

# **HOUSING AUTHORITY OF JOLIET MOVING TO WORK PLAN**

## **MTW PLAN – VISION FOR THE PHA LOCAL MTW PROGRAM**

The vision that the Housing Authority of Joliet has set for MTW is that “HAJ will maximize the opportunities and flexibility of MTW to achieve resident self-sufficiency potential and quality of life that includes housing choice options, rent reform measures, cost-effective approaches and community partnerships to better meet the unique needs of Joliet and Will County”.

The Housing Authority of Joliet has historically placed a strong emphasis on the three statutory objectives of the MTW Demonstration Program that include self-sufficiency, housing choice and cost-effectiveness. In the later narrative some of the HAJ earlier and current initiatives to address these three statutory objectives are outlined. This historical emphasis on these objectives provides for a strong indication that the agency will perform at very high levels with the greater flexibility provided through MTW. As is noted below, HAJ is extremely interested in participating in MTW to pursue these objectives of being more creative, innovative and entrepreneurial.

In the current strategic goals that HAJ has established, the term “opportunity” consistently comes up as a key factor in all aspects of resident engagement and empowerment. This includes, but is not limited to: (1) opportunity to have a high quality of life, (2) opportunity for working families to achieve self-sufficiency, (3) opportunity to access higher education and high-quality employment in local industries (4) opportunity for working families to transition out of assisted housing, and (5) opportunity for the elderly and persons with disabilities to live independently and to age in place. HAJ believes that it needs to do more than just provide quality affordable housing. The mission needs to provide for direct and indirect assistance to residents that will allow for achieving their life goals.

MTW will provide multiple options and approaches to further resident self-sufficiency and these are briefly highlighted below and expanded on in the later narrative. HAJ plans to increase funding to the FSS program to increase the number of participants and to provide more case management services to residents. The agency will also build bridges with the Chamber, many industries, job training providers and economic development partners that will open up high quality employment opportunities for residents. More collaborative partnerships with support services providers will be formulated through Memoranda of Agreement that will provide more and better access to these services. The agency will also be proceeding with eleven FSS action plans that are outlined later.

HAJ has also demonstrated very significant progress in expanding housing choice for public housing residents and housing choice voucher residents. These significant initiatives are highlighted below under Operating and Inventory Information. The agency will utilize the MTW funding flexibility to market and promote the HCV program to high-performing landlords in areas of the city and county that have not utilized the voucher program. The MTW designation will be an asset in continuing to be highly successful in competing for additional special purpose housing vouchers. Waivers provided through MTW will reduce administrative burdens on the staff and allow them to stay focused on desired outcomes including housing choice.

The Operating and Inventory Information section also highlights the very significant progress that HAJ has made in providing housing choice for public housing residents. The agency will utilize the MTW funding flexibility to provide funding and program options that are highly attractive to investors and funding partners striving to complete mixed-income developments in all parts of the city and county. The MTW designation will be an asset in continuing to be highly successful in competing for development funds and LIHTC assistance. The MTW flexibility will also allow the staff development expertise to be marketed to other affordable housing providers as a fee for

service. This agency role will continue to expand its role as a recognized contributor and expert in expanding owned housing units throughout the region.

The best indicator of agency progress in cost-effectiveness may be indicated through the agency's rapid rise in HUD performance scores over the last four years. During this time frame HAJ has transitioned from a troubled agency to a high performer. The agency believes that MTW will continue this trend of being highly cost-effective and financially healthy. The recent assumption of the Maywood Housing Authority and the recent agreements with other housing authorities to build business partnerships will continue to improve the cost-effectiveness and cost-efficiency of all these agencies. The waivers afforded through MTW will reduce administrative burdens and staff hours. The new MTW-compatible software system will synchronize workflows in the office and provide greater options for off-site uploading of information. A greater emphasis on performance metrics and performance evaluation systems under MTW will greatly enhance the agency capacity to measure cost-effectiveness. The MTW fungibility process for formulating a budget will substantially improve the current system where there is a very limited capacity to prioritize funding to meet local needs and opportunities.

HAJ has been a major participant and data contributor to two key fair housing studies that have been completed in the last six years. In 2014 the City of Joliet prepared an Analysis of Impediments to Fair Housing Choice. The Analysis identified 15 major impediments and 4 of those impediments are being addressed in a major way by HAJ as noted below. A second Will County fair housing study was completed in 2019 and was jointly funded by Will County, the City of Joliet and HAJ.

Of the four impediments that most impact on HAJ, the agency has made considerable strides in addressing all of these issues as is expanded on later in the MTW Plan. To ensure that the Spanish-speaking population and new immigrant populating can better access programs and services, HAJ

is expanding its marketing and outreach to reach these underserved residents. To increase minority homeownership rates, HAJ is partnering with multiple stakeholders to structure a lease-to-own program in its tax credit developments. To increase the supply of affordable housing for persons with disabilities, HAJ has Memoranda of Agreement with Cornerstone Services and the Disability Resource Center to provide one hundred two (102) Mainstream Non-Elderly Disabled HCVs. To improve housing choice and reduced racially concentrated family assisted housing in impacted areas, HAJ is completing a major initiative to demolish high-density properties and relocate residents to lower density mixed income developments throughout Joliet.

#### **MTW PLAN – PLAN FOR FUTURE COMMUNITY / RESIDENT ENGAGEMENT:**

The Housing Authority of Joliet has had an exemplary record in building community and resident engagement in its design and implementation of programs and services. While the emphasis in this proposal will be on current and future engagement in the MTW initiative, HAJ has extensively engaged both community and resident stakeholders in the earlier preparation of a Choice Neighborhoods Initiative application and in the design and implementation of a Family Self-Sufficiency program. The agency has also engaged residents extensively in the Resident Advisory Board that provides quality input on all aspects of HAJ operations.

As the agency has conducted its initial planning for Moving to Work, multiple engagement processes have been implemented to provide early contributions for agency consideration. The HAJ Board of Commissioners includes a strong representation of community leaders from many backgrounds and disciplines. A Board Retreat was conducted to design the agency vision and strategic goals to provide a sense of direction for both agency operations and MTW implementation. The MTW consultant and staff also met with approximately 15 community stakeholders from the political, economic, support services and housing sectors to solicit their early

input at the macro-level of community support for affordable housing and resident services as well as at the micro-level of how MTW initiatives might be supported and assisted by the community.

The other major early contribution was in the form of Customer Satisfaction Surveys. The consultant surveyed approximately 25% of HAJ residents on fifty different rating factors relating to staff customer service, maintenance, safety / security, design of units, support services, and social interaction. These scores were compared by each AMP as well as compared to national score averages that are maintained by the consultant. The scores from this survey will be very valuable as the agency considers fungibility priorities, portfolio investments and rent reform.

All of the above engagement options included individuals or representatives of individuals who are racial and ethnic minorities, persons with disabilities, and families with children. While the future engagement will also include such representation, a special effort will be made to expand participation of individuals or groups representing persons with limited English proficiency.

HAJ plans to further expand its community and resident engagement if approved as a designated Moving to Work agency. Summarized below are some of the key initiatives that will be critical to the implementation of Moving to Work. All the initiatives below will be designed to provide full representation of racial and ethnic minorities, persons with limited English proficiency, persons with disabilities, families with children and groups representing such persons.

Community Stakeholder Forum – Subsequent to the approval of designation as an MTW agency, but prior to MTW implementation, HAJ will conduct a Community Stakeholder Forum with approximately 65 community stakeholders representing all interests in the region. After an initial briefing on the state of the agency and the general plans for MTW, stakeholders will be divided into small working group to focus on implementation ideas as well as how the community can

support MTW through local resources. These recommendations will become key consideration in the implementation plan and commitment of resources to implement the plan.

Industry Focus Groups – Multiple industry focus groups representing interests such as landlords, fair housing advocates, support services providers and economic development agencies will be convened to contribute to the refining of issues related to the three statutory objectives of family self-sufficiency, housing choice and cost effectiveness. Their commitment to providing resources for implementation will also be solicited at these events.

Family Self-Sufficiency – As discussed earlier, there are some excellent opportunities to better link family self-sufficiency residents with quality, high-paying positions in the Joliet workforce that will allow for transition out of assisted housing. Working with the Program Coordinating Committee, the Chamber, the City Economic Development Department, job service providers and major businesses / industries, a model program is very possible in Joliet and Will County.

Resident Board – While a Resident Advisory Board has been instituted at the Housing Authority of Joliet, there is a need to expand their participation and focus more on contributions to governance and agency operations.

Customer Satisfaction Monitoring – The Customer Satisfaction Surveys completed this last year are providing valuable information on how to maximize the satisfaction levels with residents. HAJ will update these surveys to determine how the agency is trending in all the performance areas.

## **MTW PLAN – PHA OPERATING AND INVENTORY INFORMATION**

The Housing Authority of Joliet currently assists 1655 non-elderly and non-disabled households in its Public Housing and Housing Choice Voucher programs. This exceeds the 1000 aggregate threshold established by HUD for participation in the MTW Cohort 2 expansion. HAJ has also

calculated that 91.8% of households assisted by both programs are either very-low income or extremely low income. This substantially exceeds the 75% threshold set for MTW participants. HAJ does not anticipate any major changes in the demographics of the households that it serves.

The housing stock of HAJ has undergone significant changes in recent years and as a result there will not be any major plans for further repositioning or restructuring of the current portfolio under MTW. The agency currently provides 710 public housing rental units for low-income households, 687 rental units for elderly, near elderly and disabled individuals, and 23 family housing rental units. HAJ has demolished 396 obsolete public housing family units. The relocation of residents resulted in greater housing choice and lower density housing for families. Over the past ten years, the agency has successfully relocated nearly five hundred (500) households in full compliance with the Uniform Relocation Assistance Act.

HAJ also plans to rehabilitate the 177-unit high-rise building known as Adlai Stevenson Building, dispose of it to its non-profit instrumentality, and convert it to a project-based voucher LIHTC property. This will also require the relocation of all residents from the building. All residents will be relocated to a similar subsidized unit, assisted with relocation expenses, documented as to their desire to return subject to income qualification and adherence to the tenant selection plan. Residents will either be housed in a similar HAJ-owned unit or issued a housing choice voucher.

HAJ has also constructed 226 rent to own replacement housing rental units in four developments that will provide for greater housing choice in mixed-income developments. Funding sources for these developments included LIHTC, IAHTC, Home funding, the Federal Home Loan Bank, and permanent private financing loans.

HAJ has one major housing stock initiative that would be linked to the funding flexibility and family self-sufficiency under MTW. The agency's nonprofit, Hope Bound Development Corporation, will make available the 226 tax credit homes referenced above under a lease-to-own homeownership program. Upon completion of the 15-year compliance period, these homes will be available for purchase to qualifying low-income households with a first right of refusal extended to existing residents. Each participating household will be expected to participate in multiple training sessions related to financial management, budget, home maintenance, etc. Long-term homeownership financing will be provided through a partnership of the Hope Bound Development Corporation, the City of Joliet and the Illinois Housing Development Authority.

HAJ has been challenged by many of the same issues that face most housing authorities in providing assisted housing. Summarized below are some of those issues and some perspectives on how HAJ has addressed those issues currently and in the future with MTW.

The "not in my backyard" syndrome does exist in the community. However, as the agency has built four new developments that are some of the best housing in those neighborhoods, the public perception tends to be less negative. MTW funding flexibility will also provide a funding option to assist with the marketing and promotion of existing developments and new developments.

Some landlord reluctance to participation in the HCV program is also present. However, as the agency has worked with highly regarded landlords and has experienced a wider geographic distribution of its vouchers, this issue may have lessened. The waivers, regulatory relief and rent reforms provided with MTW will also be a plus in attracting landlords to participate.

Other than the HUD performance metrics in PHAS and SEMAP, HAJ has not defined many performance metrics to measure other outcomes and outputs related to its programs and services.



MTW participation would provide for many new performance metrics and evaluation processes to measure performance and compare those results with other MTW participants nationally.

HAJ has had very limited success in transitioning families out of assisted housing in six to seven years. The agency has also not been tracking the transition success through performance metrics. The MTW participation will provide for performance metrics and evaluation systems to ensure that this outcome is evaluated. MTW funding increases in the FSS program will also provide for more case management and residents participants which should increase the success rates. The prioritization of linkages with the Chamber, major industries, economic development agencies and job trainers will also provide greater opportunities for accessing high-paying employment.

Resident apprehension about changes that may occur with MTW is always a potential challenge. However, the resident / public hearings have indicated strong support for the flexibility provided by MTW to better meet local issues and opportunities. Some of this comfort level may be attributed to HAJ's strong track record in being creative and innovative as noted below.

HAJ has been a recognized leader in launching regional initiatives that result in win-win business partnerships with other housing authorities. The former Maywood Housing Authority is now consolidated with HAJ. The agency has provided technical expertise to Channahon, IL, Frankfort, IL and Bolingbrook, IL that has resulted in successful LIHTC developments. Other development consulting services are being offered in Aurora, IL, Kankakee, IL, Romeoville, IL, and Muncie, IN. HAJ has utilized the services of other housing authorities to improve its performance in areas such as marketing.

Last year the agency utilized a consultant to complete a very comprehensive Customer Satisfaction / Service Survey that involved 25% of its residents in assessing forty different factors including

staff services, maintenance, safety and security, design of units, social interaction and support services. The results of the survey provided an excellent evaluation of these factors and offered many new innovative approaches to increasing customer satisfaction.

### **MTW PLAN – PLAN FOR LOCAL MTW PROGRAM**

The Family Self-Sufficiency Program will experience an increase in funding, staffing, and participants under the HAJ MTW Program. FSS will be emphasized and prioritized not only for those residents in the traditional HUD-funded program but will also be expanded to provide additional case management services to other residents.

HAJ will implement the HCV Test Rent # 1: Tiered Rent that will allow residents to earn more money and pay less for housing during the time between triennial reexaminations, thus allowing residents to pay down debt, save money, increase credit scores, and become more self-sufficient.

HAJ will implement a very high-profile, highly structured bridge relationship with the Chamber, major industries, economic development agencies and job trainers to link residents with high quality employment opportunities that have been difficult to fill in the community.

The agency will set an expectation that all non-elderly and non-disabled households will establish goals and plans to transition out of assisted housing over a 6 to 8-year timeline. While this is not a firm contract stipulation, the agency will set a high priority to assist residents to achieve this goal.

HAJ will establish a one-stop center that will be a focal point resources facility to provide training and life skills preparedness.

All of the above goals will be implemented based on an eleven point action plan that includes, but is not limited to, redefining outcomes / expectations, bridging job opportunities and resident

employment, formulating memoranda of agreement with stakeholders, providing training, new job descriptions and evaluations for all staff, and setting staff / resident performance metrics

Building on the agency's strong record of accomplishments in furthering housing choice, HAJ will continue its initiatives in rehabilitating and modernizing its remaining public housing stock as it also continues its relocation of families into voucher or new developments that will be provided at many varied locations that offer housing choice and mixed-income housing. MTW funding flexibility will be highly beneficial in meeting special needs related to this goal.

The lease-to-own homeownership program will offer many new opportunities for residents to pursue homeownership. The locations of the properties offered under this program are the four tax credit developments that offer many housing choice options to residents. The emphasis found in all three of the MTW statutory objectives will ensure that this initiative has a high visibility and high priority. MTW flexible funding will also be a key consideration in gap financing.

The HAJ strong presence as a regional expert in housing development will continue to result in more quality affordable housing developments being built in other housing authority jurisdictions that have utilized their services. The impact of this will be a much greater portfolio of affordable housing choice options in the Chicago metropolitan area.

HAJ will also continue to market its Housing Choice Voucher Program to non-participating landlords to ensure that residents have the most housing choice options with quality landlords in areas of Joliet and Will County that best meet their needs.

The MTW priority on housing choice will increase the importance of close cooperation and collaboration between HAJ and its fair housing partners. This includes sharing information on performance metrics, performance results and planning to maximize housing choice outcomes.

The MTW rent reform measures, regulatory waivers, and funding flexibility will all contribute to greater cost-effectiveness and improved prioritization of funding to meet the unique needs and opportunities that exist in Joliet and Will County.

The HAJ commitment to building regional partnership with other housing authorities and other housing providers will ensure that the agency is making smart, cost-effective business decisions that provide for win-win partnerships. This may include, but not be limited to, providing fee-for-service consulting to other housing providers, sharing staff resources, benefitting from other agency expertise, and regional consolidation or consortia opportunities.

The MTW prioritization of transitioning families out of assisted housing on a timely basis and thus opening up new opportunities for those on the waiting means that the agency will be able to serve more families for the costs expended.

HAJ will continue to review the repositioning of Asset Management Projects (AMPS) to combine HUD subsidies and tenant rents collected to create more financially stable properties. Two repositioning initiatives have been completed to this date.

HAJ will also continue to move toward conversion to full asset management and to make each AMP stand on its own regarding management, maintenance and finances. The eliminations of a centralized waiting list will improve efficiency of the applicant selection process by allowing applicants to select which AMPs they would like to reside at and place their names on those lists. This will eliminate a leasing position and each AMP will have a “ready pool” applicant list which should also decrease vacant rent unit turnaround times.

HAJ will also utilize its MTW funding flexibility to ensure that annual training plans are formulated to improve staff efficiencies and decrease program errors or omissions. HAJ will fully

utilize its new YARDI software systems instituted for MTW to provide more synchronized workflows and to more efficiently serve our residents, applicants and stakeholders. The comprehensive approach to performance metrics and performance evaluations under MTW will provide for a much improved approach to quantifying cost savings and cost effectiveness.

The HAJ approach to each business unit providing annual budget proposals that address each of the questions outlined in the next section of the MTW Plan should ensure that the most critical MTW priorities to meet unique local needs and issues are funded.

### **MTW PLAN – PROPOSED USE OF MTW FUNDS**

Section 5(a) of the Moving to Work Operations Notice provides designated MTW agencies with the option to apply funding fungibility or flexibility among the traditional public housing funding sources (Public Housing Capital fund, Public Housing Operating Fund, Housing Choice Voucher Housing Assistance Payment and Housing Choice Voucher Administrative Fees). HAJ is requesting authority to utilize this flexibility option. The transition to a block grant approach would better allow HAJ to allocate funds for priorities that best meet the unique needs and opportunities in Joliet and Will County.

Many previously approved MTW agencies have opted to delay any major budgetary changes in their first year of participation. HAJ would propose to take this same approach and limit its funding flexibility in year one to the budget adjustments noted below.

The Family Self-Sufficiency budget is proposed to be increased by \$50,000 to serve more residents and to provide for expanded levels of case management services. Two new positions will be added in the FSS division. This funding and staffing emphasis will result in more residents transitioning out of assisted housing and more residents being able to transition off of the wait list.

The HCV budget is proposed to be decreased by \$50,000 based on the transition to triennial reexaminations and asset self-certifications. One position would be eliminated and examiner positions would be adjusted to reflect new performance expectations and methodology.

HAJ has adopted a budget prioritization process that will be instituted as the agency moves forward with MTW participation. The process will call for every business unit in HAJ to make their budget pitch based on a series of fungibility questions that are outlined in the Appendix.

### **MTW PLAN – EVIDENCE OF SIGNIFICANT PARTNERSHIPS**

HAJ has had a very good track record in building and maintaining city and county partnerships with key stakeholders in the political, governmental, affordable housing, homeless / special needs providers and support services sectors. Many of these stakeholders have been critical to leveraging financial resources and technical expertise in supporting the mission of the agency for many years. Many of these partnerships have been documented with Memoranda of Agreement (MOA) that provide much clarity on shared missions, clients and mutually beneficial services. The MOAs are particularly beneficial with special needs providers that provide support services to housing provided by HAJ. The recent collaboration with these partners on a Choice Neighborhood Initiative proposal also brought a new sense of community building to our respective missions. Many of these key partners are listed in the appendix documents.

All of the above stakeholders will be critical in implementing the visions and plans for MTW. In going beyond building quality housing to building quality communities, the full funding resources, expertise and in-kind services of all of the above stakeholders will be essential. The political support and community support from these movers and shakers will be critical in marketing and promoting assisted housing in previously underserved neighborhoods that will further housing

choice. HAJ also cannot experience success with its special needs populations without the full support and services contributions of providers specialized in working with such clients. Finally, the input and contributions of these stakeholders will be a very important contribution to the community stakeholder forums and industry group convened by HAJ to best determine local needs, priorities and opportunities and to translate that into action plans.

HAJ has had a much more limited range of stakeholders in the business, employment and real estate sectors. However, as the agency transitions into MTW there are many challenges and opportunities that will greatly benefit from these new partnerships. Linking residents with higher education and high quality jobs currently available in the community will require building bridges with the Chamber, local colleges and universities, major industries, economic development agencies and job training providers. Similarly, if the agency is going to grow its Section 3, MBE, and WBE business the expertise and resources of these agencies will be essential. Gearing up for homeownership initiatives will also require quality business expertise and financial resources from lenders and the real estate community. HAJ will also convene industry group business resources as focus groups as it continues to build business models that will meet the cost-effectiveness and cost-efficiency expectations under MTW. Ongoing collaboration will be needed with the landlord community to implement the rent reforms, waivers and other flexibility options available through MTW.

### **RENT REFORM – ALTERNATIVE RENT POLICY SELECTION AND RATIONALE**

HAJ has selected Test Rent # 1: Tiered Rent as its preferred option to implement. Households will be grouped by income into tiers and, within each tier, rents or participant contributions will be fixed. Income reexaminations will occur every three years and if a household's income increases into a higher tier its rents will not change until the triennial income reexamination.

As is detailed earlier in the MTW Plan, Joliet and Will County are experiencing significant labor shortages in some industries that are paying high wages and providing quality benefits. HAJ views this as an opportunity to build some strong bridges with these industries, the Chamber, the economic development sector and job training services to link many residents with these quality jobs. A key provision of this strategy is to be able to structure rents that will not immediately be raised as these jobs are offered. This strategy will allow a significant number of working families to achieve the ultimate self-sufficiency outcome of transitioning out of assisted housing.

### **RENT REFORM – DESCRIBE ALTERNATIVE RENT POLICY TO THE PUBLIC**

Approximately six to twelve months after being selected, the HAJ would perform a random selection (i.e. a lottery) of at least 1,000 voucher holders to participate in the alternative rent policy. The agency would then roll out the alternative rent policy during the annual reexaminations. Based on the household's total annual gross income in the prior year, residents will be assigned to a tier (see the Tiered Rent Table attached). Within each tier, the rent is set to be affordable at the midpoint of the tier. The one exception would be if the contract rent is higher than the payment standards. In such a case, the household will pay the amount of rent, in addition to the tiered rent, above the payment standard.

Since 97% of Public Housing residents are elderly and / or disabled, the entire program will be excluded from the rent reform policy changes. All elderly and disabled voucher holders will be excluded. All homeownership voucher holders will also be excluded. All households already participating in the Family Self-Sufficiency program will also not be eligible. In addition all households with special purpose vouchers will also be excluded. All other voucher holders would then be subject to participation based on the random selection lottery system noted earlier.



The tiered rent structure provides for multiple benefits to residents and to the agency. Tenants will be allowed to increase their income within the three-year period without a corresponding rent increase. This interim period will also allow residents to pay down debt, save money, and increase their credit scores. The likelihood of long-term self-sufficiency success will be greatly enhanced. This rent structure should also improve the accuracy of income reporting and better represent a household's long-term earnings potential. From an agency's perspective, going to a triennial reexamination, elimination of rent increase interims, and unreported income termination requests will reduce the administrative burden and reduce costs to the housing authority. In addition, the tiered rent approach will strengthen the appeal of linking residents with great jobs that will allow many families to transition out of assisted housing. Such a strategy is a win for the agency, a win for that family, and a win for those on the waiting list for housing assistance. The public will view this approach as an excellent investment of public funds as residents transition through the program, become taxpayers and give back to the community.

Between triennial reexaminations, a household's tiered rent will change if it is approved for a hardship rent. Hardships must be requested by the household. A household will receive a hardship if its total annual gross income, measured as current / anticipated income, drops into a lower tier than the tier they were assigned to in the triennial reexamination. The hardship rent will be the tiered rent that corresponds to their new lower tier. This is expected to be temporary and will allow the household to catch up. The HAJ will allow a hardship for up to a twelve- month period based on individual circumstances. If the hardship rent expires and the tenant does not request (or HAJ does not approve) a hardship renewal, then the household's rent will return to the tiered rent that was assigned at the most recent triennial income reexamination.

**RENT REFORM – TIERED RENT TABLE**

Tier	Tier Income minimum	Tier Income maximum	Tiered Rent
1	\$0	\$2,499	\$50
2	\$2,500	\$4,999	\$94
3	\$5,000	\$7,499	\$156
4	\$7,500	\$9,999	\$219
5	\$10,000	\$12,499	\$281
6	\$12,500	\$14,999	\$344
7	\$15,000	\$17,499	\$406
8	\$17,500	\$19,999	\$469
9	\$20,000	\$22,499	\$531
10	\$22,500	\$24,999	\$594
11	\$25,000	\$27,499	\$656
12	\$27,500	\$29,999	\$719
13	\$30,000	\$32,499	\$781
14	\$32,500	\$34,999	\$844
15	\$35,000	\$37,499	\$906
16	\$37,500	\$39,999	\$969
17	\$40,000	\$42,499	\$1,031
18	\$42,500	\$44,999	\$1,094

19	\$45,000	\$47,499	\$1,156
20	\$47,500	\$49,999	\$1,219
21	\$50,000	\$52,499	\$1,281
22	\$52,500	\$54,999	\$1,344
23	\$55,000	\$57,499	\$1,406
24	\$57,500	\$59,999	\$1,469
25	\$60,000	\$62,499	\$1,531
26	\$62,500	\$64,999	\$1,594
27	\$65,000	\$67,499	\$1,656
28	\$67,500	\$69,999	\$1,719
29	\$70,000	\$72,499	\$1,781
30	\$72,500	\$74,999	\$1,844
31	\$75,000	\$77,499	\$1,906
32	\$77,500	\$79,999	\$1,969
33	\$80,000	\$82,499	\$2,031
34	\$82,500	\$84,999	\$2,094
35	\$85,000	\$87,499	\$2,156
36	\$87,500	\$89,999	\$2,219
37	\$90,000	\$91,000	\$2,263

2020 AMI is \$91,000

**INFORMATION TECHNOLOGY PLAN**

HAJ converted to the YARDI software system on July 1, 2020. A major consideration in this conversion was its capability to function for all operating systems and needs related to Moving to Work. All key staff were trained by YARDI prior to the conversion and there was follow-up training during the first four months of implementation. One on one training has also been available to staff as needs arise during implementation. There have been no major problems or issues with implementation of the new software systems. In addition to being highly suited for the

MTW transition, the software system has provided more synchronized workflows within the agency and has helped to better serve applicants, residents and landlords.

**APPENDIX 1: MOVING TO WORK CERTIFICATIONS OF COMPLIANCE**

**(To be added later)**

**APPENDIX 2: PUBLIC PROCESS DOCUMENTATION**

**(To be added later)**

**APPENDIX 3: REQUIRED STANDARD FORMS**

**(To be added later)**

**APPENDIX 4: OTHER SUPPORTING DOCUMENTATION**

**(To be added later)**