



TACOMA HOUSING AUTHORITY

RESOLUTION 2013-2-27(1)

Date: February 17, 2013

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Amending THA's Strategic Objectives and Adopting Performance Measures

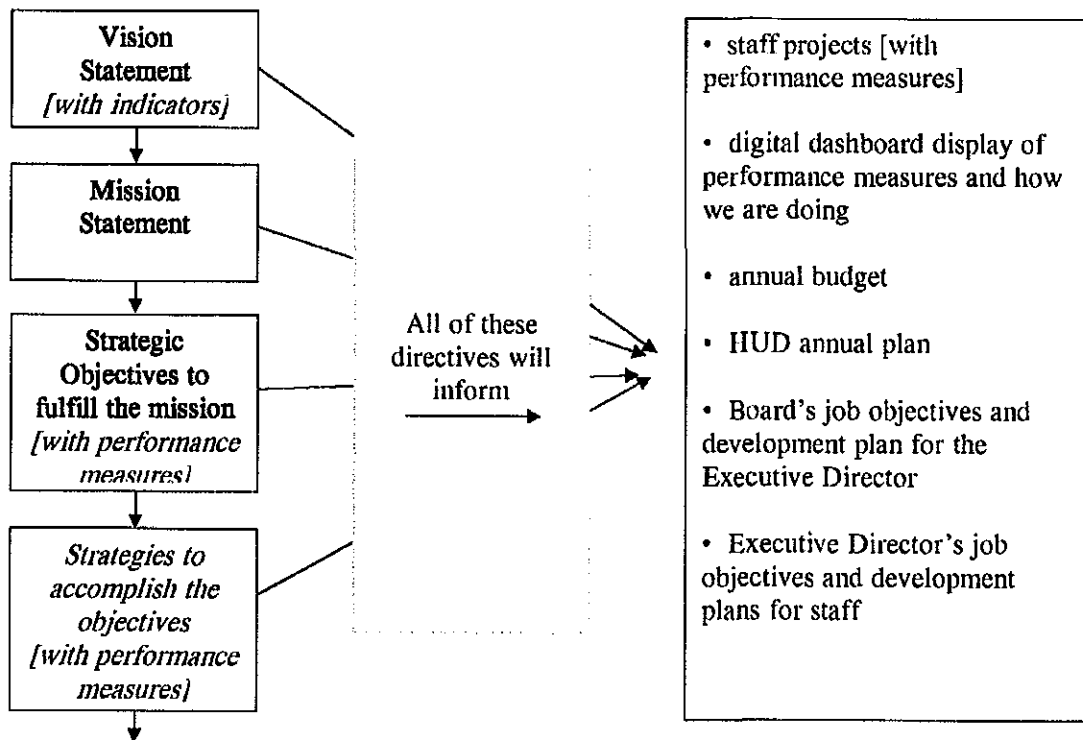
I am very pleased to present this resolution that would have the Board amend THA's strategic directives and adopt performance measures. This proposal denotes a lot of good work by commissioners and staff, including the changes the board directed at the February 1st study session. Its adoption will also allow us to move on to the next stage of THA's strategic planning.

BACKGROUND

THA's strategic understanding of its work come in a cascade of directives, starting with choices the Board makes. This chart shows the various elements and the schedule we are on to review them.

What the Board Chooses:	Status
THA's Statement of Vision	Adopted in 2008; Reviewed February 2013
THA Mission Statement	
Strategic Objectives	
Performance Measures for each strategic objectives	February 2013
Choose targets and review schedules for each measure	March 2013
What the Staff Chooses	
Strategies to try to attain each strategic objective	Spring 2013
Performance measures for each strategy	Spring 2013
Projects, with performance measures	ongoing
Job objectives	ongoing

Another way to understand how we use these strategic directives shows in the following diagram we used when we began this discussion in 2010:



In 2011, we began to review our strategic directives and to choose performance measures. We wanted to refresh our understanding of the work we do, why we do it and how we will tell if we are effective at it. More specifically, we had the following goals for our review:

- Most importantly, this effort will allow the Board to more fully perform its important job of setting the agency's strategic direction and monitoring our progress.
- This planning will allow us to be more deliberate when we choose what projects or programs to undertake, why and what we seek to accomplish by them.
- We will be better able to tell if and to what extent our efforts have the effect we seek.
- We will more easily understand and communicate our intentions and our results with ourselves and with partners. This will be especially useful for prospective funding partners who increasingly expect these attributes of performance management in the organizations they fund.

- This effort will also improve our ability to address three needs identified in the 2010 cabinet discussions and employee opinion survey: (i) that we choose projects that reflect the appropriate priorities; (ii) that we improve communication about our work with staff, especially improving their understanding of how their work relates to the agency's strategic direction; and (iii) that we improve ways to hold ourselves accountable for what we do and do not achieve.
- Last year we finished our Washington State Quality Awards assessment. This strategic planning and its emphasis on performance management are important elements to the improvements that assessment recommended.

OUR PROCESS

The proposal in this resolution arises from a detailed array of discussions and consultations. They include:

- A committee for each of the strategic objectives and its performance measures. Staff and commissioners served on each committee.
- Each committee was commissioned to undertake appropriate consultations with community partners and experts. Each committee also referred to pertinent studies or reading material.
- We surveyed a wide variety of community members and partners using Survey Monkey.
- Stevan Gorcester has also been our very helpful advisor. He is the director of the state's Transportation Improvement Board (TIB), a national leader in the effective understanding of performance measures and their use and display. He will be very helpful as we design our dashboard. [Click here for a look at TIB's on-line dashboard.](#)
- These proposals have also received thorough review by the cabinet.
- The Board has received each of the evolving drafts of these proposals over the last year or so. It considered them in two study sessions, most recently on February 1st.

All in all, a pretty extensive and thoughtful review informs this proposal.

The board's discussions on February 1st emphasized an important way we should treat the performance measures. They must be a dynamic list that will require continual adjustment. Some measures will fall off the list as we realize they are not as useful or as easy to track as we initially thought. We will think of new measures to add to the list. The attached resolution allows staff to make such adjustments without board approval each time. Instead, staff will keep the board informed. These changes will also be evident in the digital dashboard that we are designing largely for the board's use.

NEXT STEPS

Once the Board adopts this proposal, the next steps will include the following:

Early March	I will distribute the newly amended vision statement, mission statement and statement of values to the listserve of THA friends.
Spring 2013	Staff will propose to the board baselines and targets for each performance measure
Late Spring 2013	Staff will then devise strategies to try to attain the strategic objectives and performance measures the board has chosen. Each strategy will have its own performance measures, baselines and targets.

Once we make our strategic choices and performance measures, we will track our performance and periodically review our choices as part of normal operations. This will keep our choices and our performance front and center for staff as their do their work and for the wider community. In this way, strategic planning will be more of a continual assessment, rather than a single exercise every few years to produce a document of limited value. There are the two main tools that will help us do this.

- *Digital Dashboard*

We will design and build a digital dashboard. This work has already started. It will display the targets for each of our performance measures and strategies, and the data showing our actual performance. It will show our performance over time to indicate trends. It will show this information at varying levels of detail. The board will likely be more interested in the overview level of presentation. The greater level of detail may be of more interest to staff. The dashboard will use a variety of infographic techniques to make this information easy to understand. Stevan Gorcester will be very helpful to us as we do this.

I think the digital dashboard will change board meetings. It will display on the smart board we purchased for the board room. It will allow the board to spend more time pondering THA's strategic direction, how we are doing according to the performance measures the board will have chosen, and what adjustments might be in order. The digital dashboard will change cabinet meetings in a similar way.

We will also put our digital dashboard on our web site. This will make us transparent and accountable to a wider community of citizens, customers, funders and investors.

- *Project Data Base*

We will load these strategic choices into the project data base. It is designed to require staff to link their project work to strategies. This makes us more likely to spend our time on projects that further our strategic choices. The project data base can also generate reports showing our work that serves strategic objective and the outcomes project by project.

RECOMMENDATION

I recommend that the Board approve this resolution affirming THA's present vision statement, amending THA's mission statement and statement of values, amending THA's strategic objectives and adopting performance measures for each objective.



TACOMA HOUSING AUTHORITY

RESOLUTION 2013-2-27 (1)

Amending THA's Strategic Directives and Adopting Performance Measures

A RESOLUTION of the Board of Commissioners of the Housing Authority of the City of Tacoma

Whereas, THA's statements of vision, mission and values, and its strategic objectives are important expressions of THA's understanding of its work, why the work is important, how THA seeks to do the work, and what THA hopes to achieve by it.

Whereas, these strategic directives are the Board's primary way to set the agency's direction and to express its expectations of staff.

Whereas, the Board adopted the present statements of vision, mission and values and strategic objectives in 2008. They have served THA well. Yet it is time to review and refresh them. Over the past year or so, the Board and staff have done so in a detailed process of consultation and discussion.

Whereas, in the same process, the Board and staff devised performance measures for each strategic objective. These performance measures will help THA determine if its efforts are effective.

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

1. THA's statements of vision, mission and values are amended as set forth in the attached redlined draft.
2. THA's strategic objectives are amended as set forth in the attached redlined draft.
3. The performance measures for each strategic objective shall be in substantially the form set forth in the attached draft Planning Chart. The Board expects that staff shall treat these performance measures as a dynamic list. The list will require continual adjustment. Some measures on the list will prove less meaningful or harder to track than initially hoped. Other new measures will occur to staff or the Board. Staff does not need to seek Board approval for every such adjustment. Instead, the Board asks staff to keep it reasonably informed about such adjustments.

Approved: February 27, 2013



Janis Flauding, Chair

CERTIFICATE [OPTIONAL SECTION]

I, the undersigned, the duly chosen, qualified and acting Executive Director of the Housing Authority of the City of Tacoma (the "Authority") and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution No. 2013-2-27(1) (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on the 27th day of February, 2013, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 1 day of ^{March}~~February~~ 2013.

Michael Mirra

Michael Mirra, Executive Director of the Authority



TACOMA HOUSING AUTHORITY

CLEAN COPY, version 8

PLANNING CHART

THA PERFORMANCE MEASURES for STRATEGIC OBJECTIVES

Date of Version: February 11, 2013

Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405
(253) 207-4421
www.tacomahousing.org

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1. HOUSING AND SUPPORTIVE SERVICES

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

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection	Baseline <i>[if available]</i>	Target	Review Date
	Easy Moderate Hard			

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date												
NUMBER OF HOUSEHOLDS AND PERSONS RECEIVING HOUSING OR RENTAL ASSISTANCE The number of households and persons receiving THA's housing or rental assistance, including rental assistance that other organizations provide with THA funds and project based units owned by other organizations. (Project based voucher tenants in THA properties will count as THA tenants and not recipients of rental assistance): <table><tr><td></td><td>THA Tenants</td><td>Recipients of THA Rental Assistance</td><td>Totals</td></tr><tr><td># of households</td><td></td><td></td><td></td></tr><tr><td># of persons</td><td></td><td></td><td></td></tr></table>		THA Tenants	Recipients of THA Rental Assistance	Totals	# of households				# of persons				Easy	2013	MTW targets	Annual
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PARTICIPANTS IN THA SUPPORTED PROGRAMS, BY INCOME AND SPECIAL NEEDS Demographics of the households receiving THA assistance as tenants, voucher holders or recipients of assistance from other organizations that THA funds: <table><tr><th colspan="3">Whom THA Serves by Income and Special Needs</th></tr><tr><td></td><td colspan="2">All Households Assisted by THA Supported Programs</td></tr><tr><td></td><td>Number</td><td>% of Total</td></tr><tr><td colspan="3">INCOME BY HOUSEHOLD</td></tr><tr><td>< 30% AMI</td><td></td><td></td></tr><tr><td>> 30% and < 50% AMI</td><td></td><td></td></tr><tr><td>> 50% and ≤ 80%AMI</td><td></td><td></td></tr><tr><td>Average Income of all households</td><td colspan="2"></td></tr><tr><td>Average Income of work-able households</td><td colspan="2"></td></tr><tr><td>Average Income of senior/disabled household</td><td colspan="2"></td></tr><tr><td>SENIORS INDIVIDUALS*</td><td></td><td></td></tr><tr><td>DISABLED INDIVIDUALS*</td><td></td><td></td></tr><tr><td>HOMELESS FAMILIES WITH CHILDREN*</td><td></td><td></td></tr><tr><td>HOMELESS ADULTS WITHOUT CHILDREN*</td><td></td><td></td></tr><tr><td>HOMELESS YOUTH*</td><td></td><td></td></tr><tr><td>HOMELESS VETERANS*</td><td></td><td></td></tr><tr><td>PERSONS COMING OUT OF CORRECTIONS*</td><td></td><td></td></tr><tr><td colspan="3">* served with special programs devoted to these populations</td></tr></table>	Whom THA Serves by Income and Special Needs				All Households Assisted by THA Supported Programs			Number	% of Total	INCOME BY HOUSEHOLD			< 30% AMI			> 30% and < 50% AMI			> 50% and ≤ 80%AMI			Average Income of all households			Average Income of work-able households			Average Income of senior/disabled household			SENIORS INDIVIDUALS*			DISABLED INDIVIDUALS*			HOMELESS FAMILIES WITH CHILDREN*			HOMELESS ADULTS WITHOUT CHILDREN*			HOMELESS YOUTH*			HOMELESS VETERANS*			PERSONS COMING OUT OF CORRECTIONS*			* served with special programs devoted to these populations			Easy	2013		Annual
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Comparable Diversity Of Persons In All THA Supported Programs							
	% of Persons in All THA Supported Programs	% of City	% of Low-Income Pop. of City				
RACES & ETHNICITIES							
Black							
White							
Asian & Pacific Islander							
Hispanic							
Native Americans							
LIMITED ENGLISH PROFICIENT GROUPS							
Vietnamese							
Cambodian							
Spanish							
Russian							
Korean							
PERSONS OVER 62 and older							
PERSONS WITH DISABILITIES							
COMMUNITY SERVICES RECIPIENTS IN THA SUPPORTED PROGRAMS Unduplicated number of persons receiving supportive services that THA provides or arranges for participants in all THA supported programs.				Easy	2013	?	Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>				Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date																
CHANGE IN EARNED INCOME Change in average earned income among work-able persons during their participation in all THA supported housing programs.				Moderate	2013	?	Annual																
ASSET ACCUMULATION IN SURVEYED HOUSEHOLDS Assets indicators listed below among work-able households during their participation in THA supported housing programs. <ul style="list-style-type: none">percentage of THA households paying rent by check vs. those paying by money order				Moderate																			
EDUCATIONAL OUTCOMES 1. Changes in the following measures of school performance among school age children during their families' participation in THA public housing and voucher programs: <ul style="list-style-type: none">reading scoresstandardized test scores 2. <table><tr><th>Education Performance Measures</th><th>Children in THA Public Housing and Voucher Programs</th><th>All Low-Income Students in Tacoma Public Schools</th><th>All Students in Tacoma Public Schools</th></tr><tr><td>Reading Scores</td><td></td><td></td><td></td></tr><tr><td>Standardized Test Scores</td><td></td><td></td><td></td></tr><tr><td>Rates of High School Graduation</td><td></td><td></td><td></td></tr></table>				Education Performance Measures	Children in THA Public Housing and Voucher Programs	All Low-Income Students in Tacoma Public Schools	All Students in Tacoma Public Schools	Reading Scores				Standardized Test Scores				Rates of High School Graduation				Moderate	2013	?	Annual
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SUCCESSFUL EXITS % and number of successful exits from THA housing or rental assistance programs NOTE: An exit is successful if it occurs for reasons other than eviction, termination or departure after service of an eviction notice, and, for households subject to the 5 year time limit, an exit is successful if upon exit the household's monthly income is at least twice the FMR for its family size.	Moderate	2013	?	Annual
COMMUNITY SERVICES COSTS (Cost for direct service staff, contractors and cash grants) <ul style="list-style-type: none"> average cost per person receiving community services average cost per person in THA's employment programs gaining new or better employment 	Moderate	2013	?	Annual

2. HOUSING AND REAL ESTATE DEVELOPMENT STRATEGIC OBJECTIVE

THA will efficiently develop housing and properties that serve primarily families and individuals unable to find affordable and supportive housing they need. Its work will serve will promote the community's development. Its properties will be financially sustainable, environmentally innovative, and attractive. ~~THA will efficiently develop housing and other properties that are affordable, high quality, suitable to a range of needs and uses, sustainable and attractive.~~

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection	Baseline <i>[if available]</i>	Target	Review Date
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Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline <i>[if available]</i>	Target	Review Date
TOTAL NUMBER OF UNIT-YEARS IN THA'S PORTFOLIO The total number of unit-years in THA's portfolio. NOTE: The unit-years for a property denotes the number of units in the property multiplied by the years of service that the property will provide at the standards of quality THA seeks for its properties without needing funds beyond its ordinary maintenance budget and the replacement reserves assigned to that property. NOTE: THA can increase its total unit-years in various ways. It can build or buy new units or rehabilitate old ones. Its total unit-years can decrease by an unaddressed decline in the condition of a property, or by a sale of a property.	Moderate to Hard	2013	?	Annual
AVERAGE UNIT-YEARS OF UNITS ADDED TO OR SUBJECTED FROM THA'S PORTFOLIO AS COMPARED TO THE PORTFOLIO AVERAGE <ul style="list-style-type: none"> The unit-years of property added to or subjected from THA's portfolio. The average unit-years of the added or removed property compared to the average unit-years for the entire portfolio prior to the addition or removal. NOTE: These measures denote the financial sustainability of the added properties. A high average unit-years of a property shows sustainability. A low average does not. Second, These measures show whether the added properties for the year strengthened or weaken the portfolio's financial sustainability.	Moderate to Hard	2013	?	Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection Easy Moderate Hard	Baseline <i>[if available]</i>	Target	Review Date
NUMBER AND TYPE OF UNITS IN THA'S PORTFOLIO The number of units in THA's portfolio counted as follows: <ul style="list-style-type: none"> • total units of any type serving any population • units affordable and reserved to each of the following income tiers: <ul style="list-style-type: none"> ~ 0% - ≤30% AMI ~ 0% - ≤50% AMI ~ 0% - ≤80% AMI ~ 50% - ≤80% AMI (workforce housing) ~ > 81% AMI • units of housing for persons with special needs (e.g., seniors, homeless families, homeless adults) • number of bedrooms 	Easy	January 1, 2013 portfolio size		Annual
SQUARE FOOTAGE OF NON-RESIDENTIAL USERS IN THA'S PORTFOLIO The number of square feet of non-residential space in THA's portfolio reserved for use by non-residential users, such as commercial tenants or service providers, whether they pay for the space or not.	Easy	January 1, 2013 portfolio size		Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>				Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline <i>[if available]</i>	Target	Review Date																												
QUALITY OF DEVELOPMENT OR PURCHASE The distinction of THA new developments as measured by recognition, certificates or community surveys for the following attributes: <ul style="list-style-type: none">• design• affordability• environmental innovation• construction innovation• community acceptance• cost containment• resident involvement in development activities				Moderate			Annual																												
COST EFFICIENCY AND LEVERAGING OF THA DEVELOPMENTS OR PURCHASES <table><tr><td></td><td>THA Costs</td><td>Total Costs</td><td>Leverage (THA costs/all costs)</td></tr><tr><td>Average cost per square foot purchased</td><td></td><td></td><td></td></tr><tr><td>Average cost per square foot developed</td><td></td><td></td><td></td></tr><tr><td>Average cost per unit purchased</td><td></td><td></td><td></td></tr><tr><td>Average cost per unit developed</td><td></td><td></td><td></td></tr><tr><td>Average cost per unit-year purchased</td><td></td><td></td><td></td></tr><tr><td>Average cost per unit-year developed</td><td></td><td></td><td></td></tr></table>					THA Costs	Total Costs	Leverage (THA costs/all costs)	Average cost per square foot purchased				Average cost per square foot developed				Average cost per unit purchased				Average cost per unit developed				Average cost per unit-year purchased				Average cost per unit-year developed				Moderate			Annual
	THA Costs	Total Costs	Leverage (THA costs/all costs)																																
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Average cost per unit-year purchased																																			
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ASSISTING DEVELOPMENT OF AFFORDABLE HOUSING BY OTHER ORGANIZATIONS The number of affordable square feet, housing units and unit-years that THA helped other organizations to finance or develop through one of the following ways: <ul style="list-style-type: none">• project basing vouchers or other subsidy type• development services				Easy	2012	?	Annual																												

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline <i>[if available]</i>	Target	Review Date
HEALTHY DEVELOPMENTS FOR PORTFOLIO <ul style="list-style-type: none"> • Walking distance to parks, schools, grocery stores and other community amenities promoting health. • On-site parks, playground equipment, services, schools, community space and other amenities promoting health. 				

3. PROPERTY MANAGEMENT

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

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection <i>[Is it feasible to collect this data?]</i>	Baseline <i>[if available]</i>	Target	Review Date

Strategic Objective Performance Measures [performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased] [limit to 70 words if possible]	Feasibility of Data Collection Easy Moderate Hard	Baseline [if available]	Target	Review Date									
OPERATING COSTS PER UNIT PER YEAR (PUPY) The cost per year of operating a THA unit: <ul style="list-style-type: none">• average PUPY for the entire portfolio• average PUPY for each property	Easy	2012	?	Annual									
MAXIMUM RENT AND RENT POTENTIAL REALIZED The following measures for the total portfolio and for each property: <table><tr><td></td><td>Public Housing</td><td>Non-Public Housing</td></tr><tr><td>% of maximum rent charged</td><td>n/a</td><td></td></tr><tr><td>% of charged rent collected</td><td></td><td></td></tr></table>		Public Housing	Non-Public Housing	% of maximum rent charged	n/a		% of charged rent collected			Moderate	2012	?	Annual
	Public Housing	Non-Public Housing											
% of maximum rent charged	n/a												
% of charged rent collected													
NET CASH FLOW Net cash flow: <table><tr><td></td><td>Without Additional THA Subsidy</td><td>With Additional THA Subsidy</td></tr><tr><td>Each property</td><td></td><td></td></tr><tr><td>Total portfolio</td><td></td><td></td></tr></table>		Without Additional THA Subsidy	With Additional THA Subsidy	Each property			Total portfolio			Easy	2012	?	Annual
	Without Additional THA Subsidy	With Additional THA Subsidy											
Each property													
Total portfolio													
REAC SCORES	Easy	2011: 3 AMPs over 90	2012: 6 AMPs over 85	Annually									
UNMET CAPITAL NEEDS THA will use its periodic Capital Needs Assessment.													

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
SURVEY OF RESIDENTS OR A SAMPLING OF RESIDENTS ON THEIR RATING OF THE FOLLOWING ON A SCALE OF 1 TO 5: <ul style="list-style-type: none"> • How safe they feel within the property • How safe they feel within the neighborhood • How they rate THA and its management and staff as a landlord <ul style="list-style-type: none"> ~ maintenance ~ courtesy ~ responsiveness ~ fair treatment • How they rate the property as a place to live • Would they choose to live in the property if they did not need its affordable rents 	Moderate	[from first survey]		Biennial
HEALTHY HOMES AND COMMUNITIES Measure of indoor air quality.	Hard	Current levels of air quality and resident health.[what are the metrics]		Annual
CUSTOMER ORGANIZING AND CONSULTATION The number of boards, councils or equivalent organizations of tenants, voucher holders or voucher landlord that for the year are functioning as indicated by the following: <ul style="list-style-type: none"> • regular meetings • participation in THA decision making 	Easy	2012	?	Annual

4. FINANCIALLY SUSTAINABLE OPERATIONS

THA seeks to be more financially self-sustaining. ~~It seeks to become less dependent on program income, especially program income from the federal government.~~

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection	Baseline <i>[if available]</i>	Target	Review Date
	Easy Moderate Hard			

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
OPERATING SURPLUS/DEFICIT <ul style="list-style-type: none"> Recurring operating expenses vs. recurring incomes End of year variance to budget 	Easy	Breakeven	Surplus on annual basis	Annual - Close of Fiscal Year
OPERATING RESERVES Number of months of operating cash available	Easy	Minimum: <ul style="list-style-type: none"> 1 month HAP Properties – 3 month expenses Section 8 Admin – 3 months expenses. Business Activities – \$1,500,000 	Benchmarks set up as optimal, with amount desired for future endeavors [See Budget attachment A]	Annual - Close of Fiscal Year
VALUE OF THA'S LAND and PROPERTY <ul style="list-style-type: none"> Average value per housing unit Total value of all land and property 	Moderate			
NON-HUD INCOME GENERATION <ul style="list-style-type: none"> Non-HUD operating income as % of total operating income. Non-HUD capital income as % of total capital income Total non-HUD income as % of total income 	Easy	TBD	Increasing over time	Annual - Close of Fiscal Year
CHANGE IN INCOME Total income relative to prior years.	Easy		2% increase per year	Annual - Close of Fiscal Year
DEBT SERVICE RATIO $\frac{\text{Total income}}{\text{Total liabilities}}$	Easy		TBD	Annual - Close of Fiscal Year

5. ENVIRONMENTAL RESPONSIBILITY

THA will develop and operate ~~manage~~ its properties and ~~operations~~ in a way that preserves and protects natural resources. ~~operations to improve the local and global environment. By its example and its expertise, THA will help others do the same.~~

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection	Baseline <i>[if available]</i>	Target	Review Date
	Easy Moderate Hard			

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
ENERGY AND RESOURCE CONSUMPTION <ul style="list-style-type: none"> consumption per bedroom for: electricity, water, sewer, and garbage. consumption per square foot of administrative space for electricity, water, sewer, and garbage. 	<i>[confer with TPU]</i>	Current expenditure levels on public services.		Annually
COMPACT AND LIVABLE COMMUNITIES <ul style="list-style-type: none"> percent of maximum allowable buildable square footage, dwelling units per acre distance of THA developments from essential urban services (e.g., jobs, transportation, healthcare). 				
PURCHASING OF PRODUCTS <ul style="list-style-type: none"> Percent of total maintenance, janitorial and administrative expenditures on products certified by the EPA to be low in volatile organic compounds 				

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.

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection <i>Easy Moderate Hard</i>	Baseline <i>[if available]</i>	Target	Review Date
[none]				

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
PUBLIC REGARD FOR THA The regard for THA's work overall and for its advocacy and public education work in particular as shown in scores from 1 to 5 and comments from the following periodic surveys: <ul style="list-style-type: none"> personal interviews with elected officials and senior staff of the City of Tacoma, Pierce County and the elected officials and their staff for the local delegation to the Washington State legislature and the Congress; electronic survey of non-profit partners; funders; and community leaders and other "friends of THA". 	Easy	4.1 out of 5 [for overall work] 4 out of 5 [for advocacy and public education work] [These grades are from a Survey-Monkey of stakeholders and officials, August 2011]	Average grade of 4 out of a scale of 5	Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA AS AN EFFECTIVE ADVISOR: ADVISORY GROUPS <ul style="list-style-type: none"> • appointment to or service on most of the Advisory Groups convened locally on topics and by persons or groups that matter to THA. • effectiveness of THA's participation in these Advisory Groups as evidenced by (i) brief survey of the appointment authority and Advisory Group members to grade THA on a scale of 1 to 5, and (ii) THA's own assessment. 	Easy	(1) 9/10 = 90% (2) 3.5 [This is the average grade THA assigns to its efforts on recent, closed, advisory groups projects.]	(1) THA shall participate in 85% of the advisory groups convened on topics and by the groups or persons that matter to THA and its work; (2) A survey of the appointing authority and group members shall grade THA's participation at least a 4 on a scale of 5; THA will grade its own work a 4 on a scale of 5.	Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA AS EFFECTIVE ADVOCATE: ADVOCACY EFFORTS <ul style="list-style-type: none"> participation in the local and state focused advocacy efforts affecting public policy on housing, community development, poverty and related matters. effectiveness of THA's participation in these efforts as evidenced by (i) brief survey of the other members of the effort for a grade on a scale of 1 to 5, and (ii) THA's own assessment. the extent of desired outcomes among the focused advocacy efforts identified above in which THA participates 	Easy	7/10 3.8 [This is the average grade THA assigns to its efforts on recent, closed, advisory groups projects.] Of the 7 focused advocacy efforts, all of them were successes.	(1) THA will participate in 85% of the focused advocacy efforts directly pertinent to its work. (2) A survey of the appointing authority and group members shall grade THA's participation at least a 4 on a scale of 5; THA will grade its own work a 4 on a scale of 5.	Annual
THA CLIENTS AND VOUCHER LANDLORDS PARTICIPATION IN ADVOCACY The extent of participation in the focused advocacy efforts identified above in which THA participates with the help of persons from the following groups: (i) THA tenants; (ii) Salishan homeowners; (iii) THA voucher holders; (iv) low income Tacoma residents who need THA's housing; and (v) THA voucher landlords.	Moderate	No THA tenant, THA voucher holder or voucher landlord participated in THA's advocacy efforts.	50% of THA's advocacy efforts enjoy active support from persons in one of the three groups	Annual
THA BOARD PARTICIPATION IN ADVOCACY The extent of participation by THA Board members in the focused advocacy efforts identified above.				

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA ACCESS TO "SUPPORTERS" Number of customers, local, state and federal legislators and officials within each of the following groups THA can consider reliably accessible to it and interested and supportive of its work: <ul style="list-style-type: none"> • THA tenants, voucher holders and voucher landlords • City Council of Tacoma • City of Tacoma staff • Pierce County Council • Pierce County staff • Local delegation to the Washington State legislature • State of Washington Executive • Local congressional delegation and staff • Local philanthropy • Regional philanthropy • National philanthropy • Local business • Tacoma Hilltop • Tacoma Eastside • Downtown • Neighborhood Councils and community groups • Faith community • Labor community 		<ul style="list-style-type: none"> • City Council of Tacoma (9) • City of Tacoma staff (5) • Pierce County Council (2) • Pierce County staff (2) • Local delegation to the Washington State legislature (8) • State of Washington Executive (0) • Local congressional delegation and staff (6) • Local philanthropy (2) • Regional philanthropy (2) • National philanthropy (0) • Local business (1) • Tacoma Hilltop (2) • Tacoma Eastside (2) • Downtown (1) 	40 total; at least one in each group	Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA PARTICIPATION IN ADVOCACY GROUPS Membership and participation in the pertinent and worthwhile advocacy groups on the local, state and federal level.	Easy	TPCAHC PC Coalition for the Homeless PC Coalition for the Human Services WSLIA CLPHA NAHRO NLIHC [These constitute about 25% of the pertinent and worthwhile advocacy groups on the local, state and federal level.]	THA shall participate as a member in 75% of the groups it identifies as worthwhile to its work	Annual
THA'S RECEIPT OF NEW FUNDING AND GAIN OF NEW PARTNERSHIPS <ul style="list-style-type: none"> • new non-formula dollars received • <u>non-formula grants received</u> non-formula grants submitted • new non-formula vouchers received • <u>new non-formula vouchers received</u> new non-formula vouchers applied for • new partnerships 	Easy			Annual

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA public events Number of THA public events such as: ribbon cuttings, visits by VIPS, public convening.	Easy		2 events 2 press releases	Annual
THA MEDIA MENTION <ul style="list-style-type: none"> number of media mentions of THA or its work. percentage of these mentions that THA's considers to be positive. 	Easy			Annual
REACH OF THA SOCIAL MEDIA number of "hits" or "likes" on THA's web site, facebook page and social media tools.	Easy			Annual

7. ADMINISTRATION

THA will have excellent administrative systems. Its ~~staff~~employees 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.

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection	Baseline <i>[if available]</i>	Target	Review Date
	Easy Moderate Hard			

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g. number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline <i>[if available]</i>	Target	Review Date								
AUDIT SCORES BY OUTSIDE ENTITIES re THA PROPERTIES AND PROGRAMS <table><tr><td>State of Washington Auditor</td><td>Department of Commerce</td></tr><tr><td>WSHFC</td><td>Investors</td></tr><tr><td>HUD</td><td>Other</td></tr><tr><td></td><td></td></tr></table>	State of Washington Auditor	Department of Commerce	WSHFC	Investors	HUD	Other			Easy	1 finding 2010	0 findings	Annually
State of Washington Auditor	Department of Commerce											
WSHFC	Investors											
HUD	Other											
ADMINISTRATIVE COSTS PER HOUSEHOLD SERVED Total THA administrative budget <i>(not including cost of housing or rental assistance)</i> Total number of households served <i>(THA tenants, recipients of rental assistance, from THA or THA funded partners)</i>	Easy											
EMPLOYEE SATISFACTION <ul style="list-style-type: none">Scores on the THA employee satisfaction surveyRate of response on the THA employee satisfaction surveyEmployee turnover rate	Easy			Every 18 months for survey Annual for turnover rate								
OPERATING EFFICIENCY <u>Costs of Departments of Administration, Finance, HR and Executive</u> Total Operating Expenses <i>(does not include HAP or capital expenditures)</i>	Easy		TBD	Annually - Close of Fiscal Year								



TACOMA HOUSING AUTHORITY

Statements of Vision, Mission and Values

Amended by the Board December 17, 2008; February 27, 2013

THA's Vision

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's Mission

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. ~~self-sufficient, that strengthen communities and that use its public and private resources efficiently and effectively.~~

THA's Values

Service

Work in service to others is honorable. We will do it honorably, effectively, efficiently, with pride, compassion and respect.

Integrity

We strive to uphold the highest standards of integrity and ethical behavior.

Stewardship

We will be careful stewards of the public and private financial and environmental resources entrusted to us.

Communication

We value communication. We strive to be open and forthcoming with our customers, employees and colleagues, our partners, and our communities. We will listen to others.

Diversity of Staff

We value the diversity of our staff. It makes us stronger and more effective.

Collegial Support and Respect

The work we do is serious. We seek to create an atmosphere of teamwork, support and respect. We also value a good humor.

Excellence

We strive for excellence. We will always seek to improve.

Leadership

Everyone at THA, the Board, management and staff, shares the leadership it will take to extend these values throughout THA's work, to fulfill the mission and to advance the vision for our city.



TACOMA HOUSING AUTHORITY

Strategic Objectives

Amended by the Board: December 17, 2008 February 27, 2013

Assistance Housing and Supportive Services

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

Housing and Real Estate Development

THA will efficiently develop housing and properties that serve primarily families and individuals unable to find the affordable and supportive housing they need. Its work will promote the community's development. Its properties will be financially sustainable, environmentally innovative, and attractive. THA will efficiently develop housing and other properties that are affordable, high quality, suitable to a range of needs and uses, sustainable and attractive.

Building Communities

~~THA, by what it builds and how it builds, will create and strengthen communities and help them be safe, vibrant, prosperous, attractive and just.~~

Property Management

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

Financially Sustainable Operations

THA seeks to be more financially self-sustaining. ~~It seeks to become less dependent on program income, especially program income from the federal government.~~

Environmental Responsibility

THA will develop and operate manage its properties ~~and operations in a way that preserves and protects natural resources, to improve the local and global environment. By its example and its expertise, THA will help others do the same.~~

Advocacy and Public Education

THA will advocate for the value of its 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 levels.

Administration

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.