMI and 140 percent AMI.									
12. Activity 12	FY2008 - present	Project-Based Vouchers	Yes	No	Yes	No	No	No	No	No
	<i>Description:</i> Project-Based Voucher Program—This activity permits KH to waive regulatory caps on the total HCV inventory KH may project base. KH project bases at least 60 percent of its available voucher funding plus any funding received for units project-based through the AHPP activity. In addition, this activity allows KH to waive the required public process for project basing units within KH owned and managed properties and eliminate the limitations on the percentage of units within a single property or development that may be project-based.									
13. Activity 13	FY2008 - present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Restrictions on Section 8 Portability Protocol—KH restricts non-elderly, non-disabled households from porting out of our jurisdiction to those households who require a reasonable accommodation unavailable in KH’s jurisdiction, are the victims of domestic violence, or can show the move would demonstrably increase their financial stability, such as a new employment or educational opportunity.									
14. Activity 14	FY2001 - present	Inspection Process	Yes	No	No	No	Yes	No	No	No

	<i>Description:</i> Housing Quality Standards (HQS) Biennial Inspection Schedule—KH transitioned from the annual Housing Quality Standards (HQS) inspections to biennial HQS inspections, including KH-owned and managed properties. KH still conducts an initial inspection of all newly leased units. Any property with a unit that fails an initial, special, quality control, or biennial inspection is held to an annual inspection schedule until such time that all units pass an annual inspection.									
15. Activity 15	FY2013 - present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> \$0 HAP Rent Burden Test—KH uses a rent burden test to measure a household’s progress towards economic independence. When a Stepped Subsidy household’s gross rent burden is at or below 30 percent of their gross income, KH reduces HAP to \$0 for 6 months. If the household does not experience an unanticipated change in income within the \$0 HAP period, housing assistance is terminated.									
16. Activity 16	FY2005 - present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Ongoing HQS Alternative Inspection—KH discontinued inspecting units held to a stricter inspection protocol than HQS – REAC/UPCS, State Finance Authority, and so on. If a property is inspected under a stricter inspection protocol than HQS, and the property receives a “pass” score, KH relies on that inspection to demonstrate compliance with the property’s biennial HQS inspection requirement.									
17. Activity 17	FY2014 - present	Preservation, Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Affordable Housing Preservation and Modernization Program—KH created the Affordable Housing Preservation and Modernization Program to address the KH and KH-affiliate-owned portfolio’s growing capital needs in a rational way, with a predictable schedule, based on greatest need and economies of scale, rather than in reaction to unpredictable and uncertain grant opportunities.									
18. Activity 18	FY2014 - present	Preservation, Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Affordable Housing Preservation Program (AHPP)—Building on the successes of similar initiatives at other MTW Agencies, the program more effectively uses the subsidy provided by the Enhanced Voucher program (Section 8(t) of the U.S. Housing Act) to preserve properties that would otherwise either continue to suffer from inadequate funding, or convert to market rate.									
19. Activity 19	FY2014 - present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Asset Exclusion Threshold—KH adopted a policy to disregard net assets totaling \$50,000 or less from the income calculation when determining a participant’s tenant portion of the rent. This policy allowed residents the opportunity to establish and increase assets without being discouraged by a corresponding increase in rent. KH continues calculating imputed value for all assets in the income calculation when a household’s total net assets exceed \$50,000.									
20. Activity 20	FY2014 - present	Resident Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Keene Housing Kids Collaborative—For many years, KH operated a relatively small after school and summer program for children living in KH’s Forest View and North and Gilsum properties, Building Bridges. Even with a small budget, relatively simple curriculum, and small staff, the kids who participate in Building Bridges flourished. Through the Use of Funds authority provided through MTW, KH created a 501(c) (3) non-profit organization in 2014 that offers wrap-around services to all children living in KH and KH- affiliate owned and managed properties (all of whom are below 80 percent AMI), not only those living in units supported through KH’s MTW PBV and HCV programs.									
21. Activity 21	FY2014 - present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Medical Deduction Threshold—Under the traditional medical deduction calculation, households may claim unreimbursed medical expenses up to 3 percent of their annual income as a deduction toward their adjusted annual income calculation. KH found that most households either did not need the exclusion or were using the exclusion to pay for additional, private insurance which would no longer be necessary with the implementation of the Affordable Care Act (ACA). To streamline the recertification process and reduce the amount of federal housing subsidy going to personal insurance, KH increased the threshold for medical deductions to 7.5 percent for elderly and disabled households’ unreimbursed medical expenses.									

22. Activity 22	FY2015 - present	Inspection Process	No	No	No	No	No	No	No	No
<i>Description:</i> AHPP Alternative Inspection Protocol—Properties participating in AHPP use an alternative schedule for Housing Quality Standards (HQS) inspections.										
23. Activity 23	FY2015 - present	Rent Reform	Yes	No	Yes	No	Yes	Yes	No	No
<i>Description:</i> AHPP Rent Reform—This initiative streamlines the methodology for calculating rent while providing households in AHPP properties an opportunity to increase income and assets without experiencing immediate rent increases. As in the traditional PBV program, the subsidy is based on 30 percent of adjusted annual income; however, it breaks with tradition with (a) triennial recertifications for all households, (b) interim recertifications limited to household composition changes and permanent drops in household income of at least \$50 per month, (c) use of the utility allowance in effect at the effective date of the last regular recertification used to calculate rents at interim recertifications, (d) disregard of household assets with a net value of \$50,000 or less, and (e) elimination of EID.										
24. Activity 24	FY2015 - present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Earned Income Disallowance (EID) Discontinuance—KH discontinued allowing new households to claim the Earned Income Disregard (EID) from the calculation of tenant rent.										

MTW Fund Flexibility Study: King County Housing Authority

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

King County Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	FY 2007 - present	Project-based Vouchers	Yes	No	Yes	Yes	Yes	No	No	No
<i>Description:</i> Sponsor-Based Program—Formerly known as provider-based, this program gives the county’s most vulnerable households access to secure housing with wraparound supportive services. This population includes people with mental illness, people with criminal justice records and homeless young adults. These households likely would not succeed under traditional subsidized program rules or even gain landlord acceptance. In 2015, KCHA invested \$1,577,239 in this program.										
2. Use of Funds B	FY 2009 - present	Self-sufficiency	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Resident Opportunity Plan (ROP)—ROP aims to help residents gain the tools to move up and out of subsidized housing. KCHA provided \$351,156 in support of the pilot in 2015, its final year. To date, 27 households have graduated from the 5-year ROP program. After evaluating the program’s mixed outcomes, KCHA has decided to close the program and re-evaluate the best ways to assist families in achieving economic independence.										
3. Use of Funds C	FY 2014 - present	Self-sufficiency, affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Housing Stability Fund—This fund provides emergency financial assistance to qualified residents to cover housing costs, including rental assistance, security deposits, and utility support. A designated agency partner disburses funds to qualified program participants after screening for eligibility. In 2015 39 households were assisted with emergency grants totaling \$20,426. All 39 families were able to maintain their housing, avoiding the far greater safety net costs that would have occurred if they became homeless.										
4. Use of Funds D	FY2012 - present	Affordable housing	Yes	Yes	No	Yes	Yes	No	No	Yes
<i>Description:</i> Redevelopment of Distressed Public Housing—KCHA continues to undertake repairs necessary to preserve more than 1,500 units of Public Housing over the long-term. Single fund flexibility enables effective use of the initial and second 5-year increments of Replacement Housing Factor (RHF) funds from the former Springwood and Park Lake I and II developments, and the disposition of 509 scattered-site Public Housing units for the redevelopment of Birch Creek and Green River. Utilizing the flexibility, KCHA has transitioned the 509 properties to the Project-based Section 8 program and used the cash flow to leverage an \$18 million Federal Home Loan.										
5. Use of Funds E	FY 2015 - present	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Acquisition and preservation of Affordable Housing—KCHA used MTW resources to preserve affordable housing at risk of for-profit development. MTW funds also were used to acquire housing in proximity to existing KCHA properties in high-opportunity neighborhoods where banked Public Housing subsidies can be utilized. In 2015 KCHA acquired two properties near the light-rail corridor and one property in a high-opportunity area of the county, providing the low-income residents we serve improved access to transportation services, and employment and educational opportunities.										
6. Use of Funds F	FY 2015 - present	Affordable housing	Yes	No	No	No	No	No	No	No
<i>Description:</i> Development of Vantage Point—In 2015, KCHA spent \$13.7 million to complete the construction of Vantage Point, an affordable housing community that provides homes to 77 senior and disabled households.										



7. Use of Funds G	FY 2015 - present	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Rapid Re-Housing—KCHA has continued to partner with the Highline School District and its McKinney-Vento liaisons to implement a rapid re-housing approach for addressing the growing number of homeless students in the County’s public schools. This program provided short-term rental assistance to successfully re-house 44 homeless families with 108 children. The program was the subject of an ongoing evaluation that measures the effectiveness of this approach to ending homelessness.									
8. Use of Funds H	FY 2015 - present	Debt refinance	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Ensuring Long-Term Viability of the Portfolio—KCHA used single-fund flexibility to reduce outstanding financial liabilities and protect the long-term viability of the inventory. MTW funds were used to finance \$13.3 million at Greenbridge as bank loans were required to be repaid; the loan had been outstanding for longer than originally planned due to the slow rebound in the local market for new homes. MTW working capital provided a backstop for these liabilities, addressing risk concerns of lenders and enabling KCHA continued access to private capital markets.									
9. Use of Funds I	FY 2015 - present	Affordable housing	Yes	No	No	Yes	Yes	No	No	Yes
	<i>Description:</i> Remove Cap on Voucher Utilization—This initiative allowed KCHA to award Section 8 assistance to more households than permissible under the HUD-established baseline. Our savings from a two-tiered payment standard, operational efficiency, and other policy changes have been critical in helping us respond to the growing housing needs of the region’s extremely low-income households. Despite ongoing uncertainties around federal funding levels, we continued to use MTW program flexibility to support housing voucher issuance levels above HUD’s established baseline.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2015 - present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Reporting on the use of net proceeds from disposition activities—Streamlined reporting process of net proceeds by doing so only in the annual MTW report.									
2. Activity 2	FY 2014 - present	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Stepped-down assistance for homeless youth—KCHA implemented a flexible, stepped-down (short-term) rental assistance model in partnership with local youth service providers.									
3. Activity 3	FY 2014 - present	Other	No	No	No	No	No	No	No	No
	<i>Description:</i> Revised definition of “family”—Modifies the eligibility standards for admissions to limit eligible households to those that include at least one elderly or disabled individual or a minor/dependent child.									
4. Activity 4	FY 2013 - present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Passage point prisoner reentry housing program—Supportive housing program that serves parents trying to reunify with their children following a period of incarceration. KCHA made 46 project-based vouchers available, with the YWCA providing outreach, property management, and supportive services.									
5. Activity 5	FY 2013 - present	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Flexible Rental Assistance—This activity, developed with local service providers, offers flexible housing assistance to families in crisis. KCHA provides flexible financial assistance, including time-limited rental subsidy, security deposits, rent arrears and funds to cover move-in costs, while our partners provide individualized services. Participants work with a caseworker during the program and beyond to secure and maintain housing. Two housing programs make up this initiative. The first is the Student and Family Stability Initiative (SFSI) that pairs short-term rental assistance with housing stability and employment connection services for families experiencing or on the verge of homelessness. The second program quickly identifies and secures housing for survivors of domestic violence. Like SFSI, a case manager works with families to determine and administer support that addresses their most immediate needs.									

6. Activity 6	FY 2012 - present	Resident services	Yes	Contributed Resources	Yes	No	No	No	No	Yes
	<i>Description:</i> Community Choice Program—This initiative aims to encourage and enable Housing Choice Voucher households with young children to relocate to areas of the county with higher-achieving school districts. In addition to formidable barriers accessing these neighborhoods, many households are not aware of the link between location and educational and employment opportunities. Through collaboration with local nonprofits and landlords, the Community Choice Program offers one-on-one counseling to households making the decision of where to live, along with ongoing support once a family moves to a new neighborhood.									
7. Activity 7	FY 2009	Project-based vouchers	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Project-based section 8 local program contract term—Extends the length of the allowable term for section 8 project-based contracts up to 15 years; assists partners in underwriting and leveraging private financing for development and acquisition projects.									
8. Activity 8	FY 2008	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Acquire new public housing—Uses “banked” subsidies to add to the affordable housing supply and acquire new units; currently, KCHA’s public housing ACC is below the Faircloth limit in the number of allowable units.									
9. Activity 9	FY 2008	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Acquire new public housing—Uses “banked” subsidies to add to the affordable housing supply and acquire new units; currently KCHA’s public housing ACC is below the Faircloth limit in the number of allowable units									
10. Activity 10	FY 2008	Certification process/ Rent calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> EASY and WIN rent policies—Simplifies rent calculations and re-certifications for elderly and disabled households, eliminates flat rents, income disregards and deductions, and excludes employment income of household members under age 21. Re-certifications are conducted biennially rather than annually.									
11. Activity 11	FY 2008	Utility allowances	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Public Housing and Section 8 utility allowances—Simplifies the HUD rules on public housing and Section 8 utility allowances by applying universal methodology that reflects local consumption patterns and costs. KCHA provides allowance increases annually when CPI produces a change of over or under 10 percent.									
12. Activity 12	FY 2007	Affordable housing	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Develop a sponsor-based housing program—KCHA provides housing funds directly to service provider partners who use the funds to secure private market rentals that are then subleased to program participants through a Housing First model; KCHA may transition resident to tenant-based Section 8 subsidy when deemed ready.									
13. Activity 13	FY 2007	Other rule changes	No	No	No	No	No	No	No	No
	<i>Description:</i> Enhanced transfer policy—Allows residents to transfer among KCHA’s various subsidized programs and expedites access to Uniform Federal Accessibility Standards (UFAS) rated units for mobility-impaired households.									
14. Activity 14	FY 2007	Self-sufficiency services	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Resident Opportunity plan—Locally designed version of FSS which provides case management, supportive services and program incentives to transition families into private market rental housing or homeownership									
15. Activity 15	FY 2005	Rent payment standards	No	No	No	No	No	No	No	No

	<i>Description:</i> Payment Standard Changes—Develops local criteria for the determination and assignment of payment standards to better match local rental market to increase affordability in high-opportunity neighborhoods									
16. Activity 16	FY 2004	Project based vouchers	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Local Project-Based Section 8—Streamlines process of project-basing section 8 subsidies and places these subsidies in high-opportunity areas. Creates housing targeted to special needs populations, supports pipeline of new affordable housing, and focuses on improving program administration									
17. Activity 17	FY 2004	Waiting lists	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Develop site-based waiting lists—Streamlines the waitlist system for public housing program and provides applicants additional options for choosing the location where they want to live; maintain regional wait list into site-based waitlist									
18. Activity 18	FY 2004	Inspection process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Modified HQS Inspection Protocols—Streamlined HQS inspection process to simplify administration and reduce costs.									
19. Activity 19	FY 2004	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamlining public housing and section 8 forms and data processing—Eliminated or replaced business processes, forms and verification requirements with little or no value.									
20. Activity 20	FY 2004	Rent payment standards	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rent reasonableness modifications—Perform rent reasonableness determinations only when a landlord requests an increase in rent, rather than annually with each recertification									
21. Activity 21	FY 2004	Operations	Yes	No	No	No	Yes	No	No	Yes
	<i>Description:</i> Energy Service Companies (ESCO) Development—Employs energy conservation measures and improvements through the use of an Energy performance contract (EPC)—a financing tool that allows PHAs to make needed energy upgrades without having to self-fund the upfront necessary capital expenses									
22. Activity 22	FY 2004	Other rules	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Section 8 occupancy requirements—Allows households to remain in current unit when family size exceeds standard occupancy requirements by just one member									

**MTW Fund Flexibility Study: Lawrence Douglas Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Lawrence Douglas Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	2014-present	Self Sufficiency	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Vehicle repair funding—This activity has provided a maximum of \$500 to assist MTW households repair vehicles used for transportation to employment and education. In 2015, 11 HCV households and 11 public housing households were helped. Twenty-two households maintained employment, and one student remained enrolled in school.										
2. Use of Funds B	2014-present	Services	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> This initiative, in partnership with Douglas County Housing, Inc., allowed the agency to rely less on tax dollars by using grants for an after-school program. It provides a free, safe, and positive place for youth (ages 7-18) from households receiving housing assistance. In 2015, DCHI and LDCHA applied for and received \$7,230 in donations and grants. In that year, 126 youth participated in the program. This program helped 16 parents to maintain their employment during times when their children were not in school.										
3. Use of Funds C	2014-present	Operations	No	No	No	No	No	No	No	No
<i>Description:</i> Mandatory orientation for all incoming residents: LDCHA required all new admissions to attend an orientation program that outlines the services and programs offered by the Resident Services Office. It also provides a connection to support services staff. Of the 217 new move-ins targeted to receive an orientation in 2015, 179 households received the orientation, and 35 went on to receive case management services from RSO.										
4. Use of Funds D	2014-present	Targeted Populations	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Housing Stabilization Initiative: This activity provided individual case management for hard-to-house applicants who are being offered housing assistance, funded through the City of Lawrence HOME Transitional Housing, and households participating in the MTW Jail Re-Entry initiative. Housing stabilization case management services reduce the number of lease and program violation incidents as well as reduces evictions, thereby breaking a cycle of homelessness and/or housing instability. In 2015, 34 transitional households, 5 without other case management, and no JRE participants received case management.										
<b>Approved MTW Activities</b>										
1. Activity 1	2014-present	Landlord recruitment/retention	Yes	No	Yes	No	Yes	No	No	Yes
<i>Description:</i> Landlord Self-Certification—This activity used MTW flexibility to revise the HQS certification to allow Landlord Self-Certification of Correction at LDCHA's discretion and in cases where all deficiencies are minor non-life-threatening, non-safety-hazard deficiencies as determined by an approved list maintained by LDCHA. In 2015, there were 374 re-inspections conducted, 119 were eligible for self-certification, and 46 were certified by staff and 73 were self-certified by landlords.										
2. Activity 2	2014-present	Rent Calculation	Yes	No	No	No	Yes	No	No	No

	<i>Description:</i> Change Effective Dates in Rent Calculations—This activity changed the effective dates for program changes that affect rent calculations—such as Fair Market Rent, Voucher Payment Standard and Utility Allowance—to correspond with the beginning of LDCHA's January 1 fiscal year. This reduced cost and achieved greater cost-effectiveness by eliminating unnecessary reprinting of key agency documents.									
3. Activity 3	2013-present	Affordable Housing	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Affordable Housing Acquisition and Development Fund—LDCHA used \$1 million of MTW reserves for the development or acquisition of new low-income affordable housing. LDCHA will leverage, where possible, additional funds from private and public sources. This activity is designed to increase housing choice for low-income households utilizing MTW reserves. In December 2015, LDCHA finalized purchase of a 6-unit property for \$479,637.									
4. Activity 4	2014-present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Biennial HQS Inspection Process—This activity used MTW flexibility to permit biennial HQS inspections for HCV units that have a record of good property maintenance, a history of making repairs in a timely manner, and have passed HQS on the first inspection for two consecutive annual inspections. If the unit does not pass on the biennial first inspection it returns to the annual inspection schedule. The unit must also have the same resident for 36 months.									
5. Activity 5	1999-present	Waiting Lists	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Combine Public and Section 8 TBRA Programs and Operations—This activity used MTW flexibility to establish a locally designed waiting list and tenant selection criteria by combining the public housing family housing units and Section 8 HCV into one program called General Housing with one waiting list and single organizational program structure. The objective of this activity was to decrease the vacancy rate by using the same suitability criteria for both programs and offering the next available unit to the applicant at the top of the waiting list. Additionally, it decreases administrative burden by reducing voluntary unit turnover cost. This activity has had the effect of standardizing eligibility criteria, maintaining high occupancy rates in family public housing units, decreasing the waiting time for an affordable housing unit, and streamlining administrative program functions.									
6. Activity 6	2010-present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Conduct Biennial Recertification for Elderly and Disabled—LDHA adopted an alternative recertification schedule to conduct biennial recertification for all elderly and disabled public housing and Section 8 households on fixed incomes, to reduce the total number of annual recertifications processed to reduce cost and achieve greater administrative efficiencies. Each annual recertification takes an average of 4 hours of staff time to process. This change also constitutes a rent reform initiative. Activity 12-1 was combined with this activity in 2015 to combine the report of Public Housing and Section 8 biennial recertifications into one Activity.									
7. Activity 7	2009-present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Homeownership Matching Grant—This activity provided a matching grant of up to \$3,000 for downpayment assistance to MTW households who purchase a home and serves as an incentive for households to achieve economic self-sufficiency. Secondly, when a participant purchases a home it increases housing choice, and it opens up public housing or Section 8 assistance for other income-eligible households, thus perpetuating the objectives of the MTW program.									
8. Activity 8	2009-present	Rent calculation	No	No	No	No	No	No	No	No
	<i>Description:</i> Revise Definition of Countable Income—The earned income of adult children between the ages of 18 and 24 who are enrolled full-time in school has been excluded in determining rent; for those not in school, the income was counted, and the work requirement applied. This activity provides an exclusion of income for this latter group while retaining the work requirement. Until this change, adult children not in school frequently placed their family at risk of being terminated when they failed to go to work or to retain employment after their income was factored into their household's rent.									
9. Activity 9	2009-present	Rent calculation	Yes	No	No	No	Yes	No	No	No

	<i>Description:</i> Revise Definition of Countable Income—LDCHA began to count as income wages from employment for disabled residents, eliminating the income exclusion for disabled public housing and Section 8 tenants under the earned income disallowances rules for public housing and the HCV program. The tracking for this disallowance was extremely burdensome and eliminating this exclusion saves additional processing time per month per household with disallowed income under this regulation.										
10. Activity 10	2009-present	Target populations	Yes	No	Yes	Yes	No	No	No	Yes	
	<i>Description:</i> Prisoner Re-Entry Housing Program—LDCHA set aside funding for five units of TBRA to be used, in collaboration with the Douglas County Sheriff's Corrections Division, to provide housing assistance for five inmates being released from Douglas County jail under their Jail Re-entry Program. This program provided housing to individuals who otherwise would not be eligible for housing assistance. It permits the individual to have affordable, decent, and sanitary housing so that they can focus on attaining their re-entry goals which include obtaining employment.										
11. Activity 11	FY 1999 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No	
	<i>Description:</i> Alternative Rent Structure—LDCHA developed a rent structure with minimum and maximum annual rents that are adjusted periodically and applied to all non-disabled/non-elderly households in the General Housing program. The rent structure requires all non-elderly, non-disabled adults to pay a significant minimum rent regardless of their income. To reward work, the agency set a maximum rent for each size unit and established a system of income deductions that increase as hours of work increase.										
12. Activity 12	FY 1999 – present	Work Requirement	Yes	No	No	No	Yes	No	No	No	
	<i>Description:</i> Work Requirement—LDCHA established a work requirement which applies to all households in the General Housing program with a non-elderly, non-disabled adult in the household. The work requirement mandates that all able-bodied adults age 18 and older work a minimum of 15 hours a week. For a two-adult household with minor children, the work requirement can be met if one adult works 35 hours per week. Enrollment in a post-secondary education program or Work Training Program satisfies the work requirement. Residents who fail to meet the work requirement must participate in the LDCHA's Family Self-Sufficiency Program.										
13. Activity 13	FY 2012 – 2015	Certification Process	Yes	No	No	No	Yes	No	No	No	
	<i>Description:</i> Conduct Biennial Recertification for all Elderly and Disabled Section 8 Households. Activity combined with Activity 6.										
14. Activity 14	FY 2009 – 2015	Certification Process	Yes	No	No	No	Yes	No	No	No	
	<i>Description:</i> Conduct Biennial Recertifications for MTW households. Activity dropped.										
15. Activity 15	FY 2011 – 2014	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes	
	<i>Description:</i> Provide Financial Assistance for Vehicle Repair. Activity still operating, but “moved to Single Fund Flexibility.”										
16. Activity 16	FY 2011 – 2014	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes	
	<i>Description:</i> Partner with DCHI to Create Year-Round Social, Educational, Health and Recreational Opportunities for Youth. Activity still operating, but “moved to Single Fund Flexibility.”										
17. Activity 17	FY 2011 – 2013	Operations	No	No	No	No	No	No	No	No	
	<i>Description:</i> Combine the Administrative Plan and the Public Housing ACOP into one policy statement. Activity closed out after Board accepted the change.										
18. Activity 18	FY 2011 – 2014	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes	
	<i>Description:</i> Expand Employment Related Services to MTW Households. Activity still operating, but “moved to Single Fund Flexibility.”										
19. Activity 19	FY 2010 – 2012	Operations	Yes	No	No	No	No	No	No	Yes	

	<i>Description: Energy Conservation Improvements. Activity closed out after work completed.</i>									
20. Activity 2	FY 2011 – 2014	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description: Mandatory Orientation for All New Incoming Residents. Activity still operating, but “moved to Single Fund Flexibility.”</i>									
21. Activity 2	FY 2011 – 2014	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description: Expand Case Management Services to MTW Households with Incomes Below 40 Percent AMI. Activity combined with Activity 6.</i>									
22. Activity 22	FY 2011 – 2014	Target Populations	Yes	No	Yes	No	No	No	No	Yes
	<i>Description: Create Housing Stabilization Initiative called "Homeless to Housed." Activity still operating, but “moved to Single Fund Flexibility.”</i>									

MTW Fund Flexibility Study: Lexington Fayette Housing Authority

Data Sources: FY 2015 Annual Report and FY 2016 Annual Plan:

Lexington Fayette Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Debt Repayment	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> LHA used approximately \$744,000 of Section 8 funds that had been accumulated during the construction period to partially repay an investment of LHA unrestricted funds that was made in the form of a subordinated loan for development costs of the Centre Meadows (CM) Rental Assistance Demonstration (RAD) substantial rehabilitation. Centre Meadows will be 100% assisted by S8 project-based vouchers (PBV). As such, an investment in the cost of rehabilitation of the units to which PBV will be attached in an expenditure for which MTW funds may be used.										
2. Use of Funds B	FY 2016 - present	Services	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> Included in the LHA's long-term plans, a rewards incentive program to reward positive behavior among LHA households will be piloted during FY2015 at the LHA's HOPE VI development. The LHA has partnered with William Wells Brown Elementary School (WWBES) to offer incentives to students (grades K–5) who live at the HOPE VI site; 108 children between the ages of 5–10 live at the site. The LHA will purchase incentive prizes to be given to rewards recipients.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2012 - present	Rent Reform	Yes	No	No	No	Yes	Yes	No	No
<i>Description:</i> Increase Minimum Rent to \$150—All non-elderly/non-disabled public housing and Housing Choice Voucher (HCV) tenants pay \$150 in minimum rent. Originally LHA increased the minimum rent to \$150 for residents of Pimlico Apartments. In 2014, the policy was extended to all properties and excluded elderly and disabled households and households participating in HCV special partner programs. The initiative promotes self-sufficiency by encouraging heads-of-household to work while raising much-needed revenue.										
2. Activity 2	FY 2012 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Triennial Recertifications—LHA began recertifying households at Connie Griffith once every 3 years instead of annually. Between triennial recertifications, whenever the federal government adjusts benefits paid through fixed-income programs like Social Security and SSI, the LHA reserves the right to adjust resident household incomes and rent payments accordingly. This initiative was expanded to Housing Choice Voucher (HCV) elderly and disabled households on fixed incomes in 2014.										
3. Activity 3	FY 2012 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Streamlined HQS Inspection Policy for Housing Choice Vouchers—HUD regulations mandated that housing authorities inspect every HCV unit at least annually to ensure they meet HQS. LHA seeks to meet these standards for decent, safe, and sanitary housing more cost-effectively through a new star rating system for HCV property owners. Intervals between HQS inspections of HCV units will be determined by the landlord's star rating (based on its HQS inspection fail rate).										
4. Activity 4	FY 2012 – present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes



	<i>Description:</i> Tenant-Based Special Partners Program—LHA partners with three social service agencies to provide stable, tenant-based voucher housing to low-income families while they receive services provided by the partner agency. These programs serve some of Lexington’s most vulnerable low-income populations, those who need wraparound services in order to stabilize their family situation and begin working to increase self-sufficiency. Targeted populations include the mentally ill, the homeless, those recovering from alcohol or drug addiction, and parents who have recently been released from jail.									
5. Activity 5	FY 2014 – present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Local, Non-Traditional Use of MTW Funds for Special Partners—The Authority provides a monthly rental subsidy of \$124,360 to seven partners who have agreed to house and provide wraparound social services to a minimum of 358 families with special needs. The monthly rental subsidy was agreed upon with each agency and the LHA prior to program implementation.									
6. Activity 6	FY 2014 - present	Other Rule Changes	No	No	No	No	No	No	No	No
	<i>Description:</i> Local Self-Sufficiency Admissions and Occupancy Requirements—LHA created this activity to eliminate loopholes that some residents use to avoid work requirements at its public housing self-sufficiency units. Through this activity, the LHA has the authority to impose a minimum earned income calculation for families regardless of employment status, and to use a new, local definition of “work activity.”									
7. Activity 7	FY 2015 - present	Rent Reform, Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rent Reform: Elimination of Earned Income Disallowance—LHA staff decided to eliminate the Earned Income Disallowance (EID) calculation for public housing and HCV households. The goal of this activity was to reduce costs and achieve greater cost-effectiveness, recognizing that the costs to the agency of tracking cumulative months of employment for households would exceed anticipated benefits for households.									
8. Activity 8	FY 2014 - present	Other Rule Changes	No	No	No	No	No	No	No	No
	<i>Description:</i> Limit HCV Landlord Rent Increases—LHA limits annual contract rent increases for participating landlords to the least of a (1) 2-percent increase in current contract rent, (2) HUD’s FMR, or (3) the comparable rent.									
9. Activity 9	FY 2015 - present	Rent Reform	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> HCV Rent Reform Study—LHA was selected to participate in a study commissioned by HUD and conducted by MDRC. The study sets forth alternative rent calculation and recertification strategies that will be implemented at several public housing authorities across the country in order to fully test the policies nationally. The centerpiece of the new policy is the substitution of triennial recertification of households’ incomes for annual recertification. During the 3-year period until a household’s next recertification date, any increase in earnings it achieves will not cause the amount of rent and utilities it pays to go up.									

**MTW Fund Flexibility Study: Lincoln Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Lincoln Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2013-FY 2015	Modernization/ Revitalization	Yes	No	Yes	No	No	No	Yes	Yes
<i>Description:</i> Used left-over capital funds for design and construction at Mahoney Manor, an existing PHA property. The cost of the work had risen above the budget for the project, making this shift attractive.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 1998-present	Certification Process	Yes	No	No	No	Yes	Yes	No	No
<i>Description:</i> Rent Reform #1 Interim Re-examinations—This initiative has been part of LHA’s MTW program since the beginning. The housing authority continues to implement the policy of decreasing rent 90 days after a decrease in employment income has occurred. These policies encourage families to retain employment as well as to make it a priority to seek new employment when job losses occur.										
2. Activity 2	FY 1998-present	Rent Calculation, Work Requirements	Yes	No	No	No	Yes	Yes	No	No
<i>Description:</i> Rent Reform #2 Minimum Earned Income—LHA includes a minimum earned income (MEI) amount when calculating income whether or not a family is working. The amount of earned income for families with one eligible adult is 25 hours per week of employment at the minimum wage. MEI encourages employment by implementing a de facto work requirement.										
3. Activity 3	FY 1999-present	Rent Reform	Yes	No	No	No	Yes	Yes	No	No
<i>Description:</i> Rent Reform #3 Rent Calculations—The Total Tenant Payment (TTP) is 27 percent of gross income, with no allowable deductions. The minimum rent is \$25, and the treatment of assets is streamlined. These revised methods of calculating housing assistance are simpler than standard procedures and less prone to errors. The staff time required for implementing this policy is about one-half what it would be with standard rent calculation.										
4. Activity 4	FY 2008-present	40% Income Cap	No	No	No	No	No	No	No	No
<i>Description:</i> Rent Reform #4 Rent Burden (Rent Choice)—The maximum initial rent for a family shall not exceed 50 percent of their monthly adjusted income at the time of approving tenancy and executing a HAP contract.										
5. Activity 5	FY 1999-present	Utility Allowance	Yes	No	No	No	Yes	Yes	No	Yes
<i>Description:</i> Rent Reform #5 Average Utility Allowances—LHA uses a standard utility allowance per bedroom and does not issue utility reimbursements.										
6. Activity 6	FY 1999-present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Other Initiatives #1 Income Eligibility— LHA waived income targeting standards. Rather than use national income targeting standards, LHA has designed its preference system to fit local needs and local program goals. This has modified the population served slightly and also has produced a modest cost saving.										
7. Activity 7	FY 1999-present	Housing Choice	Yes	No	No	No	Yes	Yes	No	No

	<i>Description:</i> Other Initiatives #2 Responsible Portability—Under this change, voucher participants are allowed to port out upon request only as a reasonable accommodation for employment, education, safety or medical/disability need. The purpose of responsible portability in our MTW program is to reduce costs and prevent families from porting out with their voucher because of our MTW policies. Measured against a baseline based on the national average number of ports (to produce counterfactual estimate the number of ports Lincoln would have had), LHA has produced a cost savings.									
8. Activity 8	FY 2009-present	Certification Process	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Other Initiatives #3 Biennial Re-examinations—LHA changed standard policy to conduct a reexamination of an elderly or disabled household every 2 years. This reduced the certifications for this group in half.									
9. Activity 9	FY 2009-present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Other Initiatives #4 HQS Inspections Waiver Agency--The required annual inspection of units to verify compliance with Housing Quality Standards (HQS) is waived for 1 year if the annual inspection meets 100 percent HQS upon first inspection at initial or annual inspection.									
10. Activity 10	FY 2009-present	Rent Payment Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Other Initiatives #5 Inspections and Rent Reasonableness—LHA perform all Inspections and Rent Reasonableness determinations on all tenant and project-based voucher units regardless of ownership of property management status including those that are owned or managed by LHA.									
11. Activity 11	FY 2012 -FY 2015	Project-Based Vouchers	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Other Initiatives #6 Project-Based Section 8 Units—This initiative waives the cap on PBVs along with the competitive bid requirement for 2 groups of units: (1) Project-based units through other competitive processes: LHA project-based an additional 20 vouchers to serve the disabled through another competitive process. LHA will allow the selected project-based site to maintain a separate site-based waitlist. In a cooperative effort with the local Veterans Administration, LHA was awarded additional VASH Vouchers to be project-based. (2) Project-based units LHA owned or managed properties: LHA has provided project-based Section 8 assistance to property owned or managed by LHA, without a competitive bid. Site selection for LHA owned or managed property is based on the need to maintain and preserve affordable housing. Each site may create a separate waitlist for applicants interested in renting project-based units.									
12. Activity 12	FY 2015-present	Resident Services	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> The resident services program provides outreach, case management, service coordination, and supportive services to tenants who are frail elderly or disabled and residing at Crossroads House apartments.									

**MTW Fund Flexibility Study: Louisville Metropolitan Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Louisville Metropolitan Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2014- present	Budget Coverage	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> LMHA used the single fund flexibility to transfer approximately \$5,306,000 from the MTW HCV Program to the Public Housing Program. The reason for the transfer is that the operating subsidy for the Public Housing Program was funded at 89 percent of eligibility for 2014, and at 85 percent of eligibility for 2015.									
2. Use of Funds B	FY 2009- present	Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> During FY 2015, LMHA continued to employ a Multi-Cultural Specialist to address the unique needs of African immigrant families, including the provision of interpretation and translation services in several dialects commonly used in Somalia.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2008 - present	Other Rule Changes	No	No	Yes	No	No	No	No	No
	<i>Description:</i> Local Definition of Elderly—This activity allows LMHA to use a local definition of elderly: any family whose head of household, co-head, or spouse is age 55 or above. LMHA had been experiencing decreased occupancy rates at its elderly/disabled-only high-rises prior to adopting this definition.									
2. Activity 2	FY 2010 - present	Other Rule Changes	No	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Lease-Up Incentives for New Residents at Dosker Manor—This activity provided lease-up incentives to new residents at Dosker Manor, an elderly/disabled high-rise located in downtown Louisville. New residents receive a waiver of the initial deposit and the first month is rent-free. Occupancy rates were below 90 percent before this initiative.									
3. Activity 3	FY 2012 - present	Rent Reform, Calculation	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> Elimination of the Mandatory Earned Income Disregard—The revised policy allows tenants who have been out of work to accept a job without having their rent increase right away. During the first year of employment, all earnings are excluded from the calculation of the tenant’s rent. In the second year of employment, one-half of the tenant’s earnings are excluded. The program started in 2012 for HCV residents and 2014 for PH residents.									
4. Activity 4	FY 2008 - present	Rent Calculation	No	No	No	No	Yes	No	No	No
	<i>Description:</i> Standard Medical Deduction—Under this activity, disabled and elderly families in both the Public Housing and HCV programs are eligible to receive a \$1,600 standard medical deduction. Families electing the deduction do not have to furnish documentation of medical expenses. The standard medical deduction is not mandatory; if the families’ health care costs exceed the \$1,600 exemption, the family can choose to have their expenses itemized. This activity has continued to result in administrative cost savings.									
5. Activity 5	FY 2007 – present	Certification Process	Yes	No	No	No	Yes	No	No	No

	<i>Description:</i> Alternate Year Reexaminations—This activity allows LMHA to conduct re-certifications of elderly and disabled families in the Public Housing and HCV programs once every 2 years instead of annually. In the HCV program, households are reexamined every odd-numbered year and are required to complete a mini-recertification packet (returned by mail) in even-numbered years. In the PH program, each year 50 percent of eligible families receive a full reexamination of eligibility on the anniversary of their lease-up date.									
6. Activity 6	FY 2008 - present	Rent Calculation	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> Earned Income Disregard for Elderly HCV Families—This activity provides a \$7,500 earned income disregard to elderly families in the HCV program whose only other sources of income (in addition to earnings from employment) are Social Security entitlements. During FY 2015, four elderly HCV households took advantage of the EID, providing them additional income.									
7. Activity 7	FY 2014 - present	Rent Reform	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> MDRC HVC Rent Reform Demonstration—LMHA was selected to participate in a HUD-commissioned study to evaluate an alternative HCV rent reform policy. MDRC is conducting the study on behalf of HUD. The study tests forth alternative rent calculation and recertification strategies that have been implemented at other Public Housing Agencies across the country. Study participants for both the Alternative Rent Group and the Control Group were randomly selected from the eligible voucher programs. The Control Group vouchers are being managed using the LMHA’s standard policies. Additional funding provided as part of the demonstration.									
8. Activity 8	FY 2007 – present	Time Limits, Work Requirements	Yes	No	No	No	Yes	Yes	No	Yes
	<i>Description:</i> Occupancy Criteria for New Scattered Sites—Many of LMHA’s Scattered Sites are highly desirable properties, especially the newly acquired or constructed off-site Clarksdale (Liberty Green) units. The amenities and existing low rent structure may in some instances discourage residents from moving out of the unit towards self-sufficiency. LMHA is piloting term limits (started in 2007), work requirements (started in 2007), and mandatory case management (started in 2010) for residents at these sites and evaluating the whether the initiatives encourage residents to move up and out of the Public Housing program.									
9. Activity 9	FY 2009 - present	Other Rule Changes	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Simplification of the Public Housing Development Submittal—This activity simplifies the public housing development submittal process for each acquired or developed public housing property. The activity has reduced the amount of time staff spends preparing development submittals and reduced the average length of time to close on a property.									
10. Activity 10	FY 2006 – present	Affordable Housing	Yes	No	No	Yes	Yes	No	No	Yes
	<i>Description:</i> Amount and Distribution of HCV Homeownership Assistance—This activity allows LMHA to offer a two-bedroom payment standard for all one-bedroom-eligible HCV Homeownership households and maintains the 110 percent of FMR local payment standard and the 120 percent of FMR payment standard in exception rent areas for the Homeownership program. During FY 2015, 16 HCV Homeownership Program participants purchased a home.									
11. Activity 11	FY 2006 – present	Affordable Housing	No	No	No	No	No	No	No	No
	<i>Description:</i> Exception Payment Standards for HCV Homeownership—This activity adjusts payment standards for HCV Homeownership to 120 percent of FMR in homeownership-specific Exception Payment areas, which are identified using Census 2000 Owner Occupied Median Value instead of Renter Occupied Median gross rent.									
12. Activity 12	FY 2009 – present	Affordable Housing	No	No	No	No	No	No	No	No
	<i>Description:</i> Flexibility in Third-Party Verifications for HCV Homeownership—Under this activity, income verification for HCV Homeownership program applicants remains valid for 8 months.									
13. Activity 13	FY 2015 – present	Resident Services	Yes	Yes	Yes	No	No	No	No	Yes

	<i>Description:</i> Special Referral MTW HCV Programs—LMHA is realizing the potential of locally available resources in this initiative for people with specific needs. Some of these needs are transitional; others involve more long-term support. Special referral programs are intended to address the needs of traditionally underserved populations in the community and provide the voucher as an incentive for families to move toward economic self-sufficiency. The programs provide housing subsidy to up to 379 families through partnerships with supportive services agencies. Families with specific needs often face multiple barriers to achieving their self-sufficiency goals.									
14. Activity 14	FY 1999 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> MTW Unit Inspection Protocol—Many of LMHA’s partners’ residential facilities are newly constructed or renovated. As such, LMHA has used MTW authority to allow the certificate of occupancy to suffice for the initial move-in inspection in lieu of a traditional HQS inspection.									
15. Activity 15	FY 2011 – present	Other Rule Changes	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Amend HCV Admissions Policy to Allow for Deduction of Childcare Expenses in Determination of Eligibility—LMHA amended its HCV program admissions policy to allow for the deduction of verified ongoing child-care expenses from a working household’s gross income when determining income eligibility. In order to qualify for the adjustment, the family must include a head of household and/or spouse with a demonstrated work history for a period of 12 months or longer.									
16. Activity 16	FY 2011 – present	Rent Payment Standards	No	No	No	No	No	No	No	No
	<i>Description:</i> HCV Program Rent Increase Limit—This activity is a 2- percent cap on annual contract rent increases for units where the tenant is receiving HCV rental assistance. At contract renewals, LMHA will conduct rent comparables and limit the landlord’s requested rent increase to 2 percent of the previous contract rent for the same tenant or HUD’s fair market rent, whichever is less.									
17. Activity 17	FY 2010 – present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Accessible Units Sublease Agreement with Frazier Rehab Institute—The activity allows LMHA to sublease fully accessible units as temporary housing for Spinal Cord Injury (SCI) out-patients of Frazier Rehab Institute. The units are transitional housing provided for up to 6 months per family.									
18. Activity 18	FY 2010 – present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Public Housing Sublease Agreement with YouthBuild Louisville—This activity allows YouthBuild Louisville (YBL) to sublease public housing units to provide temporary housing for low-income YBL participants who are experiencing homelessness. LMHA subleases up to three two-bedroom apartments for the use of YBL participants (and their families) and facility space for the YBL program. Units are provided to YBL on an as-needed basis.									

**MTW Fund Flexibility Study: Massachusetts Department of Housing and Community Development**  
**Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan**

Massachusetts Department of Housing and Community Development										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	2000	Self Sufficiency	YES	YES	YES	YES	NO	NO	NO	YES
	<i>Description:</i> This MTW activity tests an assistance model which provides a fixed annual stipend to eligible families. Families exercise considerable decisionmaking in the utilization of the funds, within some guidelines. Case management and program coordination are provided by designated MTW Advisors at each agency. Families may select any housing unit which they deem affordable and appropriate for their needs and which meets the occupancy requirements of the local Board of Health, Massachusetts Lead Laws where applicable and HQS standards. FES units are on a biennial HQS inspection schedule									
2. Use of Funds B	2015	Self Sufficiency	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> In the FY 2016 MTW Annual Plan, DHCD highlighted three activities whereby DHCD intends to utilize Block Grant single fund flexibility. These activities include an education partnership, a supportive housing initiative and leasing initiative related to the VASH program.									
<b>Approved MTW Activities</b>										
1. Activity 1	2010	Operation Streamlining	Yes	No	No	No	Yes	No	No	Yes
	<i>Description:</i> PBV Site-Based Waiting Lists—Under this initiative, owner/managers of PBV developments authorized by DHCD will be responsible for all PBV waiting list intake and management functions.									
2. Activity 2	2010	Operation Streamlining	Yes	No	Yes	No	Yes	Yes	No	Yes
	<i>Description:</i> Payment Standard Exceptions—Under this MTW initiative, DHCD may approve any documented and reasonable exception to payment standards as a reasonable accommodation for HCV households with disabled household members without HUD approval.									
3. Activity 3	2010	Modernization	Yes	No	Yes	Yes	No	No	Yes	Yes
	<i>Description:</i> Owner Incentive Fund Beginning in January 2010, an Owner Incentive Fund pilot initiative was established to promote upgrades to the housing stock in areas of the state with a large percentage of older, deteriorated housing stock.									
4. Activity 4	2010	Operation Streamlining	Yes	No	No	No	Yes	No	No	Yes
	<i>Description:</i> Modifications to HUD Standard Forms Under this initiative, required standard HCV program forms published by HUD may be modified by DHCD as needed to streamline processing, utilize “plain language,” and address local housing market features.									
5. Activity 5	2011	Operation Streamlining	No	No	No	No	Yes	No	No	Yes
	<i>Description:</i> Biennial Recertifications Allow biennial recertifications for all MTW households.									
6. Activity 6	2011	Self Sufficiency	Yes	Yes	Yes	Yes	No	No	No	Yes

	<i>Description:</i> Youth Transition to Success (YTTS)—Designed similarly to the current stipend program DHCD currently administers in MBHPs region, this initiative provides a shallow short-term and time-limited subsidy, supportive services funds for education, training and employment-related expenses, an escrow account and case management										
7. Activity 7	2012	Operation Streamlining	No	No	No	No	Yes	No	No	Yes	
	<i>Description:</i> MTW Utility Allowances—DHCD utilizes a utility allowance schedule, regardless of fuel type, geographical area, and building type, for tenant-paid heat only. The utility allowance schedule includes the utility allowance for heat which is applied using the smaller of the unit size or bedroom size. Utility allowances for any other tenant-paid utilities, other than heat, will not be provided under this activity.										
8. Activity 8	2012	Operation Streamlining	No	No	No	No	Yes	No	No	Yes	
	<i>Description:</i> Rent Simplification In tandem with the biennial recertification policy initiative, DHCD established a series of related rent simplification policy changes.										
9. Activity 9	2012	Project-Based Voucher	Yes	No	Yes	Yes	No	No	No	Yes	
	<i>Description:</i> PBV Discretionary Moves DHCD modified its Project-Based Voucher (PBV) program guidelines to establish reasonable limits on discretionary moves. This policy promotes efficiency in the operation of the PBV program, while also ensuring that tenant-based vouchers continue to be available to eligible households on the waiting list.										
10. Activity 10	2012	Preservation	Yes	Yes	Yes	Yes	No	No	No	Yes	
	<i>Description:</i> Expiring Use Preservation Initiative - This initiative designed to preserve the long-term affordability of expiring use properties.										
11. Activity 11	2012	Self Sufficiency	Yes	No	Yes	No	No	No	No	Yes	
	<i>Description:</i> FSS Enhancements—DHCD uses its budgetary flexibility to use MTW funds to enhance the existing Family Self Sufficiency (FSS) Program.										
12. Activity 12	2013	Operation Streamlining	Yes	No	No	No	Yes	No	No	Yes	
	<i>Description:</i> Rent Reasonableness DHCD eliminated the requirement to re-determine the reasonable rent if there is a 5- percent decrease in the published Fair Market Rent (FMR) in effect 60 days before the contract anniversary date as compared with the FMR in effect 1 year before the contract anniversary										
13. Activity 13	2013	Operation Streamlining	Yes	No	No	No	Yes	No	No	Yes	
	<i>Description:</i> PBV Rent Reasonableness—DHCD modified the requirement for conducting rent reasonableness for redetermined rents under the Project-Based Voucher (PBV) program.										



**MTW Fund Flexibility Study: Minneapolis Public Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Minneapolis Public Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2014 – present	Rent Reform, 40% Cap, Re-certification	Yes	No	Yes	No	Yes	Yes	No	Yes
<i>Description:</i> Rent Reform—The initial goal of rent reform was to control costs and eventually achieve savings that would allow MPHA to serve families from the waitlist. However, with sequestration, the focus shifted to maintaining assistance to families given a decreased budget. The reform elements are: (1) a flat subsidy, (2) minimum rent of \$75, (3) elimination of the 40-percent cap, (4) revised asset and income calculation and verification policies, (5) interim re-examinations, (6) working family incentive and streamlined deductions and exclusions, (7) changes in Fair Market Rents, (8) flat subsidy reasonable accommodation, (9) revised portability policies, and (10) 10-percent deduction from flat subsidy for families with mixed immigration status.										
2. Activity 2	FY 2011 – present	Project-Based Vouchers	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> Targeted Project Base Initiative—The initiative started in 2011, and the first phase of implementation (project basing 11 HCV vouchers and 11 VASH vouchers) was completed in 2013. The second phase of implementation, including 19 HCV vouchers, was completed in 2015. A third phase was for 10 HCV vouchers at Emerson North Family Housing. Through this initiative, project-basing 30 HCV vouchers and 11 VASH vouchers leveraged 226 unassisted units for a total of 267 units of new housing.										
3. Activity 3	FY 2011 – present	Rent Calculation	Yes	No	No	No	No	Yes	No	No
<i>Description:</i> Absence from Unit Initiative—This initiative disallowed a rent reduction for residents who have a temporary loss of income related to an extended absence from the unit defined as 30 days or more. Such voluntary actions result in a loss of income and consequently, a reduction in rent.										
4. Activity 4	FY 2011 – present	Self-Sufficiency	Yes	No	Yes	No	No	Yes	No	No
<i>Description:</i> Public Housing Working Family Incentive—This is an effort to increase the income and asset level of families an adult is employed. The rent calculation contains an automatic 15 percent deduction from the gross annual earned income of each wage earner in the family, providing the family with money to cover work-related costs.										
5. Activity 5	FY 2009 – FY 2012	Certification Process	Yes	No	No	No	Yes	Yes	No	Yes
<i>Description:</i> Recertify Elderly or Disabled Public Housing Resident Families Once Every 3 Years Instead of Annually—MPHA now certifies families who are elderly or disabled and who are on a fixed income every 3 years instead of annually. This measure reduces costs and enables MPHA to focus staff resources on other critical needs.										
6. Activity 6	FY 2011 – present	Self-Sufficiency	Yes	No	Yes	No	No	No	No	Yes

	<i>Description:</i> Soft Subsidy Initiative to Increase Housing and Promote Self-Sufficiency—MPHA entered into an agreement with Alliance Community Housing with set subsidies that are time-limited and flexible in amount and duration (lasting up to 5 years). These subsidies are structured to incentivize work so that the household is better off financially if the parent works and not penalized if they work. Alliance Community Housing provided high-quality housing to 20 homeless or formerly homeless families in 2012. The intensive staff contact provided through Alliance Community Housing with families helps them with logistical problems as well as questions and concerns that might lead them to give up if unaddressed.									
7. Activity 7	FY 2010 – present	Housing Choice, Self-Sufficiency	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Rent-to-Own Initiative (Sumner Field Townhomes)—MPHA used its ARRA Grant, to purchase 20 townhome development units to create a Rent-to-Own Initiative where qualified public housing residents, Section 8 participants, families on both waiting lists as well as, MPHA and City of Minneapolis employees who qualify for public housing will have an opportunity to initially rent and subsequently purchase these units.									
8. Activity 8	FY 2010 – FY 2012	Housing Choice	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Foreclosure Stabilization Project-Based Voucher Demonstration Program—The Foreclosure Stabilization Initiative allows MPHA to expand housing choices and secure operational stability for a program developed by Project for Pride in Living (PPL) to purchase, rehab and rent out units that were subject to foreclosure. Program applicants will be recommended by PPL pursuant to the funding requirements under PPL's CDBG and ARRA funds with priority given to people also on MPHA's Section 8 HCV waiting list.									
9. Activity 9	FY 2010 – present	Housing Choice	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Section 8 HCV Mobility Voucher Program—MPHA created this program to encourage low-income families to move to communities of greater opportunity. The initiative responds to HUD's goal of deconcentrating families who live in poverty. The program was structured to increase housing choices for families on the MPHA Section 8 Waiting List and current program participants who lived in areas concentrated by poverty and who were willing to move into non-concentrated areas. In 2012, due to severe budget constraints, the program placed a hold on all new admissions to the program from the Waiting List; in 2014 with the advent of Rent Reform, MVP participants faced even greater challenges in locating and maintaining affordable units in areas of Minneapolis and the program began to access the current Waiting List once again.									
10. Activity 10	FY 2010 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	Yes
	<i>Description:</i> Public Housing Earned Income Disregard—MPHA revised its Earned Income Disregard (EID) policy to allow eligible families to receive a full 2-year earned income disregard rather than the standard disregard of the first year's earnings and a 50-percent disregard for subsequent years through the 48-month allowance.									

**MTW Fund Flexibility Study: Housing Authority of New Haven**  
**Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan**

Housing Authority of New Haven										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Revitalization	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> HANH continued its efforts to reduce vacancies and improve occupancy by renovating vacant units so they could be brought online. The efforts included: (1) Kitchen, bathroom, interior upgrades in units and building upgrades, (2) front sidewalk improvement project at McQueeny, (3) HCVAC riser upgrades at C.B. Motley, (4) lead paint abatement, (5) completion of elevator upgrade, (6) physical needs assessment, (6) work order software, and (7) consulting services (architectural/engineering/environmental consulting).									
2. Use of Funds B	FY 2016	Revitalization	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Initiatives continuing for FY 2016 included agency-wide environmental remediation work, building roof and parapet replacement at LEAP community center building, and architectural engineering and environmental consulting services.									
3. Use of Funds C	FY 2016	Project-Based Vouchers	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Additional funds were used for Rental Assistance Demonstration (RAD) projects: Westville, Essex, Crawford, Farnam, Motley, Chamberlain Courts, Fulton Park, Harvey, McConaughy, Newhall, Prescott Bush, Wolfe, Eastview, Wilmont Crossing; Fair Haven (Chatham and Eastview Terrace Phase 2), and West Rock Community Center.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2009 – present	Operations	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> Local total development cost limits—HANH used local TDC and HCC measures, which reflect construction and development costs in New Haven, to create guidelines for the use of higher quality materials in renovating HANH facilities. This was done to reduce maintenance cost, increase durability, provide better units to residents, and remain marketable and competitive in the local rental market.									
2. Activity 2	FY 2013- present	Project-Based Vouchers	No	No	No	No	No	No	No	No
	<i>Description:</i> Defining Income eligibility for the PBV programs—HANH established eligibility criteria to require that no less than 40 percent of the project-based vouchers awarded in any year are awarded to families at or below 30 percent of the AMI.									
3. Activity 3	FY 2010 – present	Targeted Populations	Yes	Yes	Yes	No	No	No	No	Yes
	<i>Description:</i> HCV preference and set-aside for victims of foreclosures—HANH established preference for eligible HCV participants and applicants to prevent homelessness among the population. The number set aside is up to 50 tenant-based and/or project-based vouchers annually.									
4. Activity 4	FY 2009- present	Other	No	No	Yes	Yes	No	No	No	No
	<i>Description:</i> De-concentration of poverty—HANH implemented new rent standards to approve exception rents for wheelchair accessible units, large bedroom-size units, neighborhoods with a low concentration of poverty or revitalized areas, and mixed-income housing.									
5. Activity 5	FY 2011- present	Affordable housing	Yes	No	Yes	Yes	Yes	No	No	Yes

	<i>Description:</i> Tenant-based vouchers for supportive housing for the homeless—HANH entered an MOU with organizations that provide housing for homelessness with supportive services and reallocated 10 of its existing PBVs to this goal.									
6. Activity 6	FY 2012 – present	Revitalization	Yes	Yes	Yes	No	No	No	No	Yes
	<i>Description:</i> Farnam courts—HANH is undergoing neighborhood transformation at Farnam Court, including the redevelopment of units. Through collaboration with community partners (Economic Development Corporation, City of New Haven, the Board of Education), the Authority is redesigning the infrastructure to create better traffic flow, more spacious housing units, and better service availability.									
7. Activity 7	FY 2012- present	Project-Based Vouchers	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Increase the percentage of Housing Choice Voucher budget authority—Allows HANH to use 25 percent of HCV funds to project-base instead of 20 percent.									
8. Activity 8	FY 2012- present	Affordable housing	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Development of Replacement Public Housing Units—HANH will develop public housing units through a mixed-finance process. Units will be operated as public housing for admissions/occupancy, but the Authority will design and fund a local program to develop replacement units.									
9. Activity 9	FY 2007- present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Increase family self-sufficiency—HANH has bolstered its FSS program, adding services to serve a larger number of LIPH and section 8 residents, including computer/learning labs and a specialized training program for employment opportunities.									
10. Activity 10	FY 2008	Rent Calculation	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> Incremental earned income exclusion—HANH now excludes 100 percent of incremental earnings from wages or salaries in the first year from annual income.									
11. Activity 11	FY 2013- present	Time Limits, Participation Requirement	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> CARES (Caring about resident economic self-sufficiency)—CARES introduced 72-month term limits to public housing and Section 8 programs and required participation in a 24-month case management supportive program.									
12. Activity 12	FY 2008- present	Rent Reform	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rent Simplification—HANH simplified rent activities through multi-year recertification cycles, incorporates deductions into rent tiers, sets minimum rent, and identifies exceptional expense tiers to help simplify rent.									
13. Activity 13	FY 2009 – present	Rent Calculation, Certification Process	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> HCV Rent Simplification/Cost Stabilization Measures—In FY2009, HANH implemented multi-year recertification cycles, with work-able families recertified every 2 years and elderly/disabled families recertified every 3 years. In FY2015 HANH added to this rent simplification initiative, introducing tiered rents and expenses, making HQS inspections biennial or triennial, and modifying other policies.									

**MTW Fund Flexibility Study: Oakland Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Oakland Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY2015 -present	Modernization/Revitalization	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Fund Deferred Maintenance and Capital Improvements—OHA used the single fund flexibility to provide supplemental funding and address capital improvement needs at its sites.										
2. Use of Funds B	FY2015 -present	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Fund Development of Non-Public Housing Units Using Replacement Housing Factor (RHF) Funds—OHA had an approved RHF plan which allowed for the accumulation of RHF funding over time to use on affordable housing units that do not have a Public Housing subsidy attached. With this authorization, OHA made a development loan to its affiliate for the construction of Ave Vista family housing. Pre-development loan funding was provided to the 1110 Jackson Street development from a capital fund program grant.										
3. Use of Funds C	FY2015-present	Resident Services	Yes	Yes	Yes	No	No	No	No	No
<i>Description:</i> Fund Operations—OHA invested in high-priority areas and in operations, particularly in the area of providing resident services and increasing the level of security through police services. Funds were specifically used to: <ul style="list-style-type: none"> <li>• Build community organization and public agency partnerships, supporting social, educational, and economic success efforts.</li> <li>• Provide high-quality, public safety and crime prevention services to OHA communities.</li> </ul>										
<b>Approved MTW Activities</b>										
1. Activity 1	FY2015 -present	Utility Allowances	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Modified Utility Allowance Policy—Modified utility allowance policy to be consistent with FFY 2014 federal appropriations requirements that the household's utility allowance is consistent with the minimum subsidy or occupancy standard and eliminates the utility allowance payment.										
2. Activity 2	FY2015 –present	Other Rules	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Local Area Portability Reform—Revised portability policies in the Housing Choice Voucher program to limit port-outs to local area jurisdictions except for special circumstances.										
3. Activity 3	FY2015 -present	Certification Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Alternative Recertification Schedules—Changed reexamination of income for elderly and disabled households on fixed incomes to every 3 years, and to every 2 years for wage-earning households. Households with a fixed income from Social Security will receive automatic adjustments to their rent in interim years based on published cost of living adjustments (COLA) to the subsidy program.										
4. Activity 4	FY2015 –present	Rent Reform	Yes	No	Yes	No	Yes	Yes	No	No
<i>Description:</i> Rent Reform Pilot Program—Created a pilot program to test rent reform strategies at Campbell Village (Public Housing) and AMP 10 (Section 8 PBV). The key components are (1) Total Tenant Payment (TTP) calculation based on 27.5 percent of gross annual income for seniors and disabled households and 27 percent for work-eligible households, (2) triennial recertification schedule for senior and disabled households, biennial schedule for work-eligible households, (3) elimination of all deductions and earned income disallowance, (4) exclusion of recent increases in income from recertification, and (5) absolute minimum rent of \$25.										

5. Activity 5	FY2012 –present	Project-Based Vouchers	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Eliminate Caps on PBV Allocations—Eliminates the cap on the total number of units for which the Authority can use project -base vouchers and the number of units within a development that can be project-based.									
6. Activity 6	FY2012 –present	Project-Based Vouchers	No	No	No	Yes	No	No	No	Yes
	<i>Description:</i> PBV Occupancy Standards—Modifies the occupancy standards in the PBV program to be consistent with occupancy standards required by other state or locally administered funding in a development (for example, LIHTC program).									
7. Activity 7	FY2011 –present	Targeted Populations, Project-Based Vouchers	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> PBV Transitional Housing Programs—Modifies PBV program rules to permit transitional service-enriched housing to fill specific unmet community needs. Used to operate the MOMS Program, which provides transitional service-enriched housing to mothers returning from prison to reunite with their children.									
8. Activity 8	FY2010 –present	Targeted Populations, Project-Based Vouchers	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Specialized Housing Programs—Increases allocation of resources to the MOMS program to improve outcomes and enhance program coordination. MOMS program is operated in partnership with the Alameda County Sheriff's Department.									
9. Activity 9	FY2010 –present	Other Rules	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> Program Extension for Households Receiving \$0 HAP—Extends the period of time that a household can remain in the Section 8 program while receiving zero HAP assistance from 6 months to 24 months.									
10. Activity 10	FY2010 - present	Other Rules	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Combined PBV HAP Contract for Multiple Non-Contiguous Sites—Allowed a single PBV HAP contract to be executed for non -contiguous scattered-site buildings organized by AMP or other logical grouping									
11. Activity 11	FY2010 - present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Alternative Initial Rent Determination for PBV Units—Allows for the use of a comparability analysis or market study certified by an independent agency approved in determining rent reasonableness to establish the initial PBV contract rent.									
12. Activity 12	FY2011 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Alternative HQS System—Uses a risk-based strategy to allocate HQS inspection resources in order to improve compliance at problem properties and allocate fewer resources to properties with a history of compliance.									
13. Activity 13	FY2011 -present	Affordable Housing	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Short -Term Subsidy Program—Provides temporary housing assistance to preserve existing affordable housing resources and allow tenants to remain in place.									
14. Activity 14	FY2011-Present	Certification Process	Yes	No	No	No	Yes	Yes	No	No

	<i>Description:</i> Triennial Income Recertification—Changes reexamination of income for elderly and disabled households on fixed incomes to every 3 years. Eligible households receive automatic adjustments to rent in interim years based on published cost of living adjustments (COLA) to the subsidy program (that is, SS, SSI, and so on)									
15. Activity 15	FY2006-Present	Waiting Lists	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Site-Based Waitlists—Establishes site-based waitlists in all public housing sites, HOPE IV sites, and developments with PBV allocations									
16. Activity 16	FY2006	Project-Based Vouchers	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Allocation of PBV Units—Without Competitive Process. Allows for the allocation of PBV subsidy to developments owned directly or indirectly, through an affiliated partner, by OHA without using a competitive process									
17. Activity 17	FY2006-Present	Project-Based Vouchers	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Allocation of PBV Units—Using Existing Competitive Process. Allows for the allocation of PBV subsidy to qualifying developments using the City of Oakland NOFA/RFP or other existing competitive process.									

**MTW Fund Flexibility Study: Orlando Housing Authority (OHA)**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Orlando Housing Authority (OHA)										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds Action A	FY 2012 – present	Self-Sufficiency	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> OHA established the MTW Resource Center, which is linked to MTW Activity 1 (see in the following). The Center provides self-sufficiency services, including case management, needs assessments, employability counseling, job referral and placement assistance, a computer lab, transportation, and childcare assistance. OHA anticipates cost savings from Activity 1, which is enabled by Activity A.									
2. Use of Funds Action B	June 2013 – present	Resident Services	Yes	Contributed Resources	Yes	No	Yes	No	No	No
	<i>Description:</i> This activity has provided conservation workshops to residents of Ivey Lane Homes in collaboration with the Orlando Utilities Commission and Duke Energy. The workshops are intended to educate residents on energy usage and conservation and help reduce residents’ energy bills and energy consumption. OHA tracks household energy use and makes individual recommendations for energy conservation measures. While the Center is collaborating with the OUC and Duke Energy, it is not leveraging funds from this or other organizations. OHA anticipates cost savings from this activity.									
3. Use of Funds Action C	FY 2013	Operations	Yes	No	No	No	No	No	No	Yes
	<i>Description:</i> This endeavor was an evaluation of MTW Initiatives. The evaluation of the OHA’s first 3 years of operations was conducted by the University of Central Florida’s Institute for Social and Behavioral Science.									
4. Use of Funds Action D	FY 2015 – FY2016	Operations	Yes	No	Yes	No	No	No	Yes	No
	<i>Description:</i> This activity supported OHA’s planning for the redevelopment/rehabilitation of Lorna Doone Apartments. Lorna Doone had 60 studio units and 44 one-bedroom units, and the large number of efficiency units created leasing issues. Upon completion, Lorna Doone will consist of 12 studio units and 68 one-bedroom units. During the year, OHA investigated options to finance the redevelopment of the site. This became a RAD conversion project during FY 2017.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2012 – present	Rent Reform	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> \$225 Rent Floor for Non-Elderly and Non-Disabled Households—OHA implemented a \$100 rent floor for elderly and disabled tenants and a \$225 minimum rent for everyone else. The Center is key to the Implementation of the latter rent increase: Tenants subject to the \$225 minimum rent are referred to the Center for Self-Sufficiency Services and provided hardship exceptions during their involvement in Center activities. OHA monitors the progress of households subject to the rent floor requirement. These minimum-rent requirements applied only to PH residents. In 2017, they were applied to HCV residents as well (see Activity 9 later). While the Resource Center required single fund flexibility, this activity did not.									
2. Activity 2	FY 2012 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamline the Recertification Process in the Public Housing and Voucher Programs—The activity modifies the recertification process in the PH and HCV programs, with recertification of all residents and participants conducted every 3 years. OHA continues to conduct traditional recertification (with the exception of a modified third-party verification and \$25,000 asset disregard), but the process now involves one-third of all households each fiscal year.									



3. Activity 3	FY 2013 – FY 2015	Certification Process	No	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamline the Rent Calculation Process in the Public Housing & Housing Choice Voucher Programs—The activity was combined with Activity 2.									
4. Activity 4	FY 2013 – FY 2014	Inspection Process	No	No	No	No	Yes	No	No	No
	<i>Description:</i> Consolidation of Inspection and Recertification Requirements to Establish an Inspection Process Based on Geographic Location—The activity was to have unified public housing and voucher inspection mechanisms but was closed out because HUD continued UPCS public housing REAC inspections, effectively causing OHA to do the same for public housing. This made the activity inefficient.									
5. Activity 5	FY 2014 – FY 2015	Other	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Supporting up to 50 Homeowners for 6 Months Each by Providing Interim Financial Assistance and Counseling to Prevent Foreclosures—OHA planned to support up to 50 homeowners, providing interim financial assistance (vouchers for 6 months) and counseling, in order to prevent foreclosures. It actually has served only one homeowner, largely because the interim assistance was insufficient to prevent displacement in most cases.									
6. Activity 6	FY 2014 – present	Targeted Populations	No	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> OHA planned to provide up to 50 one-bedroom units and supportive services for up to 18 months to homeless individuals at West Oaks Apartments, a 280-unit market-rate, multifamily property it owned. It actually has served only three individuals, because most eligible people have not been single and thus needed larger units.									
7. Activity 7	FY 2012 – FY 2013	Housing Development	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> This activity was intended to develop donated property into a project-based voucher facility for low-income elderly housing. It was planned to be completed in conjunction with the redevelopment of Jackson Court/Division Oaks. However, the activity never got past the planning stage.									
8. Activity 8	FY 2017 – present	Project- Based Vouchers	Yes	Multi-Agency Project	Yes	No	No	No	Yes	Yes
	<i>Description:</i> OHA will convert 20 percent or 538 of its tenant-based vouchers at OHA owned units to project-based vouchers. Jackson Court, Division Oaks, and West Oaks are proposed sites for the new project-based voucher program. The vouchers at West Oaks will be in addition to the PBV vouchers provided in Activity 6 (transitional housing for the homeless). In addition, this activity includes the development of new properties or acquisition of existing properties for project-based vouchers.									
9. Activity 9	FY 2017 – present	Self-sufficiency	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> OHA extended its minimum rent requirements (\$100 and \$225) to all programs (they were applied to public housing in Activity 1).									
10. Activity 10	FY 2017 – present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> OHA plans to partner with the City of Orlando to administer a voucher program to address chronic homelessness as a part of the 25 Cities Initiatives. The Orlando Medical Center, the local veterans' affairs office, also will be participants in the 25 Cities Initiative. OHA would provide vouchers and the City will provide services for approximately 150 chronically homeless persons identified by the City. The referral to OHA will bypass the section 8 waitlist and other eligibility criteria.									

**MTW Fund Flexibility Study: Philadelphia Housing Authority**  
Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

**Philadelphia Housing Authority**

Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Capital Activity funds in the amount of \$13,557 were utilized to support various capital and development projects.									
2. Use of Funds B	FY 2015	Resident Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Family Program funds in the amount of \$6,225,387 were utilized to support a wide range of public safety, program compliance, and training and education efforts for PHA residents including: youth development programs, senior programs, Pre-Apprenticeship Program, Homeownership Program, Community Relations police units, Community Partners training and educational programs, related staffing costs, and other Economic Development and Self-Sufficiency program activities.									
3. Use of Funds C	FY 2015	IT systems	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Management Improvement funds in the amount of \$5,653,453 were utilized to support: functional enhancements and training on PHA's Customer Relationship Management software systems; functional enhancements, training, and program support for Financial Management systems; Data Warehousing initiative; Energy Management initiatives; GPS monitoring program; and other business process improvements and staff training initiatives.									
4. Use of Funds D	FY 2015	Affordable housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Quality of Life funds in the amount of \$143,309 were utilized for Lease Enforcement and Section 8 investigation programs.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2011 - present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Partnership Programs Initiative—PHA expanded housing options and service models for special needs and other groups in partnership with universities, state and local government, and other stakeholders. The services-oriented model allows PHA to leverage PHA and partner resources to provide housing options and, where appropriate and feasible, related health care, educational, and/or other services to low-income families and individuals.									
2. Activity 2	FY 2004 - present	Modernization/ Revitalization	Yes	Yes	Yes	No	No	No	No	Yes
	<i>Description:</i> Neighborhood Development and Revitalization Initiatives—PHA increased housing choices for residents and applicants, implementing an ambitious program of new construction, substantial rehabilitation, and modernization. The initiative is designed to revitalize PHA public housing developments, replace distressed housing lost to demolition and lack of capital funds, and improve Philadelphia's neighborhoods.									
3. Activity 3	FY 2004 - present	Certification Process/ Rent Calculation	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Simplification and Streamlining of Rent and Recertification Processes for Public Housing and HCV—PHA implemented initiatives in the public housing and/or HCV programs designed to simplify rent calculation and the recertification, streamline administrative processes, and reduce paperwork burdens on residents and staff. They included 2- and 3-year recertification, ceiling rents (for public housing developments), changes in the rent calculation method (changes for the HCV and public housing programs to motivate residents to work and accumulate savings), changes in payment standards, and a new reasonable rent policy.									
4. Activity 4	FY 2015 - present	Targeted Populations	Yes	Yes	Yes	No	Yes	No	No	Yes

	<i>Description:</i> Second Chance Housing Choice Voucher Pilot Program—The program provides 10 tenant-based vouchers for participants in good standing with two partner agencies—the Eastern District Federal Court Supervision To Aid Reentry (STAR) Program and the Mayor’s Office of Reintegration Services (RISE) program. The STAR Program works in conjunction with Federal Probation and Parole, to offer returning citizens an opportunity to reduce their parole period by 1 year through participation in the Re-Entry Program.									
5. Activity 5	FY 2004 - present	Targeted Populations	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Service-Enriched Housing for Seniors and People with Disabilities—PHA collaborated with other agencies to implement these service-enriched housing options for seniors and people with disabilities. These include adult day care (assistance with activities of daily living, medication reminders, social activities, meals and snacks, and educational programs), provided with Elderly and Disabled Services, LLC; nursing home transition (the Nursing Home Transition Initiative, a partnership with the Department of Public Welfare and the Pennsylvania Housing Finance Agency), assisting persons transitioning out of nursing homes into accessing affordable housing; and Accessible Unit Retrofitting and Development, where PHA completed retrofitting of accessible units.									
6. Activity 6	FY 2004 - present	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Unit-Based Leasing and Development Program—Under PHA’s Unit-Based Leasing and Development Program, PHA negotiates contracts with for-profit and non-profit private sector housing providers for unit-basing PHA’s local rent Subsidy using MTW block grant funds (Operating, Capital, HCV) based on property-specific agreements. PHA has selected Unit-Based Program for MTW HCV Funds participants through a competitive procurement process.									
7. Activity 7	FY 2005 - present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamline the Admissions and Transfer Process—PHA has established a number of policies to streamline the admissions and transfer policies for both Public Housing and HCV programs.									
8. Activity 8	FY 2005 - present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> HCV Program Efficiencies—PHA simplified several procedures in the HCV program.									

**MTW Fund Flexibility Study: Housing Authority of the City of Pittsburgh**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Housing Authority of the City of Pittsburgh										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Affordable housing, modernization	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> HACP reported that \$17,705,784 was shifted from its HCV and Public Housing programs to development. The MTW funds used to support the development deals at Northview Mid-Rise and Larimer came to \$8,080,784. HACP used \$3,089,693 to fund various modernization projects during the year. This initiative achieved leveraging using tax credits.										
2. Use of Funds B	FY 2015	Modernization	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> HACP reported that \$17,163,656 was made available from its HCV and Public Housing programs for modernization, protective services, and resident services. HACP spent \$3,175,848 protective services and \$1,947,258 on resident services during the year.										
3. Use of Funds C	FY 2015	Modernization, affordable housing, resident services	Yes	Yes	Yes	No	No	No	No	Yes
<i>Description:</i> During 2015, the Authority budgeted \$34.87 million for the shifts described in Uses A and B. It actually spent \$17,910,174 from MTW Section 8 and \$1,422,291 from Public Housing, leaving the remainder for later uses.										
4. Use of Funds D	FY 2001 – present	Affordable housing, modernization	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Using its block grant funding flexibility, HACP supported development and redevelopment activities with HCV and Public Housing program funds.										
5. Use of Funds E	FY 2004 – present	Self-sufficiency services	Yes	In-kind services	Yes	No	No	No	No	Yes
<i>Description:</i> HACP used its block grant funding to support and enhance the Family Self-Sufficiency program.										
6. Use of Funds F	FY 2002 – present	Affordable housing	Yes	No	Yes	Yes	Yes	No	No	Yes
<i>Description:</i> HACP used its block grant funding to support, with some modifications, the Homeownership Program.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2015 – present	Landlord retention, inspection process	Yes	No	Yes	No	Yes	No	No	No
<i>Description:</i> Pre-Approval Inspection Certification for Multi-Unit Housing—HACP had conducted an HQS inspection for each Request for Tenancy Approval received, resulting in multiple inspector trips to a building. To encourage owners and managers of these properties to lease more units to HCV participants, HACP streamlined the inspection process. The HCV program now conducts, and accepts for tenancy approval, Pre-Approval Inspection Certifications if the units are leased to an HCV participant within 60 days of pretenancy certification. The initiative achieved a small cost savings.										

2. Activity 2	FY 2015 – present	Landlord retention, inspection process	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Preferred Owners Program—The program promotes improved quality of properties and properties in good neighborhoods, and also reduces inspection costs. Applications from owners and property managers are approved if they meet all guidelines, including consistent HQS inspection passes, completion of trainings, quality and attractiveness of the property, and commitment to leasing to more than one HCV voucher holder. Incentives include inspection incentives (such as priority inspection scheduling) and vacancy payments of no more than two months' HAP payments.									
3. Activity 3	FY 2009 – present	Rent reform, self-sufficiency services	Yes	No	No	No	Yes	Yes	No	Yes
	<i>Description:</i> Modified Rent Policy for the Low Income Public Housing Program—HACP requires that any non-elderly, non-disabled head of household who is not working at least 15 hours a week to either (1) participate in a local self-sufficiency, welfare to work, or other employment preparation and/or training/educational program; or (2) pay a minimum tenant payment of \$150 per month. Because of limited capacity in HACP's REAL Family Self-Sufficiency Program, voucher holders whose rent calculation results in a rent of less than \$150 per month are permitted to certify their participation in another eligible local program.									
4. Activity 4	FY 2008 – present	Rent reform, self-sufficiency services	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Modified Rent Policy for the Housing Choice Voucher Program—HACP has required that any non-elderly, non-disabled head of household who is not working to either participate in the Family Self-Sufficiency Program or pay a minimum rent of \$150 per month.									
5. Activity 5	FY 2008 – present	Recertification process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Revised recertification requirements policy—Recertification requirements were modified to require recertification at least once every 2 years rather than annually. Changes in income still must be reported, standard income disregards continue to apply, and HACP continues to utilize the EIV system in completing recertifications. This policy change reduces administrative burdens on the Authority, thereby reducing costs and increasing efficiency.									
6. Activity 6	FY 2007 – present	Affordable Housing	Yes	No	Yes	No	Yes	No	No	Yes
	<i>Description:</i> Operation of a combined Public Housing and Housing Choice Voucher Homeownership Program—HACP operates a single Homeownership Program open to both Low Income Public Housing and Housing Choice Voucher Program households. This approach reduces administrative costs, expands housing choices for participating households, and provides incentives for families to pursue employment and self-sufficiency through the various benefits offered. By combining the programs, increased benefits are available to some families.									
7. Activity 7	FY 2001 – present	40% Income Cap	No	No	Yes	No	No	No	No	No
	<i>Description:</i> Modified Housing Choice Voucher Program Policy on Maximum Percent of Adjusted Monthly Income Permitted—This activity has allowed flexibility in the permitted rent burden (affordability) for new tenancies. Specifically, the limit of 40 percent of Adjusted Monthly Income allowed for the tenant portion of rent is used as a guideline, not a requirement. HACP continues to counsel families on the dangers of becoming overly rent-burdened. This policy increases housing choice for participating families by giving them the option to take on additional rent burden for units in more costly neighborhoods.									
8. Activity 8	FY 2004 – present	Rent Payment Standards	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Modified Payment Standard Approval—HACP established Exception Payment Standards up to 120 percent of FMR. HACP has utilized this authority to allow exceptions as a Reasonable Accommodation for a person with disabilities. Allowing the Authority to conduct its own analysis and establish Exception Payment Standards has reduces administrative burdens on both the HACP and HUD while expanding housing choices for participating families.									

9. Activity 9	FY 2001 – present	Modernization/ Revitalization/ Project- Based Vouchers	Yes	Yes	No	No	Yes	No	No	Yes
<p><i>Description:</i> Use of Block Grant Funding Authority via the Step Up to Market Financing Program for Development, Redevelopment, and Modernization—Throughout its MTW program, HACP has utilized block grant funding flexibility to generate funds to leverage development and redevelopment activities. These development and redevelopment activities are a key strategy in pursuit of the goal of repositioning HACP’s housing stock. This strategy increases the effectiveness of federal expenditures by leveraging other funding sources and increases housing choices for low-income families by providing a wider range of types and quality of housing. For example, in 2010 HACP utilized \$7,672,994 generated from Housing Choice Voucher Subsidies and Low-Income Public Housing Subsidies to support redevelopment of Garfield Heights.</p>										

**MTW Fund Flexibility Study: Portage Metropolitan Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Portage Metropolitan Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
None										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2010-present	Housing Choice	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Restrict portability moves out of Portage County for the Housing Choice Voucher Program—PMHA now approves portability only to housing authorities who absorb the incoming family or administer Fair Market Rents at or below the amounts applicable to Portage County. This restriction does not apply to portability moves out of Portage County that are justified under laws and regulations applicable to reasonable accommodations for a disability and to federal Violence Against Women Act provision.										
2. Activity 2	FY 2000-present	Housing Choice	Yes	No	Yes	Yes	No	No	No	Yes
<i>Description:</i> Amend the MTW Homeownership Program—PMHA continues to expand the MTW homeownership program, which identifies families with homeownership as one of their goals, screens the family for eligibility and applies a homeownership assistance payment to participants who purchase a home under the program.										
3. Activity 3	FY 2014-present	Housing Choice	No	No	Yes	No	No	No	No	No
<i>Description:</i> Initial rent burden cap from 50 percent to 70 percent of adjusted monthly income—In 2000, PMHA allowed HCV participants to utilize an initial rent burden of 50 percent as an effort to maximize housing choice and maintain a level of affordability. In 2014, PMHA implemented an increased Initial Rent Burden Cap of 70 percent of household’s monthly income in an effort to assist families that want to use a greater share of income for housing.										
4. Activity 4	FY 2002-present	Project- Based Vouchers	No	No	Yes	Yes	No	No	No	No
<i>Description:</i> Project-Based Voucher Program to assist non-profits and developers to increase housing choices for low-income households—PMHA used a number of waivers from the original and current HCV guidelines to assist developers to build or rehabilitate properties for the use of homeless, disabled, or other families in need of supportive services.										
5. Activity 5	FY 2014 – present	Time Limit	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Time Limits for Housing Choice Voucher Participants—PMHA established time limits for the Housing Choice Voucher program. Participants who are able to work (that is, not considered elderly or disabled, or are a parent of a child under age 1 are expected to work or attend an approved school program, or they will lose a month of eligibility of HCV assistance. Each individual is granted 36 months of unemployment/non-participation in education. When an individual reaches the end of their 36 months, they will be considered ineligible for housing assistance for no less than 1 year, and all rent calculations for the household will be calculated on a pro-ration basis similar to the treatment given to other households with ineligible members.										
6. Activity 6	FY 2014 –present	Affordable Housing	Yes	Yes	Yes	Yes	No	No	No	No

	<i>Description:</i> Transitional Housing Vouchers Plan Year—This activity allowed PMHA to move a transitional housing program located at Renaissance Place, a Public Housing development, to a tenant-based program. This change offers better housing options to formerly homeless persons for 1 year. Supportive services are provided to participating households by a partnering organization, with an emphasis on employment and self-sufficiency, and PMHA provides a 1-year voucher to families. The voucher ends after 1 year and is not renewable, but participants are still eligible to obtain Public Housing or a traditional Housing Choice Voucher.									
7. Activity 7	FY 2015 –present	Rent Calculation	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Elimination of Deductions in Total Tenant Payment Calculations—PMHA calculates total tenant payments and base Housing Choice Voucher assistance for all households on a calculation that is 29.6 percent of gross monthly income and eliminates deductions and allowances for being elderly or disabled, for dependents, and for unreimbursed medical and childcare expenses. The only exception to the 30 percent of monthly gross income would be to continue a \$50 minimum rent for households who otherwise pay less than \$50 per month.									
8. Activity 8	FY 2014 –present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Biennial Reviews for Non-Elderly/Non-Disabled Households--PMHA conducts reviews of income at least once every 24 months as opposed to current requirements of annually. Families may continue to request interim reviews at any time. This activity would be applied to all MTW Vouchers held by households not considered “elderly” or “disabled.”									
9. Activity 9	FY 2015 –present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Permit Households at \$0 HAP to Self-Certify Income—This activity permits families at \$0 HAP to self-certify their income rather than be subjected to a verification process that should have no effect on housing assistance levels, thus reducing costs and staff time while achieving greater cost-effectiveness in Federal expenditures.									
10. Activity 10	FY 2015 –present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Use Lesser of Actual Unit Size or Unit Size of Voucher Issued for Utility Allowances—PMHA applies the lesser utility allowance of either the actual unit size leased by the family, or the unit size of the voucher issued. This applies to new admissions to the program upon admission and to existing households at the next scheduled recertification.									
11. Activity 11	FY 2014 –present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Extend the \$0 HAP Period to 12 Months—PMHA extended the period of time a family may be considered a Housing Choice Voucher participant household from the current 6 months to up to 12 months.									
12. Activity 12	FY 2015 –present	Self Sufficiency Services	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Change the Allocation of Interest Earned for the Housing Choice Voucher Family Self-Sufficiency Program--PMHA no longer applies escrow credits for interest earned on funds deposited for the Housing Choice Voucher Family Self-Sufficiency Program. These funds will be made available for ongoing HAP needs for the Housing Choice Voucher Program as a whole.									
13. Activity 13	FY 2009 –present	Rent Calculation	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Maximum Rent—For rents set at less than 30 percent of adjusted income, maximum rents are \$465 per month for one- and two-bedroom units, and \$490 per month for three- and four-bedroom units, regardless of income. Income re-verifications are biennially for these households. Households will have no time limit for ceiling rents.									
14. Activity 14	FY 2012 –present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Change in Employment Income—Change in employment income are not processed until the next annual re-certification; however, residents are expected to report changes.									



15. Activity 15	FY 2009 –present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rent Adjustment for Income Decreases—Decreases in income resulting in less than \$1,000, or lasting less than 30 days, will not be processed until the next annual re-certification.									
16. Activity 16	FY 2009 –present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Overall Percentage of Income Amounts for Rent Calculations This activity was implemented April 1, 2012. The percentage of earned income would be set at 26 percent of income in an effort to promote work activity and offset the elimination of the allowance for non-reimbursed childcare expenses.									

**MTW Fund Flexibility Study: Portland Housing Authority (Home Forward)**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Portland Housing Authority (Home Forward)										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2012 – present	Affordable housing	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
<p><i>Description:</i> Replacement Housing Factor Funds—Home Forward has used replacement housing factor funds for new public housing units in a mixed-finance project. Given the development cash flow needs of a particular mixed-finance project, Home Forward is also able to use the RHF funds to repay construction financing. In 2013, Home Forward proceeded with the disposition of four high rise properties as part of the High Rise Preservation Initiative, consisting of 654 public housing units. Home Forward also received DDTF funds for these units.</p>										
2. Use of Funds B	FY 2012 – present	Self-sufficiency services	Yes	Yes	Yes	No	No	No	No	Yes
<p><i>Description:</i> Action for Prosperity/Housing Works—Action for Prosperity is a partnership between Home Forward, Worksystems, Inc., the Multnomah County Anti-Poverty system, and the State Department of Human Services. Each partner leverages resources by delivering core services and utilizing other systems to provide supports. Home Forward contributes rent assistance, contracting PBVs to agencies in the Anti-Poverty system, which uses them for families engaged in training or employment. Housing Works started in 2012 with a \$5.5 million Workforce Innovation Fund grant in partnership with Home Forward and other WIBs and housing authorities. Home Forward received \$1.1 million to work with the Portland WIB to serve 270 Home Forward residents with training and employment services.</p>										
3. Use of Funds C	FY 2013 – present	Self-sufficiency services	Yes	No	Yes	No	No	No	No	Yes
<p><i>Description:</i> Families Forward—This is the umbrella name for initiatives designed to help youth and adults make educational and economic progress. For adults, the priority is to create a single framework for all of the agency’s pertinent efforts, including data collection, aligning self-sufficiency programs into a single program (GOALS), facilitating the hiring of low-income residents by Home Forward and contractors, and integrating Housing Works/Action for Prosperity (mentioned earlier) into Families Forward. For youth, Home Forward’s focus has been ensuring (1) children enter kindergarten ready to learn and (2) older youth graduate from high school and enter college or training.</p>										
4. Use of Funds D	FY 2013 – present	Self-sufficiency services	Yes	No	yes	Yes	No	No	No	Yes
<p><i>Description:</i> Aging at Home Strategies—These initiatives increase independence and community at properties serving seniors and people with disabilities. Priorities are the Congregate Housing Service Program in partnership with Impact Northwest, Multnomah County Aging, Disability and Veteran’s Services, and the Department of Human Services; and Housing with Services, designed to improve health outcomes, reduce health care costs, and promote community inclusion and self-determination.</p>										
5. Use of Funds E	FY 2013 – present	Operations/ Training	Yes	No	No	No	No	No	No	Yes
<p><i>Description:</i> Staff Training—To support the Families Forward and Aging at Home initiatives, Home Forward developed a new training program for staff. Training includes understanding the crisis of poverty, motivational interviewing, strengths-based case management, and trauma-informed care. The goal is to provide staff with knowledge and tools to better support residents in achieving their goals.</p>										

6. Use of Funds F	FY 2013 – present	Self-sufficiency services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Neighbor-to-Neighbor Grant Program—Home Forward has created a grant program for resident groups from our public or affordable housing communities. Resident groups submit applications for grant funds to improve their community livability and reinforce community values. Past resident-led projects have included exercise classes, after-school tutoring, an accessible community garden and the creation of a soccer field and youth sports team.									
7. Use of Funds G	FY 2013 – present	Affordable housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Security Deposit Assistance—Home Forward offers security deposit assistance to participants leasing up with Veterans Affairs Supportive Housing vouchers, and foster youth leasing up with Family Unification Program vouchers. Home Forward’s funds are used only when the service agencies working with these populations cannot otherwise arrange for deposit assistance.									
8. Use of Funds H	FY 2013 – present	Self-sufficiency	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Inter-jurisdictional Transfer Program for Survivors of Domestic Violence—In collaboration with other MTW-authorized housing authorities and the local domestic violence service system, Home Forward has implemented an inter-jurisdictional transfer program to assist participants who are survivors of domestic violence. The program ensures continued access to stable and safe housing when it is deemed necessary that the household move to another jurisdiction to avoid violence that could become lethal or near-lethal.									
9. Use of Funds I	FY 2013 – present	Affordable housing	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> MTW Operating Reserve—Home Forward sets aside funds each year, as determined by the Board of Commissioners, towards building an Operating Reserve sufficient to fund four months of Operating Expenses plus one month of Housing Assistance Payments.									
10. Use of Funds J	FY 2013	Rent Reform	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Rent Reform—With the implementation of rent reform, Home Forward anticipated a loss in public housing rent revenue for the first 2 years. While developing phase-in policies for the change in calculation, Home Forward placed a 1-year cap of \$100 on rent increases, in order to mitigate the impact on households who had previously been at ceiling rent. Because of this, expenditures to offset the rent revenue loss were greater than budgeted in FY2013.									
11. Use of Funds K	FY 2013	Rent Reform	Yes	No	No	Yes	No	No	No	Yes
	<i>Description:</i> Local Blended Subsidy Legal expenses—Home Forward budgets MIF funding supported legal expenses for the Local Blended Subsidy program (see activity later). In FY2013, spending was delayed while Home Forward awaited HUD resolution to move forward with converting properties to this funding stream.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2012 – present	Rent reform	Yes	No	Yes	No	Yes	Yes	No	No
	<i>Description:</i> Rent Reform—Home Forward implemented a reform of rent calculation methods, applicable to all MTW public housing and Section 8 households, as well as VASH voucher holders. The simplified method distinguishes between the populations of seniors / people with disabilities and “work-focused” households. For the first rent is calculated as 28.5 percent of gross income. All deductions are eliminated, and this group has triennial income re-certifications. For the second, the percentages of income used to calculate the tenant portion of rent is: (1) 29.5 percent in years 1 and 2, with no minimum rent; (2) 29.5 percent in years 3 and 4, or \$100 minimum rent, whichever is greater; (3) 29.5 percent in years 3 and 4, or \$100 minimum rent, whichever is greater, and (3) 31 percent in years 5 and later, or \$200 minimum rent, whichever is greater.									
2. Activity 2	FY 2014 – present	Self-sufficiency Services	Yes	No	No	Yes	No	No	No	Yes

	<p><i>Description:</i> GOALS, Home Forward’s Family Self-Sufficiency Program—This activity aligned existing self-sufficiency programs into one consolidated program, which we refer to as the GOALS (Greater Opportunities to Advance, Learn and Succeed) program. The FSS program is linked to the rent reform calculation (Activity 01). Families at site-based programs where there is mandatory participation (Humboldt Gardens, Fairview and Stephens Creek Crossing) who withdraw from the program prior to graduation are required to transfer to a non-GOALS property.</p>									
3. Activity 3	FY 2012 – present	Rent Calculation	Yes	No	No	Yes	No	No	No	Yes
	<p><i>Description:</i> Local Blended Subsidy—Home Forward created the local blended subsidy (LBS) program to improve the financial viability of bringing “banked” public housing units back into the portfolio. Public housing operating subsidy alone is often insufficient to support bringing these units back. The LBS program combines tenant paid rent, Section 8 funds, and public housing funds, resulting in a total per unit rent amount. Rents are set by an internal process to determine the subsidy that will meet property needs and are subject to completion of rent reasonableness tests. Home Forward uses the payment standard as the maximum rent for LBS units, or up to 125 percent of Fair Market Rents in the case of service-enriched units.</p>									
4. Activity 4	FY 2012 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<p><i>Description:</i> Alternate Inspection Requirements for Partner-Based Programs—Rather than requiring full Housing Quality Standards (HQS) inspections, Home Forward requires that these units meet the habitability standards, unit inspection requirements and lead-based paint visual assessment requirements of HUD’s Homelessness Prevention and Rapid Re-Housing Program. Staff from jurisdictional and community providers are able to arrange for and conduct required inspections themselves, in conjunction with other visits to the assisted units.</p>									

**MTW Fund Flexibility Study: Housing Authority of the City of Reno**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

<b>Housing Authority of the City of Reno</b>										
<i>Activity</i>	<i>Activity Dates</i>	<i>Activity Category</i>	<i>Uses Single Fund Flexibility</i>	<i>Uses Leveraging</i>	<i>Responds to Local Needs</i>	<i>Non-Traditional Model</i>	<i>Cost Savings</i>	<i>Revenue or Reduced Unit Costs</i>	<i>Temporary Loss of Units</i>	<i>Resources from Other Activities</i>
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	FY1 2015	Modernization/Revitalization	Yes	No	No	No	Yes	No	No	Yes
RHA completed its xeriscaping efforts at three PH complexes, replacing turf with low maintenance and low water usage landscape.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY2015	Time Limits/ Other Rule Changes	Yes	No	No	No	Yes	No	No	No
Elimination of all negative rents and simplification of HCV utility allowances. Reduce costs and achieve greater cost- effectiveness.										
2. Activity 2	FY2015	Operations Streamlining	Yes	No	No	No	Yes	No	No	No
Allow RHA to inspect its own HCV units. Reduce costs and achieve greater cost-effectiveness.										
3. Activity 3	FY2015	Project-Based Vouchers	Yes	No	No	No	Yes	No	No	No
Assign PBVs to up to 100 percent of units in non-Public Housing RHA-owned properties. Reduce costs and achieve greater cost-effectiveness and increase housing choices for low-income families.										
4. Activity 4	FY2014	Project-Based Vouchers	Yes	No	No	No	Yes	No	No	No
Assign PBVs to RHA owned/controlled units without a competitive process. Reduce costs and achieve greater cost-effectiveness.										
5. Activity 5	FY2014	Rent Contribution/Reform	Yes	No	No	No	Yes	No	No	No
Rent Reform Study. Create incentives for families to work, seek work or prepare for work and reduce costs and achieve greater cost-effectiveness.										
6. Activity 6	FY2014	Rent Contribution/Reform	Yes	No	No	No	Yes	No	No	No
Simplify rent calculations and increase the minimum rent. Reduce costs and achieve greater cost-effectiveness.										
7. Activity 7	FY2014	Time Limits/ Other Rule Changes	Yes	No	No	No	Yes	No	No	No
Triennial recertification for elderly/disabled participants on fixed incomes. Reduce costs and achieve greater cost- effectiveness.										
8. Activity 8	FY2014	Operations Streamlining	Yes	No	No	No	Yes	No	No	No
Alternate HQS verification policy.										

**MTW Fund Flexibility Study: San Antonio Housing Authority**  
 Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

San Antonio Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2014 - present	Services	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> SAHA's education-related programming is significant and diverse, and includes: (1) REACH Awards, which recognize and reward nearly 300 students annually for academic achievement; (2) College Scholarship Program, which provides scholarships for up to 50 students annually to provide much-needed support to ensure higher educational achievement; and (3) Education Summit, providing up to 900 residents annually with access to education and college resources, financial literacy, and other self-help resources.										
2. Use of Funds B	FY 2014 - present	Self-Sufficiency Services	Yes	No	No	No	Yes	No	No	Yes
<i>Description:</i> The Resident Ambassador Program employs 16 residents throughout the year, providing meaningful work experience for residents. SAHA has found that this program is an effective strategy to engage all residents in educational, training, workforce development, and other self-sufficiency programs.										
3. Use of Funds C	FY 2014 - present	Self-Sufficiency Services	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> The Summer Youth Employment Program employs up to 80 resident youth each year, providing work experience and capacity development such as resume writing, banking/financial literacy, interview skills, conflict resolution, and other life and workforce development soft skills.										
4. Use of Funds D	FY 2014 - present	Services	Yes	No	No	No	No	No	No	Yes
<i>Description:</i> SAHA sponsors a variety of events to promote health and wellness, including: (1) Golden Gala, an annual event for up to 1,000 elderly and disabled residents, (2) Healthy Habits Active Living Awards, highlighting resident involvement and engagement in civic engagement, health, and other quality of life activities, (3) Annual Father's Day initiative, engaging up to 500 families in positive family activities and recognize fathers' contributions through "El Hombre Noble" awards.										
5. Use of Funds E	FY 2014 - present	Affordable Housing	Yes	Yes	Yes	Yes	No	No	Yes	Yes
<i>Description:</i> SAHA is utilizing a \$30 million EastPoint Choice Neighborhoods Initiative grant from HUD to transform the Wheatley Courts area into a "community of choice" for families and seniors. The initiative includes efforts to encourage self-sufficiency and job readiness, facilitate access to early childhood and adult education, develop Wheatley Courts into a 417-unit energy-efficient, mixed-income community, expand quality housing with 208 new housing units at The Park at Sutton Oaks, and transform the area into a safe, pedestrian-oriented neighborhood, with homeownership, business, and retail opportunities.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2012 – present	Affordable housing	Yes	Yes	Yes	Yes	No	No	Yes	Yes

	<i>Description:</i> Preservation and Expansion of Affordable Housing—SAHA adopted an Affordable Housing Preservation and Expansion Policy that establishes the principles, goals, priorities, and strategies to preserve and expand the supply of high quality, sustainable, and affordable housing in San Antonio. SAHA began to use MTW funding for local, non-traditional units. Until this time SAHA focused on the construction of new units, and used other funding sources, including tax credits, HOME funding, CDBG, and other local and state funding. In 2014, SAHA began using its MTW block grant, together with Replacement Housing Factor (RHF) funds, and in 2015, it completed Gardens and San Juan Square, a mixed-income community with 252 units. Of these units, 63 units are Section 9 (Public Housing), 31 are Section 8 (Project-Based Vouchers), and 158 are affordable and non-Section 8/9 (Tax-Credit and HOME units).										
2. Activity 2	FY 2011 – present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes	
	<i>Description:</i> Allocate Set-Asides of Tenant-Based Vouchers for Households Referred by Non-Profit Sponsors Who Provide Supportive Services to those Households—SAHA allocated tenant-based vouchers for households referred by non-profit sponsors who commit to provide supportive services. The set-aside is for households with specific priority needs, such as those who are homeless. Partners are the Center for Health Care Services (CHCS) and San Antonio Metropolitan Ministries (SAMM).										
3. Activity 3	FY 2014 – present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes	
	<i>Description:</i> Time-Limited Working Household Preference Pilot Program—This pilot project (max 200 households) for public housing residents creates an optional working household waiting list preference to provide time-limited housing assistance. Working households who choose to apply under this preference receive 5 years of housing assistance, with a 2-year extension if needed based on hardship. Elderly or disabled are eligible for the optional working household preference regardless of work status.										
4. Activity 4	FY 2010 – present	Rent Calculation	Yes	No	No	No	Yes	Yes	No	No	
	<i>Description:</i> Simplified Earned Income Disregard—This activity expands the number of months for which EID is available to participants to 60 months and makes the benefit available continuously during the 60 months. Income is disregarded on a sliding scale based on year of participation: 100 percent of earned income in year 1 is disregarded, 50 percent in year 2, 25 percent in year 3, 20 percent in year 4, and 10 percent in year 5.										
5. Activity 5	FY 2013 – present	Inspection Process	Yes	No	No	No	Yes	Yes	No	No	
	<i>Description:</i> HQS Inspection of SAHA-Owned Non-Profits by SAHA Inspectors—This activity allows SAHA inspectors (instead of third-party contractors) to inspect and perform rent reasonableness assessments for units at properties that are either owned by SAHA under the Agency’s non-profit portfolio or owned by a SAHA affiliate under the Agency’s partnerships portfolio.										
6. Activity 6	FY 2013 – present	Resident Services	Yes	No	No	No	No	Yes	No	Yes	
	<i>Description:</i> Early Engagement—This activity is designed to increase housing choices by providing training to support successful participation in SAHA’s assisted housing programs. The Early Engagement Program is an enhanced orientation for incoming residents that provides training to support successful participation in SAHA’s assisted housing programs. All incoming residents are required to attend an EEP orientation as part of the housing process. The premise of EEP is to engage, educate, and proactively link incoming residents to needed services in the community before they are housed.										
7. Activity 7	FY 2014 – present	Payment Standards	Yes	No	No	No	Yes	Yes	No	No	
	<i>Description:</i> Faster Implementation of Payment Standard Decreases—This activity is designed to reduce cost. When Fair Market Rent (FMR) is reduced and the payment standard is adjusted accordingly, the reduced payment standard was applied at each participant’s second regular reexamination. Now SAHA applies the lower payment standards at each participant’s next reexamination.										
8. Activity 8	FY 2014 – present	Certification Process	Yes	No	No	No	Yes	Yes	No	No	

	<i>Description:</i> Biennial Reexaminations—This activity, which replaces one implemented in 2011 (and closed in 2013), allows SAHA to conduct biennial reexaminations for all non-elderly/disabled HCV and all PH participant households. Every household has the option of interim reexamination at any time if there is a change in household composition, reduction in income, or an increase in expenses.									
9. Activity 9	FY 2014 – present	Certification Process	Yes	No	No	No	Yes	Yes	Yes	No
	<i>Description:</i> Triennial Reexaminations—This activity allows SAHA to conduct triennial reexaminations for elderly/disabled HCV participant households on a 100 percent fixed income.									
10. Activity 10	FY 2014 – present	Rent Reform	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Rent Reform—Before this activity, rent was calculated as 30% of the participant’s adjusted monthly income. As part of the national rent reform study conducted by MDRC, this activity made several changes in policy: <ul style="list-style-type: none"> <li>• Eliminating deductions and allowances,</li> <li>• Changing the percent of income from 30 percent of adjusted income to a maximum of 28 percent of gross income,</li> <li>• Ignoring income from assets when the asset value is less than \$25,000,</li> <li>• Using retrospective gross income, that is, 12-month “look-back” period and, in some cases, current/anticipated income in estimating a household’s TTP and subsidy,</li> <li>• Capping the maximum initial rent burden at 40 percent of current gross monthly income</li> <li>• Conducting triennial income recertification rather than annual recertification with provisions for interim recertification and hardship remedies, if income decreases, and streamlining utility allowances.</li> </ul>									
11. Activity 11	FY 2015 – present	Targeted Populations	No	No	Yes	No	No	No	No	No
	<i>Description:</i> Elderly Admissions Preference at Select Public Housing Sites—This activity increases housing choices for low-income families, establishing a 4-to-1 elderly admissions preference at specific communities in order to increase housing choices for elderly households.									
12. Activity 12	FY 2015 – present	Project- Based Vouchers	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Modified Project-Based Vouchers—First, this activity allows SAHA to commit vouchers to developments in SAHA’s new and existing properties. Second, it removes the automatic provision of a tenant-based voucher to a household who wishes to relocate from a unit associated with local project-based set-aside voucher. This stabilizes overall occupancy at the communities where vouchers are committed.									
13. Activity 13	FY 2015 – present	Utility Allowances	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Simplified Utility Allowance—This activity establishes a new, simplified schedule that is based on the analysis of data collected from SAHA’s existing HCV portfolio including the most common structure and utility types.									



**MTW Fund Flexibility Study: Housing Authority of the County of San Bernardino**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Housing Authority of the County of San Bernardino										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2011 - present	Self Sufficiency Services	Yes	No	Yes	No	No	Yes	No	Yes
<i>Description:</i> FSS Activity—HACSB has developed a pilot local Family Self-sufficiency program to help families in their self-sufficiency efforts. Through our local FSS program, program participants are eligible to receive the balance of their escrow savings account at the end of their FSS contract only if they voluntarily terminate their assistance from the Housing Choice Voucher or Public Housing program due to self-sufficiency efforts.										
2. Use of Funds B	FY 2011 - present	Resident Services	Yes	No	Yes	Yes	No	Yes	No	Yes
<i>Description:</i> Community Development Initiatives department and services—Administers services and supports for the Five-Year Lease Assistance Program (formerly Term Limits). New non-elderly and non-disabled households admitted to the Housing Choice Voucher program from HACSB's waiting list are provided with up to 5 years of housing assistance. During the term of assistance, the family's housing subsidy is set at 50 percent of the applicable payment standard for the unit selected by the family. At the conclusion of 5 years of assistance, families are no longer eligible for the program and assistance will end.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2010 -present	Operations	No	No	No	No	No	No	No	No
<i>Description:</i> Strategic Investment Policies—HACSB adopted investment policies consistent with the California Government Code and HUD-approved investment criteria.										
2. Activity 2	FY 2009 -present	Certification Process	Yes	No	No	No	Yes	No	No	Yes
<i>Description:</i> Biennial Recertifications—This activity allows HACSB to conduct recertifications of households biennially for all households in both Public Housing and in Housing Choice Voucher programs. This activity has reduced administrative costs.										
3. Activity 3	FY 2009-present	Certification Process	Yes	No	No	No	Yes	No	No	Yes
<i>Description:</i> Local Verification Policies—This activity allowed HACSB to implement local verification policies for the Public Housing and Housing Choice Voucher programs. The verification form used by HACSB was modified in FY 2011 to include Upfront Income Verification using HUD's Enterprise Income Verification (EIV) as the highest standard of verification.										
4. Activity 4	FY 2009-present	Certification Process	Yes	No	No	No	Yes	No	No	Yes
<i>Description:</i> Elimination of Assets—This activity excludes assets from the calculation of income. This activity, which is applicable to both the Public Housing and Housing Choice Voucher programs, has generated cost savings.										
5. Activity 5	FY 2009-present	Other Rules	Yes	No	No	No	Yes	No	No	No

	<i>Description: Controlled Program Moves—This activity limits voluntary program moves for Housing Choice Voucher participants to once every 2 years upon verification from their current landlord that they are a tenant in good standing. Exceptions to this policy include moves related to self-sufficiency, reasonable accommodation, and domestic violence situations. This activity has decreased agency costs.</i>									
6. Activity 6	FY 2010 - present	Other Rules	Yes	No	No	No	Yes	No	No	No
	<i>Description: Local Policies for Portability—Through this activity, HACSB applied its existing policy to inbound portability participants. This activity has resulted in significant staff time savings.</i>									
7. Activity 7	FY 2010 -present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description: Elimination of Earned Income Disallowance—Through this activity HACSB has eliminated the HUD Mandatory Earned Income Disallowance (EID) from the calculation of total tenant payment in the Housing Choice Voucher and Public Housing programs. During FY 2015, no families received the EID.</i>									
8. Activity 8	FY 2010 - present	Rent Calculation	Yes	No	No	No	No	Yes	No	No
	<i>Description: This activity allowed HACSB to increase the minimum rent to \$125 from the regulated maximum of \$50 per month for all households in both the Public Housing and Housing Choice Voucher Programs. This activity has resulted in increased earned income for households paying the minimum rent of \$125. The average earned income of households paying minimum rent has increased from by 44 percent from \$718 prior to implementation to \$1,031 in FY 2015.</i>									
9. Activity 9	FY 2010 -present	Project-Based Vouchers	Yes	No	Yes	No	No	No	Yes	Yes
	<i>Description: Local Project-Based Voucher Program—This program was intended to increase the availability of quality housing units. The expansion of our housing authority and/or our affiliate nonprofit owned housing stock will allow us to continue to reinvest net income into the acquisition of additional affordable housing units. It immediately applied to 308 units.</i>									
10. Activity 10	FY 2010 - present	Rent Payment Standards	No	No	No	No	No	No	No	No
	<i>Description: Local Payment Standards—This activity allows HACSB to establish a local payment standard schedule for varying rental submarkets across the county. As a result, HACSB does not use the HUD-published Fair Market Rents to establish payment standards for its jurisdiction, and instead conducts a study of local market rents to set them.</i>									
11. Activity 11	FY 2012 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description: Local Inspection Policies—This activity allowed HACSB to implement local inspection standards for the Housing Choice Voucher (HCV) program that have increased operational efficiencies. Assisted units that were inspected annually are now on a biennial inspection schedule. In FY 2013, HACSB completely outsourced the HCV inspections.</i>									
12. Activity 12	FY 2013 -present	Operations	No	No	No	No	No	No	No	No
	<i>Description: Local Asset Management Program--This allowed HACSB to design and implement a local asset management program.</i>									
13. Activity 13	FY 2013 - present	Self-Sufficiency Services	Yes	No	No	No	Yes	No	No	Yes
	<i>Description: Pilot Work Requirement—This activity requires families to participate for a minimum of 15 hours per week in work-related activities. Non-compliant families will have their previous employment income imputed until new employment is obtained. This requirement ensures that families make</i>									

	educated decisions prior to their move to San Bernardino and encourages them to continue on their path to economic independence. In 2013, HACSB partnered with the County Workforce Development Department to employ an onsite Workforce Development Specialist at a public housing facility.									
14. Activity 14	FY 2015 - present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Income Inclusions—This activity has allowed HACSB to modify the rent calculation to include or exclude certain income sources. For example, foster care income is included, sanctioned welfare income (due to non-compliance with self-sufficiency requirements, fraud, etc.), is included, and the earned income of full-time students excluded.									
15. Activity 15	FY 2015 - present	Operations	No	No	No	No	No	No	No	No
	<i>Description:</i> Property Management Innovation—HACSB developed a property management innovation program reflecting private sector property management principles. The activity seeks to decrease management costs and improve the quality of our units.									
16. Activity 16	FY 2012 - present	Self-Sufficiency Services	Yes	No	No	No	Yes	No	No	Yes
	<i>Description:</i> Local FSS Program--HACSB developed a pilot Family Self-sufficiency program to help families in their self-sufficiency efforts. Program participants are eligible to receive the balance of their escrow savings account at the end of their FSS contract only if they voluntarily terminate their assistance from the Housing Choice Voucher or Public Housing program due to self-sufficiency efforts.									
17. Activity 17	FY 2012 - present	Time Limits	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Five-Year Lease Assistance Program—Through this activity, new non-elderly and non-disabled households admitted to the Housing Choice Voucher program from HACSB’s waiting list are provided with up to 5 years of housing assistance. During the term of assistance, the family’s housing subsidy is set at 50 percent of the applicable payment standard for the unit selected by the family. In addition, HACSB provides supportive services to the family through its Community Development Initiatives (CDI) department and affiliate non-profit, Knowledge and Education for Your Success (KEYS).									
18. Activity 18	FY 2012 - present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Streamlined Lease Assistance Program—Through this activity, HACSB has implemented an alternative subsidy/rent schedule for households participating in the Housing Choice Voucher and Public Housing programs. The activity applies to all current and new PH households, all new elderly/disabled households in HCV and existing households not currently in the 5-year lease assistance program (see Activity 17). Households participate in either fixed assistance or tiered assistance, based upon family type.									
19. Activity 19	FY 2012 – present	Targeted Populations	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> No Child Left Unsheltered—The program aims to end homelessness of any unsheltered family with children in San Bernardino County, with special attention to the education and well-being of the children and the economic advancement of the parents. It offers housing choice voucher rental subsidies to families who are identified as eligible unsheltered homeless families with children through partner organizations, particularly with the local school district. The program will also provide families with supportive services and resources such as emergency relief, school connections, and job training for parents.									
20. Activity 20	FY 2015 - present	Time Limits	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Transition for Over-Income Public Housing/Housing Choice Voucher Families—In an effort to create more housing opportunities for families on our Public Housing and Housing Choice Voucher waiting lists, and in recognition of certain families attaining self-sufficiency, HACSB has implemented this activity to transition families who have an annual income which exceeds 80 percent of area median income off of housing assistance. This activity applies to									

	the Public Housing program, Tenant-Based Voucher program, and Housing Choice Voucher program. Over-income families are given a 6-month transition period, then transition to receiving no housing assistance from HACSB.									
21. Use of Funds	FY 2016 -present	Project-Based Vouchers	Yes	No	Yes	No	No	No	Yes	Yes
	<i>Description:</i> Conversion of Public Housing units under RAD--Most of the Public Housing portfolio has been approved for the Rental Assistance Demonstration Program with expected conversion dates by March 2016. The program will convert the public housing subsidies into a long-term, Project-Based Section 8 rental assistance subsidy, which will provide stable and predictable revenues, allowing HACSB to apply for Low-Income Housing Tax Credits and other sources of financing to fund public housing renovations.									

**MTW Fund Flexibility Study: Santa Clara County Housing Authority/ Housing Authority of the City of San Jose**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Santa Clara County Housing Authority/ Housing Authority of the City of San Jose										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> SCCHA has combined public housing operating and capital funds, including Asset Repositioning Fee and Replacement Housing Factor (RHF) funds, provided under Section 9, and tenant-based voucher program funds provided under Section 8 into a single, authority-wide funding source. In 2015 this combined fund paid for construction and stabilization of Bendorf Gardens (100 family units) and the purchase of land for Laurel Grove and Park Avenue Senior Apartments.									
2. Use of Funds B	FY 2015	Resident and Owner Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Funding flexibility was used to provide additional services to program participants and owners, such as the development of an owner portal which will allow owners to conduct transactions and check account information online; and increased staff, owner and participant training and enrichment opportunities through SCCHA's Moving to Work University Program.									
3. Use of Funds C	FY 2016	Operations	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> SCCHA used its MTW Fund Flexibility to hire a consultant for the Housing Resources Voucher Allocation Policy (HRVAP) project.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2009 – present	Certification Process	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Reduced Frequency of Tenant Reexaminations—This activity was implemented to reduce the frequency of reexaminations of family income and composition from annually to once every 3 years for households with only fixed income sources and once every 2 years for all other households. SCCHA amended this activity in 2015 to include its remaining four public housing units under the activity.									
2. Activity 2	FY 2009 – present	Eligibility Process	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Expediting Initial Eligibility Income Verification Process—This activity was implemented to extend the time period in which application documents are valid, from 60 days to 120 days.									
3. Activity 3	FY 2009 – present	Inspection Process	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Reduced Frequency of Inspections—Under this activity, SCCHA conducts biennial inspections of assisted units occupied by MTW families. This activity was implemented to reduce the staff time and administrative costs associated with conducting annual inspections. Staff continues to conduct special inspections as needed upon participant's request.									
4. Activity 4	FY 2009 – present	Applicant Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Exploring New Housing Opportunities for the Chronically Homeless—The Chronically Homeless Direct Referral program is a locally-designed voucher referral program that serves the chronically homeless population in Santa Clara County. Following a housing-first model, chronically homeless individuals and families not on the voucher waiting list are referred for tenant-based housing assistance and connected to case management services. These services can include									

	assistance with the initial process of securing housing, as well as various referrals and services to help the families maintain housing stability and achieve reintegration into the community. Since the program's inception, SCCHA has worked closely with community partners and service providers to continually adapt the program design to address ongoing local needs.										
5. Activity 5	FY 2010 – present	Project-Based Vouchers	No	No	Yes	No	No	No	No	No	No
	<i>Description:</i> 30-Day Referral Process for Project-Based Vouchers—This activity allowed owners to directly refer applicants after 30 days of unsuccessful attempts to fill the unit using referrals from the SCCHA waiting list. It reduces the unit vacancy time for owners and the resultant loss in money, thus ensuring the continuation of the PBV contract and affordability of the units for low-income households.										
6. Activity 6	FY 2010 – present	Certification Process	Yes	No	Yes	No	Yes	No	No	No	No
	<i>Description:</i> Utilization of Low Income Housing Tax Credit (LIHTC) Tenant Income Certification for Income and Asset Verification—This activity allowed SCCHA to use the TIC form required under the LIHTC Program as verification of the family's income and assets, thereby streamlining the process.										
7. Activity 7	FY 2009 – FY 2015	Project- Based Vouchers	Yes	No	No	No	Yes	No	No	No	No
	<i>Description:</i> Selection of SCCHA-Owned Public Housing Projects for PBV—This activity allowed SCCHA to select SCCHA-owned public housing projects for project-based voucher assistance without a competitive process. This activity was closed after the selections were made.										
8. Activity 8	FY 2009 – present	Project- Based Vouchers	Yes	No	Yes	Yes	Yes	No	No	No	No
	<i>Description:</i> Project-Base 100 percent of Unites in Family Projects—This activity allowed SCCHA to project-base more than 25 percent of the units in existing multi-family complexes without requiring participation in supportive services. Services must be provided, and families must be made aware of and encouraged to participate in these services; however, participation is not mandatory. The activity removes the required compliance monitoring for families living in the “excepted” units (that is, units above the 25-percent cap).										
9. Activity 9	FY 2009 – present	Project- Based Vouchers	Yes	No	No	No	Yes	No	No	No	No
	<i>Description:</i> Combined Waiting List for the County of Santa Clara and the City of San Jose—In 1976, SCCHA signed an agreement to administer housing assistance programs on behalf of both the City of San José and the County of Santa Clara. In accordance with this agreement, SCCHA is allowed to operate under one Annual Plan, one Administrative Plan, and one MTW plan for both housing authorities. This activity was implemented to allow SCCHA to operate using one waiting list for both housing authorities.										
10. Activity 10	FY 2009 – present	Certification Process	Yes	No	No	No	Yes	No	No	No	No
	<i>Description:</i> Payment Standard Changes between Regular Reexaminations—Under this activity, SCCHA implements a change in voucher size as a result of family composition changes or subsidy size policy changes between regular reexaminations (rather than waiting until the next examination).										
11. Activity 11	FY 2010 – present	Certification Process	Yes	No	No	No	Yes	No	No	No	No
	<i>Description:</i> Excluding Asset Income from Income Calculations—SCCHA no longer calculates and includes income received from family assets under \$50,000.										
12. Activity 12	FY 2010 – present	Certification Process	Yes	No	No	No	Yes	No	No	No	No

	<i>Description: Applying Current Increased Payment Standards at Interim Reexaminations—This activity allows the application of the current payment standard (if the payment standard has increased since the family’s last regular reexamination) to the rental assistance calculation at interim reexaminations.</i>									
13. Activity 13	FY 2009 – present	Project-Based Vouchers	Yes	No	No	No	Yes	No	No	No
	<i>Description: Allocating Project-Based Vouchers to SCCHA-Owned Projects without Competition—This activity allows SCCHA to select SCCHA-owned housing sites for project-based assistance without a competitive process.</i>									
14. Activity 14	FY 2011 – present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
	<i>Description: Streamlined Approval Process for Exception Payment Standard—This allows SCCHA to approve any requests for an exception payment standard above 110 percent of the published Fair Market Rent (FMR), as a reasonable accommodation for persons with disabilities.</i>									
15. Activity 15	FY 2011 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description: Simplify Requirements regarding Third-Party Inspections—This activity waives the regulatory requirement that HUD approve a designated, qualified independent agency to conduct Housing Quality Standards (HQS) inspections and rent reasonableness services for SCCHA-owned units.</i>									
16. Activity 16	FY 2015 – present	Project-Based Vouchers	Yes	No	No	No	Yes	No	No	No
	<i>Description: Minimum Two-Year Occupancy in Project-Based Unit—This requires a Project-Based Voucher family to remain 2 full years in the PBV program before becoming eligible to request continued assistance with a tenant-based voucher when moving. The requirement does not apply to families with an approved reasonable accommodation that requires them to move, families that experience a change in composition that affects unit size, families with compelling reasons to move out, or families who request a move under the Violence Against Women Act (VAWA).</i>									
17. Activity 17	FY 2012 – present	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description: Create Affordable Housing Acquisition and Development Fund—SCCHA is using MTW funds to continue to seek and pursue opportunities to build new rental housing units. It also allows for the acquisition of existing land and/or units for new construction or rehabilitation. With the implementation of this activity, SCCHA’s goals are to increase the supply of quality rental housing, and to serve a diverse range of resident populations many of which have special needs or are vulnerable populations.</i>									
18. Activity 18	FY 2012 – present	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description: Create Affordable Housing Preservation Fund—SCCHA ensures the long-term stability and viability of existing SCCHA- and affiliate-owned rental housing properties through the creation of an affordable housing preservation fund. The preservation fund allows SCCHA to respond to both planned and unforeseen events and conditions that may impact the Agency’s housing portfolio.</i>									
19. Activity 19	FY 2012 – present	Resident Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description: Expand Tenant Services at SCCHA- or Affiliate-Owned Affordable Housing Properties—This activity allows SCCHA to expand its provision of programs and services for tenants living in SCCHA- or affiliate-owned non-Section 8/9 affordable rental properties.</i>									
20. Activity 20	FY 2014 – present	Rent Reform	Yes	No	Yes	No	Yes	Yes	No	No

	<p><i>Description:</i> Increased Tenant Contribution—This activity simplified the calculation of TTP by removing all standard deductions and allowances and calculating a TTP between 30 percent and 35 percent of the gross monthly income or \$50 (minimum rent), whichever is higher. The activity also eliminated the inclusion of a utility allowance in the tenant rent calculation. Having the ability to adjust the percentage of monthly tenant rent portion allows SCCHA to fine-tune the necessary balance between the Agency’s fiscal stability and resulting financial impacts to participants. In lean years with budget cuts and funding shortfalls (such as the sequestration impacts the Agency faced in FY2013), SCCHA is able to analyze its fiscal health and set a percentage accordingly. In the event funding is enhanced, SCCHA can lower the percentage of gross income used to calculate a participant’s TTP. The simplified rent calculation is also conducive for the development of future programs that can address community needs, such as a shallow subsidy program that can assist more families or targeted self-sufficiency programs for special populations. SCCHA amended this activity in 2015 to include its four remaining public housing units under this activity.</p>									
21. Activity 21	FY 2015 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<p><i>Description:</i> Project-Based Voucher Inspection Self-Certification—This activity waives the regulatory requirement to perform a re-check inspection for Housing Quality Standard deficiencies. Through this activity, SCCHA allows Project-Based Voucher owners and tenants to self-certify the correction of reported non-life-threatening HQS deficiencies within the 30-day deadline instead of having a staff member or a subcontracted inspector conduct a re-check inspection. SCCHA continues to conduct re-check inspections for life threatening deficiencies which must be repaired within 24 hours.</p>									
22. Activity 22	FY 2015 – present	Eligibility	No	No	No	No	No	No	No	No
	<p><i>Description:</i> Modified Elderly Definition—SCCHA modified the age, for the Project-Based Voucher (PBV) program, at which a person or family is considered elderly from persons aged 62 or older to persons aged 55 or older in order to align with the definition used by a number of affordable housing developments in the area. This change allows SCCHA to refer a larger pool of applicants from its PBV waiting list to fill vacancies in these units and allows the Agency to project-base 100 percent of the units in a project with aged 55 or older limitations.</p>									



**MTW Fund Flexibility Study: San Diego Housing Commission**  
 Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

San Diego Housing Commission										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2015 – Present	Self-Sufficiency Services	Yes	Yes	No	No	No	No	No	Yes
<i>Description:</i> The Achievement Academy—The Academy provides one-on-one services and workshops geared toward workforce preparation and financial literacy. Partnerships with other organizations enable SDHC to provide assistance to participants with different interests, career focuses, and skill levels. Leveraging funding from Local Initiatives Support Corporation (LISC) and Manpower increases the services provided to participants. LISC provides funding and coaching to assist both staff and participants.										
2. Use of Funds B	FY 2011 –Present	Self-Sufficiency Services	Yes	Yes	No	No	No	No	No	Yes
<i>Description:</i> Individual Development Accounts (IDAs)—These IDAs, a component of asset building programs, are savings accounts with matching funds drawn from private or public sources. SDHC’s current IDAs provide a 3:1 match for participants with a maximum of \$3,000 in matching funds.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2010 –Present	Inspection Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Revised Inspection Protocol—This activity places units on a Biennial Inspection Cycle and allows owners to self-certify Housing Quality Standards for minor fail items. Units passing two consecutive initial and/or annual inspections on the first attempt qualified for the Biennial Inspection Cycle. The unit remained on the biennial cycle as long as the unit continued to pass inspection on the first attempt in subsequent years.										
2. Activity 2	FY 2010 –Present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Authorize SDHC to Inspect and Determine Rent Reasonableness for SDHC-Owned Properties—In order to reduce costs, SDHC began conducting its own inspections and determining rent reasonableness for SDHC-owned units.										
3. Activity 3	FY 2010 –Present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Triennial Reexaminations for Elderly and Disabled Populations—This authorized households defined as Elderly/Disabled to participate in a Triennial Reexamination Cycle. In an Elderly/Disabled household, 100 percent of the adult household members are ages 55 or older, verified as disabled, or a full-time student ages 18 to 24 (excluding the head, spouse, and co-head). COLA updates to social security and veteran's benefits are processed in the "off" years when the family is not receiving a full reexamination of income and household circumstances.										
4. Activity 4	FY 2010 –Present	Housing Choice	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Choice Communities—The Choice Communities initiative focuses on providing incentives and assistance to households aspiring to move out of high- and medium-poverty areas into low-poverty areas. It has 3 elements: (1) Creating a security deposit loan program for families moving to low-poverty areas, (2) providing resources, information, and guidance to families expressing interest in moving to low-poverty neighborhoods, and (3) increasing the payment standards in low-poverty areas										

5. Activity 5	FY 2010 –Present	Utility Allowances	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Standardized Utility Allowances—The activity simplified the utility allowance structure. The allowance amount now is based on unit size and whether or not the family is responsible for the water portion of the utilities.									
6. Activity 6	FY 2010 –Present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Simplify Asset and Income Verification—The income and asset verification policy was streamlined for conducting annual and interim certifications. The revised verification policy contains two components: Allowing participants to self-certify the total cash surrender value of all assets when less than \$10,000 and restructuring the verification hierarchy to rely on review of documents and UIV as the preferred method of verification.									
7. Activity 7	FY 2010 –Present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Interim Certification Policy—The local interim policy was created to encourage non-elderly/non-disabled households to maintain current sources of income, thus encouraging self-sufficiency and economic independence. The policy includes several elements concerning reduced household income.									
8. Activity 8	FY 2010 –Present	Project Based Vouchers	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Expand the Project-Based Voucher Program—Under the initiative, local non-profits and developers compete for the opportunity to receive a project-based allocation of vouchers, at times coupled with the provision of supportive services. SDHC may award the project-based vouchers using a non-competitive process if the competitive process does not yield viable proposals meeting SDHC’s objective.									
9. Activity 9	FY 2011 –Present	Rent Payment Standards	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Allow Lower Rents for Non-Assisted Units in SDHC-Owned Developments—SDHC uses a revised rent reasonableness protocol to determine rent reasonableness for assisted units in SDHC-owned developments. Rent reasonableness for voucher assisted units is determined by comparisons to similar units in the surrounding neighborhoods rather than within the development.									
10. Activity 10	FY 2011 –Present	Project Based Vouchers	No	No	No	No	No	No	No	No
	<i>Description:</i> Commitment of PBV to SDHC-Owned Units—To preserve and improve affordable housing units, SDHC received authority to commit project-based vouchers to SDHC-owned properties with neither a competitive process nor HUD approval.									
11. Activity 11	FY 2011 –Present	Project Based Vouchers	No	No	No	No	No	No	No	No
	<i>Description:</i> Require Occupancy in PBV Developments for Two Years—This rule adopted by SDHC requires a minimum occupancy requirement of two years in project-based developments before households are eligible to available tenant-based vouchers, thus modifying the one year occupancy requirement.									
12. Activity 12	FY 2011 –Present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Modify EIV Income Report Review Schedule—SDHC exempts interim certifications from the requirement to use the EIV income report. SDHC continues to use the EIV income report when processing full reexaminations of income and household composition in accordance with the biennial and triennial reexamination cycles.									
13. Activity 13	FY 2011 –Present	Housing Development	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Development of Public Housing Units using a Combination of Funds—SDHC is developing additional public housing units using a combination of funds. The creation of additional affordable housing units for low-income households increases the availability of affordable housing within San Diego while balancing SDHC’s affordable housing portfolio. The methods of development approved under the initiative include both acquisition and rehabilitation.									

14. Activity 14	FY 2011 –Present	Project Based Vouchers, Targeted Groups	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Sponsor-Based Subsidy Program for the Homeless—The objective of the Sponsor-Based Subsidy Program for the Homeless is to work in partnership with sponsor agencies to combine comprehensive supportive services with permanent housing using MTW flexibility. SDHC committed to providing up to 100 subsidies to house homeless persons while sponsor organizations provide the necessary supportive services. The program targets the homeless of San Diego lacking an adequate nighttime residence, live on the street, cannot afford market-rate housing, and have disabilities and/or substance abuse issues.									
15. Activity 15	FY 2012 –Present	Rent Reform	Yes	Yes	Yes	No	No	Yes	No	No
	<i>Description:</i> Path to Success—Path to Success is a comprehensive rent reform program utilizing a tiered rent structure with progressive increases to minimum rents for work-able families. Elderly/disabled families receive streamlining measures only. The model also eliminates deductions and streamlines allowances for both populations. The activity was modified in 2014 to include a local portability policy which limits the portability function of the Housing Choice Voucher program for families defined as work-able.									
16. Activity 16	FY 2011 –Present	Certification Process	No	No	No	No	No	No	No	No
	<i>Description:</i> Biennial Reexamination Schedule—Path to Success, SDHC’s rent reform activity, separates Housing Choice Voucher participants into work-able and elderly/disabled populations. Work-able households were placed on the biennial reexamination schedules in 2012 while elderly/disabled families remained on the triennial reexamination schedule.									
17. Activity 17	FY 2011 –Present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Full-Time Student Definition—SDHC modified the full-time student definition to ease the programmatic administration associated with the designation as well as encourage self-sufficiency. Under the new definition, only adult family members ages 18 to 23 (excluding the head, spouse, and co-head) are eligible for designation as a full-time student.									
18. Activity 18	FY 2013 –Present	Targeted Populations	Yes	No	Yes	Yes	No	Yes	No	Yes
	<i>Description:</i> Veterans Affairs Supportive Housing Voucher Program—SDHC received regulatory and statutory waivers from the Housing Voucher Management and Operations Division of HUD for has implemented a number of initiatives to ease administration and provide benefits to the VASH participants, while ensuring the VASH protections remain.									
19. Activity 19	FY 2013 –Present	Self-Sufficiency Services	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Family Self-Sufficiency Reinvention—This activity modifies the FSS program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. The changes, designed to increase program accessibility and participant engagement, include a reduction in the initial FSS contract term from five to two years (participants may extend the contract term up to three years if extending the contract enables attainment of program objectives) and the provision of a one-time escrow credit based on completing outcomes such as obtaining full-time or part-time employment with a six month retention rate and graduating from a vocational program or two year program.									
20. Activity 20	FY 2013 –Present	Rent Calculation	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> Public Housing Flat Rent Elimination—SDHC eliminated the flat rent option from the public housing program. Under Federal regulations, public housing tenants choose either a rent calculated at 30 percent of adjusted monthly income or a flat rent amount which is tied to the market value of the unit.									

21. Activity 21	FY 2013 –Present	Project Based Vouchers, Targeted Groups	Yes	No	Yes	Yes	Yes	Yes	No	Yes
	<i>Description:</i> Transitional Project-Based Subsidies for the Homeless—SDHC partners with local agencies to operate a transitional housing program using flat subsidies paired with supportive services offered by the selected provider agency. The service providing agency creates and maintains a site-based waiting list while SDHC audits the list to ensure Fair Housing compliance.									
22. Activity 22	FY 2013 –Present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Elimination of 100% Excluded Income—SDHC ceased verifying, counting, or reporting income amounts specifically identified by HUD as 100% excluded from the income calculation process (e.g. foster care payments, food stamps) as well as earnings for full time students ages 18 to 23, which are 100% excluded through a prior approved MTW initiative.									
23. Activity 23	FY 2014 –Present	Rent Calculation	Yes	No	No	No	No	Yes	No	No
	<i>Description:</i> This activity authorizes SDHC to include the gross annual income amounts received by families from receives for the care of foster children and/or foster adults as well as adopted household members for the purposes of determining the rent portion. These sources of income are not included when calculating income for purposes of determining initial program eligibility.									
24. Activity 24	FY 2014 –Present	40% Income Cap	No	No	No	No	No	No	No	No
	<i>Description:</i> Eliminate the 40% Rent Burden Requirement--The requirement, limiting the HCV rent burden at initial lease-up to 40 percent of the adjusted monthly income, reduces housing choice. The rent burden imposed on HCV families oftentimes reduces housing choice.									

**MTW Fund Flexibility Study: Housing Authority of the County of San Mateo**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Housing Authority of the County of San Mateo										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2000 - present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<p><i>Description:</i> MTW Self-Sufficiency Program—This program was originally developed to respond to welfare reform and thus was fashioned to focus almost exclusively on improving families’ self-sufficiency in preparation for the conclusion of their welfare assistance. The core design of HACSM’s original MTW program consisted of limiting Housing Choice Voucher assistance to a maximum of 6 years, while at the same time offering self-sufficiency services to those participants. In 2010 HACSM changed the voucher term to a maximum of five years. Through 2013, HACSM only accepted new admissions through referrals from the County welfare and social service departments, a drug treatment facility, and/or local homeless shelters.</p>										
2. Activity 2	FY 2009 – present	Targeted Populations	Yes	Yes	Yes	No	No	No	No	Yes
<p><i>Description:</i> Housing Readiness Program—Through partnerships with San Mateo County’s Center on Homelessness and other providers of homeless services, HACSM is able to serve up to 100 homeless families. Homeless families join the program through a referral process. Program participants receive a rental subsidy for up to 3 years while at the same time having continued access to various supportive services programs, provided by the homeless services partners.</p>										
3. Activity 3	FY 2009 – present	40% Income Cap	No	No	No	No	No	No	No	No
<p><i>Description:</i> Eliminate 40 percent Affordability Cap—The original MTW contract, executed in 2000, allowed HACSM to eliminate limits on the proportion of household income that could be spent on housing costs for its initial 300 time-limited MTW clients. In 2009, HACSM expanded this initiative to the entire HCV program.</p>										
4. Activity 4	FY 2009 – present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<p><i>Description:</i> Escrow Accounts—This is part of the MTW Five-Year Self-Sufficiency Program. In 2009 this activity was combined with Activity 1 (above).</p>										
5. Activity 5	FY 2009 – present	Project-Based Vouchers	Yes	No	Yes	Yes	No	No	No	Yes
<p><i>Description:</i> Expand Usage of PBV—HACSM received approval to project-base up to 100 percent of the replacement vouchers at public housing units undergoing the demo/dispo process. The first such property, Midway Village, was converted in 2011.</p>										
6. Activity 6	FY 2010 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
<p><i>Description:</i> Triennial Recertification—HACSM changed the regular recertification schedule to once every 3 years for Elderly/Disabled households. As with the initial biennial activity, if the household also includes nonelderly/disabled adult members, and those members experience an increase in income, HACSM may recalculate the households annual adjust income in accordance with the HACSM’s Interim Policy, and potentially the HAP as well, due to the increase.</p>										

7. Activity 7	FY 2010 – present	Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Rent Calculation—HACSM implemented several changes to the rent calculation policies and procedures. HACSM intended to create a more transparent process for participants, a streamlined and more efficient practice for HACSM, and overall improvement in the accuracy of the calculations. One established a threshold of \$50,000 in assets before any interest would be included in the calculation. Another eliminated the EID portion of this activity.									
8. Activity 8	FY 2010 – present	Inspection Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Simplify HQS Process—HACSM is allowed to inspect HACSM-owned properties to determine HQS compliance.									
9. Activity 9	FY 2010 – present	Project- Based Vouchers	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Eliminate Competitive Process for PBV Allocation—HACSM received approval to allocate project-based vouchers to its former public housing units without the use of a competitive process. In 2014, HACSM received approval to expand the scope of this activity to include other housing units owned by HACSM or HACSM affiliates such as the redeveloped Half Moon Village.									
10. Activity 10	FY 2010 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Waive 12-Month Stay Requirement—HACSM has the authority to offer residents of public housing units undergoing disposition from public housing status, the option to relocate using a tenant transfer voucher. Residents are not required to stay in their unit for 12 months after conversion to PBV assistance.									
11. Activity 11	FY 2010 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Accept Lower HAP—At the time of disposition, if a public housing resident is residing in an oversized unit and HACSM does not have the proper size unit available for the resident to relocate, HACSM will accept a lower HAP based on the unit size the resident qualifies for and not the actual unit size occupied. However, as is the current policy, as units of the appropriate size become available at the subject project-based property, the over-housed resident will be required to move into the newly available unit.									
12. Activity 12	FY 2010 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Establish Flat or Market Rent Policy HAP—This permits residents of public housing undergoing the disposition process that are not eligible to receive a voucher due their household income (which exceeds the income limitations of the voucher program) to remain in the unit (up to 12 months) at the higher of the flat rate or market rate for the unit.									
13. Activity 13	FY 2011 – present	Project-Based Vouchers	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Expand the Section 8 Project-Based Voucher Program—HACSM increased its voucher budget authority to 30 percent for the Project-Based program. Expansion of the PBV program is part of San Mateo County’s HOPE Plan, a 10-year plan to end homelessness. In selecting PBV projects, HACSM gives preference to properties that are newly constructed, located near public transportation corridors, and contain energy efficient features.									
14. Activity 14	FY 2011 – present	Eligibility Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Revise Eligibility Standards—HACSM implemented an asset value limit for applicants and participants. If an applicant is ineligible if he or she has assets exceeding \$100,000, or an ownership interest in a suitable home in which they have a legal right to reside. If a participant is ineligible if he or she experiences an increase in assets to more than \$100,000, or gains ownership interest in a property in which the participant has a legal right to reside.									
15. Activity 15	FY 2011 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Eliminate 100 percent Excluded Income from the Income Calculation—HACSM no longer verifies, counts, or reports income that HUD specifies as 100 percent excluded from the income calculation process (such as food stamps and the earned income from minors).									

16. Activity 16	FY 2012 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Eliminate the Requirement to Complete New HAP Contract with Utility Responsibility Changes—This eliminates the requirement of executing a new HAP contract with the owner if there are any changes in lease requirements governing tenant or owner responsibilities for utilities or appliances. Instead, HACSM will review the contract rent to ensure its rent reasonableness, adjust the tenant portion of rent and HAP payment if applicable, and confirm the changes by issuing a rent change notice.									
17. Activity 17	FY 2012 – present	Eligibility Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Change Qualifications for Full-Time Student Status—In order for a family member (other than the head, co-head, or spouse) to qualify for the FTS status, the family member must be less than 24 years old and a FTS at an accredited institution, and must provide a transcript of the full-time student status at all recertification appointments.									
18. Activity 18	FY 2012 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Include Foster Care in Annual Income Calculation—HACSM includes foster care, Kin Gap, and adoption assistance payments in the determination of annual adjusted income. To help offset this inclusion of this income, HACSM provides a dependent allowance for foster children, disabled foster adults, and adopted children.									
19. Activity 19	FY 2012 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Modify Head of Household Policy—In order to encourage families towards self-sufficiency and reach more eligible households on the HCV waitlist, HACSM implemented changes in policies regarding head of household change requests: The new HOH must be in the household for at least the previous 12 consecutive months, and, at the time of the HOH change, the household joins the time-limited MTW Self-Sufficiency program.									
20. Activity 20	FY 2012 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Change Automatic Termination of HAP Contact from 180 to 90 Days—HACSM reduced the days that a participant can remain in the program, while paying 100% of their rent, from 180 to 90 consecutive days.									
21. Activity 21	FY 2012 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Exclude Asset Income from Calculations—HACSM has eliminated including income received from family assets valued less than \$50,000.									
22. Activity 22	FY 2012 – present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County—HACSM originally up to \$4,000,000 of MTW funds for the development of additional affordable (low income, very low income and extremely low income) housing in San Mateo County. In 2013, HACSM increased this commitment up to \$8,000,000.									
23. Activity 23	FY 2012 – present	Affordable Housing	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> HACSM implemented a provider-based assistance program outside the scope of the voucher program. The provider-based program was designed with the intention to reach populations in San Mateo County who were under-served or not served by the voucher program or other special-funded programs.									
24. Activity 24	FY 2013 – present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> HACSM operates El Camino Village (ECV), a 30-unit Public Housing complex, using MTW procedures used for the voucher program. These include biennial recertification schedule for elderly and disabled households, elimination of the Earned Income Disallowance (EID), revised eligibility standards, exclusion of asset income for households with assets under \$50,000, elimination of the imputed asset calculation and use of the actual interest earned for assets valued at									

	or over \$50,000, simplification of the third party verification process, modification of the change in head of household policies, biennial inspection schedule, modification of the full-time student status requirements, and inclusion of Foster Care, KinGap, and Adoption Assistance payments in the households annual adjusted income.									
25. Activity 25	FY 2014 – present	Certification Process	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Revise Child Care Expense Deduction—HACSM defines child care expenses as amounts paid for the care of children 12 years of age and under in the period for which annual income is computed, but only where such care is necessary for a family member to work, seek work, or go to school, and only to the extent such amounts are not reimbursed.									
26. Activity 26	FY 2015 – present	Other Rules	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Standard Proration for Ineligible Household Members—HACSM implemented a standard pro-ration of \$150 per ineligible household member that is subtracted from the total monthly HACSM HAP subsidy for the household. Implementing this activity allowed HACSM to meet the HUD regulation, while also helping participants and applicants understand the rent calculation method.									
27. Activity 27	FY 2015 – present	Project Based Vouchers	No	No	No	No	No	No	No	No
	<i>Description:</i> PBV regulations require HACSM to provide applicants to an owner of PBV units from its wait list. This has worked well except for supportive service exception units, particularly the larger size exception units. HACSM has implemented a local referral process for these units.									
28. Activity 28	FY 2015 – present	Certification Process	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Revised EID Report Schedule—The reinterpreted regulations concerning the use of EIV changed the requirement such that review of the EIV income report is now a required component of all certification processes, including interim reexaminations.									
29. Activity 29	FY 2015 – present	Inspection Process	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Local PBV Inspection Process—Building on the success of the other HQS-related MTW activities, its close working relationship with PBV unit owners, and the quality of its PBV units, HACSM implemented a Local PBV Inspection Process to ensure PBV-owner’s compliance with HQS for all units under contract.									
30. Activity 30	FY 2015 – present	Operations	Yes	No	No	No	Yes	Yes	No	No
	<i>Description:</i> Local PBV Inspection Process—Where the PHA is the principal party initiating or sustaining an action to recover amounts from tenants or owners that are due as result of fraud and abuse, HACSM was able to retain a portion of the amount of HAP funds it recovers. With this activity, HACSM is able to retain 100% of the amount it actually collects from a judgment, litigation, or an administrative repayment agreement.									
31. Activity 31	FY 2015 – present	Affordable Housing	Yes	No	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Leasing Success Program—HACSM implemented additional programs and activities to increase participation in this housing assistance program. HACSM has allocated up to \$250,000 HAP funds annually for the next three years to this activity. Some of the initial activities include (1) contracting with organizations that assist program applicants and participants with “housing locator services,” (2) contracting with organizations that have substantial experience in shared housing to encourage HCV participation, (3) creating a landlord incentive program, and (4) creating a security deposit loan program.									





MTW Fund Flexibility Study: Seattle Housing Authority Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Seattle Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	FY 2015	Renovation/PH Operations	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Local Low-Income Housing Operations, Assistance, and Capital Repairs—Funding goes toward operations, assistance, and physical repairs of public housing.										
2. Use of Funds B	FY 2015	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Community Services for Tenants—Offers services to tenants, including employment opportunity programs, recreation and youth educational programs, translation services, and self-sufficiency programs										
3. Use of Funds C	FY 2015	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Local Low-Income Housing Development and Acquisition of Property—While these activities benefit from the flexibility of Seattle Housing Authority’s MTW Block Grant, nearly all are for Section 8 and Section 9 participants and are not local non-traditional MTW activities as defined in PIH Notice 2011-45.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2004 - present	Acquisition/Development	Yes	No	Yes	No	Yes	No	No	No
<i>Description:</i> Development Simplification—Helps SHA move quickly to acquire, finance, develop, and remove public housing properties; Streamlines public housing acquisitions without prior HUD approval, mixed-finance closings, and replaces HUD’s total development cost limits with reasonable limits.										
2. Activity 2	FY 2001 - present	Inspection Process	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Inspection Protocol—SHA uses their own staff to complete HQS inspections.										
3. Activity 3	FY 1999 - present	Other Rules	No	No	No	No	No	No	No	No
<i>Description:</i> Local Leases—Uses local lease strategies to incorporate best practices from the private market, such as mandated participation in self-sufficiency activities or employment.										
4. Activity 4	FY 1999 – present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes
<i>Description:</i> Special-purpose housing use—utilizes public housing units to provide special-purpose housing and improve quality of services or features for targeted populations such as using units as meeting spaces or for community activities.										
5. Activity 5	FY 2000 - present	Project-Based Vouchers	No	No	No	No	No	No	No	No
<i>Description:</i> Project-Based Program—Provides vouchers to subsidize units in SHA-owned and privately owned properties.										

6. Activity 6	FY 2000 - present	Certification Process/ Rent Calculation	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Rent Policy—Streamlines income verification, sets absolute minimum rent by SHA, imputes income from public benefits, triennial re-certifications for elderly and disabled, and other strategies.									
7. Activity 7	FY 2000 - present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Resource Conservation—Capitalizes on SHA’s relationship with local utility providers and City of Seattle to determine ways to conserve resources rather than conducting HUD-prescribed energy audit.									
8. Activity 8	FY 2000 – present	Waiting Lists	No	No	No	No	No	No	No	No
	<i>Description:</i> Waiting Lists, Preferences, and Admission—Expedites admission to the program for partner agencies’ clients, especially those who provide supportive services.									
9. Activity 9	FY 2004 - present	Affordable Housing, Self- Sufficiency	Yes	Yes	Yes	Yes	No	No	No	Yes
	<i>Description:</i> Homeownership and Graduation from Subsidy—Uses a savings match incentive to help families finance a home and end of participation clock for vouchers and similar concept for mixed-income communities.									
10. Activity 10	FY 2008 - present	Operations	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Combined Program Management—SHA collocates units funded through PBVs and low-income public housing in some units to combine management and policies.									
11. Activity 11	FY 2013	Affordable Housing	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Short-Term Assistance—SHA works with community partners to develop programs that help households access housing through one-time or temporary assistance like rent, deposit, arrears, utility assistance, moving and relocation costs, or temporary housing as needed.									
12. Activity 12	FY 2013 – present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Mobility and Portability—Requires HCV residents to have lived in Seattle for one year before using voucher in different community and limits portability in high-cost areas.									
13. Activity 13	FY 1999	Affordable Housing	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Local Non-Traditional Affordable Housing Strategies—Supports affordable housing outside traditional public housing and HCV programs, including funding for development, capital improvements, and physical and financial maintenance.									

**MTW Fund Flexibility Study: Tacoma Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

Tacoma Housing Authority										
Activity	Activity Dates	Activity Category	Uses Single Fund Flexibility	Uses Leveraging	Responds to Local Needs	Non-Traditional Model	Cost Savings	Revenue or Reduced Unit Costs	Temporary Loss of Units	Resources from Other Activities
<b>Activities that Use Only MTW Fund Flexibility</b>										
1. Use of Funds A	FY 2013 - present	Rent Reform	Yes	No	Yes	No	Yes	No	No	No
<i>Description:</i> Rent Reform—THA implemented rent reform activities described in the individual activities below (see Activities 6 and 7). Some involved only single fund flexibility.										
2. Use of Funds B	FY 2015 - present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
<i>Description:</i> Client Services—THA has used MTW dollars to fund its Client Services department. The department includes employment services and self-sufficiency caseworkers to assist Housing Opportunity program participants.										
3. Use of Funds C	FY 2008 - present	Resident Services	Yes	No	Yes	Yes	No	No	No	No
<i>Description:</i> Education Program—THA continues its Education Program, which includes activities like the McCarver Program, the Children’s Matched Savings Account and the Tacoma Community College Housing Assistance Program.										
4. Use of Funds D	FY 2015 - present	IT Systems	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> IT System Upgrade—THA has made upgrades to its IT systems in order to implement and operate our multiple rent reform activities. THA is also using its single fund flexibility to maintain its administrative staff at appropriate levels.										
5. Use of Funds E	FY 2015 - present	Operations	Yes	No	No	No	Yes	No	No	No
<i>Description:</i> Administrative Costs—THA analyzed its administrative overhead and charges expenses directly to the programs wherever possible. The agency charges administrative or allocated costs to a program support center for each of its three activity areas as identified in the local asset management plan, along with a community services central fund to track expenses associated with those functions.										
6. Use of Funds F	FY 2015 - present	Budget Coverage	Yes	No	Yes	No	No	No	No	No
<i>Description:</i> Public Housing Portfolio—THA funds the costs of operating its public housing portfolio.										
7. Use of Funds G	FY 2013	Affordable housing	Yes	No	Yes	Yes	Yes	No	No	No
<i>Description:</i> Bay Terrace—THA has used single fund flexibility in the development of Bay Terrace.										
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2011 - present	Other Rules	No	No	No	No	No	No	No	No
<i>Description:</i> Extend Allowable Tenant Absence from Unit for Active Duty Soldiers—Modified policy for terminating households absent for more than 180 days to accommodate those called to active duty from retirement, reserves, or National Guard.										
2. Activity 2	FY 2011 - present	Targeted Populations	Yes	Yes	Yes	Yes	No	No	No	Yes

	<i>Description:</i> Tacoma Public Schools Special Housing Program—Supports formerly homeless families in obtaining housing (through vouchers) with goal of improving education and employment outcomes.									
3. Activity 3	FY 2011 - present	Project-Based Vouchers	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Local project-based voucher program—THA waived the option that allows PBV holders to automatically receive a tenant-based voucher after one year; allows THA to inspect its own PBV units.									
4. Activity 4	FY 2012 - present	Other Rules	No	No	No	No	No	No	No	No
	<i>Description:</i> Allow Transfers between Public Housing and Voucher Program—Facilitates transfers between programs.									
5. Activity 5	FY 2011 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Policies for Fixed Income Households—THA implemented a triennial review cycle and created a new position to investigate fraud and program integrity.									
6. Activity 6	FY 2011 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Policy for Work-Able Households—Implements biennial recertification for workable households.									
7. Activity 7	FY 2015 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Income and Asset Policies—THA allows tenants to self-certify assets valued at less than \$25,00 and eliminate earned income disregard.									
8. Activity 8	FY 2015 - present	Certification Process	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Local Interim Processing and Verification Policies—THA will no longer require an interim rent increase for every interim income decrease processed and will limit interims to two per recertification cycle.; THA will accept all changes of circumstances (interim) online.									
9. Activity 9	FY 2011 – present	Utility Allowances	Yes	No	No	No	Yes	No	No	No
	<i>Description:</i> Simplified utility allowance—This activity allows THA to streamline the utility allowance.									
10. Activity 10	FY 2012 - present	Cost- effectiveness	Yes	No	Yes	No	Yes	No	No	No
	<i>Description:</i> Local Port Out Policy—THA implemented local port out policy with greater restrictions.									
11. Activity 11	FY 2012 – present	Targeted Populations	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Regional Approach to Special Purpose Housing—THA partnered with Pierce County to implement rapid re-housing model for homeless/at-risk of being homeless families and individuals.									
12. Activity 12	FY 2012 - present	Affordable Housing	Yes	No	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Creation and Preservation of Affordable Housing—THA is developing an affordable housing project with public housing, project-based, and nonsubsidized affordable units all together.									
13. Activity 13	FY 2012 - present	Affordable Housing	Yes	Yes	Yes	Yes	Yes	No	No	Yes
	<i>Description:</i> Housing opportunity program—HOP helps households lease-up in affordable housing in areas of high opportunity using a time-limited fixed-subsidy.									
14. Activity 14	FY 2013 – present	40% Income Cap	No	No	No	No	No	No	No	No
	<i>Description:</i> Eliminate the 40-percent rule—Allows more households in THA to lease-up by eliminating the 40-percent cap on income spent.									
15. Activity 15	FY 2013 – present	Self-Sufficiency Services	Yes	No	Yes	No	Yes	No	No	Yes

	<i>Description:</i> Modify the FSS Program—Uses a pay point approach in lieu of the traditional income-based escrow system for the FSS program.									
16. Activity 16	FY 2015 - present	Self-Sufficiency Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Children’s Matched Savings Account—Creates matched savings account for children to save for college. THA deposits \$50 and will match family deposit up to \$400 per year through fifth grade and \$700 per year through high school.									
17. Activity 17	FY 2015 - present	Resident Services	Yes	No	Yes	No	No	No	No	Yes
	<i>Description:</i> Security deposit assistance program—Makes security deposit funds available to households who can’t afford their deposit									

**MTW Fund Flexibility Study: Tulare County Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

<b>Tulare County Housing Authority</b>										
<i>Activity</i>	<i>Activity Dates</i>	<i>Activity Category</i>	<i>Uses Single Fund Flexibility</i>	<i>Uses Leveraging</i>	<i>Responds to Local Needs</i>	<i>Non-Traditional Model</i>	<i>Cost Savings</i>	<i>Revenue or Reduced Unit Costs</i>	<i>Temporary Loss of Units</i>	<i>Resources from Other Activities</i>
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	HATC does not have any approved or proposed MTW activities that solely use MTW Single Fund Flexibility.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY1999—Present	Operations Streamlining	Yes	No	No	No	Yes	Yes	No	
Administrative Cost Savings and Self Sufficiency: From the beginning of the MTW Demonstration Program, HATC has participated in activities which help reduce administrative errors, increase efficiency and potentially reduce staffing in an effort to achieve greater cost-effectiveness in federal expenditures.										
2. Activity 2	FY1999—Present	Other Self-Sufficiency	Yes	No	Yes	No	Yes	Yes	No	No
Encourage Self-Sufficiency and Transition of Pre-1999 Families to the MTW Program. This Activity transitioned families who are not elderly or disabled and who began Section 8 HCV or Public Housing assistance in Tulare County prior to May 1, 1999, to the MTW Program.										
3. Activity 3	FY1999—Present	Other Self-Sufficiency	Yes	No	Yes	No	Yes	Yes	No	No
Households Transitioned to Self Sufficiency (Pre-1999 Families). This metric was assessed on the number of pre-1999 families that timed out of the MTW Program during the 2015 FY and did not re-apply to a HATC program within three months of timing out.										

**MTW Fund Flexibility Study: Vancouver Housing Authority**

Data Sources: FY 2015 Annual Report and FY 2015 Annual Plan

<b>Vancouver Housing Authority</b>										
<i>Activity</i>	<i>Activity Dates</i>	<i>Activity Category</i>	<i>Uses Single Fund Flexibility</i>	<i>Uses Leveraging</i>	<i>Responds to Local Needs</i>	<i>Non-Traditional Model</i>	<i>Cost Savings</i>	<i>Reduced Unit Costs</i>	<i>Temporary Loss of Units</i>	<i>Resources from Other Activities</i>
<b>Activities that Use Only MTW Single Fund Flexibility</b>										
1. Use of Funds A	FY2015	Self-sufficiency	Yes	No	Yes	No	No	No	No	Yes
	Definition: Self-sufficiency programs—VHA spent \$462,974 in 2015 towards self-sufficiency programs to assist families in obtaining jobs, continuing education, youth education, after school programs, and other self-reliance activities.									
2. Use of Funds B	2015	Cost-effectiveness	Yes	No	No	No	Yes	No	No	Yes
	Definition: HCV program administration—Funds are spent on HCV program administration due to inadequacy of allotted HCV Administrative Fees.									
3. Use of Funds C	2015	Affordable housing	Yes	No	Yes	Yes	Yes	No	No	Yes
	Definition: Non-traditional housing—VHA spent \$82,211 on non-traditional rental assistance. We spend \$500,000 on development of Lincoln Place, a Housing First project. We spent \$119,586 of Public Housing Fund on RAD vouchers during the first year of transition as required by the RAD program.									
<b>Approved MTW Activities</b>										
1. Activity 1	FY 2015	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: Household share rent reform—Increases the percentage of adjusted income used when calculating tenant rent and housing assistance from 30 percent to 33 percent.									
2. Activity 2	FY 2015	Affordable housing	Yes	No	Yes	Yes	Yes	No	No	Yes
	Description: Alternate Project-based voucher program—Utilizes regulations under 24 CFT 983 to offer PBV assistance in a project owned by an affiliated non-profit.									
3. Activity 3	FY 2014	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: Interim verification policy—Changes responsibility of income verification from the VHA to the participant and changes effective dates for interim reexamination.									
4. Activity 4	FY 2014	Other	Yes	Yes	Yes	Yes	No	No	No	Yes
	Description: Second Step transitional housing program—a program for homeless individuals and families with income below 30 percent AMI.									
5. Activity 5	FY 2014	Self-sufficiency	No	No	Yes	Yes	No	No	No	Yes
	Description: Modified FSS Escrow Calculation—Modifies escrow calculation in the FSS program to include a fixed amount of \$450 instead of total tenant payment from most recent reexamination.									
6. Activity 6	FY 2013	Affordable housing	Yes	Yes	Yes	Yes	No	No	No	Yes
	Description: School Stability Subsidy Program—Tenant-based housing subsidy program that partners with family resource centers at select local schools and the Council for the Homeless to prevent the relocation of students.									
7. Activity 7	FY 2013	Cost-effectiveness	No	No	No	No	Yes	No	No	Yes



	Description: Minimum Income rent reform—Utilizes a minimum income to calculate rent for HCV or public housing holds with one or more workable family members.									
8. Activity 8	FY 2012	Affordable housing	Yes	Yes	Yes	Yes	No	No	No	Yes
	Description: Short term rental assistance—provides rental subsidy through a partnering agency who manages intake and administration of the program; targets residents experiencing or at risk of homelessness.									
9. Activity 9	FY 2012	Affordable housing	Yes	No	Yes	Yes	No	No	No	No
	Description: Home Sharing in HCV program—vouchers set aside for shared housing with income eligibility at 30 percent of AMI.									
10. Activity 10	FY 2012	Self-sufficiency	No	No	Yes	Yes	No	No	No	Yes
	Description: Community reported self-reliance—Intensive wrap-around services are made available through partnering agencies.									
11. Activity 11	FY 2011	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: HQS Inspections and Rent Reasonableness—allows VHA staff to complete required inspections and rent reasonable determinations rather than hiring outside inspectors.									
12. Activity 12	FY 2010	Self-sufficiency	No	No	Yes	Yes	No	No	No	Yes
	Description: Skyline Crest Campus of Learners— Partnership between VHA and residents to invest in long term academic success of Skyline students; provides education enrichment activities for children and young adults at Skyline Crest; also provides family support and case management services.									
13. Activity 13	FY 2009	Affordable housing	Yes	Yes	Yes	Yes	No	No	No	Yes
	Description: Special admission procedure in assisted living—Waives the waitlist requirement when trying to use PBV in an assisted living facility.									
14. Activity 14	FY 2009	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: Limit contract rent increase in HCV—Restricts subsequent rent increases to no more than one per year.									
15. Activity 15	FY 2009	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: Reset of Next Required Reexamination after Interim Reexamination—Reduces the number of required reexaminations.									
16. Activity 16	FY 2009	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: Replacement of medical expense deduction—Replaces deduction for medical expenses with an increase in the standard deduction for elderly and disabled families from \$400 to \$700.									
17. Activity 17	FY 2009	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: Simplified utility allowance schedule—Simplifies utility schedule to a single one based on the number of bedrooms to be used when the tenant is responsible for at least the heating of the unit.									
18. Activity 18	FY 2009	Cost- effectiveness	No	No	No	No	Yes	No	No	Yes
	Description: No verification of assets less than \$50,000—VHA will not obtain third party verification of tenant assets when valued at less than \$50,000.									
19. Activity 19	FY 2008	Self-sufficiency	No	No	Yes	Yes	No	No	No	Yes
	Description: Time limit vouchers tied to services—Provide housing assistance tied to case management and other services.									
20. Activity 20	FY 2007	Cost-effectiveness	No	No	No	Yes	No	No	Yes	No
	Description: Alternate required reexamination schedule—Elderly and disabled require reexamination every 3 years while all others require annual reexamination.									

*Public Housing, Housing Choice Vouchers, and the Capital Fund*

U.S. Department of Housing and Urban Development  
Office of Policy Development and Research  
Washington, DC 20410-6000



January 2021