

# Tacoma Housing Authority MOVING TO WORK REPORT 2018

Submitted: March 29, 2019



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## Section I: Introduction and Overview

*This report covers January 1, 2018 through December 31, 2018.*

In 2018, THA responded nimbly in the face of challenging market conditions. Two challenges stand out. **First**, Tacoma’s housing market is rapidly becoming unaffordable to an increasing portion of Tacoma residents and even more out of reach for low-income families. Tacoma continues to experience rising rents and extremely low vacancy rates. As a result, THA’s housing vouchers are increasingly unsuccessful in growing parts of the city. This happens in part because the vouchers cannot keep up with the rising rents. It also happens because landlords are able to be much choosier. Voucher holders compete with other households with stronger credit or rental histories. Voucher holders are also competing with displaced Seattle renters with higher incomes and fewer barriers. Tacoma neighborhoods are also gentrifying quickly. The City must anticipate that in 15 years the only affordable housing will be what THA and others are able to build or buy now. The **second** challenge arises from a lack of increase in federal resources for affordable housing. Combined, these challenges limit THA’s ability to serve low-income households that need housing assistance in Tacoma

Amid these challenges, THA is fortunate, and grateful, for its MTW flexibility. The MTW program allows THA to craft a localized response to Tacoma’s economic and market conditions and make the most of THA’s resources. In 2018, THA used its MTW flexibility to address the Tacoma housing market challenges. The most notable uses of this flexibility included developing a Property-Based Subsidy program and creating a Landlord Liaison position while continuing to provide security deposit assistance for households attempting to secure housing.

### LONG TERM GOALS & OBJECTIVES

In 2018, THA continued to take an active role in its long-term vision for its city. THA’s Board of Commissioner has stated this vision clearly:

*“THA envisions a future where everyone has an affordable, safe and nurturing home, where neighborhoods are attractive places to live, work, attend school, shop and play, and where everyone has the support they need to succeed as parents, students, wage earners and neighbors.”*

THA acknowledges that such a future is not pending, or presently plausible. This makes THA’s mission that much more urgent. THA’s Board of Commissioners has also stated that mission clearly:

*“THA provides high quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities become safe, vibrant, prosperous, attractive and just.”*

THA’s Moving to Work (MTW) designation is essential to this effort. MTW status does not give THA more funding from HUD. Instead, and critically, MTW status makes the funding more flexible. It allows THA to design its programs to better serve Tacoma’s community in ways that best account for Tacoma’s local needs and markets as THA and its community judges them to be.

THA’s vision and mission align completely with the three MTW statutory objectives:

1. Increase housing choices for low-income families
2. Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that help people obtain employment and become economically self-sufficient
3. Reduce cost and achieve greater cost effectiveness in federal expenditures

THA looks forward to determining effective uses of MTW authority for these purposes.

THA’s Board has chosen the agency’s seven strategic objectives, each with performance measures that will guide the agency through the coming years. These strategic objectives show on the following pages. Listed below each strategic objective are the strategies THA has chosen to fulfill the objective.

In general, these strategic choices have THA provide high quality housing and supportive services to people in need, with a focus on the neediest. THA will seek to do this in ways that also get two other things done. **First**, it seeks to help people who can work to succeed, not just as tenants but also, as THA’s vision statement and strategic objectives contemplate, as “parents, students, wage earners and builders of assets”. It wants their time on its housing programs to be transforming in these ways and temporary. It wants this certainly for grownups but emphatically for children because it does not wish them to need its housing when they grow up. **Second**, THA seeks to help the City of Tacoma develop and to help ensure that when the city does develop it does so equitably. It seeks this so that Tacoma becomes a place that households of all incomes, races, needs and compositions experience that, as THA’s mission statement contemplates, is “safe, vibrant, prosperous, attractive, and just.” The following seven strategic objectives and strategies are ambitious. THA will require all the tools within reach, including its MTW flexibility.

## 1. Housing and Supportive Services

*THA will provide high quality housing, rental assistance and supportive services. Its supportive services will help people as tenants, parents, students, wage earners, and builders of assets who can live without assistance. It will focus this assistance to meet the greatest need.*

To meet this objective THA will:

- Strive to increase the number of households and persons receiving THA housing or rental assistance.
- Maintain an economic, racial, ethnic, language, age and differed abilities diversity that is reflective of our community.
- Provide the support and incentives necessary to help households to increase their household incomes.
- Help households get banked and build assets.
- Monitor the educational outcomes of students in our programs and provide interventions where necessary to help students succeed.
- Connect adult customers with education and employment services.
- Help households successfully exit THA’s housing programs.
- Assess households on a scale of “in-crisis” to “thriving” and provide the services and referrals necessary to help households move to self-sufficiency.
- Regularly assess our service investments to ensure customers are satisfied and that the investments are offering the outcomes we hope for our customers.

## 2. Housing and Real Estate Development

*THA will efficiently develop housing and properties that serve primarily families and individuals unable to find affordable and supporting housing they need. Its work will serve to promote the community’s development. Its properties will be financially sustainable, environmentally innovative, and attractive.*

To meet this objective, THA will:

- Increase the number and type of THA units.
- Improve the quality of housing that THA owns and manages.
- Increase the life-span of the units within THA’s portfolio.
- Continue to develop and rehabilitate housing that is of award-winning quality.
- Improve the cost effectiveness of THA’s development function.
- Assist in the development of affordable housing by other organizations.
- Reduce the amount of THA dollars in each development and increase the amount of private and public investments.

- Develop healthy and vibrant communities as measured by their incorporation of art and the walkability to community assets such as parks, schools, grocery stores, public transit and other community amenities promoting health.

### **3. Property Management**

*THA will manage its properties so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people want to live.*

To meet this objective, THA will:

- Lower its per unit per year operating costs.
- Increase its rent collection.
- Improve each property's cash flow.
- Maintain high quality properties.
- Schedule and complete capital repairs on a regular schedule.
- Maintain a high level of customer satisfaction as judged by customer surveys.
- Consult with customers in advance of any policy changes 100% of the time.

### **4. Financially Sustainable Operations**

*THA seeks to be more financially sustaining.*

To meet this objective, THA will:

- Achieve an agency-wide operating surplus.
- Maintain minimum and maximum restricted and unrestricted reserves.
- Achieve a 1.15 debt-service ratio.
- Increase the value of THA's land and properties.
- Increase and diversify its income.

## 5. Environmental Responsibility

*THA will develop and operate its properties in a way that preserves and protects natural resources.*

To meet this objective, THA will:

- Develop environmentally responsible properties.
- Develop communities that incorporate creativity and healthy place making.
- Reduce energy and resource consumption.
- Reduce the use of greenhouse emitting products.

## 6. Advocacy and Public Education

*THA will advocate for the value of THA's work and for the interests of the people it serves. It will be a resource for high quality advice, data, and information on housing, community development, and related topics. THA will do this work at the local, state and national level.*

To meet this objective, THA will:

- Strive to maintain a positive public regard for THA.
- Lend staff to serve as effective members of community advisory panels.
- Be an effective advocate for the value of its work and the people it serves.

## 7. Administrative Services

*THA will have excellent administrative systems. Its staff will have skills that make THA highly efficient and effective in the customer service it provides to the public and among its departments. It will provide a workplace that attracts, develops and retains motivated and talented employees.*

To meet this objective, THA will:

- Improve its operating efficiency.
- Lower its administrative costs per household served.
- Increase the number of households served per full time employee (FTE).
- Decrease the average amount spent on community service per client outcome.
- Increase its employee engagement scores.
- Decrease its staff turnover.

- Maintain positive audit results.

## SHORT TERM GOALS

Embedded within THA's strategic objectives and performance measures are tradeoffs that are unavoidable in the face of flat funding, increasing need and tightening rental markets. For example, a dollar spent on increased rental assistance or supportive services means serving fewer households, less support for leased housing and its tenants or weaker administration and customer service. THA can feel very confident about its judgment and the tradeoffs they denote. Yet some of them, like limits on rental assistance or increases, may not be occasions to celebrate. We may not have made some of those choices if Tacoma did not face an affordable housing crisis or if THA was flush with resources to meet it. Yet THA, in consultation with our community, will make these choices with the market we face and the resources we have. Within those constraints, THA feels proud and excited about these objectives and the path they set for its work and its city. MTW flexibility makes this work adaptable and innovative and helps give meaning to each of THA's seven strategic objectives.

Here are some examples of how THA has used and plans to use its MTW flexibility in order to meet these objectives:

**Housing and Supportive Services:** THA has modified its rent structure for its Housing Opportunity Program (HOP). Its flat subsidy removes the disincentive to increase earned income. It makes it easier to administer and explain. It also lowers program costs. The savings allow THA to serve more families and to invest in supportive services that households need to succeed as "tenants, parents, students, wage earners and builders of assets."

THA has used MTW dollars and flexibility to fund its innovative Education Project. Among its initiatives is a program that has stabilized an elementary school that had ruinous transient rates among its students because of family homelessness. THA has extended this program model to house homeless community college students and their families during their enrollment as long as they make adequate academic progress toward a degree.

THA has modified its Family Self-Sufficiency program to build escrow accounts for customers as they achieve tangible, individual goals rather than through extremely complicated calculation worksheets that few people could understand and that took a lot of staff to explain and administer.

THA has also been able to invest federal dollars in non-traditional rental assistance programs that serve homeless households with children, homeless youth without families, homeless community college students, and families who need housing to prevent or shorten their children's foster care placements.

THA has hired a Landlord Engagement Specialist. THA intends to focus on developing strategic relationships with THA landlords. Leveraging its funding from the City of Tacoma, THA has been able to increase its security deposit assistance program to serve significantly more THA clients.

THA has expanded its innovative Elementary School Housing Assistance Program to other elementary schools in Tacoma. THA will increase its College Housing Assistance Program (CHAP) from 25 to 150 rental subsidies. THA, Tacoma Community College and the Department of Corrections are developing a sub cohort of the CHAP program to serve returning citizens who are exiting corrections and are enrolled at Tacoma Community College. Many of them are mothers reuniting with children.

THA will continue to invest in the Pierce County homeless system for families and young adults. THA will continue its \$1.288 million investment and will expand the use of funds to include all types of housing, not just Rapid Rehousing. THA has created a Property-Based Subsidy program where THA makes annual contributions to properties that make units available at a rental amount affordable to extremely and very low income renters. This allows THA to make more housing available to its customers in a market where tenant-based subsidies are being less successful.

This program is different from THA's Tenant-Based and Project-Based voucher programs. It is similar to the Project-Based voucher program in that the subsidy is tied to a property, as opposed to the tenant. The Local Property-Based Subsidy is different from the Project-Based voucher program in three primary ways:

- Like other programs, tenants must income qualify and have incomes below set standards, but the tenant rents are fixed regardless of the tenant's actual income. This provides predictable rent amounts for tenants rather than having tenant rents vary as tenant incomes go up and down. Fixed rents make the program easier to explain, understand and manage for both tenants and landlords. The fixed subsidy also removes a disincentive for tenants to increase their earned income because the tenant's share of the rent will not increase if they earn more.
- The subsidies to the owner would be set on an annual basis, subject to the property meeting negotiated minimum occupancy rates, rather than varying month-to-month based on tenant rent calculations. This provides a stable, predictable and easy to administer income stream for the owners and predictable expenses for the housing authority.
- The owner is responsible for advertising vacancies, screening its tenants and verifying the income of tenants. The tenants will not have a relationship with the housing authority. Tenants will just realize affordable rents at the property level based on the subsidy that is being provided.

**Real Estate Development:** THA is able to invest MTW dollars to build or buy new housing. Over the next five years, THA plans to add an average of 70 new housing units per year. This investment is important especially as Tacoma’s rental market becomes less and less affordable making vouchers less and less effective. This investment also allows THA to (i) bring affordable housing to higher opportunity parts of the market that would be or are becoming unaffordable or inaccessible even with a voucher; (ii) invest in depressed parts of the market that need the investment and embolden others to invest.

THA has acquired James Center North which will allow THA to develop housing units in Tacoma’s West End neighborhood near Tacoma Community College where housing has become unaffordable and unavailable to THA’s voucher participants and to TCC students generally. James Center North will be a transit oriented development and a mixed income community. The current plan anticipates +/- 500 units. In 2018, THA initiated the project and conducted market and feasibility studies, community engagement, advisory group meetings and began concept master planning.

THA continues its work to redevelop its 1800 Block of the property formerly known as Hillside Terrace. This is the third phase of the new Bay Terrace development and will hold up to 64 units developed with low income housing tax credits and other financing sources. At the end of 2018, the redevelopment of Hillside Terrace is fully funded.

THA continues its work to develop Housing Hilltop which will result in up to 250 new units of affordable housing to secure housing for a rapidly gentrifying neighborhood.

In 2018, THA secured partnerships with developers, Community Youth Services and the YMCA of Greater Seattle to develop a service-enriched campus providing homeless youth without families and homeless young adults with short and long-term housing with high quality, empowering and supportive services. These services will include professional trauma-informed case management services, independent living skills training and job training.

**Property Management:** THA has used MTW dollars to maintain its public housing portfolio and convert its portfolio to Rental Assistance Demonstration (RAD) financing. That portfolio is valuable. It serves THA’s neediest households, including those who would not do well in the private rental market even with a voucher, such as disabled persons, seniors, households coming from trauma and those who do not speak English. THA and its talented and multi-lingual staff are very good landlords to such tenants. This use of MTW dollars is also how THA can bring investments to neighborhoods that need it and to spur their development in ways that benefit all their residents.

THA focused on fire safety/prevention security on THA properties. THA installed stove top fire suppressors in most of the units in our portfolio. This not only helped to prevent two stove top fires in 2018, but also resulted in reduced insurance premiums.

**Financially Sustainable Operations:** The addition of affordable housing units to the portfolio will increase the agency assets. It will also add new income streams to the agency.

THA continued its work toward its portfolio-wide Rental Assistance Demonstration (RAD) conversion by converting the Salishan and Hillside Terrace portfolios to RAD financing.

THA's acquisition of additional units in Tacoma's West End, THA has added unsubsidized rental income that has helped offset the cost of operations.

**Environmental Responsibility:** THA achieved Certified LEED Gold in the Bay Terrace Phase I development that we developed using MTW dollars.

THA continues its long-term project to deploy a document imaging/management program to allow THA to begin moving to paperless operations.

THA secured a grant from Tacoma Public Utilities and the Bonneville Foundation to install energy saving solar panels at the Arlington Drive Homeless Youth Crisis Residential Center that is scheduled to break ground in 2019.

THA secured a grant to work with Tacoma Public Utilities to participate in a water heater demand demonstration for the 90 units in Salishan One. The demonstration provided new high-tech, low energy use water heaters for the units. The water heaters in the units were past their average life cycle and nearing required replacement schedule. The new water heaters are more energy efficient and have a longer life cycle than the traditional water heaters.

THA completed the low-impact landscaping and improved tree canopy at our Bay Terrace Development.

**Advocacy:** MTW has allowed THA to develop and test new ideas using its federal flexibility. These programs have added value to the Tacoma community and benefitted the customers we serve. We have been able to share these experiences with a wide national audience.

THA continued its partnership with Forterra and the University of Washington-Tacoma to review the advocacy effort with the City Council for effective affordable housing policies. These policies include: (i) a local housing trust fund, (ii) inclusionary and incentive zoning to require in some cases and entice in others the inclusion of affordable housing in a market rate development. (iii) a contingent loan program to lower borrowing costs for affordable housing development.

THA continues to be available as a source of data and advice to the city, county state and national policy makers on housing, community development and related topics. In 2018, THA was recognized by the Harvard Kennedy School for its partnership with Tacoma Community College for its College Housing Assistance Program (CHAP) as one of the “Top 25 Innovations in American Government for 2018.” THA participated in several convenings regarding its post-secondary partnership.

THA presented at the 2018 National MTW Conference for its work around PHA policies and criminal justice equity issues; as well as THA’s efforts in engaging its community to inform THA’s policies and programs and continues to present at local and national conferences about its work and the benefits of MTW.

THA participated in stakeholder meetings with landlords and tenant advocates and advised the City of Tacoma in their work to increase tenant protections.

**Administration:** THA has greatly simplified how it verifies household income and assets for the purpose of calculating rent.

THA has fully deployed its new, self-developed software system on the Salesforce platform which is used to manage the bulk of THA operations. THA’s “Open Door” software system has helped THA streamline its processes for program administration, data monitoring and reporting, staff onboarding and tenant/public communication. THA continues to refine this tool to help the agency become more efficient.

THA will continue to look for innovative ways to best leverage its MTW designation in order to meet these objectives. THA’s efforts could inform policy choices of other Public Housing Authorities unable to participate in the MTW demonstration.

## Section II: General Operating Information

### A. Housing Stock Information

#### i. Actual New Project Based Vouchers

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which a Housing Assistance Payment (HAP) Agreement was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

Property Name	Number of Vouchers Newly Project-Based		RAD?	Description of Project
	Planned*	Actual		
Harborview Manor	22	22	No	Harborview Manor is an existing low-income senior housing project-based contract in which 22 units were added in 2018.
Hotel Olympus	-	15	No	Hotel Olympus provides housing to families at or below 50% AMI.
Rialto Apts	-	31	No	Rialto Apartments provides housing at or below 50% AMI. This property accepts households with criminal histories.

<b>64<sup>1</sup></b>	<b>68</b>	<b>Planned/Actual Total Vouchers Newly-Project Based</b>
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\*Figures in the “Planned” column should match the corresponding Annual MTW Plan.

**Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:**

During the development of the 2018 Plan, THA anticipated 42 project based vouchers to return to the agency from the rehabilitation of the New Look Apartments. THA received 48 project-based vouchers back to the agency which accounts for the slight discrepancy between the planned and actual number of newly project based vouchers.

<sup>1</sup> In THA’s 2018 MTW Plan, THA anticipated 42 new project-based vouchers to return to the agency but did not assign it to a property or program.

**ii. Actual Existing Project Based Vouchers**

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which a HAP Agreement was in place by the beginning of the Plan Year. Indicate whether the unit is included in RAD.

Property Name	Number of Project-Based Vouchers		RAD?	Description of Project
	Planned*	Actual		
6th Ave	64	64	Y	Senior/Disabled apartments
Bay Terrace 1	46	46	Y/N	Family housing with 26 RAD PBV units; 20 PBV units; 26 market-rate units.
Bay Terrace 2	53	53	N	Family housing with 53 PB units; 21 Market- Rate units.
Bergerson Terrace	72	72	Y	Family housing
Dixon Village	31	31	Y	Family Housing
E.B. Wilson	77	77	Y	Senior/Disabled apartments
Fawcett Apartments	30	30	Y	Senior/Disabled apartments
Hillside Terrace 1500	12	12	N	Family housing
Hillside Terrace Ph II	13	13	N	Family housing with 13 PBV units; 12 public housing
Ludwig Apartments	41	41	Y	Senior/Disabled apartments
North G St	40	40	Y	Senior/Disabled apartments
North K St	43	43	Y	Senior/Disabled apartments
Salishan 1-7	337	337	N	Family Housing with 290 public housing units; 337 PB units; 3 unsubsidized LIHTC units.
Wright Ave	58	58	Y	Senior/Disabled apartments

917	917
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**Planned/Actual Total Existing Project-Based Vouchers**

\* Figures and text in the “Planned” column should match the corresponding Annual MTW Plan.

\*\* Select “Status at the End of the Plan Year” from: Committed, Leased/Issued

**Please describe differences between the Planned and Actual Number of Vouchers Project-Based:**

None

**iii. Actual Other Changes to MTW Housing Stock in the Plan Year**

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

**Actual Other Changes to MTW Housing Stock in the Plan Year**

THA began rehabilitation for Alberta Canada which had 48 PBRA units, these 48 PBRA were returned to THA.

THA sold some of its market rate (MR) and public housing (PH) scattered sites through its Section 32 disposition. In 2018, THA sold 8 of its PH units.

In 2018, THA implemented a new activity which enabled THA to enter into an agreement with private owners and landlords to subsidize their units which will then be offered affordable rents to low-income households. THA entered into an agreement with Highland Flats which has set aside its 62 units for low-income, homeless students enrolled at Tacoma Community College.

**iv. General Description of All Actual Capital Expenditures During the Plan Year**

Narrative general description of all actual capital expenditures of MTW funds during the Plan Year.

**General Description of All Actual Capital Expenditures During the Plan Year**

Funds include the FIC and Salishan shop remodel, completion of 902 elevator replacement and preparation for sale of scattered site homes (AMP 6).

## B. LEASING INFORMATION

### i. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

Number of Households Served Through	Number of Units Months Occupied/Leased*		Number of Households Served **	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	1,962	3,983	327	325
MTW Housing Choice Vouchers (HCV) Utilized	47,880	47,472	3,990	3,956
Local, Non-Traditional: Tenant-Based ^	840	1,373	70	114 <sup>2</sup>
Local, Non-Traditional: Property-Based ^	652	349	54	41
Local, Non-Traditional: Homeownership^	0	0	0	0
<b>Planned/Actual Totals</b>	<b>51,334</b>	<b>53,177</b>	<b>4,441</b>	<b>4,437</b>

**Please describe any differences between the planned and actual households served:**

For MTW Public Housing Units Leased: THA initially submitted its 2018 MTW Plan projecting zero public housing units to be occupied/leased. At this time, THA anticipated the remaining public housing units to be converted under the RAD. However, the remaining public housing units were not converted in 2018. THA revised its 2018 MTW Plan which included edits to the planned numbers for public housing units. THA made calculations based on a projection of the remaining six months. The actual numbers reported in the 2018 Report are calculated based on public housing households served throughout all of 2018.

For Local, Non-traditional: Property-Based: there is a difference between planned and actual due to the fact that THA has 54 Local Non-Traditional (LNT) units, but may also have voucher holders (who are counted in the MTW HCV utilized category) residing in these units.

<sup>2</sup> HUD has recently granted THA approval to include households served under this activity into its utilization 6 months post participation. THA began with households served from January 2018 through December 2018.

Local Non Traditional Category <sup>7</sup>	MTW Activity Name/Number	Number of Units Occupied/Leased		Number of Households to be Served	
		Planned <sup>^^</sup>	Actual	Planned <sup>^^</sup>	Actual
Tenant-Based	Regional Approach To Special Purpose Housing/15	840	1,373	70	114
Property-Based	Creation & Preservation of Affordable Housing/16	652	349	54	29
Homeownership	N/A	0	0	0	0

**Planned/Actual Totals**

1,492	1,722	124	143
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\* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Multiple entries may be made for each category if applicable.

\* ^^ Figures and text in the “Planned” column should match the corresponding Annual MTW Plan.

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
-	0	0

**C. WAITING LIST INFORMATION**

**i. Actual Waiting List Information**

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” should detail the structure of the waiting list and the population(s) served.

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year
2018 Consolidated Waitlist	Community wide – low income households	1,337	Closed	No
Child Welfare Housing Program (CHOP)/ Family Re-unification Program (FUP)	Other - families reuniting	68	Open	Yes
Family Rapid Rehousing (Local Non-Traditional)	Community Wide – homeless families	229	Open	Yes
Young Adult Rapid Rehousing (Local Non-Traditional)	Community Wide – homeless young adults	117	Open	Yes
Near-Elderly & Disabled (NED)	Other – near elderly and disabled families	5	Open	Yes

**Please describe any duplication of applicants across waiting lists:**

None

**ii. Actual Changes to Waiting List in the Plan Year**

Please describe any actual changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

Waiting List Name	Description of Actual Changes to Waiting List
Low Income Housing and Housing Opportunity Program	In 2018, THA consolidated its waiting list (voucher and all THA properties) and began offering applicants the option of a HOP voucher or remaining on the waiting list until the next THA unit becomes available. For those who have been contacted and have responded positively, THA began issuing HOP vouchers to applicants in May 2018. The effort is ongoing.

**D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS**

**i. 75% of Families Assisted Are Very Low Income**

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual households served upon admission during the PHA’s Fiscal Year reported in the “Local, Non-Traditional: Tenant-Based”; “Local, Non-Traditional: Property-Based”; and “Local, Non- Traditional: Homeownership” categories. Do not include households reported in the “Local, Non-Traditional Services Only” category.

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
Above 80% Area Median Income	2
80%-50% Area Median Income	20
49%-30% Area Median Income	23
Below 30% Area Median Income	107
<b>Total Local, Non-Traditional Households Admitted</b>	<b>152</b>

ii. **Maintain Comparable Mix**

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

Baseline for the Mix of Family Sizes Served (upon entry to MTW)					
Family Size	Occupied Number of Public Housing units	Utilized HCVs	Non-MTW Adjustments *	Baseline Mix Number	Baseline Mix Percentage
1 Person	385	1466	0	1851	42.58%
2 Person	179	681	0	860	19.77%
3 Person	141	538	0	679	15.62%
4 Person	96	364	0	460	10.58%
5 Person	60	227	0	287	6.60%
6+ Person	43	167	0	210	4.85%
<b>Totals</b>	<b>904</b>	<b>3443</b>	<b>0</b>	<b>4347</b>	<b>100%</b>

\* “Non-MTW Adjustments” are defined as factors that are outside the control of the MTW PHA. An example of an acceptable “Non-MTW Adjustment” would include demographic changes in the community’s overall population. If the MTW PHA includes “Non-MTW Adjustments,” a thorough justification, including information substantiating the numbers given, should be included below.

**Please describe the justification for any “Non-MTW Adjustments” given above:**

None

FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	42.58%	1876	45.38%	2.80%
2 Person	19.77%	851	20.59%	0.82%
3 Person	15.62%	598	14.47%	-1.15%
4 Person	10.58%	364	8.81%	-1.77%
5 Person	6.60%	256	6.19%	-0.41%
6+ Person	4.85%	189	4.57%	-0.28%
TOTAL	100%	4134 <sup>3</sup>	100.00%	0.00%

\*\* The “Baseline Mix Percentage” figures given in the “Mix of Family Sizes Served (in Plan Year)” table should match those in the column of the same name in the “Baseline Mix of Family Sizes Served (upon entry to MTW)” table.

^ The “Total” in the “Number of Households Served in Plan Year” column should match the “Actual Total” box in the “Actual Number of Households Served in the Plan Year” table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the “Total” number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

**Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:**

None

<sup>3</sup> THA is unable to report “Mix of Family Size” to match “Actual Households Served.” The former is based on actual households served versus the prescribed calculation used to derive “Actual Households Served.”

**iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year**

Number of households, across MTW activities, that were transitioned to the MTW PHA’s local definition of self-sufficiency during the Plan Year.

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Local Definition of Self-Sufficiency
Elementary School Housing Assistance Program/2	0	Exited or graduated with market rent burden <=50%:
Local Policy for Work-Able Households/5	24	Exited or graduated with market rent burden <=50%:
Regional Approach to Special Purpose Housing/15	30	Exited or graduated with market rent burden <=50%
Housing Opportunity Program/17	23	Exited or graduated with market rent burden <=50%:
Modify the FSS Program/19	7	Exited or graduated with market rent burden <=50%:
	84	<b><i>(Households Duplicated Across MTW Activities)</i></b>
	84	<b>Total Households Transitioned to Self Sufficiency</b>

\* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.

### **Section III. Proposed MTW Activities**

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All proposed MTW activities that were granted approval by HUD are reported in Section IV as 'Approved Activities'.

## Section IV. Approved MTW Activities

### 1. EXTEND ALLOWABLE TENANT ABSENCE FROM UNIT FOR ACTIVE DUTY SOLDIERS

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this activity in 2011.

**Description/Impact/Update:** THA modified its policy for terminating households who were absent from their unit for more than 180 days. Modifying the policy was necessary to account for households with adults called to active duty from retirement, from the reserves, or national guards. THA’s programs have a number of reserve or guard military families because of close proximity to Fort Lewis, one of the nation’s largest military bases. Due to wars in the Middle East, more of these reserve or guard members have been called to active duty. Active duty may force a household to be absent from their assisted unit for more than 180 days the normal rules allow, leaving them without housing assistance when the service member returns home. Although the question of having to terminate such a household of service men and women arose only a few times during the war, the prospect of terminating them was too unsettling even to risk. This activity allowed THA to allow a previously assisted households returning from deployment to request reinstatement within 90 days from the date they return from deployment. This activity was not used in 2018.

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of active duty soldiers at or below 80% AMI that would lose assistance or need to move (decrease).	0	0	0	Met

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## 2. ELEMENTARY SCHOOL HOUSING ASSISTANCE PROGRAM

**Plan Year Approved, Implemented, Amended:** The Elementary School Housing Assistance Program (ESHAP) was proposed in the 2011 MTW Plan and it began accepting families in the fall of 2011.

**Description/Impact/Update:**

A second cohort began in the 2017-2018 school year serving 38 formerly homeless families with 57 elementary aged children, 45 of whom attended Tacoma Public Schools, 12 students enrolled in neighboring school districts that are closer to their homes, including Franklin Pierce, Clover Park and University Place.

As of December 2018, there are 33 ESHAP households with an active voucher, 51 elementary aged children and 47 non-elementary aged children (under the age of 18). The school district and housing authority decided not to accept new participants into the program until the fall of 2019. Due to the significant changes brought forth by the redesign, pausing enrollment until the redesign is complete is meant to limit any potential disruption to families.

The baselines and benchmarks in this report are associated with this cohort.

ESHAP program management is continuing to work with these formerly homeless families to coordinate services that will improve training, education and employment opportunities. We focus on the long-term impact of this program and expect to see average income of the cohort increase the longer they are on the program.

The progress of cohort 2 households in their second year is promising. 55% of program families have earned income, an increase from 47% in 2017. All participants receive case management services, while over two-thirds of households have completed a self-sufficiency activity such as educational, employment, asset-building programs and behavioral counseling.

<b>CE # 4: Increase in Resources Leveraged</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Amount of funds leveraged in dollars (increased). Additional funds beyond THA's investment in rental assistance.</b>	\$0	THA is in the process of developing a new program strategy and will develop a benchmark for 2019 MTW Report.	Gates: \$400,000; Tacoma Public Schools \$125,000; City of Tacoma: \$110, 851; North Tacoma Rotary: \$850. Total: \$636, 701	NA

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average earned income of households affected by this policy in dollars (increase).</b>	\$6,243 (end of 2017)	\$17,940	\$9,304 (\$6,243 in 2017).	Not met. While the benchmark has not been met, households earned income has grown since 2017.

<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<b>Report the Baseline, Benchmark and outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>1) Employed Full-</b>	0	11	3	Not met
	0%	35%	9%	Not met
<b>2) Employed Part-time</b>	0	16	15	Not met
	0 %	50%	48%	Not met
<b>3) Enrolled in an Educational Program</b>	0	8	10	Met
	0%	25%	30%	Met
<b>4) Enrolled in a Job Training Program</b>	0	8	16	Met
	0%	25%	48%	Met
<b>5) Unemployed</b>	42	5	14	Not met
	100%	15%	45%	Not met

<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving services aimed to increase self-sufficiency (increase).</b>	0	50% of ESHAP households receiving case management from THA Community Services	33 ESHAP households receiving case ESHAP management and 3 were enrolled in FSS (100% of ESHAP households)	Met

SS #6: Reducing per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$857 (75% of 2-BD payment standard)	\$857 (75% of 2-BD payment standard)	\$856	Met

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase) by exiting the program with market rent burden less than 50%.	<p>Exited with market rent burden &lt;=50%: NA</p> <p>Average market rent burden (all ESHAP): 159%</p> <p>Average market rent burden (ESHAP cohort #2, year 5): 159%</p>	50% of exiting or graduating households will have market rent burden <=50%	<p>Exited or graduated with market rent burden &lt;=50%: No exits in 2018</p> <p>Average market rent burden (all ESHAP): 123% (133% in 2017)</p>	N/A

**Hardships:** No ESHAP households were granted hardships in 2018.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** THA made changes to baselines and benchmarks in 2017. The methodology established in the 2017 report has not changed, but variables will change over time, metrics that have evolving benchmark are as follows:

SS#1: Increase in Household Income – the benchmark is based on Washington’s minimum wage and an assumption of a 30/hour work week. The benchmark will evolve in subsequent MTW reports as Washington State’s minimum wage changes.

SS#6: Reducing Per Unit Subsidy Costs for Participating Households – this benchmark has been revised to assume 75% of the average two-bedroom payment standard. The benchmark will evolve along with THA’s payment standards.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** Families served by the ESHAP program were families who were identified to be homeless upon entering the program. These families entered the program with a range of barriers and needs beyond housing. Housing services provided through the ESHAP program were sufficient enough to stabilize families and created capacity for families to begin addressing issues

such as: behavioral/mental health issues for both parents and children, planning for and pursuing educational and job training opportunities, financial barriers, etc. ESHAP has been undergoing a re-design that has involved outside partners and creating partnerships so that needs beyond housing can be addressed. ESHAP participants have not yet achieved the benchmarks set within the metrics, but have seen steady growth in income and engagement in self-sufficiency activities. As a housing provider, THA has been able to provide housing subsidies to help stabilize the families and is now pursuing stronger relationships with community service providers to help ensure that families receive the help and services they need to continue their growth and progress.

### 3. LOCAL PROJECT- BASED VOUCHER PROGRAM (HCV)

**Plan Year Approved, Implemented, Amended:** THA proposed this activity in 2011 and it has been completely implemented.

**Description/Impact/Update:** THA waived the option that allows PBV holders to automatically receive a tenant-based voucher after one year in 2011. THA used this flexibility to waive the Choice Mobility option for PBV households in previous years. THA’s board approved policy changes that would allow all PBV holders to exercise CM given that households meet the following conditions: 1) in good status/no debts owed; 2) one-time use policy 3) required pre-issuance counseling; 3) unpaid tenant charges could result in termination of voucher assistance. THA grandfathered in anyone who had a PBV before October 1, 2011. THA began inspecting its own PBV units in early 2012.

It’s been several years after this activity’s initial implementation and THA has been conducting its own inspections on all its project-based units. The biggest benefit THA sees from in-house inspections is being able to monitor and control the quality of HQS inspections. THA takes pride it’s in portfolio and this allows THA to ensure its clients reside in safe, decent and sanitary housing.

CE # 1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$49, 560	\$39, 648	\$34,526.36	Met

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	TBD	TBD	NA - THA did not go above the 20% cap in 2017	TBD

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:**

CE #2: Staff Time Savings – has been removed. THA uses its MTW flexibility to conduct in-house inspections for PBV units for a cost savings and quality control. There is not a time savings by conducting in-house inspections.

For CE#1 – THA changed the baseline and benchmark to reflect “apples-to-apples” comparisons in cost savings. Previously the baseline was the cost of PBV inspections from the initial implementation of this activity back in 2012. The number of PBV units in THA’s portfolio has increased significantly since initial implementation of this activity. THA compares the costs to conduct the same inspections in the given year by a third party to costs of conducting inspections in-house. THA hopes to achieve a 20% savings by conducting in-house inspections which determines the benchmark.

THA will set baselines and benchmarks for HC #4 once the number of PBVs exceeds the 20% cap. CE #3 (Decrease in Error Rate of Task Execution) was deleted from this impact analysis. Error rates have not been collected for this initiative throughout its implementation and there are no plans to start tracking this metric.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

#### **4. ALLOW TRANSFERS BETWEEN PUBLIC HOUSING AND VOUCHER PROGRAMS**

**Plan Year Approved, Implemented, Amended:** This activity was proposed and implemented in 2011.

**Description/Impact/Update:** THA permits public housing clients to transfer to THA’s voucher programs under certain conditions such as when they are overhoused, underhoused or require a special accommodation lacking in their current unit. Some clients opt for a voucher to find a suitable unit in the private market. Tacoma’s private rental market has been competitive and can be difficult for public housing clients to secure affordable housing. The number of households who have successfully transferred between Public Housing and voucher programs decreased from 7 to 1 in 2018.

<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of household able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	0	25	1 Public Housing households transferred into voucher program and leased-up	No

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## 5. LOCAL POLICIES FOR FIXED INCOME HOUSEHOLDS

**Plan Year Approved, Implemented, Amended:** THA received authorization for this activity in 2011 and it was fully implemented in 2013.

**Description/Impact/Update:** At the end of 2018, 1,159 fixed income households were subject to the MTW tiered rents (and minimum rent) and triennial recertification cycle outlined in this activity. The impact numbers reported below are generated from households on MTW tiered rents and triennial recertifications.

2018 staff costs include salaries and benefits. One reason for the variance versus benchmark is increased staffing costs since 2012. Although we are including an estimate of staff costs used to process this task, it does not equate to real cost savings as THA has not reduced staffing as a result of the changes.

<b>CE # 1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease).</b>	\$40,095 cost to complete all elderly/disabled certifications impacted by this activity	\$26,868 (33% decrease from baseline)	\$21,800 in staff costs related to processing fixed income reviews.	Met.

  

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to complete the task in staff hours (decrease).</b>	2,567 hours to complete all elderly/disabled certifications impacted by this activity	1,720 hours (33% decrease)	856 hours spent completing fixed income reviews	Met.

  

<b>CE # 5: Increase in Agency Rental Revenue</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total Household contribution towards housing assistance (increase). Average monthly tenant share.</b>	\$0	\$286	\$236 average monthly tenant share	Not met.

**Hardships:** 1 hardship granted in 2018.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** THA made changes to its baseline and benchmarks for both CE#1 and CE#3. The changes allow THA to compare time and cost savings as the populations evolve and grow. The baselines are determined by the time and costs needed to conduct annual recertifications for all program participants impacted by this MTW activity. The benchmarks assume a reduction in time and costs by at least 33% since Housing Specialists are now conducting 1/3 of recertifications each year due to this activity.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## 6. LOCAL POLICY FOR WORK-ABLE HOUSEHOLDS (HCV/PH)

**Plan Year Approved, Implemented, Amended:** THA received authorization for this activity in 2011 and it was fully implemented in 2013.

**Description/Impact/Update:** At the end of 2018, 1,125 work-able households were subject to the MTW tiered rents (and minimum rent) and biennial recertification schedule outlined in this activity. The impact numbers reported below are generated from households on MTW tiered rents and biennial recertifications.

Minimum rent is \$75 for this population and THA has seen an increase in tenant share as a result. Minimum rent has not been increased above \$75 as THA has contemplated program wide rent reform the last few years. Benchmarks were also met for household income, number of households on TANF and the number of households that are employed full time.

CE # 1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$92,987 cost to complete all work-able certifications impacted by this activity	\$46,493 (50% decrease)	\$40,428 staff costs	Met

CE # 2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	2,978 hours to complete all work-able certifications impacted by this activity	1,489 (50% decrease)	1,736 staff hours	Not met

CE # 5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contribution towards housing assistance (increase). Average monthly tenant share.	\$0	\$571 (50% of 2-BD payment standard)	\$432 average monthly tenant share	Not met

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average earned income of households affected by this policy in dollars (increase).</b>	\$12,372	\$17,940	\$12,532	Not met

<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<b>Report the Baseline, Benchmark and outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>1) Employed full-time</b>	222	510	374	Not met
	21%	45%	33%	Not met
<b>2) Employed part-time</b>	307	510	251	Not met
	29%	45%	22%	Not met
<b>3) Enrolled in Educational Program</b>	0	TBD	NA	THA will establish benchmark in 2019
	0%	TBD	NA	NA
<b>4) Enrolled in Job Training</b>	0	TBD	NA	THA will establish benchmark in 2019
	0%	TBD	NA	NA
<b>5) Unemployed</b>	Cannot establish baseline	113	500	Not met
		10%	44%	Not met

<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving TANF assistance (decrease).</b>	431	Not to exceed 20% of workable households	120 (12%)	Met

<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Work-able households on traditional MTW rent calculation exiting the program with rent burden &lt;50%</b>	<p>Exited with market rent burden &lt;=50%: NA</p> <p>Average market rent burden (all traditional work-able): NA</p>	50% of exiting or graduating households will have market rent burden <=50%	<p>Exited or graduated with market rent burden &lt;=50%: 24 (34%)</p> <p>Average market rent burden (all traditional work-able): 78.23%</p>	Not Met.

**Hardships:** Two households in this program were granted hardships in 2018.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** THA made changes to its baseline and benchmarks for both CE#1 and CE#3. The changes allow THA to compare time and cost savings as the populations evolve and grow. The baselines are determined by the time and costs needed to conduct annual recertifications for all program participants impacted by this MTW activity. The benchmarks assume a reduction in time and costs by at least 50% since Housing Specialists are now conducting approximately half of recertifications each year due to this activity.

THA made changes to baselines and benchmarks in 2017. The methodology established in the 2017 report has not changed, but variables will change over time, metrics that have evolving benchmark are as follows:

SS#1: Increase in Household Income – the benchmark is based on Washington’s minimum wage and an assumption of a 30/hour work week. The benchmark will be revised in subsequent MTW reports as minimum wage changes.

SS#3: Increase in Positive Outcomes in Employment Status THA has established new benchmarks for full, part, and unemployed participants. Because the size of this population fluctuates from year-to-year, a percentage based benchmark will be applied to the number of households each year in order to establish numerical benchmarks.

CE#5 : Increase in Agency Rental Revenue - THA will now report average monthly tenant share which helps to isolate the rent change impact better than overall rent revenue which will fluctuate with population changes. For example, average monthly family share could decrease but overall revenue could increase through expansion in the overall population size. Additionally, average tenant share allows for an “apples-to-apples” comparison across participating households in voucher and public housing programs. We will use a benchmark of 50% of the 2-bedroom payment standard in the 2018 report (\$571).

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** THA currently does not track the number of households enrolled in an educational and/or job training program across this population. THA has added the data point to be collected in its annual reviews in late 2018 to begin tracking for this metric throughout 2019.

## **7. LOCAL INCOME AND ASSET POLICIES (HCV/PH)**

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this activity in 2011.

**Description/Impact/Update:** As part of this activity THA implemented the following policies:

- Allow tenants to self-certify assets valued at less than \$25,000.
- Disregard income from assets valued at less than \$25,000.
- Eliminate earned income disallowance (EID).
- Exclude resident stipends up to \$500.
- Accept hand-carried third party verifications and increase number of days verifications are valid up to 180 days.
- Extend the authorization of the HUD 9886 form.
- Accept hand carried verifications.

These changes have allowed THA to further streamline inefficient processes and save staff time while reducing the burden on clients to provide information that made little difference in rent calculation. Staff time interviews from early 2018 have shown that on average it takes thirty minutes to verify assets greater than \$25,000, but there were only three households in 2018. THA has seen nearly a 100% savings from only verifying assets over \$25,000.

<b>CE # 1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease) as shown by hourly staff cost applied to hours required to perform task.</b>	\$19,726	\$10,400	\$99	Met

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to complete the task in staff hours (decrease).</b>	967	500	1.5 hours	Met

**Hardships:** No hardships were requested in the 2017 because of this activity.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes to metrics or data collection for this activity in 2018.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## **8. LOCAL INTERIM PROCESSING AND VERIFICATION POLICIES (HCV/PH)**

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this activity in 2011.

**Description/Impact/Update:** THA found that parts of its interim policy were causing more work than necessary. Because of that, THA will no longer require an interim increase for every income increase reported and will process interim decreases when the income loss is 20% or more. THA will also limit interims to two per recertification cycle. In 2013, a process improvement project led to THA accepting all interims online. The activity has worked well and THA supports clients who cannot use a computer and need assistance. Forms now come in 100% complete and correctly filled out. THA met both of the benchmarks for this activity in 2018.

<b>CE # 1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease).</b>	\$11,409 (2016)	\$9,864	\$5,385 in staffing costs to process rent decreases	Met

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to complete the task in staff hours (decrease) to complete interims that result in rent changes.</b>	347 (2016)	300 hours	173 hours	Met

**Hardships:** No hardships were requested in 2018 because of this activity.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** Because this activity limits the interim processing necessary for rent changing events, THA began calculating dollars and hours saved based on interims that led to an actual change in rent. In the past, THA included all interim processing while calculating these metrics, including FSS interims and inspections.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## **11. SIMPLIFIED UTILITY ALLOWANCE**

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this activity in 2011.

**Description/Impact/Update:** This activity streamlined the utility allowance given to THA’s clients and residents. Historically, THA’s utility allowances varied by building type, bedroom size, and type of fuel/energy used. These variables resulted in numerous possible utility allowance combinations that were difficult to explain to property owners and clients, and often resulted in methodological misunderstandings. The new UA schedule was primarily streamlined by eliminating the structure type and energy type differentiators.

This activity has had a positive impact on both staff and residents. It has made explanation of the UA much simpler and cut back on the amount of time staff uses to process the UAs. THA staff still checks the accuracy of UAs although rent calculations and utility allowances are now automated in THA’s “Open Door” software system. THA met the benchmarks outlined for this activity.

<b>CE # 1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease).</b>	\$6,793	\$3,397	\$627 in staff cost to process UAs	Met

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to complete the task in staff hours (decrease).</b>	333 hours	167 hours	24 hours	Met

**Hardships:** No households requested hardships due to the utility allowance in 2018.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes in 2018.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## 12. LOCAL PORT OUT POLICY

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this activity in 2012.

**Description/Impact/Update:** Since implementing this activity in 2012, THA has seen the monthly number of port outs decrease. This decrease, combined with the attrition that comes with absorbing, and households leaving the program, have helped THA meet its goals in 2018. The reported 2018 numbers are based on the staff time required to process initial port out applications in addition to ongoing billing. The benchmark for staff time savings (CE #2) met the benchmark of a 40% decrease in staff time but costs as reflected in CE #1 (a) were slightly higher due to the rising cost of compensation.

<b>CE # 1 (a): Agency Cost Savings – Staff Costs</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease).</b>	\$6,630	\$3,978	\$6,161	No, but this is due to rising staff costs since implementation

<b>CE # 1 (b): Agency Cost Savings – Port Out Administrative Billing</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease).</b>	TBD	TBD	\$78,003	THA will establish a benchmark for this new metric in 2019.

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to complete the task in staff hours (decrease).</b>	325 hours	195 hours	290 hours	Not met. Housing Specialists have been re-assigned to specialized tasks in 2018. This accounts for the extra time spent processing ports.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes made to metrics/data collection in 2018.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## **15. REGIONAL APPROACH TO SPECIAL PURPOSE HOUSING**

**Plan Year Approved, Implemented, Amended:** THA received authorization for this activity in 2012. THA used this activity to implement its local non-traditional housing programs in 2013.

**Description/Impact/Update:** THA partnered with Pierce County on two programs that worked with hard to house populations. The program uses the Rapid Rehousing model in order to quickly house or re-house homeless or at risk of being homeless families and young adults. The program also allows THA to leverage service dollars for the housing dollars spent.

THA met the benchmarks established for all of the metrics for this activity in 2018. As THA’s investment increases, the resources leveraged also increase. The number of unique households served is nearly three times the per unit month count showing that this is a wise investment in order to serve more households. All households served through this contract receive services from providers to increase self-sufficiency.

<b>CE # 4: Increase in Resources Leveraged</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Amount of funds leveraged in dollars (increased).</b>	\$0	\$150,000	\$204,784 spent on casework associated with this program	Met.

<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving services aimed to increase self-sufficiency (increase).</b>	0	120	190 unique families housed over 2018	Met

<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households transitioned to self-sufficiency (increase).</b>	0	20	Exited or graduated with <=50% market rent burden: 30 families	Met

<b>HC #1: Additional units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).</b>	0	120	190 unique households served	Met

<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of household able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	0	120	190 unique households served	Met

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## **16. CREATION AND PRESERVATION OF AFFORDABLE HOUSING**

**Plan Year Approved, Implemented, Amended:** THA proposed this activity in a 2012 plan amendment to preserve and create affordable housing units under MTW. THA used MTW dollars in 2013 on the development of affordable housing units to replace Hillside Terrace.

**Description/Impact/Update:** Affordable housing units developed under this initiative can be any bedroom size and will be located within the City of Tacoma and may be acquired or created by THA to be rented to families at or below 80% AMI. THA intends to allow eligible low-income families to reside in these units, including those that may be receiving Section 8 rental assistance. THA also recognizes that this entire activity is under the parameters of PIH Notice 2011-45. THA will abide with PIH Notice 2011-45 when implementing this activity.

In 2018, THA re-proposed the activity to utilize its flexibility to place property-based subsidies in up to 500 units. Property-Based Rental Subsidies are contributions to properties that agree to make its units available at a rental price affordable to very low-income households. THA contracts with property owners who agree to these terms and in return THA would make contributions to the property based on a negotiated contract where the tenant contribution plus the subsidy would not exceed the market value of the unit based on a rent comparability study.

In 2018, THA contracted with a local property owner to subsidize 62 units prioritized to provide housing to low-income, homeless or near homeless students enrolled at Tacoma Community College. When a unit becomes vacant it is first advertised and held for students enrolled or eligible to enroll into THA’s College Housing Assistance Program, which is a partnership with Tacoma Community College to provide housing assistance to homeless , or near homeless students. If there is a not an eligible household to fill the vacancy within 14 days, the unit is listed to the public and can be filled with low income households meeting the AMI eligibility criteria. The unit must then be made available for households under 30% AMI. The property, Highland Flats, began leasing in late December 2018.

<b>HC #1: Additional units of Housing Made Available</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).</b>	0	62	Highland Flats – 62 units	Met

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	62	Highland Flats – 62 units	Met

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of household able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	62	Highland Flats – 13 households	Met

**Actual Non-Significant Changes:** No non-significant changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** In late 2018, THA was granted approval after it re-proposed this activity to utilize its MTW flexibility to partner with property owners and offer contributions to the properties in agreement that the units would be made available at affordable rents to very low-income households.

**Challenges in Achieving Benchmarks and Possible Strategies:** Highland Flats was purchased by the developer to be rehabilitated. Both THA and the developer had hoped that leasing for all 62 units could begin in November 2018. As seen in many construction projects, deadlines are pushed back as uninspected delays occur. Rehab delays caused Highland Flats to begin leasing in late December.

## **17. HOUSING OPPORTUNITY PROGRAM (HOP)**

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this program in 2013 after receiving MTW approval.

**Description/Impact/Update:** All new admissions to THA's tenant-based voucher program receive a HOP subsidy. A HOP subsidy is a fixed subsidy as opposed to a subsidy based on income. That includes senior/disabled households. Work-able households have a five-year time limit on their rental assistance.

In 2018 THA served 493 HOP households. Of these, 251 (51%) were work-able and 242 (49%) were elderly and/or disabled. 2018 marked the first year that work-able households reached the 5-year time limit and exited the program. 13 households exited HOP after 5 years on the program. 77% of exits were working at the time of exit and 38% had a Market Rent Burden less than 50%.

Tacoma has a very different rental market now compared to 2013 when HOP was implemented. Rents are rising quickly, vacancy rates are falling and wages are not keeping up. More and more people need help paying the rent. Tacoma's rental market requires a full-time hourly wage of \$21.96 to afford a modest two-bedroom apartment. In contrast, for example, Tacoma's minimum hourly wage is \$12 (the state of Washington's 2018 minimum wage is \$11.50).

In 2017, THA conducted an extensive evaluation of HOP and found that after 4 years, work-able households in their final year increased their earned income by 40% and reduced their dependence on public assistance by 75%. Eighty percent of households were working full-time or part-time at the end of 2017, compared to 65% at their time of admission. Increases in earned income and the number of households working are not enough to keep up with Tacoma's rising rental market; 60% of those who are set to exit HOP in 2018 will pay more than 50% of their income for rent in Tacoma's new rental market. The analysis found that the program does not have any detectable disparate impacts on any protected classes or extremely low-income households.

Through the use of targeted funding, THA also provides a limited number of HOP subsidies to two programs: the College Housing Assistance Program (CHAP) and the Children's Housing Opportunity Program (CHOP). Descriptions of these programs follow:

CHAP: THA partnered with the Tacoma Community College (TCC) where THA provides rental assistance to homeless and near homeless students at the community college. TCC provides services designed to help the families succeed so they are ready to be independent of housing subsidies after graduation. The program offers the same fixed subsidy as the HOP program and has a three (3) year limit on assistance. Graduates are considered a success and are transitioned off of the program with a 30-day notice. The community college handles all eligibility but participants must be an active student at the community college. Students must stay in college and maintain a 2.0 grade level. During 2018, 67 households were enrolled in this program. Since 2014, 25 CHAP households have graduated from TCC. The graduation rate of CHAP participants is twice that of the general Tacoma Community College population.

CHOP: THA partnered with the Department of Social and Health Services (DSHS) to provide rental assistance to families who need housing to prevent or shorten their child’s foster care placement or to house a teenager aging out of foster care who otherwise would begin his or her adulthood as a homeless person. Information on this program has been included in the HOP activity. During 2018, 16 households were enrolled in this program.

Whereas CHOP households are at 93% of earned income benchmark, CHAP households significantly lag the benchmark at 50%, which may be a function of their previously homeless status and student workload. THA may revisit the income benchmarks for CHAP in 2019.

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average earned income of households affected by this policy in dollars (increase). Work-able HOP households.</b>	\$12,164 (2013)	All HOP Work-able: \$17,940  <i>CHOP: \$17,940</i> <i>CHAP: \$17,940</i>	HOP All Work-able: \$20, 570  <i>CHOP: \$16, 015</i> <i>CHAP: \$10,121</i>	HOP All Work-able: Met  <i>CHOP: Not met</i> <i>CHAP: Not met</i>

<b>SS #3: Increase in Positive Outcomes in Employment Status (work-able HOP households only)</b>				
<b>Report the Baseline, Benchmark and outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>1) Employed Full Time</b>	0	143	90	Not met
	0	50%	45%	Not met
<b>2) Employed Part Time</b>	0	129	68	Met
	0	45%	34%	Met
<b>3) Enrolled in an Educational Program</b>	0	TBD	NA	THA will establish benchmark in 2019
	0	TBD	NA	NA
<b>4) Enrolled in a Job Training Program</b>	0	TBD	NA	THA will establish benchmark in 2019
	0	TBD	NA	NA
<b>5) Unemployed</b>	0	14	44	Not met
	0	5%	22%	Not met

<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving TANF (decrease).</b>	9 work-able HOP households from 2013 cohort (15%)	10% of year 5 work-able HOP households	Year 5 work-able HOP households: 0 households (0% of work-able HOP households from 2013 cohort)	Met. Note 13 work-able HOP households overall received TANF in 2018 (3%).

<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving services aimed to increase self-sufficiency (increase). Households participating in FSS.</b>	0	15% participation in FSS by HOP work-able households	24 HOP households participate in FSS (12% of work-able HOP households)	Not met

<b>CE#6: Reducing per Unit Subsidy Costs for Participating Households</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).</b>	\$604 for traditional section 8	\$571 average monthly HAP for HOP households (50% of 2-BD payment standard)	\$539 average monthly HAP for HOP households at end of 2018	Met.

<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households transitioned to self-sufficiency (increase). Work-able households who exit HOP with a market rent burden less than or equal to 50%.</b>	<p>Exited with market rent burden &lt;=50%: NA</p> <p>Average market rent burden (all HOP): 72%</p> <p>Average market rent burden (HOP 2013 co-hort): 71%</p>	50% of exiting work-able households will have market rent burden <=50%	<p>Exited with market rent burden &lt;=50%: 23 families (22%)</p> <p>Average market rent burden (all HOP): 82%</p> <p>Average market rent burden (HOP 2013 co-hort): 84%</p>	Not met.

<b>HC #3: Decrease in Wait List Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average applicant time on wait list in months (decrease).</b>	5.16 Years	2 Years	Waiting list has been exhausted for 2018 and was not re-opened and the waiting list has been consolidated.	N/A

<b>CE # 1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of calculating rent in dollars (decrease). Estimated staff cost to conduct annual reviews.</b>	\$7,943	\$16,375	\$13,151 estimated staff cost to conduct HOP reviews in 2018.	Met

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to calculate rent in staff hours (decrease). Staff time to conduct annual reviews.</b>	335	448 (average of one hour review time per HOP HH per year)	405 staff hours spent conducting HOP reviews in 2018	Met

<b>CE # 4: Increase in Resources Leveraged (From the College Housing Assistance Program)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Amount of funds leveraged in dollars (increased).</b>	\$0	\$22,000	\$22,000 (\$12,000 in project management, data management and admin support; and \$10,000 in case management)	Met

**Hardships:** 7 households received a hardship extension. 3 households received an extension of 90 days for an unforeseen loss of income and 4 household received a longer extension (no longer than one year) in order to complete a self-sufficiency activity or program. THA monitors compliance with the hardship policy quarterly.

THA revised the HOP's hardship policy to grant up to one year of additional rental assistance to households actively enrolled in a self-sufficiency activity that will likely increase the household's earned income (activities may include a degree program, FSS, or vocational certificate). To be eligible, a household must also be extremely rent-burdened (>50%) without rental assistance (according to the payment standard). THA also provides a 90-day unexpected loss of income hardship extension for households who experience an unforeseen loss of income within 90 days prior to exit.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** THA made changes to baselines and benchmarks in 2017. The methodology established in the 2017 report has not changed, but variables will change over time, metrics that have evolving benchmark are as follows:

SS#1: Increase in Household Income – the benchmark is based on Washington's minimum wage and an assumption of a 30/hour workweek. The benchmark will be revised in subsequent MTW reports as minimum wage changes.

SS#3: Increase In Positive Outcomes in Employment Status - THA has established new benchmarks for full, part, and unemployed participants. Because the size of this population fluctuates from year-to-year, a percentage based benchmark will be applied to the number of households each year in order to establish numerical benchmarks.

CE#1 & CE#2: Agency Time and Cost Savings - THA used the results of a time study of administrative tasks (completed in early 2018) to update the time and estimated staff costs to conduct HOP annual reviews. In previous MTW reports, THA has indicated these metrics reflect staff time and costs related to the rent calculation. To clarify the task being measured, THA will define this calculation more broadly to include the entire annual review process. The estimated staff cost to conduct reviews was based on the annual staff hours required and the average hourly salary (plus benefits) of the staff engaged in the review process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## **18. ELIMINATE THE 40% RULE**

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this program in 2013 after receiving MTW approval.

**Description/Impact/Update:** THA used this activity to waive the 40% cap on the percentage of income spent on rent. The goal is to allow for maximum resident choice in the voucher program and to substantially increase the participant’s ability to understand the program and lease up more quickly.

This activity has allowed more households in THA’s voucher programs the opportunity to lease units that they would have not had the opportunity to lease in the past. In addition, staff have saved time explaining the 40% rule to clients. In 2018, the number of households using this flexibility significantly rose to 616 families versus 305 in the previous year. In 2018, Tacoma experienced a challenging housing market as rents rose and vacancies decreased. It became difficult to secure affordable housing, eliminating the 40% rule removed the additional burden of finding housing in a tightening market. Families are not additionally burdened by the 40% rule when looking for housing in an already competitive market.

<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of household able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	0	100	616 families leased a unit when rent exceeded 40% of their income	Met

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## 19. MODIFY THE FSS PROGRAM

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this program in 2013 after receiving MTW approval.

**Description/Impact/Update:** Under this activity, THA’s FSS team now uses a pay point approach in lieu of the traditional income-based escrow system. The system has now been built into THA’s new software program. All participants in the FSS program are now using this modified approach.

In 2018, 22 households graduated from the FSS program with an average income of \$44,270. This group represents the second cohort of graduates from the modified FSS program. While the number of graduates this year has decreased; education, employment, and escrow growth has increased. Thirteen participants worked with embedded credit counselors and reduced their debt by an average of \$3,392. Four of the 2018 graduates attained living wage employment and no longer require a housing subsidy.

THA has seen a 100% cost and time savings from the modified FSS program. Staff reported no time was spent calculating escrow amounts as the new system simply requires the caseworker to select the milestone accomplished. THA’s Client Services department is working diligently to increase the number of households that participate in FSS.

<b>CE # 1: Agency Cost Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total cost of task in dollars (decrease) by not having escrow errors.</b>	\$22,586	\$1,583	\$0	Met

<b>CE # 2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total time to complete the task in staff hours (decrease) by not having escrow errors.</b>	936	78	0	Met

<b>SS #1: Increase in Household Income</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average earned income of households affected by this</b>	\$9,231	\$17,160	\$12,938	Not met

policy in dollars (increase).				
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<b>SS #2: Increase in Household Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average amount of savings/escrow of households affected by this policy in dollars (increase).</b>	\$0	\$500	\$1,335 (\$534 in 2017)	Met

<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<b>Report the Baseline, Benchmark and outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>1) Employed Full Time</b>	68	69	60	Not met
	54%	35%	41%	Met
<b>2) Employed Part Time</b>	23	79	55	Not met
	18%	40%	38%	Not met
<b>3) Enrolled in an Educational Program</b>	16	48	15	Not met.
	13%	25%	7%	Not met.
<b>4) Enrolled in a Job Training Program</b>	29	40	30	Not met.
	23%	20%	7%	Not met.
<b>5) Unemployed</b>	33	8	63	Not met
	26%	5%	43%	Not met

<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving TANF assistance (decrease).</b>	19	5% of FSS participants on TANF	17 or 12% of FSS participants on TANF (27 or 16% in 2017)	Not met

<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households receiving services aimed to increase self-sufficiency (increase).</b>	140	100% of FSS participants	145 FSS participants	Met

<b>SS #6: Reducing per Unit Subsidy Costs for Participating Households</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).</b>	\$589 2014	\$571 (50% of 2-BD payment standard)	\$613 (\$565 in 2017)	Not Met

<b>SS #7: Increase in Agency Rental Revenue</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Total Household contribution towards housing assistance (increase). Average monthly tenant share.</b>	THA cannot establish a baseline for this metric.	\$571 (50% of 2-BD payment standard)	\$471 average monthly tenant share for FSS families	Not Met

<b>SS #8: Households Transitioned to Self Sufficiency</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of households transitioned to self-sufficiency (increase). Percentage of FSS graduates with market rent burden less than 50%.</b>	Exited or graduated FSS with market rent burden <=50%: NA  Average market rent burden (all FSS): NA%	50% of exiting or graduating work-able households will have market rent burden <=50%	Exited or graduated FSS with market rent burden <=50%: 7 families (41%)  Average market rent burden (all FSS): 64%	Not met.

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** THA made changes to baselines and benchmarks in 2017. The methodology established in the 2017 report has not changed, but variables will change over time, metrics that have evolving benchmark are as follows:

SS#1: Increase in Household Income – the benchmark is based on Washington’s minimum wage and an assumption of a 30/hour workweek. The benchmark will be revised in subsequent MTW reports as minimum wage changes.

SS#3: Increase In Positive Outcomes in Employment Status - THA has established new benchmarks for full, part, and unemployed participants. Because the size of this population fluctuates from year-to-year, a percentage based benchmark will be applied to the number of households each year in order to establish numerical benchmarks.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There have been challenges achieving the prescribed benchmarks, but FSS participants have been showing growth in their household income, educational and employment participation from the previous year.

## 21. CHILDREN’S MATCHED SAVINGS ACCOUNTS

**Plan Year Approved, Implemented, Amended:** THA proposed this activity in its 2014 MTW Plan and implemented the program in Fall 2015.

**Description/Impact/Update:** THA offers children’s savings accounts (CSAs) to the children of New Salishan from kindergarten through high school. The program is aimed at developing a savings habit among students and their families and improving academic achievement, graduation rates, college preparation and enrollment. New Salishan is THA’s largest community.

In 2018 THA continued to recruit children attending Lister Elementary or First Creek Middle School in the Salishan neighborhood to help them save for college. In 2018 the number of children enrolled in the program increased from 110 in 2017 to 181 (90 in the elementary school cohort and 91 in the middle school cohort).

The program has over \$55,000 total in savings, an increase from \$30,000 in 2017. The average account balance in the elementary seed and match portion is \$159, and \$451 for the scholarly incentive portion for middle and high school participants. THA continued its fundraising efforts for this activity through 2018 and now has sufficient funding to support all four cohorts.

SS #2: Increase in Household Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$100 average annual savings per account	\$305 average account balance	Met

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## 24. SECURITY DEPOSIT ASSISTANCE PROGRAM

**Plan Year Approved, Implemented, Amended:** THA proposed this activity in its 2014 MTW Plan and implemented the program in January 2016.

**Description/Impact/Update:** The activity is a security deposit assistance program that would be open to THA applicants in its Tacoma Public Schools Special Housing Project, its College Housing Assistance Program, and any of THA’s affordable housing applicants/residents who are in need of assistance in order to move into a unit. THA realizes it is very difficult when a household comes to the top of a waitlist and it does not have the resources to pay the security deposit. This program ensures that families in need can afford to move into the unit when their name is called and will reduce the number of unit turndowns THA receives.

In 2018 THA received funding from the City of Tacoma in order to increase the pool of funds that were available for deposit assistance. These funds were restricted to households leasing up within the Tacoma City limits, but did not have program restrictions. Therefore, we were able to use THA’s internal SDAP funds more thoroughly in other parts of our jurisdiction and focus specifically on THA’s special programs. This additional funding helped us serve significantly more households on the general rental market and assisted in shortening up the length of time it took households to lease up.

<b>HC #5: Increase in Resident Mobility</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Number of household able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).</b>	0	20	141	Met

<b>CE # 4: Increase in Resources Leveraged</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
<b>Amount of funds leveraged in dollars (increased).</b>	\$0	\$50,000	\$50,000 from the City of Tacoma	Met

**Actual Non-Significant Changes:** No changes or modifications to the MTW activity were made in 2018.

**Actual Changes to Metrics/Data Collection:** No changes were made to the metrics or data collection process.

**Actual Significant Changes:** No significant changes were made to this MTW activity in 2018 through an Annual MTW Plan amendment.

**Challenges in Achieving Benchmarks and Possible Strategies:** There are no challenges related to this activity.

## **B. Not Yet Implemented Activities:**

### **10. Special Program Vouchers**

**Update:** THA proposed this activity in 2011. THA has several special programs it is running but they have all been proposed separately as rent reform activities or local non-traditional programs to this point.

### **22. Exclude Financial Aid from Excess Income for Students**

**Update:** THA has not yet implemented this activity.

## C. On Hold Activities:

### 20. MTW Seed Grants

**Update:** THA implemented this program in 2013 after receiving MTW approval. THA used this activity in 2013 to contract with a service provider for job readiness soft skills. THA did not utilize this activity in 2017.

## D. Closed Out Activities:

**9. Modified Housing Choice Voucher Activity:** THA proposed this activity in 2011 and has yet to implement it. The activity proposed to modify the annual inspection process to allow for biennial inspections of qualifying HCV units (instead of yearly). Since HUD guidance was released on inspections allowing any PHA to perform them biennially, this activity was closed out in 2015.

**13. Local Blended Subsidy:** THA proposed this activity in 2012 but has not implemented it. The activity was created so that THA could create a local blended subsidy (LBS) at existing and, if available, at new or rehabilitated units. The LBS program would use a blend of MTW Section 8 and public housing funds to subsidize units reserved for families earning 80 percent or below of area median income. Because of the complicated nature of this activity, THA has not implemented it. THA has been approved for a RAD conversion in 2014/2015 which caused this activity to be closed out in 2015. The units may be new, rehabilitated, or existing housing. The activity is meant to increase the number of households served and to bring public housing units off of the shelf.

**14. Special Purpose Housing:** THA proposed this activity in 2012 and has not implemented it. The activity was meant to utilize public housing units to provide special purpose housing, and improve quality of services or features for targeted populations. In partnership with agencies that provide social services, THA would make affordable housing available to households that would not be admitted to traditional public housing units. With this program, THA would sign a lease with partner agencies to use public housing units both for service-enriched transitional/short-term housing and for office space for community activities and service delivery. The ability to designate public housing units for specific purposes and populations allows units to target populations with specific service and housing needs and specific purposes, such as homeless teens and young adults. Because of the RAD conversion, THA closed this activity in 2015.

## Section V: Sources and Uses of MTW Funds

### Actual Sources and Uses of MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

### Actual Use of MTW Single Fund Flexibility

THA used single fund flexibility to fund the Housing Choice Voucher programs in order to carry out the mission of the MTW Demonstration Program through activities that would otherwise be eligible under sections 8 and 9 of the 1937 Act. Below are listed some of the specific ways in which THA exercises the Single-Fund Flexibility:

- THA is focusing on housing, employment-related services, and other case management activities that will move families towards self-sufficiency. Its Community Services area also assists tenants that are facing challenges in successful tenancy.
- THA is going into the seventh year of its Education program. It has various elements and initiatives. One has THA providing rental assistance to homeless households with children who attend a school with an exceptionally high level of turnover to help stabilize the student population. THA uses single-fund flexibility to provide some administrative support for this program. THA believes this approach will help to improve educational out-comes, add stability to the neighborhood, and create a better learning environment for the community as a whole.
- THA is utilizing single-fund flexibility to support Information Technology staff and contracts to support the development of a new customer relationship management (CRM) software system. This development will make necessary technological enhancements to benefit the organization and the residents.
- THA is analyzing its administrative overhead and charge expenses directly to the programs whenever possible. The agency is charging administrative or previously 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.
  - THA wrote an activity in its 2012 amended plan that allows the agency to activate the single fund flexibility and to spend MTW money on the development, and preservation of affordable housing.
- THA is partnering Pierce County to invest up to \$1.288 million each year to support housing assistance for homeless families. The programs are funded by THA but run by partnering agencies in the community.

Local Asset Management Plan	
Did the MTW PHA allocate costs within the statute in the Plan Year?	Yes
Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?	No, ongoing
Did the MTW PHA provide a LAMP in the appendix?	Yes, appendix item A
If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.	No actual changes in the Plan Year.

### A. Reviews, Audits and Inspections

- In 2018, THAT had a FBI Non-Criminal Justice Technical Security Audit for the storage and dissemination of fingerprint based criminal history records. The audit produced no findings.
- In 2018, Washington State Housing Finance Commission (WSHFC) conducted its 2017 Annual Report for THA's entire portfolio. This was a review of THA's files and units to ensure compliance with WSHFC regulations and requirements. There were no major findings.
- June 2018 – the City of Tacoma's Human Services Department conducted a contract monitoring review of THA's ESHAP program. The program was found to be in compliance with all contractual requirements.
- In 2018, the Washington State Auditor's Office conducted its annual review of THA's Rental Assistance Department. No major findings have been reported.
- In 2018, HUD conducted REAC inspections for Salishan IV and Hillside II. Inspection of Salishan IV resulted in a score of 95 out of 100. 1 site, 17 buildings and 17 units were inspected and 1 health and safety deficiencies were observed. Inspection of Hillside II resulted in a score of 90 out of 100. 1 site, 3 buildings and 9 units were inspected. 1 health and safety deficiencies were observed. THA will
- In 2018, HUD's Office of Inspector General's (OIG) office conducted an audit of THA's Rental Assistance Demonstration (RAD) program. The OIG found THA to generally satisfy RAD requirements but did not always conduct annual tenant examinations for its RAD converted units which resulted in THA paying \$2,975 in unsupported and ineligible housing assistance for 5 of the 20 sampled tenants. The report includes 4 recommendations which THA will follow through on by April 30<sup>th</sup> of 2019. OIG recommends that the Director of Seattle Office of Public Housing:
  - (1) require the Authority to provide support for the \$1,071 in unsupported assistance payments made in 2017 and reimburse its RAD converted project based voucher program using non-Federal funds for any amount that remains unsupported;

- (2) require the Authority to reimburse its RAD-converted project-based voucher program \$1,904 using non-Federal funds for the ineligible assistance payments made in 2017;
- (3) require the Authority to complete overdue annual reexaminations and reconcile corrections by reimbursing tenants and its RAD-converted project-based voucher program using non-Federal funds;
- (4) conduct a review to determine whether the Authority is complying with the reexamination schedule in its Moving to Work policy and incorporate timely reexaminations in the risk management assessment.

## **B. Evaluation Results**

No evaluations in 2018.

## C. MTW Statutory Requirement

A. On behalf of the Tacoma Housing Authority, I certify that the agency has met the 3 statutory requirements of the MTW program in fiscal year 2018.

Certification that the Agency has met the three statutory requirements of:

- 1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income 50% AMI and below families. In 2018, 93% of all households were at or below 50% AMI.

Certification of Statutory Compliance 2011			Certification of Statutory Compliance 2018		
Family Size	50% AMI and Below	Above 50% AMI	Family Size	50% AMI and Below	Above 50% AMI
1	98%	2%	1	98%	2%
2	95%	5%	2	90%	10%
3	92%	8%	3	89%	11%
4	93%	7%	4	88%	12%
5	93%	7%	5	84%	16%
6	96%	4%	6	86%	14%
7	97%	3%	7	79%	21%
8+	93%	7%	8+	82%	18%

- 2) Continuing to assist substantially the same total number of eligible low-income families would have been served had the amounts not been combined; and

Program	Moving to Work Baseline (Updated '13)	2011 Households Served	2012 Households Served	2013 Households Served	2014 Households Served	2015 Households Served	2016 Households Served	2017 Households Served	2018 Households Served
Public Housing	817 <sup>i</sup>	904	870	762	792	801	801	332	325
Section 8	3,696 <sup>ii</sup>	3,448	3,552	3,634	3,673	3,685	3,677	4,049	3,956
Local Non-Traditional	0	0	0	47	128	86	61	77	143
<b>Totals</b>	<b>4,513</b>	<b>4,335</b>	<b>4,422</b>	<b>4,443</b>	<b>4,593</b>	<b>4,572</b>	<b>4,539</b>	<b>4,458</b>	<b>4,424</b>

- 3) Maintaining a comparable mix of families (by family size) served, as would have been provided had the amounts not been used under the demonstration.

Persons in Household	1	2	3	4	5	6	7+	Total
Pre-MTW	36%	21%	18%	12%	7%	3%	2%	100%
2011	42%	20%	16%	10%	7%	3%	3%	100%
2012	41%	20%	16%	10%	8%	3%	2%	100%
2013	42%	20%	16%	10%	7%	3%	2%	100%
2014	43%	19%	15%	10%	7%	3%	2%	100%
2015	43%	20%	16%	10%	7%	3%	2%	100%
2016	43%	20%	15%	10%	7%	3%	2%	100%
2017	46%	19%	15%	9%	6%	3%	2%	100%
2018	45%	21%	14%	9%	6%	2%	2%	100%

*Michael Mirra*

Michael Mirra, Executive Director

Date: March 31, 2019

<sup>i</sup> 104 units public housing were torn down at Bay Terrace in 2013

<sup>ii</sup> THA received 103 TPV vouchers between July and October 2012

#### **D. MTW Energy Performance Contract (EPC) Flexibility Data**

This section does not apply.

## **Additional Appendix Items**

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Appendix A: Local Asset Management Plan

Appendix B: Rent Burden Methodology

## **Appendix A: Local Asset Management Plan**

### **A. Background and Introduction**

The First Amendment to the Amended and Restated Moving to Work Agreement authorize Tacoma Housing Authority (THA) to design and implement a Local Asset Management Program (LAMP) for its Public Housing Program and describe this program in its Annual MTW Implementation Plan. The term “Public Housing Program” means the operation of properties owned or units in mixed-income communities subsidized under Section 9 of the U.S. Housing Act of 1937, as amended (“1937 Act”) by the Agency that are required by the 1937 Act to be subject to a public housing declaration of trust in favor of HUD. The Agency’s LAMP shall include a description of how it is implementing project-based property management, budgeting, accounting, and financial management and any deviations from HUD’s asset management requirements. Further, the plan describes its cost accounting plan as part of its LAMP, and in doing so it covers the method for accounting for direct and indirect costs for the Section 8 Program as well.

In 2012, THA changed the structure of property management operations in order to achieve greater efficiencies. The new structure is described in Section C below. Since 2007, THA has operated using project-based budgeting with on-site administrative and maintenance personnel responsible for the majority of the tasks associated with managing the properties. THA will modify somewhat the cost approach as described in the previous year’s LAMP. This cost approach continues to eliminate all current allocations and book all indirect revenues and expenses to a Program Support Center and then charges fees to the programs and properties as appropriate.

### **B. Guiding Principles**

The City of Tacoma established the Tacoma Housing Authority under State of Washington enabling legislation in 1940 through resolution. The resolution states that the City formed the Housing Authority to address a “shortage of safe and sanitary dwelling accommodations in the City of Tacoma, Washington available to persons of low-income at rentals they can afford.” Since then, THA has strived to meet the ever-increasing demands for low-income housing in the Tacoma area. With acceptance into the Moving to Work (MTW) program in 2010, THA took on three additional statutory objectives that further define the Agency’s role on both a local and a national scale. THA is required to keep these objectives in mind through the development of each activity related to MTW, including the development of the LAMP. The three statutory objectives are: 1) reduce cost and achieve greater cost effectiveness in Federal expenditures; 2) give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and 3) increase housing choices for low-income families [Section 204(a) of the 1996 Appropriations Act].

**C. Description of Asset-Based Operations**

***Overview of Organizational Structure***

THA’s Property Management Department is responsible for the day-to-day operations of THA’s portfolio and the Administration Department is responsible for Asset Management and compliance. The chart below shows this relationship and the positions responsible for these management functions.



Figure 1: Organizational Structure

***Description of 2018 Plan***

THA’s 2011 LAMP described a distinction between the method in which it managed its “conventional” AMPs and the Salishan portfolio. THA decided to manage these areas differently in order to capitalize on the efficiencies of managing Salishan as a larger property. THA restructured its entire portfolio in 2012 in order to achieve the operational efficiencies desired in Salishan. Rather than managing different types of properties in the same AMP, THA changed its management groupings into Elderly/Disabled properties and Family properties. The agency has already grouped its Salishan properties into a centralized management group rather than managing seven Salishan properties as separate entities. THA has made the same conversion for its Hillside Terrace properties. We have a Portfolio Manager that oversees our Salishan properties, and a separate one overseeing the remainder of our properties.

### ***Asset and Compliance Management***

While the Property Management Department oversees the day-to-day operations of the properties, THA's Asset Management and Compliance Division oversees the long-term strategic objectives of the properties. Having an Asset Management and Compliance Division enables THA to effectively plan for the future, ensure compliance with Local and HUD regulations, and keep the agency's strategic objectives at the forefront when making both operational and strategic decisions. Included within the scope of this division are the following responsibilities:

- Risk Management
- Compliance (file audits, PIC, finding resolution)
- Budget Oversight
- Financial Reporting and Modeling
- Capital Needs Assessment
- AMP Performance Review
- Strategic Planning
- Policy Development and Implementation
- AMP Procurement Regulation

### ***Project-Level Reporting***

THA instituted project-based budgeting and accounting practices in 2007. In 2008, THA Finance staff developed systems and reports to facilitate the onsite management of budgets, expenses, rent collection and receivables, and purchasing; in 2009 the Asset Management division developed reports and financial models to analyze all properties at the project level.

### ***Maintenance Operations***

In accordance with HUD Asset Management guidance, THA instituted a decentralized maintenance program in 2008. During 2011, THA realized efficiencies in the maintenance of its Salishan properties by assigning maintenance personnel to the entire Salishan portfolio, rather than each of the individual projects. We have continually updated our approach over time, and have a slotted facilities manager whose responsibility it is to oversee overall asset maintenance. We currently have four maintenance leads with more technical abilities who oversee assigned staff in each of our management clusters. Staff can be detailed to properties outside of their cluster, if there is a specified need.

### ***Acquisition of Goods***

THA has been operating under a decentralized purchasing model for the acquisition of goods. Site staff is primarily responsible for purchasing supplies for the properties they oversee. Purchases are primarily completed through a P-Card system, while in certain circumstances Purchase Orders continue to be used.

### ***Acquisition of Services***

While the acquisition of goods is decentralized, the agency has adopted a hybrid approach to the acquisition of its services. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized staff to define scopes of work, and ensuring the work is done properly.

## **D. Strategic Asset Planning**

### ***THA's Asset Management Committee***

In 2010, THA formed an Asset Management Committee consisting of key members from the following functional areas in the agency: Finance, Asset Management and Compliance, Property Management, Community Services and Real Estate Development. The committee meets on a routine basis. The standing agenda includes reviewing operational costs at each site, investigating large cost variances between the AMPs, analyzing property performance metrics, and comparing cost data and operational data to industry standards. THA also uses financial models to compare our metrics to properties managed by private firms. The committee also considers any policy changes having a potential impact on the operation of its properties and decisions regarding property acquisition and disposition. Some examples of policy changes discussed here include adoption of a smoke-free policy and changes to THA's current rent policy and occupancy standards.

The overall purpose of the committee is to ensure that THA makes decisions in a way that fosters appropriate communication between the major functional areas concerned with Asset Management and address related issues and concerns from a holistic perspective.

The cost approach developed by THA as described in the next section of this LAMP allows this committee and others in the agency to make informed decisions concerning the agency's portfolio. The cost approach will clearly show which areas of the agency cost the most to run and which provide the most value to the mission of the agency.

## **E. Cost Approach**

THA's current cost approach is to charge all direct costs related to day-to-day operations to the specific property or program fund and to charge all indirect costs to a central fund (see "Program Support Center" below). The PSC would then earn fees that they charge to the programs they support. Community Service expenses that benefit THA's Affordable Housing properties will be charged out to a direct grant or the Moving to Work program. For purposes of this Cost Approach, properties refer to ones that THA owns or manages and the term program refers to the Rental Assistance and Moving to Work programs administered by THA. In 2016, THA no longer owns any Public Housing units outright. We converted our existing ACC Public Housing portfolio to RAD, setting up a new Tax Credit entity. The remaining Public Housing units are owned by our existing Tax Credit entities. We currently manage our

THA developed this approach for the following reasons:

1. It allows the agency to easily see the costs directly related to the day-to-day operations of a property or program and determine whether the management of that cost center can support itself. Staff managing the programs and properties will be able to easily discern all related administrative and shared costs. Managers will negotiate if costs are determined unreasonable or if the AMP or program cannot support the proposed fees.
2. One of the goals of the MTW program is to increase administrative efficiency. By charging these costs out as a fee, it will be easier in the future to identify the administrative efficiencies at the program/project level and the indirect costs that support them. The tax credit entity fees paid to THA is based on a % of their Operating Income, and is distributed to the various support areas within THA.

### ***Activity Areas***

THA created three separate activity areas in order to track what it costs the agency to support different types of activities in which the agency engages. The three activity areas are:

- Conventional Affordable Housing (MTW)
- Tax Credit Management (MTW)
- Business Activities (Non-MTW)

THA decided to separate MTW activities into Conventional Affordable Housing and Tax Credit Management in order to tell how much it costs to manage its Tax Credit Portfolio versus its other affordable housing programs, including any remaining Housing properties we may manage, and Section 8. THA considers any other activities as Non-MTW activities and the revenues and expenses fall under the Business Activity area.

### ***Program Support Center***

Each of the three activity areas (Business Activities, CAH Activities and Tax Credit Activities) will have a Program Support Center (PSC). This is the equivalent of the Central Office Cost Center (COCC) under the HUD Asset Management model and it contains all of the programmatic support costs related to each of the three activity areas. The expenses will be split out to one of the three support centers based on unit equivalency and where the project or program resides to more clearly identify where administrative expenses fall and measure either the profitability or cost to each of the identified areas.

The end of this plan indicates the breakdown of how the administrative cost portion of the PSC will be charged out.

### Direct Costs

Any costs that directly and wholly support a particular project or program will be charged as Direct Costs to the respective project or program. The following chart outlines which costs are considered Direct Costs.

**Table 1: Direct Costs**

Program Area	Cost Type	Comments
Property Management	Personnel Costs	
	Office Rent	
	Insurance	Includes property and liability insurance directly related to the AMP
	Program Support Fees	Fees charged to the properties for administrative overhead and costs allocated out that are not under the direct purview of the managers
	Administrative Costs	Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs
	Maintenance Costs	Includes materials, maintenance personnel costs, and contracts
	Utilities	
	Security	
	Relocation due to Reasonable Accommodation	
	Collection Loss	
	PILOT	
	Debt Service Payments	
	Audit Costs	
	Rental Assistance	Personnel Costs
Office Rent		
Insurance		
Program Support Fees		HUD fees and leasing
HAP Expenses		
Audit Costs		
Administrative Costs		Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs

### ***Indirect Costs (Program Support Fees)***

Any indirect costs incurred by THA in support of its projects and programs will be incurred by the Program Support Center. The fees are:

- Administrative Support Fee based on HUD model. This also includes IT, Elderly Service coordinator and leasing cost. We choose not to allocate any costs out to a program or project that is not under their direct control.

### ***Project Support Fee***

The Administrative Support Fee will cover the costs of the services provided by the following:

- Executive Department
- Purchasing
- Asset Management, including compliance
- Human Resources Department
- Client and Community Services
- Accounting and Financial Services
- Real Estate Management and Improvement and Capital Fund Monitoring
- Information Technology
- Reasonable Accommodations
- Leasing and Elderly Services Coordinator

There will be two separate rates, one for Rental Assistance programs and one for managed housing units. The fee charged to Rental Assistance will be charged to all Rental Assistance Baseline units (MTW Vouchers, FUP, NHT, VASH, etc.); our MTW vouchers (other than RAD) and Mod Rehab properties will be charged based on our MTW baseline regardless of occupancy. RAD our special program (FHP, NHT, VASH) will all be charged based on occupancy. The following chart shows how these fees are derived. For Rental Assistance, THA is using the HUD prescribed Management Fee. The Bookkeeping fee is reduced to correspond to a more accurate cost of defined support to the program. The IT fee is also reflective of direct support to the program. The Property Management units we manage are almost exclusively Tax Credit properties and their fees are based upon an agreed upon % with our Tax Credit partners and investors in their respective Operating Agreements. We do make decisions as to how we will break those fees down once they are received at THA. THA will reserve the right to use any available excess operating subsidy remaining in the Tax Credit AMP (AMPs 7-16) to cover deficits in the Tax Credit PSC. Fees that would be allocated out (leasing, Elderly Services coordinator, IT) are charged as part of the fee in order not to have any expenses allocated out that Property managers do not have any control over.

**Table 2: Administrative Support Fee Components**

Administrative Support Fee Components			
Fee	Rental Assistance	Property Mgt.- 806	Tax Credit
Management Fee			
Executive	\$ 2.00	\$ 2.00	\$ 2.00
Human Resources	\$ 1.50	\$ 2.00	\$ 2.00
PM Overhead (including rent)	2.50	Remaining	Remaining
Bookkeeping Fee	5.00	20.00	20.00
Asset Management Fee	-	10.00	10.00
IT Fee (IT portion of Operating Subsidy)	5.00	6.00	6.00
Community Services	2.50		2.50
Leasing Support			2.50
<b>Total Fee:</b>	<b>\$ 18.50</b>	<b>\$ 40.00</b>	<b>\$ 45.00</b>

## Cost Centers

### Property Management

Property Management uses of funds includes the Direct Costs and Project Support Fees for all of the properties managed by THA. The Property Management source of funds includes Capital Fund, Tenant Revenue, Operating Subsidy, and Other Revenue.

### Rental Assistance

Rental Assistance uses of funds include the Direct Costs and Program Support Fees for all of the voucher programs managed by THA's Rental Assistance Division. These programs include Housing Choice Voucher (HCV), TBRA, SRO/SCO, Project-Based Vouchers, FUP, VASH, NHT, and HUD FSS. The sources for Rental Assistance primarily include HAP Revenue and the Administrative Fees paid to the agency by HUD.

In addition to the fees Rental Assistance pays to the Program Support Center, there are other fees paid and earned in this area. All direct costs for all of the Rental Assistance programs will be recorded in our main Section 8 HCV fund in the MTW program. A fee will then be charged to our SRO and non MTW Section 8 programs based on unit equivalencies. This fee will be income earned by the MTW Section 8 HCV program for reimbursement of the expenses incurred by them. The chart below shows the equivalencies used.

**Table 3: Rental Assistance Unit Equivalencies**

Rental Assistance Unit Equivalencies		
CAH (MTW)	Units Supported	Percentage
Section 8	3543	83.52%
TPV Vouchers	301	7.10%
Non-MTW	Units Supported	Percentage
SRO	71	1.67%
FUP	50	1.18%
VASH	177	4.17%
NHT	100	2.36%
	4242	100.00%

### Client Support and Empowerment

The Client Support and Empowerment (CSE) department supports all THA's Affordable Housing clientele and assists families to move to Self Sufficiency. As we transition our new Voucher holders over to the Housing Opportunities (HOP) program that is both time limited, and a fixed subsidy program, these services have become more important. Additionally, THA has received a number of grants that provide funding for a variety of services to its clients. The majority of these grants do not come with coverage of administrative overhead. None of the income or expenses for direct grants will be part of the MTW program, but overhead costs not reimbursed by the grants will.

THA's CSE area has traditionally assisted clients when Property Management staff has requested their assistance to help families remain viable tenants when in crisis. Moving to Work status has allowed the agency to continue that role, along with assisting families in a more pro-active way to move towards self-sufficiency.

THA's CSE department will either hire caseworkers or collaborate with other agencies to assist families at different levels. CSE works with families who face hardship and cannot meet minimum rent or lease requirements, prepares them to succeed as tenants, and assists tenants in obtaining skills that allow them to become self-sufficient. THA is proud of this focus. It is what makes us more than a real estate developer, more than a landlord, and more than a manager of rental assistance. This is the work that makes us a social justice agency. This is the work that makes us an MTW housing authority.

In the agency's approach to CSE for the LAMP, the following applies:

- Income and Expenses directly related to a grant is not included in the MTW area.
- All administrative overhead not covered by these grants are charged to a Community Service fund that tracks all MTW costs.
- The Elderly/Disabled Coordinator funded through the Operating Subsidy is charged out as a portion of the management fee to the elderly/disabled projects.
- The costs for the CSE staff assisting the agency's Property Management portfolio and MTW Voucher holders, along with the administrative costs associated with it, are charged to a CSE fund supported by the agency's MTW flexibility.
- Costs for both our Education Initiative and Asset Building Programs that are not covered by grant funds would be paid out of MTW funds.

In taking this approach, it allows the Community Services department to operate as a business activity. It is set up in such a manner that THA's Property Management area must negotiate for the level of service it desires and pays to receive, and the cost is known up front.

### Development

THA defines development activities to include modernization of the current portfolio, investigation and design of new affordable and market-rate development opportunities, and administration of the Capital Fund Grant. THA also acts as its own developer in building of affordable housing, and is in the process of expanding its role in the Tacoma community. THA's approach to these activities is to charge any activities related to the current stock of affordable housing or activities funded by the Capital Fund to one of the two MTW activity areas. Any time that THA earns a developer fee as a developer, or performs tasks as either a Public Development Entity (PDE) or a Public Development Authority (PDA), all revenues and expenses will be considered Business Activities (Non-MTW).

Based on historic and projected activities, the agency estimates that Development activities make up approximately 10 – 15 % of the agency support. This figure will be reevaluated annually based on the projects in the pipeline, the funding available to support the activities, and current staffing levels. THA is continually on the lookout for how to increase the affordable housing portfolio, and if opportunities arise, THA intends to use its MTW flexibility for development and rehab of affordable housing units. Additionally, THA has applied for a whole portfolio RAD conversion of its Public Housing portfolio, with 50% (primarily Tax Credit PH units) to be converted near the end of 2015.

### ***Other Considerations***

#### Personnel

Personnel costs are broken out a number of different ways, depending on which program(s) the staff support, where the funding for the positions comes from, and what the function of each position is.

#### Rent

THA's main office houses the agency's administrative support staff, the Rental Assistance Division and the Real Estate Development Department. We used to break out rent separately as a line item in the budget, and charge the different areas. This is now included in our Management Fee calculations.

### **Differences – HUD Asset Management vs. THA Local Asset Management**

THA is required to describe any differences between the Local Asset Management Program and HUD’s asset management requirements in its Annual MTW Plan in order to facilitate the recording of actual property costs and submission of such cost information to HUD:

1. THA is using a modified fee for service as outlined above. In addition to the fee, there are certain expenses (IT, Leasing, and Elderly service coordinator) that could have been allocated out, but as these expenses are not under the control of the Property Manager we included in the fee structure charged out to the properties.
2. Under this plan, THA renamed its Central Office Cost Center (COCC) to the Program Support Center (PSC) and split it into the three different activity areas. In addition, the PSC will track the program management salaries that cannot be directly attributed to a specific project or program, and therefore would be allocated. The fees will be received in the PSC where the costs that would have been allocated out reside.
3. HUD’s rules limit the transfer of cash flow between projects, programs, and business activities. THA intends to use its MTW resources and regulatory flexibility to move its funds and project cash flow among projects that support affordable housing without limitation and to ensure that agency operations best meet THA’s mission and serve the agency’s low-income clientele.
4. In determining the units to use for the basis of the fee, THA chose to use total units, regardless of occupancy status. This differs from the HUD Asset Management model where Housing Authorities are only allowed to charge management and bookkeeping fees for occupied units in each AMP. THA chose to deviate from the rule for two reasons: 1) THA believes that charging a fee for an unoccupied unit will serve as an incentive to the staff to get the unit leased because the program/property is paying a fee on a unit that is not occupied ; and 2) doing so will allow the administrative staff to budget on a known fee amount, along with covering overhead incurred by the agency whether a unit is leased or not.
5. Under the HUD Asset Management Model the COCC financial information is reported as Business Activities. In THA’s LAMP, each activity area has its own Program Support Center (PSC), which is the equivalent of the COCC, and the PSC’s that support MTW will be included in the MTW Demonstration Program and the Business Activities PSC will be included in Business Activities column on the FDS.

- F. **Charts** - These charts are based on the information in place at the time of the plan. There may be some changes in property that will impact the actual information in 2017.

***Unit Equivalencies***

**Table 6: Unit Equivalency Charts**

<b>Property Management Units</b>		
<b>CAH (MTW)</b>	<b>Units Supported</b>	<b>Percentage</b>
AMP 6	Under Demo/dispo	0.00%
<b>Tax Credit (MTW)</b>	<b>Units Supported</b>	<b>Percentage</b>
Tax Credit Properties	1,584	94.62%
<b>Non-MTW</b>	<b>Units Supported</b>	<b>Percentage</b>
Salishan 7	90	5.38%
	<b>1,674</b>	<b>100.00%</b>

**Program Support Center Allocation Detail**

<b>Program Support Center Unit Equivalencies</b>					
<b>Cost Center</b>	<b>Funding Source</b>	<b>CAH (MTW) Unit Equiv.</b>	<b>Tax Credit (MTW) Unit Equiv.</b>	<b>Business Activities (Non-MTW) Unit Equiv.</b>	<b>Total Units</b>
Rental Assistance	Mod Rehab SR0003			30	30
	Mod Rehab SR0002			41	41
	Section 8 Vouchers	3,543			3,543
	Life Manor TPV	150			150
	Hillside Terrace Relocation TPV	103			103
	Wedgewood TPV	48			48
	FUP Vouchers			50	50
	NHT Vouchers			100	100
	VASH Vouchers			177	177
	Salishan 7			90	90
Property Management: Public Housing AMPs	AMP 6 - Scattered Sites (Under Demo/Dispo)	26			26
Property Management: Tax Credit Partnerships			21		21
	Hillside Terrace 2		25		25
	Hillside Terrace 1500 Blk		16		16
	Bay Terrace		70		70
	Salishan 1		90		90
	Salishan 2		90		90
	Salishan 3		90		90
	Salishan 4		90		90
	Salishan 5		90		90
	Salishan 6		90		90
	Renew Tacoma Housing		456		456
	<b>Total Units</b>	<b>3,870</b>	<b>1,128</b>	<b>488</b>	<b>5,486</b>
Development	THA MTW Support including CFP	280			280
	THA as Developer			543	543
	Unit Equivalents	280	0	543	823
	<b>Total Units/Unit Equivalents - 15% of Units</b>	<b>4,150</b>	<b>1,128</b>	<b>1,031</b>	<b>6,309</b>
<b>Program Support Center Equivalencies (% of All Units)</b>		<b>65.78%</b>	<b>17.88%</b>	<b>16.34%</b>	<b>100%</b>

## Appendix B: Rent Burden Calculation

THA has defined 'successful' self-sufficiency outcomes for work-able families in its ESHAP, Traditional MTW, HOP, and FSS programs to be those that exit (or graduate) the program with a market rent burden not exceeding fifty percent. In exiting THA-subsidized housing with a market shelter burden of less than fifty percent, THA believes the family would have reached an adequate level of self-sufficiency to move off subsidized housing, thus giving another family from the waiting list a chance at benefiting from the program.

THA has determined that rent burden will be the primary metric used to assess self-sufficiency across its MTW initiatives. Whereas shelter burden is the percentage of household gross income paid towards rent and utilities, rent burden excludes the utility component. In federally subsidized housing, households have typically paid thirty percent of their income towards rent and utilities.

### Methodology

Current (or actual) rent burden is based on what the household is paying today in terms of their subsidized rent. Current rent being paid by a household is the numerator in the rent burden formula. For voucher programs, current rent will be the remaining after 'HAP' is subtracted from 'Contract Rent.' For non-voucher programs, rent in the numerator will be based solely on 'Tenant Rent'. The denominator for all rent burden programs will be household monthly gross income ('Annual Gross Income' as shown in Open Door divided by twelve to get a monthly figure). To calculate the current rent burden, current rent will be divided by the household gross income.

Market rent burden assumes the household is paying an unsubsidized market rent. THA's latest payment standards for the HCV program will be applied to each household based on the voucher size (for voucher households) or actual unit size ('Bedrooms Unit' as shown in Open Door) for non-voucher households in order to estimate a market rent. These payment standards will be used to estimate market rent for all THA households including those in non-voucher program programs such as Public Housing, RAD and tax credit situations. To calculate the market rent burden, the market rent ('Payment Standard' in Open Door) will be divided by monthly household gross income ('Annual Gross Income' as shown in Open Door divided by twelve to get a monthly figure).

To calculate rent burden, each variable in the formula as outlined above will be summed across all households in specific populations and used to calculate rent burden, rather than averaging the individual rent burdens. In other words, the sum of all household rents (or payment standards in the case of generating a market rent burden) will be the numerator; and the sum of all household monthly gross incomes will be the denominator. The rationale for this aggregated approach is that households with very low incomes can drive extraordinarily high rent burdens, which could skew average rent burdens disproportionately higher. Use of a median

rent burden was also considered but it was determined the aggregated approach would generate similar numbers and be less prone to calculation errors.