

## Appendix C. Activities Captured in Time Measurement Data Collection

Program Area 1: Initial Intake and Eligibility		
Activity	Tasks included in Activity	Activity Group
Applicant Intake	<ul style="list-style-type: none"> <li>• Waiting list management (including opening and closing the waiting list).</li> <li>• Selecting applicants.</li> <li>• Receiving referred/special program applicants.</li> <li>• Schedule appointments.</li> <li>• Preparing and sending letters.</li> <li>• Making files.</li> <li>• Making copies.</li> <li>• Updating wait list status.</li> <li>• Any other administrative tasks related to applicant intake.</li> </ul>	Program Entry
Processing Port-Ins	<ul style="list-style-type: none"> <li>• Sending and receiving HUD 52665s.</li> <li>• Communicating with initial PHAs about applicants or participants and billing.</li> <li>• Responding to inquiries from applicants or participants about porting.</li> <li>• Any other administrative tasks related to port-ins.</li> </ul>	Program Entry
Preparing for or conducting interviews	<ul style="list-style-type: none"> <li>• First, second and third appointments: call tenants in, complete and collect documents, make copies, discuss program, and request additional documents.</li> <li>• May include file preparation, room preparation, etc.</li> <li>• Any other administrative tasks related to preparing for or conducting interviews for program entry.</li> </ul>	Program Entry
Non-income verification	<ul style="list-style-type: none"> <li>• Verify preferences, citizenship, criminal background, family composition, standing (HUD's EIV Former Tenant Search and Debts Owed &amp; Terminations Report), and any other PHA-specific eligibility criteria.</li> <li>• Any other administrative tasks related to conducting non-income verification for eligibility determination.</li> </ul>	Eligibility Determination
Income verification and calculation	<ul style="list-style-type: none"> <li>• Verify and calculate annual income, assets, deductions</li> <li>• Request third party, tenant supplied documents relating to adjusted annual income, make phone calls, and send and receive faxes.</li> <li>• Any other administrative tasks related to income verification and calculations.</li> </ul>	Eligibility Determination
Notify ineligible applicants	<ul style="list-style-type: none"> <li>• Send notices of ineligibility.</li> <li>• Update systems.</li> <li>• Any other administrative tasks related to notifying ineligible applicants.</li> </ul>	Eligibility Determination

<b>Program Area 1: Initial Intake and Eligibility</b>		
<b>Activity</b>	<b>Tasks included in Activity</b>	<b>Activity Group</b>
Denial of Program Participation, including informal review	<ul style="list-style-type: none"> <li>• Receive and review requests for informal review.</li> <li>• Schedule, prepare file/chronology.</li> <li>• Conduct informal review.</li> <li>• Send notifications for upheld cases.</li> <li>• Finalize documentation.</li> <li>• Withdraw from waitlist.</li> <li>• Any other administrative tasks related to denial of program participation.</li> </ul>	Denial of program participation
Accessible Housing	<ul style="list-style-type: none"> <li>• Additional tasks related to intake of disabled clients [including notifying them of their rights; printing public notices about opening of the waiting list in a range of print and non-print media; preparing written materials in Braille; reading materials aloud over phone or in person; preparing large type documents; providing documents on CDs or cassettes; distribution materials to organizations that serve people with disabilities and to client advocates; having an ASL present at intake].</li> <li>• Additional tasks related to porting in disabled clients [developing communication materials, etc.]</li> <li>• Specific tasks related to preparing for or conducting interviews with disabled clients [including driving to see a disabled client; having an ASL present at interview, etc.]</li> <li>• Specific activities related to notifying disabled clients that they are ineligible [for example, Notices in appropriate media, etc.]</li> <li>• Specific activities related to notifying disabled clients of the results of the informal reviews [for example, Notices in appropriate media, etc.]</li> </ul>	
Entering tenant data, updating forms, filing, or mailing	<ul style="list-style-type: none"> <li>• Enter all relevant tenant data related to initial eligibility.</li> <li>• System of Record Processing (including 50058 completion and submission).</li> <li>• Revising, updating, or creating forms related to intake and eligibility.</li> <li>• Filing, mailroom activities.</li> <li>• Data/file storage and archiving.</li> </ul>	Tenant records, paper and electronic

<b>Program Area 2: Lease Up and HAP Contracting</b>		
<b>Activity</b>	<b>Tasks included in Activity</b>	<b>Activity Group</b>
Preparing for or conducting briefings	<ul style="list-style-type: none"> <li>• Schedule, send notices.</li> <li>• Update system(s)/ files.</li> <li>• Prepare voucher.</li> <li>• Rent burden and packets.</li> <li>• Any other administrative tasks related to preparing for or conducting briefings.</li> </ul>	Voucher Issuance
Processing extension requests	<ul style="list-style-type: none"> <li>• Receive and evaluate, approve or deny and send notifications</li> <li>• Cancel applications and processing expirations</li> <li>• Any other administrative tasks related to processing extension requests.</li> </ul>	Voucher Issuance

<b>Program Area 2: Lease Up and HAP Contracting</b>		
<b>Activity</b>	<b>Tasks included in Activity</b>	<b>Activity Group</b>
RFTA processing and scheduling inspections	<ul style="list-style-type: none"> <li>• Receive and log RFTAs.</li> <li>• Arrange inspections.</li> <li>• Send notifications.</li> <li>• Calls and inquiries regarding inspection date/time.</li> <li>• Rescheduling.</li> <li>• Any other administrative tasks related to RFTA processing and scheduling inspections.</li> </ul>	Unit Approval & Leasing
Rent reasonableness	<ul style="list-style-type: none"> <li>• Conduct comparability reviews for initials and moves.</li> <li>• Negotiating rent with owner.</li> <li>• Documenting file and updating systems.</li> <li>• Any other administrative tasks related to rent reasonableness.</li> </ul>	Unit Approval & Leasing
Executing HAP contracts	<ul style="list-style-type: none"> <li>• Collect lease copy and ownership documents.</li> <li>• Prepare, deliver HAP Contract/meet with owner and applicant/participant to execute contract for move-ins.</li> <li>• Reviewing and executing HAP contract.</li> <li>• Any other administrative tasks related to executing HAP contracts.</li> </ul>	Unit Approval & Leasing
Denial of program participation, including informal review	<ul style="list-style-type: none"> <li>• Receive and review requests for informal review.</li> <li>• Schedule informal review.</li> <li>• Prepare file/chronology.</li> <li>• Conduct informal review.</li> <li>• Send notifications, for upheld cases.</li> <li>• Finalize documentation.</li> <li>• Withdraw from waitlist.</li> <li>• Complete end of participation documentation.</li> <li>• Any other administrative tasks related to denial of program participation.</li> </ul>	Denial of program participation

**Program Area 2: Lease Up and HAP Contracting**

Activity	Tasks included in Activity	Activity Group
Accessible Housing	<ul style="list-style-type: none"> <li>• Additional activities related to preparing briefing package and materials to accommodate client disability</li> <li>• Additional activities related to processing extension requests specifically for disabled clients</li> <li>• Activities related to RFTA processing and scheduling inspections for disabled clients [for example, notifications in various media, presence of ASL interpreter etc.]</li> <li>• Negotiating exception rent for accessibility improvements to accommodate disabled clients.</li> <li>• Specific activities related to notifying disabled clients of the results of the informal reviews [for example, Notices in appropriate media, etc.]</li> <li>•</li> </ul>	
Entering tenant data, updating forms, filing, or mailing	<ul style="list-style-type: none"> <li>• Enter all relevant tenant data related to initial voucher issuance and lease-up.</li> <li>• System of Record Processing (including 50058 completion and submission).</li> <li>• Revising, updating, or creating forms related to lease-up and HAP contracting.</li> <li>• Filing, mailroom activities.</li> <li>• Data/file storage and archiving.</li> </ul>	Tenant records, paper and electronic

### Program Area 3: Ongoing Occupancy

Activity	Tasks included in Activity	Activity Group
<b>Preparing for annual recertification</b>	<ul style="list-style-type: none"> <li>• Schedule, prepare for and conduct interviews/or mail-ins.</li> <li>• Copy and Review documents.</li> <li>• Request additional documents.</li> <li>• Make phone calls.</li> <li>• Schedule follow-up interview/s if needed.</li> <li>• Review/prepare files.</li> <li>• Any other administrative tasks related to preparing for annual recertification.</li> </ul>	Annual Continued Occupancy Tasks
<b>Income verification and calculation for annual recertifications</b>	<ul style="list-style-type: none"> <li>• Review EIV and resolve discrepancies.</li> <li>• Verify and calculate annual income, assets, deductions, and documentation.</li> <li>• Request third party, tenant supplied documents, make phone calls, send and receive faxes, etc.</li> <li>• Includes family composition changes (delete members, add new members, EIV checks, former tenant search and debts owned and terminations report).</li> <li>• Any other administrative tasks related to income verification and calculation for annual recertifications.</li> </ul>	Annual Continued Occupancy Tasks
<b>Tenant and owner notification for annual recertifications</b>	<ul style="list-style-type: none"> <li>• Send notices of HAP changes.</li> <li>• Answer questions.</li> <li>• Any other administrative tasks related to tenant and owner notification for annual recertifications.</li> </ul>	Annual Continued Occupancy Tasks
<b>Receive and process move requests</b>	<ul style="list-style-type: none"> <li>• Receive phone calls and letters.</li> <li>• Walk in participants making initial request for move, determine if eligible to move and notify family of PHA decision, move briefings, includes requests for port out.</li> </ul>	Moves
<b>Process port-outs</b>	<ul style="list-style-type: none"> <li>• Sending HUD 52665s and supporting documents.</li> <li>• Communicating with receiving PHAs about participants and billing.</li> <li>• Update participant records.</li> </ul>	Moves
<b>Terminations (including informal hearings)</b>	<ul style="list-style-type: none"> <li>• Activities pending termination (review file and circumstances leading to decision to terminate assistance including inspection results, send notification of pending termination action, rescind termination when appropriate).</li> <li>• Informal Hearing (IH) Process (receive and review requests for IH, schedule IH, prepare file/chronology, conduct IH, send notifications.)</li> <li>• Complete termination (finalize documentation, complete End of Participation).</li> </ul>	Terminations

### Program Area 3: Ongoing Occupancy

Activity	Tasks included in Activity	Activity Group
<b>Receive and process interim requests</b>	<ul style="list-style-type: none"> <li>• Receive phone calls and walk in participants making initial request for interim reexamination or requesting follow up information.</li> <li>• Conduct interim interviews.</li> <li>• Conduct verifications of income (even if changes are not made).</li> <li>• Determine eligibility of new members.</li> <li>• Process vendor changes and send notifications.</li> </ul>	Interims
<b>Rent reasonableness</b>	<ul style="list-style-type: none"> <li>• Receive increase requests.</li> <li>• Conduct comparability reviews.</li> <li>• Negotiate rent with owner.</li> <li>• Document file and update system.</li> <li>• Process as interim or with annual recertification.</li> </ul>	Contract Rent Increases and FMR decreases
<b>Accessible Housing</b>	<ul style="list-style-type: none"> <li>• Additional preparation for annual recerts with disabled clients such as notifying people of their rights</li> <li>• Activities related to notifying disabled clients about annual recertifications [notices in appropriate media, etc.]</li> <li>• Additional activities related to processing move requests for disabled clients</li> <li>• Additional activities related to terminations and informal hearing for disabled clients [having an ASL interpreter present, etc.]</li> <li>• </li> </ul>	
<b>Entering tenant data, updating forms, filing, or mailing</b>	<ul style="list-style-type: none"> <li>• Entry of Tenant Data (enter all relevant tenant data in tenant file and data systems).</li> <li>• System of Record Processing (including 50058 completion and submission for all transaction types).</li> <li>• Revising, updating, or creating forms related to ongoing occupancy.</li> <li>• Filing, mailroom activities.</li> <li>• Data/file storage and archiving.</li> </ul>	Tenant records, paper and electronic

### Program Area 4: Inspections

Activity	Tasks included in Activity	Activity Group
<b>Scheduling inspections and notifications</b>	<ul style="list-style-type: none"> <li>• Arranging inspections.</li> <li>• Sending notifications.</li> <li>• Calls and inquiries regarding inspection date/time.</li> <li>• Rescheduling.</li> <li>•</li> </ul>	Non-Field Activities
<b>HQS enforcement</b>	<ul style="list-style-type: none"> <li>• Evaluating inspection results and placing and/or lifting unit abatements</li> <li>• Interactions with owners and tenants related to HQS enforcement.</li> <li>•</li> </ul>	Non-Field Activities
<b>Entering tenant data, updating forms, filing, or mailing</b>	<ul style="list-style-type: none"> <li>• Entry of Tenant Data (enter all relevant tenant data in tenant file and data systems).</li> <li>• System of Record Processing (including 50058 completion and submission for all transaction types).</li> <li>• Revising, updating, or creating forms related to inspections.</li> <li>• Filing, mailroom activities.</li> <li>• Data/file storage and archiving.</li> </ul>	Non-Field Activities
<b>Preparing to go out on inspection</b>	<ul style="list-style-type: none"> <li>• Time in office before daily itinerary starts:                             <ul style="list-style-type: none"> <li>o Time at home downloading itinerary/schedule.</li> <li>o Routing.</li> <li>o Any review activities needed before inspections.</li> <li>o Phone calls.</li> </ul> </li> </ul>	Field Activities*
<b>Driving to and from an inspection</b>	<ul style="list-style-type: none"> <li>• Drive Time (time to and from, and between, the field inspection).</li> <li>• No show landlord or tenant waiting time</li> </ul>	Field Activities*
<b>Conducting an inspection</b>	<ul style="list-style-type: none"> <li>• Initial/Move-in Inspections (first, second, third, etc. are included).</li> <li>• Annual Inspections: Re-Inspections (first, second, third, etc. are included).</li> <li>• Other Inspections: Emergency, complaint, quality control inspections and re-Inspections (first, second third, etc. are included).</li> </ul>	Field Activities*
<b>Post-inspection paperwork</b>	<ul style="list-style-type: none"> <li>• Completing HUD 52641.</li> <li>• Uploading results from handheld.</li> <li>• Mileage reimbursement sheets, etc.</li> </ul>	Field Activities*
<b>Accessible Housing</b>	<ul style="list-style-type: none"> <li>• Specific activities related to notifying and scheduling inspections for disabled clients [for example, Notices in appropriate media, etc.]</li> <li>• Additional activities for conducting an inspection to ensure accessible unit for disabled client.</li> <li>• HQS enforcement for disabled clients (additional activities to make sure that the housing is suitable for disabled client)</li> </ul>	

### Program Area 5: Program Monitoring, Supervisory, and Billing and Accounting

Activity	Tasks included	Activity Group
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### Program Area 4: Inspections

Activity	Tasks included in Activity	Activity Group
<b>Program Monitoring</b>	<ul style="list-style-type: none"> <li>• HAP payment authorization                             <ul style="list-style-type: none"> <li>○ Reviewing HAP register prior to check run.</li> <li>○ Researching and correcting any discrepancies.</li> </ul> </li> <li>• Monitoring PIC                             <ul style="list-style-type: none"> <li>○ Comparing PIC to system of record.</li> <li>○ Correcting fatal errors and re-submitting records.</li> </ul> </li> <li>• EIV required reports                             <ul style="list-style-type: none"> <li>○ Running and monitoring deceased tenant identity verification, immigration, income discrepancy, multiple subsidy and new hires.</li> </ul> </li> <li>• Fraud investigations                             <ul style="list-style-type: none"> <li>○ Following up and resolving reports of program fraud.</li> </ul> </li> <li>• Recovery of Overpaid HAP                             <ul style="list-style-type: none"> <li>○ Calculating overpaid HAP.</li> <li>○ Preparing and entering into repayment agreement with participant and/or owner.</li> <li>○ Collecting funds.</li> </ul> </li> <li>• Quality control of tenant files                             <ul style="list-style-type: none"> <li>○ Reviewing tenant files to ensure program requirements are met, including the required QC sample under SEMAP.</li> </ul> </li> <li>• Monitoring utilization                             <ul style="list-style-type: none"> <li>○ Ongoing monitoring of lease-up and HAP expenses to determine financial position of PHA and whether or not PHA should lease-up or reduce costs.</li> </ul> </li> <li>• SEMAP reporting                             <ul style="list-style-type: none"> <li>○ Complete SEMAP Certification and associated activities.</li> </ul> </li> <li>• VMS reporting                             <ul style="list-style-type: none"> <li>○ Data collection, input and transmission to VMS.</li> </ul> </li> <li>• Management reports                             <ul style="list-style-type: none"> <li>○ System or manual reports used to track work, timely completion, etc.</li> </ul> </li> </ul>	N/A
<b>Audit Management</b>	<ul style="list-style-type: none"> <li>• Preparation for audits (internal, independent, HUD, OIG).</li> <li>• Resolution of audit findings.</li> <li>• Audit corrections.</li> <li>• IRS 1099 B notices (reconciliation of discrepancies between Owner TIN on file w/PHA vs. IRS records).</li> </ul>	N/A



### Program Area 4: Inspections

Activity	Tasks included in Activity	Activity Group
<b>Supervisory activities</b>	<ul style="list-style-type: none"> <li>• Case review and work assignment (working with direct report on their assigned cases).</li> <li>• Staff evaluations.</li> <li>• Meetings – Groups or individuals (planning, issue status and resolution, etc. regular or ad hoc, feedback, coaching).</li> <li>• Executive level meetings, preparation for board meetings, board meetings, etc.</li> <li>• Evaluation and interpretation of HUD regulations and guidelines; draft procedures, processes, job instructions and develop solutions to accomplish scope of work required.</li> <li>• Preparation of agency plans.</li> <li>• Review and approval of invoices.</li> <li>• Preparation of budget documents.</li> <li>• Monitor budget to actual costs</li> <li>• Review and analysis of data and reports.</li> <li>• HR activities – outreach, interviews, actions relating to performance or other personnel issues.</li> <li>• Staff training and orientation.</li> <li>• Infrequent activities such as review of payment standard, admin plan, utility allowance, application for new funding.</li> <li>• Public relations, community meetings, troubleshooting issues with elected officials and others.</li> </ul>	
<b>Billing and accounting</b>	<ul style="list-style-type: none"> <li>• Port billing (invoicing, payment reconciliation)</li> <li>• General ledger and other accounting activities (bank/funding reconciliation of deposits &amp; withdrawals)</li> </ul>	N/A

### Program Area 6: Special Program Activities

Activity	Tasks included in Activity to be Measured	Activity Group
<b>Working or partnering with other agencies</b>	<ul style="list-style-type: none"> <li>Working/partnering with other agencies to identify families for targeted vouchers including developing MOUs or other protocols and processes to assist vulnerable families, housing search assistance, owner outreach, connecting applicants to services, security department, etc.</li> <li></li> </ul>	N/A
<b>Marketing and outreach</b>	<ul style="list-style-type: none"> <li>Outreach and/or information sessions.</li> <li>Informational/promotional flyer preparation.</li> <li>Conducting sessions.</li> <li>Recruiting potential participants.</li> <li>Meeting with potential participant.</li> <li>Describing program.</li> <li>Establishing individualized service plans/goals.</li> <li>Completing Contract of Participation. Responding to political representatives.</li> </ul>	N/A
<b>Case management or supportive services</b>	<ul style="list-style-type: none"> <li>Supportive services including referral, linkage, direct case management, updating goals, collecting paperwork and documentation.</li> <li>Group case management including financial management, job training, job clubs, etc.</li> </ul>	N/A
<b>Occupancy-related tasks</b>	<ul style="list-style-type: none"> <li>Time spent assisting participant comply with occupancy requirements such as annual reexamination.</li> </ul>	N/A
<b>Accessible Housing</b>	<ul style="list-style-type: none"> <li>Specific efforts to partner with agencies that service people with disabilities</li> <li>Marketing and outreach to disabled clients [Notices in appropriate media, etc.]</li> <li>Additional Case management or supportive services for disabled clients</li> </ul>	
<b>FSS escrow monitoring or payouts</b>	<ul style="list-style-type: none"> <li>Calculating monthly escrow credit.</li> <li>Reviewing accounts to ensure accuracy.</li> <li>Updating accounts.</li> <li>Disbursing interest.</li> <li>Processing requests for interim and successful program completion payments.</li> <li>Auditing accuracy of amount.</li> <li>Cutting check.</li> </ul>	N/A
<b>Processing program exits</b>	<ul style="list-style-type: none"> <li>Processing voluntary and involuntary program exits.</li> <li>Successful program completions and documenting files.</li> </ul>	N/A
<b>Homeownership closings</b>	<ul style="list-style-type: none"> <li>Pre-Purchase supportive services to prepare participant for homeownership, includes credit counseling, financial management, etc.</li> <li>Closing coordination, lender approval, etc.</li> <li>Post-purchase support, budgeting, etc.</li> </ul>	N/A

### Program Area 6: Special Program Activities

Activity	Tasks included in Activity to be Measured	Activity Group
<b>Entering tenant data, updating forms, filing, or mailing</b>	<ul style="list-style-type: none"> <li>• Entry of Tenant Data (enter all relevant tenant data in tenant file and data systems).</li> <li>• System of Record Processing (including 50058 completion and submission for all transaction types).</li> <li>• Revising, updating, or creating forms related to special programs.</li> <li>• Filing, mailroom activities.</li> </ul>	N/A

### Program Area 7: Customer Service

Activity	Tasks included in Activity to be Measured	Activity Group
<b>Customer service (not attributable to any of the above activities)</b>	<ul style="list-style-type: none"> <li>• Research/resolve/respond to non-transaction-specific complaints/inquiries from owners, tenants and other community members. May include reception desk time.</li> <li>• <i>Transaction-related customer contacts, including initials, annuals, interims and inspections should be recorded with the relevant activity.</i></li> </ul>	N/A
<b>Community and owner relations</b>	<ul style="list-style-type: none"> <li>• Landlord recruitment and outreach.</li> <li>• Community Meetings-attendance at meetings with local service providers such as the VA, DCFS, Legal Aid, etc.</li> <li>• Customer service meetings including community forums, program information sessions, etc.</li> <li>• Onsite meetings at public housing developments.</li> </ul>	N/A
<b>Accessible Housing</b>	<ul style="list-style-type: none"> <li>• Additional customer service activities to accommodate disabled clients.</li> </ul>	