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# 2014 Moving to Work Annual Plan



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## SECTION I: INTRODUCTION AND OVERVIEW

### Introduction

THA's vision, mission, and strategic objectives align very nicely with the MTW demonstration project. The purposes of the MTW program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish the three primary MTW statutory objectives:

- *Objective 1:* Reduce cost and achieve greater cost effectiveness in federal expenditures;
- *Objective 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 assist people to obtain employment and become economically self-sufficient; and
- *Objective 3:* Increase housing choices for low-income families.

These goals fit THA's own strategic mission to house people in need, to help them become self-sufficient and to get it done efficiently. This work will advance the day when, in the words of THA's vision statement, everyone will have an adequate home with the support they need to succeed as "parents, students, wage earners and neighbors."

## **Long-Term MTW Plan**

THA has established four long-term goals for its MTW program that reflect both the MTW statutory objectives and THA's priority for using its MTW flexibility in line with its own strategic objectives:

Goal 1: Increase THA's administrative efficiency;

Goal 2: Encourage economic self-sufficiency among THA's participants;

Goal 3: Increase housing opportunities for low-income households residing in THA's jurisdiction; and,

Goal 4: Monitor program effectiveness and performance through a "digital dashboard."

THA looks forward to determining effective uses of MTW authority for these purposes. Some notable examples of its plan appear below. Some of them seem replicable in other places or on a larger scale. When that is the case, we say so **in bold**.

### **Goal 1: Increase THA's Administrative Efficiency:**

THA is eager to explore the full limits of MTW flexibility to make itself a more efficient property manager and manager of programs. THA began its MTW career, for example, focused on reducing unnecessary annual certifications for senior or disabled households, and de-linking annual inspections from annual recertifications so our inspectors can more efficiently cover the geographic spread of units. The fungibility of funds also gives THA more flexibility that has helped assign resources in a more efficient alignment to need. We have also simplified the rent subsidy to a fixed amount. We did this for several reasons. One of them is the greater ease of administration. We are eager to save still more in administration, especially as the federal funding for public housing and the voucher program diminishes.

### **Goal 2: Encourage Self-Sufficiency among THA's Participants**

The MTW statutory objective of economic self-sufficiency for assisted households nicely complements THA's view of supportive services for its residents and voucher families. THA provides supportive services that allow tenants to succeed as tenants. Yet, as its strategic directives contemplate for the non-disabled and non-elderly households with children, THA wants them also to succeed as "parents, students, wage earners, and builders of assets." THA wants them to come into its housing programs and prosper so they can live without assistance. In this way, it wants its housing programs to be a transforming experience for them and for their time with us to be temporary. We seek this certainly for the parents but emphatically for their children. Supportive services make this transformation more likely. In this way, THA regards itself as more than a landlord.

THA's long term strategies to get this done include the following:

- Regulatory reform for rent and definition of income

THA's previous MTW plans included rent reforms. These changes includes five-year time limits for work-able recipients of rental assistance and fixed subsidies to give households a greater incentive to increase their earned income. As its evaluation progresses, THA expects to refine and extend these efforts. **Although effective reforms of this sort must account for local factors, success in one place will be interesting in others. THA has certainly studied the experience of other MTW agencies. If THA is successful, other agencies will study our experience.**

- Supportive Services to Spur Economic Self-Sufficiency

THA seeks to provide supportive services to help families prosper. These efforts strive to keep people in school, get them back to school, get them into job training, teach them English, get job skills, find a job, keep a job, get their drivers' license, clean up their credit, save money, and if appropriate buy a house. THA intends to explore how MTW status can get this done better and in a more sustained way. THA, in particular, is interested in finding out if MTW is useful for two types of self-sufficiency initiatives. **First**, we hope that MTW will help THA finance the supportive services and staff these self-sufficiency efforts require. The fungibility of funds that it confers will help do this. **If this works, it will be very interesting to that portion of the affordable housing industry that seeks to provide supportive services.** **Second**, THA seeks to better link its housing resources with the supportive services of other organizations. Such linkage makes both the housing and the services more effective. Such leveraging of effect makes these linkages a very good use of a housing dollar.

- THA 's Education Project

THA's Education Project and THA's initial MTW plan to support that project are a very good example of how THA regards its mission and the MTW flexibility this mission requires. The goal of the Education Project is to improve the educational outcomes of the children THA houses or whose families receive its rental assistance, and to improve the outcomes of the public schools that serve THA communities. THA focuses on education for three main reasons. **First**, educational success is an important part of the transformation to self-sufficiency that we seek to promote. **Second**, educational success is a good proxy for other important outcomes that are harder to measure. THA spends considerable time and effort assisting families address problems of drug or alcohol dependency, domestic abuse and other maladies. This work is important. But it is hard to tell if it is effective. Tracking educational outcomes can help. A family afflicted in these ways is likely to be making some progress if its child's reading levels are improving. **Third**, the success of Tacoma's public schools is essential to the health of THA's communities. For example, THA owns and is building mixed-income communities. Their financial and social success requires the schools that serve them to elicit adequate confidence from parents of school age children. Low-income parents do not have a choice but to enroll their children. Higher income parents may have a choice. The schools need to appeal to all parents. For this reason, THA has a direct stake in the success of those schools.

THA's Education Project started with a surmise that THA can influence school outcomes. This surmise arises from three facts that are probably common to all public housing authorities, especially the urban ones. **First**, except for the school district and the public assistance agency, THA serves more poor children than anyone in the city. **Second**, in serving them THA is already deep into the lives of their families. It is their landlord. It manages heavily their regulated rental assistance programs. It provides them with supportive services. This involvement gives THA influence over their choices and prospects. **Third**, THA as a MTW PHA can direct its housing

dollars in ways that can match the needs of its school district and can leverage reform. **Fourth**, THA owns and manages large residential properties with ample community space. These can serve as the staging grounds for the efforts of others.

THA's Education Project has already received notable national attention from HUD, PHAs, school districts and foundations. The evaluation of these efforts will have an interesting pertinence throughout the nation.

The Education Project has many elements to it. Some do not require MTW status. Most do. Our initial MTW plan launched them. Here are three examples:

Linking Housing Assistance with School Programs: THA's plan would provide housing assistance to homeless families of children enrolled in elementary schools. It has already begun doing this with its McCarver Elementary School Housing Program. See below. In a similar program design, THA is planning to provide rental assistance to homeless students enrolled in Tacoma Community College. These programs condition the assistance on the student's continued enrollment in school.

Matched Savings Accounts (Individual Development Accounts) Linked to Education: THA is planning two uses of Individual Development Accounts (IDA) focused on education. Research from the Corporation for Enterprise Development (CFED) report that it does not take much of a balance in such an account to get the child and his or her family thinking more positively about the future. According to CFED, children with IDA accounts are much more likely to go to college. THA seeks to take advantage of this experience, in two ways. **First**, its Scholars Incentive Program will enroll 8<sup>th</sup> graders who will have already signed up for Washington State's College Bound Scholarship (CBS) Program. The CBS program ensures that low-income students enrolling in post-secondary educational programs can afford tuition. A student and his or her parent or guardian must enroll in the CBS Program by the end of his or her eighth grade. (Enrolling THA's eighth graders yearly is another part of THA's Education Project. Presently 100% are signing up yearly!) THA's Scholars Incentive Program will devise an individualized plan that takes each such 8<sup>th</sup> grader through high school graduation and enrollment in a post-secondary program. It will set milestones along the way. Upon the student meeting each milestone, the program will make two payments. One will be a small cash payment to the student. The other will be a deposit in an IDA account for the student. The balance in the IDA account will grow as the student hits each milestone. He or she will have access to the balance when and if he or she completes the journey and only for post-secondary educational purposes. The Bill & Melinda Gates Foundation is helping to fund this effort. **Second**, in a collaboration with CFED, the Seattle Housing Authority and the King County Housing Authority, THA will provide IDAs for children who enroll in kindergarten at Lister Elementary School in Tacoma.

McCarver Elementary School Initiative: THA spent more than a year planning this innovative effort to reform an underperforming public elementary school. McCarver's student population is among the poorest in the Puget Sound region. It has the most homeless students of any elementary school in the region. In part because of these problems, more than 100% of its student population turns over during each school year. In some years the turnover rate approaches 200%. This instability arises from deep poverty, homelessness and the accompanying family challenges. This turnover greatly detracts from any prospect for good school outcomes of the children who come and go and for their classmates who must sit there and watch it happen. THA's McCarver Elementary School Initiative has four elements: **(i)** THA is using rental assistance to help stabilize the school. It is providing rental assistance to 50 McCarver

families who are homeless or at risk of homelessness and who have a child enrolled in kindergarten, first or second grade. Their children comprise about a fifth of the school population. This assistance lasts as long as their children are enrolled in McCarver, for a maximum of five years. (ii) Participating families agree to some important commitments. They commit to keep their children at McCarver. They commit to the various ways that parents can support their children's school success (get their children to school on time every day, attend parent-teacher-student conferences, attend PTA meetings, read to their children, make homework time and homework space available every evening). Parents commit to invest in their own educational and employment prospects. A robust range of services from thirty non-profit partners are available to help them do all this. (iii) The school district also committed to important investments. The school district has embraced this initiative fully. In particular, it has committed the investment to turn McCarver into an International Baccalaureate Primary Program. This will greatly raise academic standards for both teachers and students. (iv) The fourth element is a detailed third party evaluation to track a variety of metrics. Funds from the Bill & Melinda Gates Foundation and local government support this initiative.

### **Goal 3: Increase Housing Opportunities for Low-income Households Residing in THA's Jurisdiction**

To increase housing opportunities for low-income households in Tacoma, THA is trying the following activities:

- Serve More Households

THA uses its MTW flexibility and efficiencies to allow it to serve more households. Several examples of how this bear mention. **First**, THA's changes in how we calculate the rent subsidy in our rental assistance program means individual subsidies for some families are smaller than they would otherwise be. This savings allows THA to serve more families. Similarly, savings in administrative costs will have the same effect. MTW fungability also allows THA to redirect savings in HAP expenditures to sustain public housing operations. **Second**, THA's five year limit on the duration of rental assistance for work-able persons will give more people a turn sooner to receive assistance when they otherwise would wait longer on our waiting lists. **These strategies should be available to other PHAs.**

- Serve Households Otherwise Shut Out of THA Programs

THA is using its MTW authority to learn from rapid re-housing data from HUD and the Bill & Melinda Gates Foundation. This data show new strategies to stabilize homeless families with children. Homeless families presently find THA's HUD funded programs inaccessible. If they come to THA's door they would find a long waiting list that is often not even taking new applicants. Even if they could apply, the wait would be years. Even if THA gave them a voucher on the spot, they would still be a month away from housing while they found a landlord, had the unit inspected, and moved in. Homeless youth have these challenges as well, plus the added one that comes from being young. In response, THA has signed contracts with its county government to redirect up to 3% (\$1 million) of its MTW dollars to the county's rapid-rehousing program serving homeless families and youth. For example, redirecting \$1 million will mean THA will serve about 130 fewer households on its regular rental assistance program. But it will allow the rapid-rehousing program to stabilize 300 – 350 homeless families with children, or about 30% of the families who seek assistance.

- Increase Housing Supply

MTW status will allow THA to project base more vouchers. This is an important development strategy that allows THA and other nonprofit developers to finance the construction of new housing, to preserve existing affordable housing, and to ensure the long term affordability of both types. THA has used this to very good effect in Tacoma, e.g., Eliza McCabe Homes (Intercommunity Mercy Housing), Hillside Gardens (same), Guadalupe Vista (Catholic Community Services), Harbor View Manor (ABHOW), New Look Apartments (MLK Housing Development Association). Banks have learned how to lend against the long-term rental stream that a long term HAP contract denotes. This financing not only gets the housing built but makes it affordable to households down to zero income. It also locks in this deep affordability for a long time. Additionally, these arrangements usually leverage supportive services as well. In all these ways, project-basing is a very good use of a housing dollar and MTW will allow THA to do more of it. **This use of project basing vouchers should also be applicable in other jurisdictions.**

- Increase housing throughout the continuum of need

THA is very interested in using its MTW status to provide housing and services along more parts of the housing continuum. Generally, THA has been focused on providing permanent housing to households headed by adults capable of living independently, perhaps with light assistance. THA is interested in better providing or arranging more intensive supportive services to serve a wider variety of needs.

The effort to do this elicits an important feature of how THA views supportive services generally. In general, there are two views of supportive services in the affordable housing industry. By one view, supportive services are a sideshow. They are interesting but, by this view, the housing provider has no particular role in providing them. According to this view, housing providers are primarily landlords. In contrast, THA, and most MTW agencies, have a different view. It goes like this: supportive services are a necessary companion to the housing they provide. Their necessity derives from whom we house, and why. We house some of our community's neediest households – seniors aging in place, disabled persons trying to live independently, and families coming from trauma, such as homelessness and domestic violence. These households need help to succeed as tenants.

THA provides considerable services for these purposes. It seeks to do more. MTW flexibility will make this easier to do in the following possible ways:

*Sustainable Source of Funding for Services:* THA looks forward to finding out if the financial flexibility and efficiencies that MTW allows will make it easier to fund supportive services within a building from the operating funds assigned to that building. As HUD realizes, regarding supportive services as an “above the line” expense for a building is the elusive ambition of all housing providers interested in supportive services. Perhaps MTW flexibility will make this more attainable. **If MTW provides this ability to sustain supportive services then it would greatly interest many other PHAs.**

*Homeless Youth:* Tacoma has a serious and growing problem of homelessness among unaccompanied youth. These youth are not with adults. They are not in foster care. They are not in school. They constitute a first rate child welfare disaster for our community. Using state funds,

and in collaboration with service partners, THA participates in an “Independent Youth Program” that serves these youth. THA provides the rental assistance and partners provide the wrap around services. It is a very good model. However, the state funds are ending. Unfortunately, except for a limited number of FUP vouchers, THA’s mainline federal housing resources are not well designed to be helpful in such programs. THA will be very interested in finding out if MTW flexibility will better equip THA to participate in a collaborative community response to this growing emergency. For example, using MTW flexibility, THA is participating with Washington State’s child welfare agency to provide rental assistance to teenagers aging out of foster care and who would otherwise face homelessness. **Most other cities see a significant population of homeless, unaccompanied youth. A successful model of intervention would interest many other PHAs.**

Disaster Relief: THA had an interesting and frustrating experience during the Hurricane Katrina disaster that makes it eager for MTW flexibility so it can be more helpful with the next disaster. Hurricane Katrina caused the largest loss of housing from a single event in American history. Afterward, the South Puget Sound area received several hundred families from the Gulf Coast. THA helped to coordinate the effort to receive them. The FEMA assistance never proved very effective. THA, and other providers, filled in as best as their program rules permitted. THA wrote about the experience in a report: *THA Review of Its Katrina Relief Plan 2006 (THA 2006)*. It is available at <http://www.tacomahousing.org/about/reports.html>. As the report makes clear, although THA did help several dozen households, its federal rules were not flexible enough to respond effectively or quickly. THA means to find out how MTW will better equip its ability to respond to the next disaster. **Whether PHAs can or should become sources of emergency assistance in a mass disaster is a question that will surely recur with the next calamitous hurricane, earthquake or flood. Innovative answers should interest the entire PHA community.**

People Coming from Correctional or Psychiatric Institutions: The Tacoma area has more than its full share of people discharged from correctional institutions and psychiatric institutions. (It is home to large correctional institutions, including the state’s only women’s prison. It is also home to the state’s largest psychiatric hospital.). As HUD knows well, people discharged from these places have serious housing needs. They are also among the hardest to house. It is clear that the normal programmatic templates are not suited to the challenge. THA intends to examine its role in fulfilling this need. MTW flexibility will no doubt be very useful, especially in partnerships with service providers, rules of occupancy, and terms of assistance. **Many successful models exist to effectively serve these difficult populations. It is a separate question how mainline federal housing programs like public housing and the Housing Choice Voucher program could or should adapt to the purpose. Effective answers will be interesting and transferable to many other PHAs.**

Drug or Alcohol Dependent and/or Mentally Ill Adults: People afflicted with drug or alcohol dependency present a housing challenge that also requires flexibility that MTW may provide. For example, THA is using its MTW authority to project based vouchers into Nativity House that Catholic Community Services is building in Tacoma to house and serve this population

#### **Goal 4: Monitor Program Effectiveness and Performance through a “Digital Dashboard.”**

THA intends to design a digital dashboard to track the various performance measures it will chose for its strategic objectives and operations. We mention this separately because it will be a

critical tool in assessing MTW effectiveness, as well as overall agency success. Even at this time, however, THA has a detailed list of metrics to track. Baselines have already been established for most activities and methods put in place to extract the required data from THA's various systems. THA recently entered into a new contract with the consultant who performed the impact analysis for the agency and part of the scope of work includes defining the logic required for the THA dashboard in order for THA move forward into the development phase.

The purpose of the digital dashboard is to place various performance measures and the results front and center. Some performance measures most pertinent to MTW will include changes in the following:

- Earned income among various work-able populations
- Savings rates
- Educational outcomes
- Number of households of various subpopulations served
- Various metrics indicating housing stability
- Per unit costs of operations
- Per voucher cost of operations
- Metrics of individual properties and portfolio aggregates (vacancy rates, unit turns, work orders, rent collections, turnover rates, maintenance expenses, etc.)

A successful dashboard will allow staff to see the “needle” or gauge change as they succeed or fail at their work. It will place the important measures prominently in view. This system will change department meetings, cabinet meetings and board meetings. The focus of these meetings can then be where it belongs - on how we are doing and why or why not. This in turn will become a valuable source of data for program design – exactly what a creative MTW agency needs in order to make good use of MTW flexibility.

An effective digital dashboard should be applicable to nearly every other PHAs. They collect or should collect similar data. They should value similar performance measures. They share with all organizations a pressing need for a greater focus on outcomes.

### **Short-Term MTW Plan**

THA's short term goals with this year's plan are a continuation of implementing activities and changes that meet both the agencies long-term goals and mission statement. Highlights from this year's plan include a new rent reform program that allows THA to work with the local community college to house homeless students. THA has also proposed some changes to the HOP program that would allow the agency to be more efficient in its administrative work while still trying to move families toward self-sufficiency. THA will also take units offline for modernization as needed. Examples of this would be units that have flooded or had large amounts of damage.

Overall, THA has a collection of activities that meet the MTW program goals of spending federal dollars more efficiently, helping residents find employment and become self-sufficient, and increasing housing choices for low-income families.

## SECTION II: GENERAL THA OPERATING INFORMATION

### (II) General Housing Authority Operating Information

#### Annual MTW Plan

#### II.1.Plan.HousingStock

#### A. MTW Plan: Housing Stock Information

#### Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	0	NA	0	0
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	0	NA	0	0
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	0	NA	0	0
PIC Dev. # /AMP PIC Dev. Name	0	0	0	0	0	0	0	0	NA	0	0

Total Public Housing Units to be Added

0

\* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: NA

#### Planned Public Housing Units to be Removed During the Fiscal Year

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
All All	817	RAD Conversion
PIC Dev. # /AMP PIC Dev. Name	0	NA
PIC Dev. # /AMP PIC Dev. Name	0	NA

Total Number of Units to be Removed

817

**New Housing Choice Vouchers to be Project-Based During the Fiscal Year**

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Hillside Terrace	46	Affordable Housing Family Property
Nativity House	50	Homeless
New Tacoma II	12	Homeless Senior
<b>Anticipated Total New Vouchers to be Project-Based</b>	<b>108</b>	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year <b>756</b> Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year <b>740</b>

\*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

**Other Changes to the Housing Stock Anticipated During the Fiscal Year**

THA will continue to take units offline for modernization if they test hot for meth.
THA will apply for the Rental Assistance Demonstration. THA anticipates converting all 817 remaining public housing units to RAD.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

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

Planned capital expenditures for 2014 are subject to change depending on the outcome of the pending and planned disposition and conversion with THA's RAD application. If THA's RAD application is approved, 50% of THA's units will be converted to RAD immediately and the other 50% later in the year. Note that public housing units converted to Section 8 assistance under RAD will no longer receive separate capital funds. The planned conversion of 50% of the portfolio immediately to RAD would reduce the capital fund grant by 50% and conversion of the remaining units will eliminate the separate capital fund grant. Below is an explanation THA's planned uses for any capital funds dollars received in 2014: THA will be using the allocation of Capital Funds received in 2014 for our Dixon Village property. The funds will be used to replace the vinyl siding with a more sustainable fiber cement siding, replace the existing windows with more energy efficient vinyl windows and replace the aging roofs. The extent of the work will depend on the amount of funding received.

**II.2.Plan.Leasing**

**B. MTW Plan: Leasing Information**

**Planned Number of Households Served at the End of the Fiscal Year**

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	739	8868
Federal MTW Voucher (HCV) Units to be Utilized	3696	44352
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	24	288
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	86	1032
<b>Total Households Projected to be Served</b>	<b>4545</b>	<b>54540</b>

\* Calculated by dividing the planned number of unit months occupied/leased by 12.

\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

\*\*\*Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p>
NA

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions	
Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Public Housing	THA has been working with the local field office on meth contaminated units. THA has had a number of units test positive in 2013 which has increased vacancy rates. THA will work with the field office to take the units offline but the baseline methodology would still have THA counting those units. THA is working with the local health department in order to reduce the number of occurrences.
Section 8/ HOP	Funding levels and or market conditions could affect leasing rates in these programs.

**II.3.Plan.WaitList**  
**C. MTW Plan: Wait List Information**

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Housing Opportunity Program	Section 8	1000	Closed	NO
Rapid Rehousing	Central Intake	850	Open	Open
Youth Housing	Central Intake	850	Open	Open
Low Income Housing (total)	Public Housing	4347	Open	Open

Rows for additional waiting lists may be added, if needed.

\* *Select Housing Program* : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* *Select Wait List Types* : Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

**Public Housing-All Populations**

If Local, Non-Traditional Housing Program, please describe:

**Special Housing Services-Youth and Young Adults-The county is operating a program to house homeless youth and young adults. The county does all of the admissions through a centralized intake process. The program is being operated within the parameters of PIH Notice 2011-45.**

**Rapid Rehousing Program- The county is operating a local-non traditional program using the rapid rehousing model. THA is acting as the grantor and the county as the grantee. Those who receive housing are chosen by using the county's centralized intake process.**

**THA is in the process of creating a partnership with the local community college. A third party would handle the admissions for this program but it would be for homeless community college students. THA would not enact this program without MTW approval.**

If Other Wait List Type, please describe:

N/A

N/A

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

**THA converted the voucher waitlist to the HOP waitlist**

### SECTION III: PROPOSED MTW ACTIVITIES

Proposed MTW Activities			
Proposed MTW Activity	Statutory Objective		
	Reduce Cost and Achieve Greater Cost Effectiveness	Encourage Self-Sufficiency	Increase Housing Choices
Calendar Year 2013 (January 1, 2014 to December 31 , 2014)			
17. Re-proposed Housing Opportunity Program	X	X	
21. Local Asset Building Activity		X	
22. Exclude Student Income	X	X	
23. Learn to Succeed		X	X
24. MTW Security Deposit	X		

**17. Re-proposed: Housing Opportunity Program (HOP): (See appendix G for explanation of populations this policy applies to).**

**THA is re-proposing this activity because additional authorizations are being sought. All changes to the activity including requested authorizations have been bolded and underlined. THA proposes the following changes to the HOP program.**

- **Allow for longer voucher times if needed and change the length of lease periods- If a THA client needs longer than the traditional voucher lease up time, THA would extend the time a HOP client could search for a unit. It would be on a case by case basis. THA would also allow for lease periods shorter than one year. This may become necessary in the administration of the program if a HOP client has less than one year left on their time limit and decides to move to a new unit. Currently, PHA's require a lease of one year with a new lease up.**
- **Create a streamlined review process that may include only running EIV's. Because the program utilizes a fixed subsidy, THA will begin having clients self-certify to income in the HOP program. Income would be verified at the time of new admission and at the end of a client's five year time limit. THA will begin doing all reviews online for HOP in order to cut back on the time and expense of processing annual reviews. Tenants will be mailed instructions on how to access the review documents online. They will be asked to report on household composition and to self-certify to income in the online review. THA will pull EIV's for each household and will report the higher income of either the EIV or self-certified income. THA has completed time studies and believe this method could cut back an annual review time by 75%. THA would assist any households unable to use a computer and offer paper forms if necessary.**

- **Allow residents to lease up in shared housing facilities or from relatives. All units would receive an HQS inspection to ensure they are safe, decent and sanitary.**
- **THA will ensure that all units leased would not be overcrowded. Any unit leased would have to meet local occupancy standards.**
- **THA would use a shared housing calculation for any households that rented a room in a house.**
- **THA would only allow a household to lease up in a relatives unit if they were suffering a hardship. That would include:**
  - **A household that cannot lease up because of poor credit.**
  - **A household that would rely on the relative to help with childcare.**
  - **A household with bad rental history that has remediated the root causes for the bad rental history.**
  - **A household that cannot lease because of a poor criminal history that has shown proper rehabilitation.**

**THA would draft a brochure that would explain landlord tenant law and also inform both parties that special rules or regulations would not be allowable just because they are relatives. The brochure would be distributed to both the landlord and the tenant in any housing situation that THA approves that allows a tenant to rent from their relative. If THA found out of any situation where landlord tenant law was being broken, THA would terminate the HAP contract and allow the voucher holder to search for a new unit.**

- **Income qualifications for participation in the program will be 50% AMI and below**
- **THA will change the definition of elderly to 57 for only the HOP program.**
- **A household would income out of the program once they reach 80% AMI- They would receive a 90 day notice.**

**After receiving MTW approval in January, THA worked on the policy chapter for the Administrative plan. During that process, staff concluded that the changes above would make the program easier to administer and more helpful to our clients. THA has listed the new authorizations below in that applicable section.**

This program will only apply to households admitted after HUD approval of THA's 2013 Annual MTW Plan. Anyone receiving tenant based-voucher assistance after that time will be admitted to the Housing Opportunity Program (HOP) described in this activity.

THA proposes a new rent reform program for all new admissions to the tenant based program starting upon HUD approval of THA's 2013 Annual MTW Plan. The program will be a fixed subsidy time limited Housing Opportunity Program (HOP). All new admissions to the HOP program will be on a fixed subsidy. That includes senior/disabled households. Work-able households will have a five year time limit on their assistance. Senior/disabled households will not have the time limit applied. These households would have annual reexaminations so THA can monitor the earned income and compare it to its other programs. There will be no interim exams allowed in this program. THA will not allow port outs for this program except for domestic violence issues covered by VAWA and Reasonable Accommodations. The goal is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term. This will incentivize our participants to focus on securing better employment and prepare them for a better future. Families will be given notices at every annual recertification indicating

the number of years remaining on their term limited subsidy along with continuous referral services to a variety of available resources. THA will still report these households in PIC.

THA will be replacing many standard forms including the Voucher (OMB NO 2577-0169) and the Housing Assistance Payment Contract (HAP contract) with THA forms that will meet the needs of the new program. This list is not exhaustive and THA will change forms and documents as needed to efficiently administer this new subsidy program. If THA alters a HUD form, the agency will remove any OMB numbers or HUD language and change it to a THA form.

The time limits will be five years (for workable households only). The fixed subsidy will be set at 50% of the payment standards. (See below):

SUBSIDY AMOUNT					
Voucher Size	1	2	3	4	5
Proposed MTW Subsidy Amount (50% of payment standards)	390	486	709	798	921

**Relation to Statutory Objective:**

The activity addresses the MTW statutory objective to give incentives to families with children whose head 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. It will also allow THA to increase housing choice by issuing more vouchers than it could previously. Not having complex rent calculations or interims will also be more administratively efficient.

**Anticipated Impact:**

The anticipated impact of this activity is an increase in participation in self-sufficiency activities by participants. The time limit of assistance will encourage families to get involved in many services referred by the Agency to aid in the path to self-sufficiency. This could result in participants seeking better employment or removing barriers to better opportunities. Some residents may use this as an opportunity to prepare themselves for home ownership by saving funds or repairing bad credit. THA anticipates it will help reduce costs and achieve greater cost effectiveness in federal expenditures because the subsidy will be fixed. That will eliminate the need for complex rent calculations. Because subsidies will be turned over more rapidly, THA anticipates serving more households off the waitlists in the future. **Allowing households to rent from relatives could result in situations where the relative/landlord could try to impose rules on the tenant/relative that are not consistent with landlord tenant law. THA will develop brochures for any client that rents from a relative to educate them on the situation.**

**Anticipated Schedule:**

THA anticipates implementing the program for all new admissions in January of 2013.

**Baselines, Benchmarks, and Metrics:**

THA proposes to use metrics from HUDS proposed standard metrics menu

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE#1 Total cost of completing recertifications in dollars (decrease).	\$4180 dollars (\$0 saved baseline)	\$1,1019 for the 2014 HOP reviews	TBD 2014	We have not completed any HOP reviews
CE#2 Total time to complete HOP reviews in hours (decrease)	0 hours	49 hours for HOP reviews	TBD 2014	We have not completed any HOP reviews.
CE# 3 Average error rate in completing Annual Reviews (decrease)	70%-	10%	TBD 2014	We have not completed any HOP reviews .
CE#5 Rental Revenue in dollars (increase)	\$283 per household traditional Section 8	\$311 per household in HOP program <sup>1</sup>		
SS# 1. Average earned income of households affected by this policy in dollars	\$12,372	\$13,609	TBD	TBD
<b>SS #3: Increase in Positive Outcomes in Employment Status Unit of Measurement</b>				
Employed Full Time	0	30 households employed full time-work-able in 2014	TBD in 2014	TBD in 2014

<sup>1</sup> Based on a 10% increase

Employed Full-Time %	0	25% in 2014		
Employed Part Time	0	40 Households Employed Part-Time in 2014	TBD in 2014	TBD in 2014
Employed part time %		33%	TBD in 2014	TBD in 2014
Enrolled in an Educational Program	0	24	TBD in 2014	TBD in 2014
Enrolled in an Educational Program%	0	20%	TBD in 2014	TBD in 2014
Enrolled in Job Training Program	0	24	TBD in 2014	
Enrolled in Job Training Program %	0	20%	TBD in 2014	TBD in 2014
SS# 4 Number of households receiving TANF assistance (decrease).	0	60 or less by the end of 2014.	TBD in 2013	TBD in 2014 benchmark.
SS#5 Number of households receiving services aimed to increase self-sufficiency (increase).	0	24	TBD in 2014	TBD in 2014.
SS#6 Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$604 for traditional section 8	\$460 for HOP households	TBD in 2014	TBD in 2014
SS#7 PHA rental revenue in dollars (increase).	\$283	\$311	TBD in 2014	TBD in 2014.
SS#8 Number of households transitioned to self-sufficiency (increase). (Number of households who reach 80% AMI or higher)	0	2	TBD in 2014	TBD in 2014.
HC#3 Average applicant time on wait list in months (decrease).	2.85 years	2 years	TBD 2014	TBD 2014

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:**

THA will use our VisualHomes software to extract the information to track these metrics. All information will be imported into a scorecard for easy access and recording.

**Description of Authorization or Regulation Waived:**

Attachment C (D) 2 (a) (d) **New Authorizations: Attachment C Section D.1.a, D.1.b, D.1.c, D.1.f, D.1.g, D.3.a, D.4, B.3**

**Additional Information for Rent Reform-**

**THA has added some new authorizations to this activity for 2014. THA does not anticipate the new activities negatively effecting clients to the point where a new hardship policy would need to be created. THA will keep the current hardship policy in place.** THA will implement a

five year term limit with fixed subsidy, on housing assistance for applicants pulled from the Housing Opportunity Program (HOP) waiting list beginning on January 1, 2013. Fixed income households will be included in the fixed subsidy but not time limits. This activity matches well with THA's goal is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term. This will incentivize our participants to focus on securing better employment, save for a home and prepare them for a better future. Families will be given notices at every annual recertification indicating the number of years remaining on their term limited subsidy and will be given resources and assistance to move them towards their goals.

**Participant Impact –**

The subsidy provided will be fixed and work-able households will be timed off the program after five years. The average number of years that current participants have been on our program is 8 years. The proposed fixed subsidy was calculated by looking at our current payment standards and the average HAPS by bedroom size. THA will use a shallower subsidy in order to issue more HOP subsidies. The table below shows our current payment standards, average HAPS for each voucher size and THA's proposed fixed subsidy. THA will monitor lease up rates, time of lease ups and use opportunity mapping to ensure households are able to find safe, decent and sanitary housing.

Voucher Size	1	2	3	4	5
Proposed MTW Subsidy Amount (50% of payment standards)	390	486	709	798	921
Average HAP <b>currently</b>	\$492	\$633	\$940	\$1,040	\$1,095
As a % of payment standard	63%	65%	66%	65%	60%
THA Payment Standards	\$780	\$973	\$1418	\$1596	\$1843

The five year term limit will create a sense of urgency in our participants and help them define their goals and work towards self-sufficiency. At the initial HOP subsidy briefing, THA will have employment/education partners present. All households who are receiving a HOP subsidy will have the opportunity to set an appointment with a local employment/education professional for an initial assessment before leaving. THA will also have other partnering employment agencies at the briefing to match families up with employment services. Families will find the unit search process simplified due to the fixed subsidy amounts. The fixed subsidy will eliminate the utility allowance and make it is simpler for households to know what subsidy they have. It also prepares them for future apartment searches and teaches them to budget and choose their unit wisely. **THA will also let residents lease up in units that might not traditionally be approved by a housing authority. All units would have to pass HQS, but this change will open up the housing choices available to the persons on the program.**

- All units would receive an HQS inspection to ensure they are safe, decent and sanitary.
- THA will ensure that all units leased would not be overcrowded. Any unit leased would have to meet local occupancy standards.
- THA would only allow a household to lease up in a relatives unit if they were suffering a hardship. That would include:

- a) A household that cannot lease up because of poor credit.
- b) A household that would rely on the relative to help with childcare.
- c) A household with bad rental history that has remediated the root causes for the bad rental history.
- d) A household that cannot lease because of a poor criminal history that has shown proper rehabilitation.

THA will no longer refer to a voucher but use the term HOP subsidy. Households will be issued a document stating what the subsidy is for their housing search. **THA will end participation for any household that reaches 80% AMI or more at any point they are in the program. At that point, the household will be seen as a success and given a 90 day notice that assistance will end.**

#### **Agency Impact –**

THA anticipates serving more families with our MTW funds as participants are termed out hence decreasing the wait time for assistance for the families on our waiting list. There is a tremendous demand for assistance. THA will also be able to serve additional households because of the shallower subsidy being used in the Housing Opportunity Program. THA anticipates issuing 20 additional HOP subsidies each year in addition to the HOP subsidies that will be used to fill numbers due to attrition.

The fixed subsidy will also result in administrative efficiencies due to the reduction in staff hours spent on the recertification process. The annual income and other data will still be reported and EIV will be pulled..

#### **Hardship Policy # 2–**

A hardship policy has been established for work-able households of the Housing Opportunity Program that defines the circumstances under which households may request an extension to the term limit. Families that would like to request a term limit extension need to apply eight months prior to the end of term. A committee will be established to review each request and the families will be provided an opportunity to present justification for their request. If approved by the committee, a three month extension may be granted to the family. Since there will not be time limits for senior/disabled households, there will be no hardship policy for that population.

## **21. Local Asset Building Activity**

#### **Description of MTW activity:**

THA will partner with the Bill and Melinda Gates Foundation (BMGF) to create a program to encourage and support student success. THA will use the BMGF funding to support planning and development of the Scholar Incentive Program. The incentive program will be aimed at improving academic achievement, graduation rates and college preparation/enrollment. The program will identify a series of pay points for engaging in specific activities tied to academic success, or achieving specific academic outcomes. These activities and achievements will help students succeed in school, graduate with a 2.0 or higher grade point average, and take necessary college preparatory coursework. In turn, these achievements will help qualify students for use of Washington State's College Bound Scholarship.

Foundation support will pay for staff, supplies, and development of a data collection system to both manage and evaluate the program. THA will contribute a 1:1 cash match to pay the cash incentives to students. Multiple partners will provide advising, academic support and mentoring for Scholar Incentive participants.

This proposal will support student success, and help us learn more about effective strategies to increase student engagement in learning and student achievement through use of carefully targeted incentives. The project will target THA public housing and Housing Choice Voucher middle-school aged students who are enrolled in the College Bound Scholarship program.

The Scholar Incentive Program will provide students with incentive funds that will be tied to a series of pay points for engaging in activities, or achieving outcomes, that will help students succeed in school and graduate with a 2.0 or higher grade point average, while taking necessary college prep coursework, so that they are prepared to use the College Bound Scholarship to pursue higher education.

THA would spend up to \$150,000 on this activity in the form of incentives to students in the program. If the activity starts before MTW approval, THA would use non MTW funds for the savings accounts. THA would reimburse non-MTW funds once approval is granted. The pay points would not be counted as household income. Below is an example of the pay points that will be used in the program. Because the list is extensive by grade, the full document is attached as an appendix.

<b>INCENTIVES for Students 7<sup>th</sup> Grade.</b>	<b>Incentive deposited in student's saving acct</b>	<b>Incentive paid directly to student</b>	<b>TOTAL</b>
Initial deposit to open savings account	\$50		\$50
Maintain a 2.0 or better GPA (annually)	\$15		
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$170	\$15	\$200
Complete summer academic enrichment program. At least 2 weeks, 4-5 days a week, 4-6 hours a day.	\$50	\$100	\$150
Volunteer work in community (organized activity with adult program coordinator). 30 hours/year.	\$85	\$15	\$100
Complete Financial Literacy Class and deposit a minimum of \$5 in savings consistently for 6 months.	\$100		\$100
<b>Total annual incentive a 7<sup>th</sup> graders can earn:</b>	<b>\$470</b>	<b>\$130</b>	<b>\$600</b>

**Relation to statutory objective:**

This activity serves the MTW statutory objective to give incentives to families trying to become economically self-sufficient. This activity will give incentives to children and young adults in

federal housing programs to succeed in their academic pursuits. Education is the key to ensuring that the children and young adults of federal housing programs do not also end up needing assistance in adult years.

**Anticipated impacts:**

THA projects that this activity will significantly increase the success of children and young adults academic pursuits who live in THA assisted housing. Educational attainment is a key indicator of likely success and self-sufficiency.

**Anticipated Schedule:**

THA would fully implement this activity in 2014.

**Baselines, Benchmarks and Metrics:**

THA has chosen the following metrics out of the HUD standard metrics menu.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmarks Achieved?
SS#2 Average amount of savings/escrow of households affected by this policy in dollars (increase)	\$0	\$250	TBD in 2014	New program TBD in 2014

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:**

THA will use our community services software Tracking At A Glance to track the data. It will be reported on a yearly basis to HUD.

**Description of Authorization or Regulation Waived:**

Standard MTW Agreement: Attachment C Section B.1.b., B.1.b.iii, B.1.b.viii

**Agency’s Board approval of policy:**

This policy will go to the board at the September 2013 board meeting.

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

**Description of MTW activity:**

To further encourage self-sufficiency among participants and streamline administrative processes, THA proposes to modify the administration of the full-time student deduction by excluding 100 percent of a student’s financial aid.

**Relation to statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures. Provide incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient.

**Anticipated impacts:**

THA projects that more individuals will choose to go to college or finish their degrees because of this activity.

**Anticipated Schedule:**

THA would fully implement this activity in 2014.

**Baselines, Benchmarks and Metrics:**

THA has chosen the following metrics out of the HUD standard metrics menu.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmarks Achieved?
CE#1 Total cost of task in dollars (decrease)	\$1050	\$0	TBD	TBD
CE#2 Total time to complete the task in staff hours (decrease)	50	0	TD	TBD
SS#3 Number of households enrolled in an educational program (receiving financial aid)	192	202	TBD	TBD
SS#3 Number of households enrolled in an educational program (receiving financial aid) as a %	0	5%	TBD	TBD

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:**

THA will use its housing software to track this data.

**Description of Authorization or Regulation Waived:**

MTW Agreement Attachment C, Section C (11), Section D (2) (a), Section D (3) (a)

**Agency's Board approval of policy:**

This policy will go to the board at the September 2013 board meeting.

**23. Learn to Succeed**

THA is proposing a partnership with the Tacoma Community College (TCC) where THA will provide rental assistance to homeless students at the community college. TCC would provide services designed to help the families succeed so they were ready to be independent of housing subsidies after graduation. The program would offer the same fixed subsidies as the HOP program and would have a three (3) year limit on assistance. Graduates would be considered a success and transitioned off of the program with a 30 day notice. The community college would handle all eligibility but anyone on the program would have to be an active student at the community college. Students will have to continue to stay in college and keep up a certain grade level. There would be a due process before anyone was terminated from the program. All units would receive HQS exams.

The review process would be abbreviated. THA will verify income at the time of new admission and at when the household leaves the program at the end of the five years. All annual reviews would be completed online and tenants would self-certify to their income the rest of the time.. THA would pull EIV's and look for any anomalies. THA would report the income using the higher of the self-certified income or the EIV income. Household composition would be reviewed during

the online review process and THA would assist anyone unable to use the online review form. TCC/THA clients would be allowed to lease up in units not normally allowed in the Section 8 program. That includes renting from relatives or shared housing units. HAP contracts and leases may differ than the normal 12 months if necessary. Forms and documents will be changed if necessary in order to run the program. The subsidies will not be portable since they are only for community college residents. The community college will choose the students for the program. The community college would use a system of what students were most in need when determining who receives the subsidy.

- All units would receive an HQS inspection to ensure they are safe, decent and sanitary.
- THA will ensure that all units leased would not be overcrowded. Any unit leased would have to meet local occupancy standards.
- THA would use a shared housing calculation for any households that rented a room in a house.
- THA would only allow a household to lease up in a relatives unit if they were suffering a hardship. That would include:
  - A household that cannot lease up because of poor credit.
  - A household that would rely on the relative to help with childcare.
  - A household with bad rental history that has remediated the root causes for the bad rental history.
  - A household that cannot lease because of a poor criminal history that has shown proper rehabilitation.

THA would draft a brochure that would explain landlord tenant law and also inform both parties that special rules or regulations would not be allowable just because they are relatives. The brochure would be distributed to both the landlord and the tenant in any housing situation that THA approves that allows a tenant to rent from their relative. If THA found out of any situation where landlord tenant law was being broken, THA would terminate the HAP contract and allow the voucher holder to search for a new unit.

#### **Relation to Statutory Objective:**

The activity addresses the MTW statutory objective to give incentives to families with children whose head 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. It will also allow THA to increase housing choice by issuing more vouchers than it could previously.

#### **Anticipated Impact:**

The anticipated impact of this activity is that students in the program will successfully graduate college while participating in the program. Students will also be expected to work with case workers provided by the community college to work through any barriers that would stop them from being successful. Participation in the Learn to Succeed program will be based on continuous enrollment and keeping a GPA level that will be decided by the community college. Allowing households to rent from relatives could result in situations where the relative/landlord could try to impose rules on the tenant/relative that are not consistent with landlord tenant law. THA will develop brochures for any client that rents from a relative to educate them on the situation

#### **Anticipated Schedule:**

THA anticipates implementing the program for in 2014 with the community college.

**Baselines, Benchmarks, and Metrics:**

THA has chosen metrics from HUD's standard metrics menu:

<u>Unit of Measurement</u>	<u>Baseline</u>	<u>Benchmark</u>	<u>Outcome</u>	<u>Benchmark Achieved?</u>
SS #3: Increase in Positive Outcomes in Employment Status				
Employed Full Time	0	6	TBD in 2014	New Program TBD in 2014
Employed Full Time as a %	0	25% of all households on program in 2014	TBD in 2014	New program-TBD 2014
Employed Part Time	0	5	TBD in 2014	TBD in 2014
Employed Part-Time as a %	0	20% of all households on the program in 2014	TBD in 2014	New program TBD in 2014
Enrolled in an Educational Program	0	25	TBD in 2014	New Program TBD in 2014

Enrolled in an Educational Program as a %	0	100% of all households on program in 2014	TBD in 2014	New program TBD in 2014
SS# 5 Number of households receiving services aimed to increase self-sufficiency (increase).	0	25 in 2014	TBD in 2014	New program TBD in 2014
SS# 6 Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	\$604	\$460	TBD 2014	New program TBD in 2014
SS#8 Number of households transitioned to self-sufficiency (increase). (Households who reach 80% of AMI or higher, or anyone who graduates and leaves the program)	0	0 in 2014	TBD in 2014	This is a new program- TBD in 2014
HC# 1 Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). Homeless College Students	0	25 in 2014	TBD in 2014	This is a new program TBD in 2014
HC#7 Number of households receiving services aimed to increase housing choice (increase).	0	25 in 2014	TBD in 2014	New program TBD in 2014

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:**

THA will use our VisualHomes software to extract the information to track these metrics. All information will be imported into a scorecard for easy access and recording.

**Description of Authorization or Regulation Waived:**

Attachment C (D) 2 (a) (d) Attachment C Section D.1.a, D.1.b, D.1.c, D.1.f, D.1.g, D.3.a, D.4, B.3

**Additional Information for Rent Reform Activities:**

**1. Description:** THA will commit 25 vouchers to homeless or near homeless students at the Tacoma Community College (TCC). THA would administer the program with the assistance of TCC in choosing students who are eligible. THA would use a fixed subsidy (50% of the payment standard) and the TCC students would have a time limit of three (3) years. A student who graduates would be considered a success and would transition off of the program with a 30 day notice. TCC would decide the eligibility but only registered students would be eligible for the program. Students would need to maintain enrollment to stay on the program and TCC would determine a minimum GPA. Any student who was terminated from the program for not following program rules would receive due process and a 30 day notice.

THA would use an abbreviated review process and change forms where necessary to ensure the program could run smoothly. THA would remove any OMB numbers from any forms that are altered and make them THA forms. There would be no interims because the subsidy is fixed and THA would not allow for portability because the program is for TCC students only. THA would perform regular HQS exams on the units.

**2. Tracking the Implementation:** THA would bring this new rent structure online in 2014 in partnership with TCC. THA would lease units to families who are eligible using TCC's eligibility criteria (Enrolled at TCC).

**3. Intended and Unintended Consequences:** Intended consequences include students in the program staying enrolled in college. THA also predicts students will have higher success rates in graduating because of the housing stability the program will provide.

This is a new program and would not be applied to any current residents. TCC and THA discussed the possibility that a student may not finish a degree in two years and that is why the 3 year limit was decided upon.

**4. Measuring the Impacts:** This is a new program that will not be affecting existing clients. The exact characteristics of the clients served will be unknown until the program starts. THA will track the metrics outlined in the activity.

**Hardships:** THA and TCC may allow for a one month hardship for any student that graduates from the program or times out but is still is not ready to give up the housing subsidy. The student will have to demonstrate to TCC the need by showing that paying rent without the subsidy would be more than 40% of their income. The one month hardship would be on top of the 30 day notice required.

**Annual Reevaluation** – THA will reevaluate the progress of this activity each year and report on it in the annual report.

**Transition Period:** THA would not be transitioning existing clients onto this rent model. This would be a new program open to new clients from the community college.

**24. Local Security and Utility Deposit Program**

**Description of MTW activity:**

THA proposes to start a security deposit and utility deposit assistance program that would be open to all THA applicants/residents who are need of assistance in order to move into a unit. THA realizes it is very difficult when a households name comes to the top of a waitlist and the applicant does not have the resources to pay the security deposit. This program will ensure 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. THA would have guidelines for who could receive this assistance and cannot guarantee it would be available for everyone who requested it. The terms of the program are under development and would be set into THA policy before implementation.

**Relation to statutory objective:**

Increase housing choice

**Anticipated impacts:**

THA anticipates fewer families will turn down units due to the security deposit and that the agency will save time and money because of it.

**Anticipated Schedule:**

THA would fully implement this activity in 2014.

**Baselines, Benchmarks and Metrics:**

THA has chosen the following metrics out of the HUD standard metrics menu.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmarks Achieved?
HC# 1 Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	10	TBD in 2014	TBD in 2014
HC # 5 Number of households able to move to a better unit (because of having security deposit assistance)	0	10	TBD in 2014	TBD in 2014

**Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives:**

THA will use information from our leasing department to find out the cost of hours and dollars and what is saved post implementation.

**Description of Authorization or Regulation Waived:**

Standard MTW Agreement: MTW Agreement Attachment C, Section B.1.b.iii. and B.1.b.viii.

**Agency's Board approval of policy:**

This policy will go to the board in September of 2013

**SECTION VI – ONGOING MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED**

**A. Implemented Activities:**

1. **Extend allowable tenant absences from unit for active duty soldiers:** THA proposed and implemented this activity in 2011. 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 the war, 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; leaving them without housing assistance when the service member returns home. This allowed THA to make the following policy revisions:

- Allow a previously assisted households returning from deployment to request reinstatement within 90 days from the date they return from deployment.

**Status Update:** THA does not anticipate any significant changes in the upcoming plan year. THA will need to change the metrics to the standard metrics for the 2013 report. THA will work with HUD on identifying the correct metrics.

**2. – McCarver Elementary Project::** THA used the flexibility provided under Moving to Work status to pilot an innovative rental assistance program in partnership with Tacoma Public Schools. The rental assistance program is designed to assist families at McCarver Elementary School and to help the school transform. Among its many challenges, McCarver has a very high student turnover rate. For the 2007-08 school year, the school's student population had a turnover rate of 121%; the previous year the turnover rate was 170%. Part of this results from the very high percentage of students below poverty level in the school (96%), and the attendant housing insecurity. McCarver has more homeless students than any other elementary schools in Tacoma.

THA used its MTW authority to provide rental assistance for eligible students and their families at McCarver for the duration of their enrollment at the school. THA began by serving 50 families with a plan to access the results on stability and educational outcomes. THA believes that increased housing stability will show in better school performance.

THA has integrated two key components as a part of McCarver Elementary School initiative: (1) condition rental assistance on the parents' commitment to their children's education and their cooperation with the school. THA has provided support through community partners to help parents do this; (2) THA has also asked the School District to complement our investment of housing dollars into McCarver School with its own reciprocal investment of resources and reform to make McCarver as excellent as leading edge school practices can make it.

Throughout their participation in the project, a family's compliance with program requirements are monitored by a case worker assigned to them. If a family has difficulty meeting the requirements, the case worker provides additional support. Should the family be determined to be unable or unwilling to comply with the requirements, their participation will be ended and the voucher will be granted to another qualifying family. Should a family drop out of the program for any reason, their voucher will be granted to another qualifying family. THA is partnering with a third party to conduct a study each year on this program.

Each family begins the program with a \$25 minimum rent. The rent increases by 20% each year until the family pays 100% of their rent in year 6. All families must have students at McCarver Elementary school to be admitted to the program.

**Status Update:** The McCarver Special Housing Program, a five year program to support formerly homeless families with children at McCarver Elementary School, is now at the half-way point. The goal of this program is to revitalize McCarver Elementary and the surrounding neighborhood through increased stability and support for the most challenged families in the McCarver attendance area. After two and half years there are 44 families with 77 children in the program. Two full-time caseworkers have provided support to parents through referrals to community partners in education, employment, health, and by working with public agencies. The caseworkers use these resources in combination with direct support to assist parents in creating a stable and self-sufficient family. Our community partners have also provided extended learning opportunities for the children, including a spring break camp and a six week summer school. We have seen an increase in parent employment and earned income. Many of the parents have completed GEDs, job training, and other educational programs. Two families became self-sufficient and voluntarily exited the program. In the first year of the program, the children made substantially higher gains in reading than in comparison groups, and they made significant improvements in attendance and discipline. THA expects to receive the external evaluation of the program soon and it will be included in the MTW Report.

**3. Local Project Based Voucher Program:** THA proposed this activity in 2011. Parts of the program were implemented in 2011, and the rest will be implemented in 2014. This program introduces several changes to the way the project based voucher program is operated. They are as follows:

- THA removed the cap on project based vouchers for its own developments. That will allow THA to finance more developments in the future.
- THA waived the mobility option that allows PBV tenants to automatically receive a tenant-based voucher after one year of occupancy.
- THA established a reasonable competitive process and contract terms, including the length of the contract, for project-basing HCV assistance at units owned by for-profit or non-profit entities. Units must meet existing HQS or any standard developed by THA and approved by HUD pursuant to the requirements of this Restated Agreement.
- THA began conducting Housing Quality Standards (HQS) inspections on units it owns or has interest in.

The changes have allowed THA to streamline many parts of the project based program that were inefficient or unfair to those on the waitlist.

**Status Update:** THA project based units in 2013 using the new method for the first time. Those units will not go online until 2014. THA is inspecting its own PBV units and removed the exit voucher option in 2011.

**4. Allow transfers between public housing and voucher waitlists:** This activity was proposed and implemented in 2011. THA created transfers to make it easier for families to move to a unit that better meets their needs. The policy combines the public housing transfer list and the list of HCV movers who are having difficulties finding a unit that meets their needs on the private rental market. Households on the public housing transfer list can be issued a voucher if there are no units that meet their needs. Voucher holders may be transferred into a public housing unit if they cannot find a unit on the market that meets their needs.

**Status Update:** The activity has made it easier for reasonable accommodation clients to find units that meet their needs. THA is continuing to look into ways to help clients on our transfer list find units that better meet their needs.

**5. Local Policies for Fixed Income Households:** This activity was proposed and implemented in 2012. THA used local policies to implement rent reform for fixed income households in 2012. This plan applies to households in which all adult members are either elderly or disabled and at least 90% of total household income comes from a fixed source such as social security, SSI, or pension. These households are subject to the following rent policy:

- Complete recertification reviews once every 3 years instead of every year (biennial recertifications) with no “off-year” COLA-related rent adjustments unless interim is triggered
- Eliminate elderly/disabled deduction;
- Eliminate dependent deduction;
- Eliminate medical deductions below \$2500 and implement bands
- Implement 28.5% TTP to help offset the elimination in the elderly/disabled deduction and simplification of medical expense allowances.
- Implement a tiered rent model based on adjusted income bands.
- Implement local verification policies as outlined in Activity 9.
- Implement minimum rent of \$25 (and therefore eliminate utility allowance reimbursements)

The above rent policy allows THA to streamline the process of rent calculations and annual reviews.

**Status Update:** The activity has allowed THA to save staff time because the reviews per year have been cut by over 50% for the activity population. THA is doing triennial reviews for this population. THA is not running off year reviews. THA will provide full numbers in the 2013 report. THA has made changes to forms and documents in order to administer the rent reform program successfully. Each time a HUD form was altered, all OMB numbers were removed and

the form became a THA document. THA will use a local form for the HUD Supplement to Application for Federally Assisted Housing. THA has also extended its local release replacing the HUD form 9986 to 48 months. THA will also begin using tax credit forms in lieu of HUD forms when there is duplication.

**6. Local Policies for Work-Able Households.** This activity was proposed and implemented in 2012. Local policies for work-able households are very similar to the fixed income activity with minor differences. THA used this activity to implement rent reform for work-able households. Under this plan work-able households in which all adult members are either elderly or disabled and at least 90% of total household income comes from a fixed source such as social security, SSI, or pension are subject to the following rent policy:

- Complete recertification reviews once every 2 years instead of every year (biennial recertifications) with no “off-year” COLA-related rent adjustments unless interim is triggered
- Eliminate elderly/disabled deduction;
- Eliminate dependent deduction;
- Eliminate medical deductions below \$2500 and implement bands
- Implement 28.5% TTP to help offset the dependent deduction
- Implement a tiered rent model based on adjusted income bands.
- Implement local verification policies as outlined in Activity 9.
- Implement minimum rent of \$75 (and therefore eliminate utility allowance reimbursements)

This above rent policy allows THA to streamline the process of rent calculations and annual reviews.

**Status Update:** The activity has allowed THA to save staff time because the reviews per year have been cut by over 50% for the activity population. THA is doing biennial reviews for this population. THA is not running off year reviews. THA will provide full numbers in the 2013 report. THA has made changes to forms and documents in order to administer the rent reform program successfully. Each time a HUD form was altered, all OMB numbers were removed and the form became a THA document. THA will use a local form for the HUD Supplement to Application for Federally Assisted Housing THA has extended its local release replacing the HUD form 9986 to 48 months. THA has increased the time THA will also begin using tax credit forms in lieu of HUD forms when there is duplication.

**7. Local Income and Asset Verification Policy:** THA proposed and implemented this activity in 2011. 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
- Accepted hand carried verifications

These changes allowed THA to further streamline inefficient processes and save both staff time while reducing the burden on clients to provide information that made little difference in rent calculation.

**Status Update:** The activity has been successful. THA has extended its local release replacing the HUD form 9986 to 48 months. . THA will give a full report on metrics in the 2013 MTW report.

**8. Local Interim Policy:** THA proposed and implemented this activity in 2011 to streamline the interim review process. THA limited the number of interims a household can have over a period of time. Households also have to meet a 20% threshold before an interim will be processed.

**Status Update:** THA has found some of the rules of the program are hurting efficiency and are burdensome on residents. Starting in 2013, THA will no longer require an interim increase if a household has had an interim decrease in between recertifications. THA will keep the 20% rule because it has been the major factor in the reduction of interims processed. THA will no longer require the residents to prove that a job loss will last longer than 90 days before processing a qualifying interim. This requirement has been both an administrative burden and a burden on clients trying to process an interim decrease.

**11. Local Utility Allowance Schedule:** THA proposed and implemented this activity in 2011. This activity streamlined the utility allowance credit given to housing choice voucher and public housing clients. Utility allowances varied by building type, bedroom size, and type of fuel/energy used. These variables resulted in numerous possible utility allowance combinations that are difficult to explain to property owners and clients, and often result in methodological misunderstandings. In addition, HUD determined that incorrectly calculated utility allowances are one of the most common rent calculation errors in the country.

The Housing Authority has calculated the average utility allowance currently provided to housing choice voucher and public housing program participants, and revised allowances. The revision provides each household responsible for tenant supplied utilities with the average allowance based upon unit bedroom size. Households have a more simplified explanation of utility allowance benefits and the Housing Authority staff now selects an allowance based only on unit size instead of determining individual allowances for every unit leased.

**Status Update:** There have been no changes to the local utility allowance schedule. THA continues to see staff time saved each year because of this activity.

**12. Local Policy on Port Outs:** THA proposed and implemented this activity in 2012. THA put limits on outgoing portability except for households that need to move out of the jurisdiction due to reasonable accommodation, employment, situations covered underneath the Violence Against Women Act (VAWA), and education. THA also allows a family to port-out if the receiving housing

authority absorbs the voucher. The policy intends to cut back on the number of housing dollars leaving Tacoma and to cut back on the burden of administrating port outs.

**Status Update:** THA has no changes to the activity. The activity has been successful in reducing the total number of port outs each year.

**15. Regional Approach for Special Purpose Housing:** THA proposed this activity in 2012 and implemented it in 2013. Under this activity THA has used the competitive funding process established by the local government jurisdiction (Pierce County Consortium) to award THA funds/resources for sponsor based housing. THA has committed MTW dollars to be awarded through the locally established funding cycle. This allows THA to “pool” resources with the local jurisdiction to meet the local needs as prioritized through city and or county planning process. The pooling of resources has allowed THA to serve homeless and “at risk” of being homeless adults, unaccompanied youth, and families in the Tacoma/Pierce County area. Without the ability to operate these Local Non-Traditional programs, THA would not be able to serve these households when they need housing assistance the most. THA is using this activity to fund an unaccompanied youth housing program and add funds to the rapid rehousing program for the area.

**Status Update:** THA was able to implement both programs successfully in 2013. 47 households were served in plan year 2013 and THA will work with partnering agencies to increase that number in 2014. THA will increase the amount of dollars from \$150,000 in 2013 to \$650,000 in plan year 2014.

**16. Creation and Preservation of Affordable Housing:** This activity was proposed in 2012 and implemented in 2012. This initiative allows THA to use its MTW funds to provide low-income families the opportunity to reside in safe, decent, and sanitary housing while paying affordable rents. The affordable housing units may be any bedroom size and will be located within the City of Tacoma. They 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 the units, including those that may be receiving Section 8 rental assistance. This activity falls under PIH Notice 2011-45. The broader uses of funds authority under MTW makes this initiative possible as HCV funds can be used to serve a greater number of families residing within the City of Tacoma. These units may house both families who are MTW Housing Choice Voucher participants and families who are not currently receiving other types of rental assistance.

**Status Update:** This activity was used in 2012 to help with the development of Bay Terrace, formerly Hillside Terrace. Phase I will come online in early 2014. The units coming online under this activity will be a mix of project based units, public housing units and affordable units that do not have a subsidy attached. This MTW activity allowed THA to activate its broader uses of funds ability so the agency could spend MTW dollars on the construction of affordable housing units. THA will also use MTW dollars to fill any funding gaps in the public housing units and affordable units that will be in the project.

**17. Housing Opportunity Program (HOP):** THA proposed this in the 2013 MTW plan and implemented it in 2013. All new admissions to the tenant based voucher program receive a HOP

voucher. A HOP voucher 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 assistance. Senior/disabled households do not have a time limit. HOP households would have annual reexaminations so THA can monitor the earned income and compare it to its other programs. There will be no interim exams allowed in this program. THA will not permit port outs for this program except for domestic violence issues covered by VAWA and Reasonable Accommodations. The goal of the program is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term. An example off the fixed subsidy is below:

SUBSIDY AMOUNT					
Voucher Size	1	2	3	4	5
Proposed MTW Subsidy Amount (50% of payment standards)	390	486	709	798	921

**Status Update:** THA implemented the activity in 2013 and the results of the program have been positive. Households are leasing up at high rates (over 80%), average incomes are up compared to the traditional program, and households are leasing up in higher opportunity areas compared to the regular program.

**18. Elimination of the 40% Rule:** This activity was proposed in the 2013 MTW Plan and implemented in 2013. THA used this activity to waive the 40% cap on the percentage of income spent on rent. Our 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. THA has observed that the voucher program has been extremely confusing for participants. Despite using multiple tools to simplify the process, many participants leave the voucher briefing unsure about how to apply the information as they begin their search. As a result, the number of calls THA fields during the lease up process is high. THA wants participants to be confident about their choices in the housing market.

**Status Update:** THA implemented this activity in 2013. The change has led to staff time savings and has made it easier for clients to understand the leasing program. Full detail will be given in the 2013 MTW Report.

**19. Modification of the Family Self Sufficiency Program:** This activity was proposed in the 2013 Plan and implemented in 2013. THA modified the way the FSS program handles the escrow payments. THA changed the escrow calculations to simplify the process and to provide clearer motivation and guidelines for participating families.

THA has designed a savings calculation method under which families may qualify for one or more pay points. Pay points will be calculated and credited at the end of the FSS contract term and

only if the family provides credible and verifiable documentation that show they qualify for each of the pay point credit types. Below is an example a number of pay points:

- \$2,000 Maintain 32 hours/week employment for a minimum of 6 consecutive months
- \$1,000 Complete ESL classes; Levels 1-5, \$200 per level
- \$100 Receive certificate of successful completion of financial literacy
- \$3,000 Complete educational goal such as a GED, degree from an accredited school/college, vocational certificate, etc. Maximum escrow credit for achieving educational goals is \$3000 per family.
- \$500: 0-6 months vocational training certificate
- \$750: 7-12 months vocational training certificate
- \$1,000: 13-24 months vocational training certificate
- \$1,500-Associate degree
- \$2,000-Bachelor's degree

**Status Update:** The activity was successfully implemented in 2013. Clients have reported the escrow is motivating and easier to understand. THA has also seen staff time saved, and the time is now being spent on direct service. The 2013 MTW Report will have a full list of the applicable metrics.

**20. MTW Seed Grants:** This activity was proposed in 2013 and implemented in 2013. THA proposed this activity so if needed the agency could provide seed grants to partner service agencies to increase capacity to serve THA households. The grants would be specific to helping work-able households increase earned income and become self-sufficient.

**Status Update:** THA used this activity to provide three (3) job skills and soft skills trainings for work-able households in 2013.

**B. Not Yet Implemented:**

**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) and decoupling annual recertification and inspection dates in order to group inspections geographically. Once THA does implement this activity, the agency will inspect voucher units only once every two years if the following is true: (i) the participants resided in the same unit for a minimum of three years and (ii) they passed two consecutive annual inspections on the first visit. This would reward stable tenants with a history of taking care of their unit. THA will continue to inspect in response to complaints or other evidence of problems. THA will create a quality assurance process to randomly inspect 5-10% of these units during the "off" year.

**Status Update:** THA will look at implementing this activity in late 2014 or early 2015.

**10. Special Program Vouchers:** This activity was proposed in 2011 but not yet implemented. The initial idea was to establish a Special Program Voucher program similar to the project-based voucher program. Vouchers were to be awarded to service partners for a special purpose or a special program. The service partners would be responsible for designing the program. This includes selecting households for the program, establishing program guidelines and eligibility criteria, length of time a household would be eligible for a voucher, level of assistance provided to each household, etc. THA would then oversee the administration of these vouchers through an annual reporting and/or audit process.

**Status Update:** This activity was proposed before the parameters notice. THA now proposes any new activity that is not directly operated by our agency as a separate local non-traditional program activity or a rent reform activity if it is being operated within THA. No activities are being operated under this activity as of now. There is not a timeline in place to use this activity.

**13. Local Blended Subsidy:** THA proposed this activity in 2012 but has not implemented it as of yet. 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. 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.

**Status Update:** Because of the complicated nature of this activity, THA has not implemented it as of yet. THA is also looking at a RAD conversion in 2014/2015 which could cause this activity to move to the closed section.

**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.

**Status Update:** THA has not implemented this activity. Because of the RAD application, there is no timeline to implement this activity. If RAD is approved, THA would move this activity to the closed section.

**C. On Hold Activities:**

N/A

**D. Closed Out Activities:**

N/A

**SECTION V SOURCES AND USES**

THA will use MTW reserves to cover any deficit in the plan year. THA may initiate a MTW rent reform activity to cover part of the deficit. Any activity would have to go through a MTW approval process.

(V) Sources and Uses of Funds

Annual MTW Plan

V.1. Plan Sources and Uses of MTW Funds

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 1,364,000.00
70600	HUD PHA Operating Grants	\$ 39,088,000.00
70610	Capital Grants	\$ 1,000,000.00
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$ 3,206,000.00
71100+72000	Interest Income	\$ 52,000.00
71600	Gain or Loss on Sale of Capital Assets	\$ -
71200+71300+71310+71400+71500	Other Income	\$ 134,000.00
70000	Total Revenue	\$ 44,844,000.00

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$ 7,855,000.00
91300+91310+92000	Management Fee Expense	\$ 2,347,000.00
91810	Allocated Overhead	\$ -
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 790,000.00
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$ 563,000.00
93500+93700	Labor	\$ -
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$ 1,658,000.00
95000 (95100+95200+95300+95500)	Total Protective Services	\$ 135,000.00
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$ 149,000.00
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$ 1,086,000.00
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$ 112,000.00
97100+97200	Total Extraordinary Maintenance	\$ 360,000.00
97300+97350	Housing Assistance Payments + HAP Portability-In	\$ 28,410,000.00
97400	Depreciation Expense	\$ 2,348,000.00
97500+97600+97700+97800	All Other Expenses	\$ -
90000	Total Expenses	\$ 45,813,000.00

## Describe the Activities that Will Use Only MTW Single Fund Flexibility

THA combined its Public Housing Operating subsidies, Public Housing Capital Funds and its Section 8 Housing Choice Voucher Program assistance into a single authority-wide funding source (MTW Funds). Public Housing Capital Funds will still be subject to the obligation and expenditure deadlines and requirements provided in section 9(j) of the 1937 Act despite the fact that they are combined into a single fund.

THA uses this single funding source to fund Public Housing operations, the Public Housing Capital Fund and 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 plans to exercise the Single-Fund Flexibility:

- THA is making changes to relieve the administrative burden on both the agency and the tenants by creating a more streamlined approach to both the certification process and inspections. THA intends its processes to be less intrusive on people with fixed incomes such as the elderly and disabled, and to relieve families from some of the more burdensome requirements of annual certification. The new certification cycle will start January 1st 2013.
- THA is focusing on housing, employment-related services, and other case management activities that will move families towards self-sufficiency.
- THA is going into the third year of its Education program. THA is providing Housing Choice Vouchers to households with children who attend a school with an exceptionally high level of turnover to help stabilize the student population. THA believes this approach will help to improve educational outcomes, add stability to the neighborhood, and create a better learning environment for the community as a whole.
- THA is adjusting administrative staff as necessary to ensure that activities are in line with the agreement. THA may also make necessary technological enhancements that will 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 completed the RHF Amendment to its MTW contract. This will allow THA to spend both increments of RHF funds on affordable housing and to block grant the money.
- 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 with local agencies in the community to create local non-traditional housing programs. The programs are funded by THA but run by partnering agencies in the community.

**V.2.Plan.Local Asset Management Plan**

**B. MTW Plan: Local Asset Management Plan**

Is the PHA allocating costs within statute?

Yes

or

Is the PHA implementing a local asset management plan (LAMP)?

Yes

or

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

Yes

or

**There are no major changes in the plan from 2013 to 2014.**

**SECTION VI: ADMINISTRATIVE**

**VI.A: Board Resolution and Certification of Compliance**



**TACOMA HOUSING AUTHORITY**

**RESOLUTION 2013-9-25 (1)**

DATE: September 25, 2013  
TO: Board of Commissioners  
FROM: Michael Mirra, Executive Director  
RE: Approval of THA's 2014 Moving to Work Plan

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**Background:**

This resolution would approve the submission to HUD for THA's Moving to Work plan for 2014. It proposes activities that will be familiar to the board from previous discussions and approvals. Some were included in the 2013 MTW plan and need HUD approval of some further details. These proposals were also the subject of the Board's study session on September 13th and a memo to the board of September 13<sup>th</sup>. I attach a copy of that memo. This resolution would allow me to submit the proposals for HUD's approval. Because this separate approval is necessary for HUD purposes, we must use HUD's form for this resolution. That is why the format of the resolution appears as it does.

MTW activities are intended to meet the statutory goals of the MTW program:

- Reduce costs and achieve greater cost effectiveness in federal expenditures;
- 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 assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

The attached September 13<sup>th</sup> memo to the board describes the five (5) proposed activities in more detail. It also described the robust community and staff consultation process that has led to this proposal. Here are the highlights of the proposal.

1. Amend the Housing Opportunity Program (HOP) to allow THA to:
  - house HOP applicants in nontraditional units (shared housing and or in units owned by relatives)
  - end the participation of a household if they reach 80% AMI or higher

- change forms as needed (policy approved authorization needs to be included)
  - change the rule on port outs (policy approved authorization needs to be included)
  - change the duration of Housing Opportunity Program Payment (HOPP) contract
  - streamline the re-exam process
2. Create a security deposit program to assist THA applicants and program participants.
  3. Create a Local Asset Building Activity that will allow THA to pay cash contributions to students in the Scholars Incentive Program.
  4. Work with the Tacoma Community College to create a special voucher program to house homeless students.
  5. THA would no longer include excess student aid in the rent calculations.

The draft plan can be found at this link: [THA Draft 2014 MTW Plan](#)

#### **Community and Staff Consultation**

THA has spent much of the year planning for and preparing the annual 2014 Moving to Work (MTW) plan. During the planning process, THA consulted widely:

- Meeting with Northwest Justice on August 1<sup>st</sup>.
- Meeting with the landlord advisory committee on August 8<sup>th</sup>.
- Meeting with the Tacoma Community College on multiple occasions.
- Direct mailings to all THA residents about the plan and the public hearings.
- Public hearings at all senior/disabled sites on August 19, 20, and 21<sup>st</sup>.
- Public hearings for residents and all interested parties on August 26<sup>th</sup>.
- Public hearings for residents and all interested parties on August 27<sup>th</sup>.
- Met with SAFE president on July 31<sup>st</sup>.
- Spoke with Tacoma area Coalition on the Homeless at the September meeting

Feedback from staff, program participants, and advocates has been mostly supportive of the five proposed activities. A full list of public comments is included in the draft plan on THA's website and in the attached September 13<sup>th</sup> memo to the board.

#### **Recommendation**

Approve Resolution 2013-9-25 (1) authorizing the Executive Director to submit the Housing Authority of the City of Tacoma's Fiscal Year 2014 Moving to Work (MTW) Plan.

RESOLUTION 2013-09-25 (1)

**Annual Moving to Work Plan  
Certifications of Compliance**

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan Amendment**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan Amendment for the PHA fiscal year beginning 1/1/2014, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan Amendment;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.



## **VI.B: Public Hearing Notice and Evidence of Community and Resident Participation**

### **Notice of Public Comment Period and Public Hearings for Moving to Work**

THA will open the public comment time for the 2014 Moving to Work (MTW Plan). Anyone may comment between **August 1, 2013 9a.m. and August 30, 2013 5p.m.** THA proposes six changes for the 2014 MTW plan.

THA is also planning to apply to the Department of Housing and Urban Development for the Rental Assistance Demonstration Program (RAD). RAD allows selected Public Housing, and at-risk assisted Multifamily “legacy” programs to convert their form of assistance to long-term Section 8 Housing Assistance Payment (HAP) contracts. The benefits are:

- Build on the proven Section 8 program
- Gain access to money make needed repairs and preserve affordable housing units
- Offer residents greater choice and mobility

More information and data will be forthcoming about THA’s proposed RAD application and public process.

THA’s 2014 proposed MTW changes are:

- 1. Local Asset Building Activity:** THA will work with the Bill and Melinda Gates Foundation to help student success. THA will better the “Scholar Incentive Program.”

The program will pay incentives to students as they gain academic success. This will help students succeed in school. They must graduate with at least a C average, and take college preparatory classes. This will help students qualify for the College Bound Scholarship.

- 2. Learn to Succeed:** THA wants to partner with the Tacoma Community College. THA will help homeless students at the college by providing housing assistance.

The program would offer the same help as the Housing Opportunity Program (50% of THA’s payment standards) but would only last three years. Students will have to stay in college and keep a certain grade level. There would be due process before anyone is removed from the program. All units would receive housing exams.

- 3. Local Security Deposit Assistance:** THA will provide security deposit help to public housing applicants. This will help families who do not have the money for security deposits move in.

- 4. Ignore Student Financial Aid in Income reports:** THA proposes to change the student housing process by ignoring a student’s financial aid in determining rent.

- 5. Change the Housing Opportunity Program:** THA wants to:

- Allow for longer HOP voucher times if needed
- Change the length of lease periods
- Create a simpler income review process
- Allow residents to lease up in shared housing or from relatives
- Households will need to make 50% of the area median income or less to come on the program.
- THA will define elderly as 57
- Households that reach 80% of area median income will be timed out of the program

**6. Local Affordable Housing Rents:** THA is trying to combine units that have housing assistance and those that do not in the same property. There is a big difference between the rent paid in a assisted unit, versus an unassisted unit. This can be confusing because some residents will have an income based rent while others will have a set rent.

This would allow for a simpler process. THA will try to use tax credit forms instead of HUD forms. THA proposes a rent structure that would have all residents under a fixed, affordable rent based on their income as shown below:

Unit Size	Income Limit	# of units	Tenant Rent
1 bd	30% AMI	8	\$351
1 bd	50% AMI	9	\$620
1 bd	60% AMI	9	\$755
2 bd	30% AMI	10	\$415
2 bd	50% AMI	10	\$738
2 bd	60% AMI	10	\$900
3 bd	30% AMI	4	\$463
3 bd	50% AMI	5	\$836
3 bd	60% AMI	5	\$1,023

	Totals	70	
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**Mail, Email or Fax Comments To:**

Tacoma Housing Authority *Subject:*

*Josh Crites*

902 S. L Street

Tacoma, WA 98405

[jcrites@tacomahousing.org](mailto:jcrites@tacomahousing.org)

(253) 274-

5581

THA will have two public comment hearings for the proposed amendments. This hearing is not an appointment. You do not have to attend. The dates, times, and locations are below:

**Date:** August 26, 2013

**Time** 10 a.m.

**Location:** Family Investment Center (FIC)

1724 E 44<sup>th</sup> Street

Tacoma, WA

98404

**Date:** August 27, 2013

**Time:** 5:00 p.m.

**Location:** Family Investment Center (FIC)

1724 E 44<sup>th</sup> Street.

Tacoma, WA

98404

**Please call Josh Crites at 253-274-5581 if you need any accommodations or interpreters.**

## Newsletter sent to all THA Tenants Inviting Them to the Public Hearing



# 2014 MTW

The Tacoma Housing Authority turns in a plan to the department of Housing and Urban Development (HUD) each year.

THA wants you to be part of that process.

### 2014 Moving to Work (MTW) Plan

THA proposes the following changes:

1. Working with the Gates Foundation on an Asset Building Program: THA will provide support for students to increase their academic success. THA will provide cash to students for meeting certain goals.
2. THA is proposing changes to the Housing Opportunity Program (HOP): THA will make the program easier to run and less burdensome on HOP clients. Some of the changes include:
  - Making the annual review process easier (less paperwork to fill out)
  - Allowing tenants to rent in units they would not usually be allowed to (shared housing)
  - Allow for shorter leases and Housing Opportunity Program Payment (HOPP) contracts
  - End the participation of any client that (hits 80% of the Area Median Income) so THA can then serve a new low income household.
3. THA will not include extra income from financial aid for students: This means educational grants and loans for students will not be counted in rent costs.
4. Provide Security and Utility Deposit Assistance for THA program participants.
5. Create an alternative rent structure for THA's properties.
6. Partner with the Tacoma Community College to create a housing program to help homeless students.

To view all of the activities

Go to <http://www.tacomahousing.net/content/moving-work-o>

There are several ways to have your voice heard:

- Come to a public hearing at 1724 E. 44th Street Tacoma WA, 98404 on August 26th at 10am or August 27th at 5pm.
  - Call Josh Crites at 253-274-5581 or email him at [jcrites@tacomahousing.org](mailto:jcrites@tacomahousing.org)
  - Message or leave a comment at [www.facebook.com/tacomahousing](http://www.facebook.com/tacomahousing)

## 2014 Moving to Work Public Comments

SOURCE OF COMMENT	DATE	2014 MTW Activity	Question/Comment	Our Response
<b>Seniors Advocating for Equality</b>				
SAFE	7/31/13	RAD	What will this do to seniors?	At this point, THA does not foresee the proposed RAD changes effecting rents for the properties. We do not see any major rule changes. THA will come back to all properties/resident with more details in the near future.
SAFE	7/31/13	Local Asset Building	No questions	
SAFE	7/31/13	Learn to Succeed	No questions	
SAFE	7/31/13	Security Deposit Activity	Would this be for seniors too?	If approved and implemented, it would be available for seniors.
SAFE	7/31/13	Ignore student financial aid	This will be good for the younger students. They will be motivated to finish school.	THA also believes the activity will be good for any student regardless of age.
SAFE	7/31/13	HOP	Can someone rent from relatives	Right now only with an approved RA. We would offer this up to more people if approved. However; THA would not grant this without a manager examining the situation first.
SAFE	7/31/13	HOP	Why do you have to designate someone senior?	There are rules about what ages is considered senior in HUD programs. THA is changing the age from 62 to 57 for the HOP program because of the 5 year time limit.
SAFE	7/31/13	Alternative Rent Structure at former Hillside	How much would someone need to make to rent the unit?	Everyone would need to income qualify 80% AMI or below.

SOURCE OF COMMENT	DATE	2014 MTW Activity	Question/Comment	Our Response
<b>Northwest Justice Legal Advocates</b>				
NWJ	8/1/13	RAD	-Give tenants more choices. -Don't convert to housing choice voucher automatically. -Give option of taking HOP.	-OIG will make other rules.
NWJ	8/1/13	Match student asset building	-where does the money go? -Make sure there are checks for fraud.	The money will go into a savings account.  THA will look into every aspect of the savings accounts to prevent fraud.
NWJ	8/1/13	Learn to Succeed	-Will there be housing for homeless students. -When will it start?	-Will start in January, -TCC will choose the students.
NWJ	8/1/13	Learn to Succeed	-Agree people shouldn't be punished for going to school.	THA is excited about this program.
NWJ	8/1/13	HOP	How does it change the term limit?	The time limit has not changed.
NWJ	8/1/13	HOP	Leases need to be at least a year to provide security (Bremerton HA).	More landlords may participate with shorter terms. THA is not going to actively push short leases but use them in the cases where they could help a client find a unit.
NWJ	8/1/13	HOP	Is shared housing part of the equation? Will it help them get leased up? Possibility of fraud?	THA already has some shared housing. THA will monitor the program for any fraud.
NWJ	8/1/13	Alternative Rent Structure at Former Hillside Terrace	Concerning the >50% AMI bracket, why are we moving away from helping people with greater need?	THA has taken this activity off the table for the plan year.

SOURCE OF COMMENT	DATE	2014 MTW Activity	Question/Comment	Our Response
NWJ	8/1/13	Alternative Rent Structure at Former Hillside Terrace	We do not agree with this rent structure. Where will the extremely poor live if THA keeps cutting subsidy.	THA has taken this activity off of the table.
<b>Landlord Advisory Committee</b>				
Landlord Advisory Committee(LAC)	8/8/13	HOP	How do you justify forcing someone out because of increasing family size?	THA will still subsidize a family but only at the size of initial determination.
LAC	8/8/13	Non MTW	HQS is inspected by city code levels. It's making landlords consider leaving the program.	THA needs to inspect to city levels because of code enforcement. If THA does not inspect to city levels, it risks passing a unit only to have the city come in and fail it later.
LAC	8/8/13	Non MTW	Inspections are going beyond HQS requirements.	Section 8 managers will meet with committee.
LAC	8/8/13	Non MTW	Landlords were not given notice about tenant rent change.	We can copy landlords on anything regarding the lease or review issues.
LAC	8/8/13	Rent Reform	There are more minimum rent households than necessary, and the programs are not appealing.	THA has increased the minimum rents over the last three years. There is a hardship program but very few families have used it.
LAC	8/8/13	Scholar incentive program (local asset building) (LAC)	Is the scholar incentive program open for everyone?	We can open up scholarship information to landlords.
LAC	8/8/13	Security Deposit Activity	Security deposits should be allowed for section 8, THA should keep it fair across the two programs.	THA will open up security deposits for all programs
LAC	8/8/13	HOP	Landlords should not be subjected to stricter policies than	THA is looking at changes that will work best in all of its housing

SOURCE OF COMMENT	DATE	2014 MTW Activity	Question/Comment	Our Response
			public housing.	programs. While some of the policies have differed between programs, the lease up rates have been good for the HOP program and there have been no landlord complaints outside of the LAC.
<b>G Street Residents</b>				
Resident G Street	8/20	N/A	<i>I thought this was about working? I need a job.</i>	We gave this resident information about our services department
Resident G Street	8/20	Security Deposit	I am happy we can get help with security deposits.	THA would implement this in 2014 if approved.
Resident G Street	8/20	RAD	Will we get a HOP voucher right away?	Vouchers would be issued by availability and date requested.
<b>K Streets Residents</b>				
Resident K Street	8/19/13	N/A	The front side of the building is too hot.	I directed the resident to the property manager
Resident K Street	8-19-13	Asset Building	I am happy you are working with the Gates foundation.	THA is happy about the partnership
Resident K Street	8-19-13	RAD	I would not want a HOP voucher. Public housing is a better program	THA would not force you to move out of your unit with a RAD conversion. The HOP voucher would be an option.
Resident- K Street	8-19-13	RAD	When is RAD going to happen?	THA is going to put the application in to HUD in October.
Resident-K Street	8-19-13	RAD	Is our rent going to go up?	The rent would not increase with the RAD conversion.

SOURCE OF COMMENT	DATE	2014 MTW Activity	Question/Comment	Our Response
SOURCE OF COMMENT	DATE	2013 MTW Activity	<i>Question</i>	THA Answer
<b>6<sup>th</sup> Ave Residents</b>				
Resident- 6 <sup>th</sup> Ave	8-19-13	Security Deposit	<i>Will you pay for our utilities?</i>	No, THA would pay for the costs of the deposit of utilities being turned on.
Resident -6 <sup>th</sup> Ave	9-19-13	RAD	I am excited if THA will improve the building	THA is going through a process to determine what upgrades need to happen within our portfolio.
<b>Fawcett Street Residents</b>				
Resident- Fawcett	8-20-13	HOP	I never heard of a HOP program. Is it going to affect me?	Because you are in public housing, the HOP program rules do not apply to you. If you apply and join the HOP program at any time, the program rules would apply to you.
Resident Fawcett	8/20/13	HOP	Are there any other housing authorities doing HOP?	No. Because THA is in a demonstration program, we have the authority to try new ideas. This is a new program that only THA is running right now. There are a few similar programs in the U.S. but not many.
Resident Fawcett	8/20/13	HOP/RAD	If I get a HOP voucher through RAD, can I port it out.	Not unless you have a reasonable accommodation or there is a DV situation.
Resident Fawcett	8/20/13	RAD	If THA gets RAD, when can I get a HOP voucher? Is the one year retroactive? I have lived here for	HOP vouchers would be available depending on funding and attrition rates. The mobility option would not be

SOURCE OF COMMENT	DATE	2014 MTW Activity	Question/Comment	Our Response
			seven years.	retroactive and you would need to be in your unit for one year after THA received approval before requesting to be put on the HOP waitlist.
<b>M Street Residents</b>				
Resident M Street	8/20/13	MTW	I thought this meeting was about helping me get a job. This has nothing to do with that. This is boring policy mumbo jumbo.	THA apologizes for any misunderstanding when we hold Moving to Work public meetings and hearings. THA directed this tenant to our services department.
Resident M Street	8/20/13	Security Deposit	Can I get a security deposit if I move out of here?	If you are moving to a THA property or using the voucher program, you may qualify.
Resident M Street	8/20/13	RAD	Would I get a HOP voucher right away?	No, you would need to stay in the unit one year after RAD conversion and then ask to be put on the waitlist. Your name would go towards the top depending on who else asked to be put on the waitlist and when they did so.
<b>Phone Calls</b>				
Phone Call from Resident	8/21/13	Rent Reform	I received your newsletter, do I get annual reviews anymore	This client was informed we will only review her every three years.
Phone call from resident- 6 <sup>th</sup> Ave	8/21/13	RAD	I would like to get on the HOP waitlist now.	We need to have RAD approved first. If RAD is approved, then you can request to have your name on the HOP waitlist. You must stay in your unit for at least one year.



N K Street  
11:00am

Moving to Work Public Meeting

Project: Tacoma Housing Authority Moving to Work Plan 2014  
Date: Monday - August 19, 2013



**PLEASE WRITE CLEARLY**

NAME	ADDRESS	COMPANY NAME	PHONE/FAX	E-MAIL ADDRESS
Barbara Futtinger # 565	911 N. K ST			
999 Jordan # 102	✓	Michael Hughes	253-598-4716	
999 Jordan # 102				
999 Jordan # 102				
Bethina Carson	911 N. K ST # 204 Tacoma, WA		253-579-4322	betto195@yahoo.com
Margaret Simms	911 N. K ST 307 Tacoma, WA			
Grossi E Richardson	911 N. K ST Tacoma WA 98403	n/a	253-507-548	n/a
Katherine Doyle	911 N. K ST	NA	(253) 882-6106	NA



Project: Tacoma Housing Authority Moving to Work Plan 2014  
 Date: Monday - August 19, 2013



401 K N. Street  
 Moving to Work Public Meeting  
 9 AM

**PLEASE WRITE CLEARLY**

NAME	ADDRESS	COMPANY NAME	PHONE/FAX	E-MAIL ADDRESS
Joe C. K's	902 S. L 401 N G ST	THA		
Sally Dugan	401 N G ST # 102			
Michael S. Forsman	401 N. G ST # 212			
Caroline Cabellon		TTA		
BILL APPS	401 N G ST # 212			



M Street  
11:00 a.m

Moving to Work Public Meeting

Project: Tacoma Housing Authority Moving to Work Plan 2014  
Date: Tuesday- August 20, 2013



**PLEASE WRITE CLEARLY**

NAME	ADDRESS	COMPANY NAME	PHONE/FAX	E-MAIL ADDRESS
KAREN N HARRIS	1202 S. M. #502		253-272-0976	
JERRY MILLER	1812 S. M. #401	SELF	253-383-3223	
THONG NGUYEN	1202 SOMST #111	#111 SELF	253 359 8435	
Regina Rios	1202 S. M Office	THA	253-682-1223	
Yadine Valentin	1202 South M St.	THA	253 306 0245	

# Wright Street  
3 PM

Moving to Work Public Meeting



Project: Tacoma Housing Authority Moving to Work Plan 2014  
Date: Tuesday - August 20, 2013

**PLEASE WRITE CLEARLY**

NAME	ADDRESS	COMPANY NAME	PHONE/FAX	E-MAIL ADDRESS
Rick Carranza	APT 305		475-5309	
Adriana Regal				
Wendee	apt 211			
David Goble	APT. 213	resident	301-3684	dgnible2000@yahoo.com
Renee Burris	# 208	resident	777-7897	rburris2@yahoo.com
Wore Ruh	# 112	Resident	383-472-1530	mzjazz47@aol.com
Jaliss Jones	# 317			
Erlean Colman	# 301	Resident	253-473-3578	bfolbourn@hotmail.com

**Moving to Work Public Meeting**  
 Fawcett Street  
 Senior/Disabled Building 1PM  
 Tacoma Housing Authority Moving to Work Plan 2014  
 Tuesday - August 20, 2013



**PLEASE WRITE CLEARLY**

NAME	ADDRESS	COMPANY NAME	PHONE/FAX	E-MAIL ADDRESS
HUNG TRAM	3201 Fawcett Ave APT = 227 Tacoma WA 98418	resident		
Vane leary	" #117	resident		
Heather McCarthy		THA STAFF	253-341-5845	
Karen Mock	Fawcett #118	Resident	253-476-0461	
Chiffano SMN	3201 Fawcett # 226	Resident	253 592 2396	





**Moving to Work Public Meeting**

Project: Tacoma Housing Authority Moving to Work Plan 2014  
 Date: Tuesday- August 27, 2013

**PLEASE WRITE CLEARLY**

NAME	ADDRESS	COMPANY NAME	PHONE/FAX	E-MAIL ADDRESS
Inna Kostelansky Young-B. Lee Caroline CASHLO	1314 S 4th St PO BOX 5107 Tacoma 1314 S 4th St P.O. Box 5107 Tacoma 1202 90th Blvd. Ste 901 SE 102 Tacoma WA 98403	4 Bank Language Bank TCH Interpreta	253 593-6101 <del>253</del> 206-412-9200	int expt. leeyoungb@ @mail.com
Sonita Pheng-Lor Thoi Staggs Zachary Gouge	Tacoma Community House -The Language Bank 1101 17th Ave Apt 104 Seattle, WA 98122	The Language Bank Language Bank THA	(253) 593-6101 (253) 224-2789 206 724 7334	thoisaggs@yahoo.com ZacharyGouge@tacomahousing.org

Eric Lane  
 THA  
 eric@tacomahousing.org



**VI:D: Description of any planned or ongoing PHA directed evaluations of the demonstration for the overall MTW program or any specific MTW activities, if applicable:**

N/A

**D: Capital Funds Documents: Electronic copies will include a separate email because of HUD mailbox limitations:**

## **APPENDIXES**

Appendix A: Updated RHF Plan:

Appendix B: Local Asset Management Plan

Appendix C: Commitments for Moving to Work Reserves

**APPENDIX A: REPLACEMENT HOUSING FACTOR PLAN (RHF PLAN)**

THA has received first increment RHF funds as a result of the disposition of 512 public housing units at the Salishan site, 104 units at Hillside Terrace 2500/1800 blocks and 38 PH units at Hillside Terrace 2300 Block. THA began receiving the first increment of RHF funds in 2004. THA is utilizing a portion of these funds to repay a Capital Funding Financing Plan Bond that was used to assist with the financing of the rebuilding of the Salishan neighborhood. THA plans to utilize the remaining RHF funds pursuant to Option 3 of THA's MTW Agreement. THA intends to combine RHF funds into the MTW Block Grant. THA intends to accumulate the RHF grants for up to five years, and be eligible for the second increment of RHF funds. THA will use RHF funds on affordable housing.

The subject grants are:

Grant Number	Amount	Project-Increment
WA19R005501-10	\$1,337,436	Salishan (198 units) Year 5 out of 5 Salishan (29 units) Year 3 out of 5 Salishan (191 units) Year 3 out of 5 Salishan (37 units) Year 3 out of 5 Salishan(57 units) Year 1 out of 5
WA19R005501-11	\$734,132	Salishan (29 units) Year 4 out of 5 Salishan (191 units) Year 4 out of 5 Salishan (37 units) Year 4 out of 5 Salishan(57 units) Year 2 out of 5
WA19R005501-12	(Estimated) \$659,086	Salishan (29 units) Year 5 out of 5 Salishan (191 units) Year 5 out of 5 Salishan (37 units) Year 5 out of 5 Salishan(57 units) Year 3 out of 5
WA19R005501-13	(Estimated) \$119,643	Salishan(57 units) Year 4 out of 5
WA19R005501-14	(Estimated) \$337,939	Salishan(57 units) Year 5 out of 5 Hillside Terrace 2500/1800 (104 units) Year 1 out of 5
WA19R005501-15	(Estimated) \$218,296	Hillside Terrace 2500/1800 (104 units) Year 2 out of 5
WA19R005501-16	(Estimated) \$218,296	Hillside Terrace 2500/1800 (104 units) Year 3 out of 5
WA19R005501-17	(Estimated) \$218,296	Hillside Terrace 2500/1800 (104 units) Year 4 out of 5
WA19R005501-17	(Estimated) \$218,296	Hillside Terrace 2500/1800 (104 units) Year 5 out of 5
1st Increment before deductions	\$4,061,420	
Minus CFFP Bond Payment	\$1,082,341	
<b>Final Total 1st</b>	<b>\$2,979,079</b>	

Increment		
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This funding will be used to fill gaps in financing as needed to develop affordable housing units at the in Tacoma, Washington. THA will ensure that the requisite number of affordable housing units required under the “Proportionality Test” will be developed.

It is THA’s understanding from the information posted on the HUD Capital Fund webpage that the obligation end date for these funds will be October 2016 and the disbursement date will be October 2018.

Second Increment Funding

THA has received second increment Replacement Housing Factor (RHF) funds as a result of the disposition of 38 public housing units at Hillside Terrace 2300 Block and 512 public housing units at Salishan. THA plans to utilize these RHF funds pursuant to Option 3 of THA’s MTW Agreement. THA intends to combine RHF funds into the MTW Block Grant. THA intends to accumulate the RHF grants for up to five years. The RHF funds will be used on affordable housing.

The subject grants are:

Grant Number	Amount	Project-Increment
WA19R005502-10	\$99,262.84	Hillside Terrace (14 units) Year 2 out of 5 Hillside Terrace (24 units)Year 1 out of 5
WA19R005502-11	\$551,768	Hillside Terrace (14 units) Year 3 out of 5 Hillside Terrace (24 units)Year 2 out of 5 Salishan (198 units) Year 1 out of 5
WA19R005502-12	\$495,364	Hillside Terrace (14 units) Year 4 out of 5 Hillside Terrace (24 units)Year 3 out of 5 Salishan (198 units) Year 2 out of 5
WA19R005502-13	(Estimate) \$1,034,807	Hillside Terrace (14 units) Year 5 out of 5 Hillside Terrace (24 units)Year 4 out of 5 Salishan (198 units) Year 3 out of 5 Salishan (29 units) Year 1 out of 5 Salishan (191 units) Year 1 out of 5 Salishan (37 units) Year 1 out of 5
WA19R005502-14	(Estimate) \$1,005,421	Hillside Terrace (24 units)Year 5 out of 5 Salishan (198 units) Year 4 out of 5 Salishan (29 units) year 2 out of 5 Salishan (191 units) Year 2 out of 5 Salishan (37 units) Year 2 out of 5

Grant Number	Amount	Project-Increment
WA19R005502-15	(Estimate) \$1,074,688	Salishan (198 units) Year 5 out of 5 Salishan (29 units) Year 3 out of 5 Salishan (191 units) Year 3 out of 5 Salishan (37 units) Year 3 out of 5 Salishan (57 units) Year 1 out of 5
WA19R005502-16	(Estimate) \$659,086	Salishan (29 units) Year 4 out of 5 Salishan (191 units) Year 4 out of 5 Salishan (37 units) Year 4 out of 5 Salishan (57 units) Year 2 out of 5
WA19R005502-17	(Estimate) \$659,086	Salishan (29 units) Year 5 out of 5 Salishan (191 units) Year 5 out of 5 Salishan (37 units) Year 5 out of 5 Salishan (57 units) year 3 out of 5
WA19R005502-18	(Estimate) \$119,643	Salishan (57 units) Year 4 out of 5
WA19R005502-19	(Estimate) \$119,643	Salishan (57 units) Year 5 out of 5
2nd Increment before deductions	\$5,818,762.00	
Minus CFFP Bond Payment	\$2,015,062	
<b>Final Total 2nd Increment</b>	<b>\$3,803,700.</b>	

THA will ensure that the requisite number of affordable housing units required under the “Proportionality test” will be developed.

It is THA’s understanding from the information posted on the HUD Capital Fund webpage that the obligation end date for grant numbers WA19R005502-10 through WA19R005502-14 is October 2016. The disbursement end date will be October 2018. The obligation end date for grant numbers WA19R005502-15 through WA19R005502-19 is October 2021. The disbursement end date will be October 2023. THA will develop new units in accordance with the requirements found in THA’s MTW Agreement and will meet the newly established obligation and disbursement deadlines

THA confirms its RHF Amendment was submitted to HUD on March 1<sup>st</sup> 2012. THA is in compliance with the obligation and expenditure deadlines on all of its Capital Fund Grants and is current on its LOCCS reporting. THA understands that it must obtain a firm commitment of substantial additional funds other than public housing funds to meet the leverage requirement. When the leveraged funds are secured, THA will submit written documentation confirming the funding.

## **APPENDIX B: LOCAL ASSET MANAGEMENT PLAN**

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

The First Amendment to the Amended and Restated Moving to Work Agreement authorizes 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 continue to use the same cost approach as described in the previous year’s LAMP. This cost approach eliminates all current allocations and books all indirect revenues and expenses to a Program Support Center and then charges fees to the programs and properties as appropriate.

### **B. Guiding Principles**

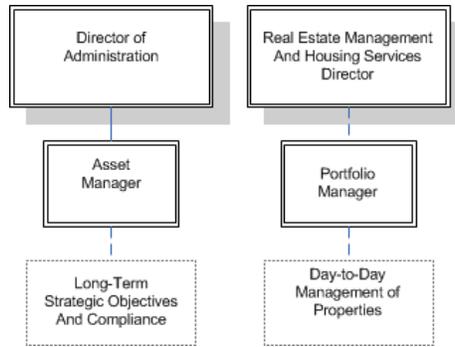
The City of Tacoma established the Tacoma Housing Authority under State of Washington enabling legislation in 1940 through resolution. The resolution states that the City formed the Housing Authority to address a “shortage of safe and sanitary dwelling accommodations in the City of Tacoma, Washington 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 Real Estate Management and Housing Services (REMHS) 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 2014 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 achieved 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. A Portfolio Manager oversees all of THA’s managed properties, including Public Housing, Local Fund, and Tax Credit Properties. The chart below shows this management structure.

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

While the Property Management Division 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. In 2012, the agency changed its model to apply these efficiencies to the rest of its portfolio, wherever possible. In the new model, there are two separate teams of maintenance personnel, one that is centralized and one that is based at a specific grouping of properties.

For each property grouping there are at least two maintenance personnel. The main functions of these maintenance personnel are to complete work orders and take care of the grounds at the properties assigned.

The centralized team is the “Go-To Team” and focuses on unit turns and fills in other needs at the site as they arrive. This team reports to a Maintenance Supervisor in charge of dispatching the team members to the appropriate site based on priority. The work of this team will be charged out to each property as a direct cost.

THA has made this change in its maintenance practices in order to achieve a cost-effective balance of centralized, decentralized, and contracted maintenance. This hybrid approach shows THA’s flexibility in finding the most effective balance of duties based on the needs of a specific property.

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

THA has a decentralized purchasing model for the acquisition of goods. Sites staff use a simple purchasing system that enables them to be able to purchase goods directly from their pool of vendors while still enabling management staff to track spending habits.

### ***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 at least monthly. 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 project 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, the term project refers to any property or AMP that THA manages and the term program refers to the Rental Assistance and Moving to Work programs administered by THA.

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 project 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 hold negotiations 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.

### ***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 Public Housing and Local Fund Properties. 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.

**Error! Reference source not found.** at 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.

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	Administrative Support Fee, Management Support Fee, Community Services Support Fee
	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		Administrative Support Fee, Management Support Fee,
HAP Expenses		
Audit Costs		
Administrative Costs		Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs

**Table 1: Direct 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
- Management Support Fee

Administrative Support Fee

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

- Executive Department
- Purchasing
- Asset Management (not including Compliance)
- Human Resources Department
- Real Estate Management and Housing Services Director
- Accounting and Financial Services
- Real Estate Development Director and Capital Fund Monitoring
- Information Technology

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), and the fee charged to Property Management will be charged to all managed housing units, regardless of occupancy status. 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. On the Property Management side, THA reduced the fee to 33.3% of the HUD Management Fee schedule, as much of the direct program supervision portion of the fee is included in the Management Support Fee. The Bookkeeping fee was increased to be more realistic of time spent by Finance staff in direct support of the Property Management Program. The same methodology was used for the IT Fee.

Administrative Components	Support	
	Rental Assistance	Property Management
HUD-Prescribed Management Fee (20% of blended admin fee @ 100% funding for RA. HUD prescribed rate for PM)	\$12.00	\$15.97
Bookkeeping Fee	\$4.00	\$12.50
HUD-Prescribed Asset Management Fee	\$0.00	\$10.00
IT Fee (maintained by IT, but previously charged out as allocated direct charge)	\$2.0	\$6.0
Elderly Service Coordinator Fee		
<b>Total Fee:</b>	<b>\$18.00</b>	<b>\$44.47</b>

**Table 2: Administrative Support Fee Components**

For THA’s tax credit properties, the agency receives management fees per the entity’s operating agreement. THA will reserve the right to use any available excess operating subsidy remaining in the Tax Credit AMP (AMPs 7-15) to cover deficits in the Tax Credit PSC.

Management Support Fee

The Management Support Fee will cover the costs of the services provided by the following centralized functions:

- Portfolio Manager - A
- Maintenance Supervisor - A
- Warehouse Process Analyst - A
- Lead Property Mgt. Asst. - A
- Work Order Clerk - A
- Operations Coordinator - B
- Elderly/Disabled Services Coordinator - C
- Compliance Auditor - D
- Civil Rights and Reasonable Accommodations - D
- Leasing Staff and Expenses - E

The fee is determined by taking the total amount budgeted for the staff in each category and charging it out on a per-unit-month (PUM) basis. The chart below shows how the fee is distributed across the three activity areas:

Management Support Fee Summary - Monthly						
Activity Area	A	B	r	D	E	Total Fee (Monthly)g
CAH (MTW)	\$16,712	\$5,412	\$6,703	\$8,546	\$15,223	\$52,595
Tax Credit (MTW)	\$13,551	\$1,869	\$0	\$2,952	\$2,856	\$21,228
Business Activities (Non-MTW)	\$ 4,345	\$782	\$0	\$1,236	\$87	\$6,450
<b>Totals (Monthly):</b>	<b>\$34,608</b>	<b>\$8,064</b>	<b>\$6,703</b>	<b>\$12,733</b>	<b>\$8,268</b>	<b>\$80,273</b>

Table 3: Management Support Fee Summary

### Summary

The diagram below summarizes how THA's costs will be distributed and tracked by activity area and how the Program Support Centers will earn fees charged to the programs.

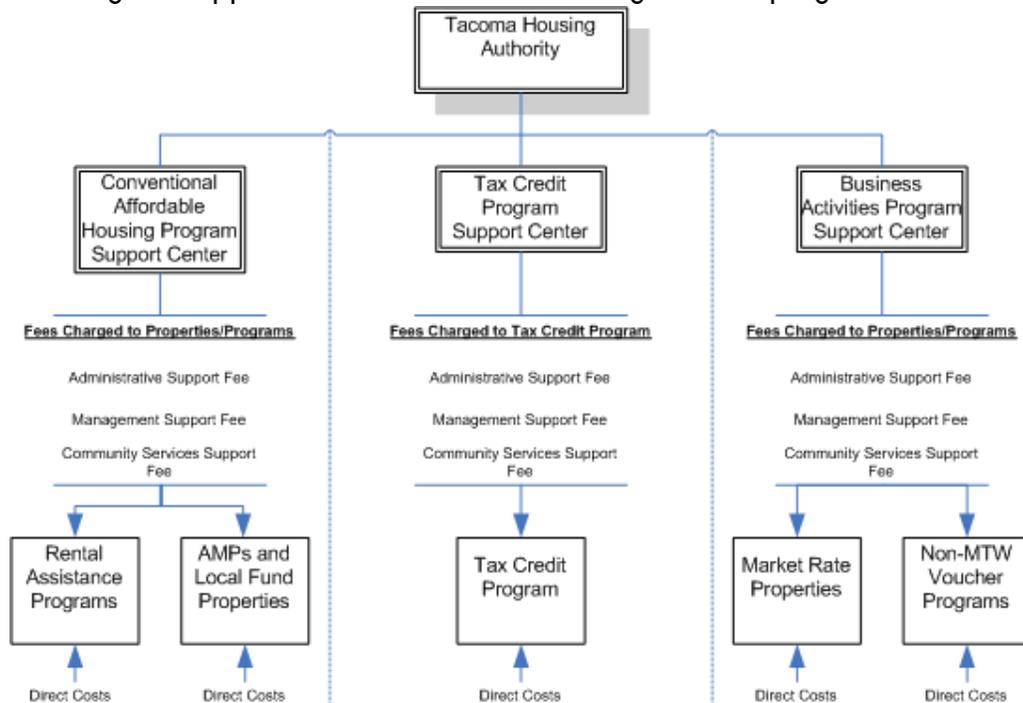


Figure 2: Program Summary Chart

### Cost Centers

#### Property Management

Property Management uses of funds includes the Direct Costs and Program Support Fees for all of the properties managed by THA. The Property Management sources 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.

Rental Assistance Unit Equivalencies		
CAH (MTW)	Units Supported	Percentage
Section 8	3543	84.92%
TPV Vouchers	253	6.06%
Non-MTW	Units Supported	Percentage
SRO	81	1.94%
FUP	50	1.20%
VASH	145	3.48%
NHT	100	2.40%

Table 4: Rental Assistance Unit Equivalencies

Community Services

The Community Service 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 will 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 Community Service 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 Community Service department will either hire caseworkers or collaborate with other agencies to assist families at different levels. Community Services works with families who are facing hardship and cannot meet minimum rent requirements; prepares them to succeed as tenants; and assists tenants in obtaining skills that allow them to become self-sufficient. This is an area THA prides itself in and believes it is a good way to utilize Moving to Work savings.

In the agency’s approach to Community Services 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 Community Services staff assisting the agency's Property Management portfolio and MTW Voucher holders, along with the administrative costs associated with it, are charged to a Community Services fund supported by the agency's MTW flexibility.

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 Real Estate Management area must negotiate for the level of service it desires, 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 it's 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 Community Development Authority (CDA), 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. No sources are projected for new development activities in this year's plan, but if opportunities arise, THA intends to use its MTW flexibility for development and rehab of affordable housing units. Additionally, THA is applying for a whole portfolio RAD conversion of it's Public Housing portfolio, with 50% (primarily Tax Credit PH units) to be converted near the end of 2014. We have not yet determined the impact on the 2014 budget, and it is not included except for the consulting phase, and a place holder for anticipated capital needs.

**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. All areas not considered administrative support pay rent for the space used in the main office. The amount of rent charged to each area is determined by the number of square feet occupied in the main office. The per square foot charged to each area is determined by adding up all of the costs to operate the main office and dividing by the total occupied square feet. For FY2013, each area will be charged \$24.64 per square foot per year to occupy the main office. The following chart gives the breakdown of these charges.

Annual Rent Paid by Program for Main Office Space (\$24.64 / Sq Ft)					
Area	Sq. Ft at Main Office	CAH Activity (MTW)	Tax Credit Activity (MTW)	Business Activity (Non-MTW)	TOTALS

Rental Assistance	4,300	\$93,238	\$0	\$12,714	\$105,952
Real Estate Development	1,500	\$12,566	\$0	\$24,394	\$36,960
<b>Total</b>	<b>5,800</b>	<b>\$105,804</b>	<b>\$0</b>	<b>\$37,108</b>	<b>\$142,912</b>

**Table 5: Annual Rent Paid by Program for Main Office Space**

All rental revenue and the expense to operate the main office reside in the MTW Program Support Center (PSC). The chart on the next page gives the cost details used to determine rent amounts for FY2013.

<b>Rent Fund 005 Program Support Center</b>	
<b>Income</b>	<b>FY2014 Budget</b>
Rental Income	\$142,912
<b>Total Income</b>	<b>\$142,912</b>
<b>Expenses</b>	
Depreciation	\$160,700
Maintenance Salaries	\$30,000
Maintenance Benefits	\$9,000
Maintenance Contracts	\$50,000
Maintenance Materials	\$6,000
Utilities	\$41,700
Security	\$13,200
Property Insurance	\$4,400
<b>Total Expenses</b>	<b>\$315,000</b>
<b>Net Income (Loss)</b>	<b>(\$172,088)</b>
Unit Equivalents for Units from Chart 3	2,627
<b>Rent Charge per unit</b>	<b>\$5.46</b>

**Table 6: Rental Income and Building Expenses**

Since the expenses relate to both the administrative staff that reside within the main office building and the areas identified above that pay rent to the PSC, there will always be a loss in the Business Activities PSC. This loss will be covered by charging it out areas at the per unit rate indicated in Table 6.

**F. 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 decided not to use the standard Fee for Service as prescribed by HUD. THA’s LAMP is much broader and includes local housing and other activities not found in traditional HUD programs. In addition, the fee structure deviation will allow THA to recognize its deficit areas and devise new methods for covering the overhead. Under this structure, the

Program Support Center will earn fees from the programs and properties for a blended Administrative Support Fee, and a Management Support Fee, The intention of expanding these fees is to allow the managers of our AMP's , Rental Assistance, and other direct program areas to determine how these areas are doing by looking at the direct costs under their control and easily identify the fees that are inserted into their area for administration or indirect costs. It also allows the agency to determine the profitability of the different support areas and see what changes may be needed in the administration of each of those areas.

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 to an AMP for an unoccupied unit will serve as an incentive to the staff to get the unit leased because the AMP is paying a fee on a unit that is not receiving any revenue; and 2) doing so will allow both the AMPs and 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.

- G. **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 2014.

**Unit Equivalencies**

<b>All Property Management Units</b>				
<b>CAH (MTW)</b>	<b>Units Supported</b>	<b>Unit Factor</b>	<b>Factored Units</b>	<b>Percentage</b>
AMP1	160	1	160	15.77%
AMP2	152	1	152	14.98%
AMP3	144	1	144	14.19%
AMP6	34	1	34	3.35%
				48.29%
<b>Tax Credit (MTW)</b>	<b>Units Supported</b>	<b>Unit Factor</b>	<b>Factored Units</b>	<b>Percentage</b>
Tax Credit Properties	602	0.66	397.32	39.16%
				39.16%
<b>Non-MTW</b>	<b>Units Supported</b>	<b>Unit Factor</b>	<b>Factored Units</b>	<b>Percentage</b>
9 Homes	9	1	9	0.89%
North Shirley	1	1	1	0.10%
Stewart Court	58	1	58	5.72%
Wedgewood	0	1	0	0.00%
Salishan 7	90	0.66	59.4	5.85%
				12.56%
	<b>1,250</b>		<b>1,015</b>	<b>100.00%</b>

<b>All REMHS Units - (Operations Coordinator/Compliance/Reasonable Accommodations)</b>				
<b>CAH (MTW)</b>	<b>Units Supported</b>	<b>Unit Factor</b>	<b>Factored Units</b>	<b>Percentage</b>
Section 8	3796	0.33	1251	48.24%
AMP1	160	1	160	6.16%
AMP2	152	1	152	5.85%
AMP3	144	1	144	5.55%
AMP6	34	1	34	1.31%
				67.17%
<b>Tax Credit (MTW)</b>	<b>Units Supported</b>	<b>Unit Factor</b>	<b>Factored Units</b>	<b>Percentage</b>
Tax Credit Properties	602	1	602	23.18%
				23.18%
<b>Non-MTW</b>	<b>Units Supported</b>	<b>Unit Factor</b>	<b>Factored Units</b>	<b>Percentage</b>
SRO	81	0.25	20	0.78%
FUP	50	0.25	13	0.48%
NHT	100	0.25	25	0.96%
VASH	130	0.25	33	1.40%
9 Homes	9	1	9	0.35%
North Shirley	1	1	1	0.04%
Stewart Court	58	1	58	2.23%
Wedgewood	0	1	0	0.00%
Salishan 7	90	1	90	3.47%
				9.71%
	<b>5,402</b>		<b>2,592</b>	<b>100.00%</b>

All REMHS Units (w/o Counting S8 Tax Credit Units Twice) - Leasing				
CAH (MTW)	Units Supported	Unit Factor	Factored Units	Percentage
Section 8	3796	0.15	571	41.05%
AMP1	160	1	160	11.54%
AMP2	152	1	152	10.97%
AMP3	144	1	144	10.39%
AMP6	34	1	34	2.45%
				76.41%
Tax Credit (MTW)	Units Supported	Unit Factor	Factored Units	Percentage
Tax Credit Properties (PH)		1	327	23.59%
				23.59%
Non-MTW	Units Supported	Unit Factor	Factored Units	Percentage
9 Homes	9	0	0	0.00%
North Shirley	1	0	0	0.00%
Wedgewood	50	0	0	0.00%
Stewart Court	90	0	0	0.00%
Salishan 7	90	0	0	0.00%
				0.00%
			<b>1,386</b>	<b>100.00%</b>

**Table 7: Unit Equivalency Chart**

**Program Support Center Allocation Detail**

Program Support Center Unit Equivalencies					
Cost Center	Funding Source	CAH (MTW) Unit Equiv.	Tax Credit (MTW) Unit Equiv.	Business Activities (Non-MTW) Unit Equiv.	Total Units
Rental Assistance	Mod Rehab SR0003			30	30
	Mod Rehab SC0002			10	10
	Mod Rehab SR0002			41	41
	Section 8 Vouchers	3,543			3,543
	Life Manor TPV Vouchers- Roll into MTW 07/01/12	150			150
	Hillside Terrace Relocation Vouchers – Roll into MTW 07/01/13	105			105
	HUD FSS Grant	N/A			0
	FUP Vouchers			50	50
	NHT Vouchers			100	100
	VASH Vouchers			145	145
Property Management: Local Fund Units	N Shirley			1	1
	Alaska 9 Homes			9	9
	Local Fund - Stewart Court			58	58
	Wedgewood - 50 Units managed UMS*			X	0
	Salishan 7			90	90

Property Management: Public Housing AMPs	AMP 1 - K.G & M	160			160
	AMP 2 - 6th Wright, Fawcett	152			152
	AMP 3, Dixon, BT, Lawrence	144			144
	AMP 4, Demo'd 2012	0			0
	AMP 6 - Scattered Sites	34			34
Property Management: Tax Credit Partnerships	Hillside Terrace		21		21
	Hillside Terrace 2		25		25
	Hillside Terrace 1500 Blk		16		16
	Salishan 1		90		90
	Salishan 2		90		90
	Salishan 3		90		90
	Salishan 4		90		90
	Salishan 5		90		90
Salishan 6		90		90	
<b>Total Units</b>		<b>4,286</b>	<b>602</b>	<b>519</b>	<b>5,407</b>
Development	THA MTW Support including CFP	277			277
	THA as Developer			537	537
	Unit Equivalents	277	0	537	814
	<b>Total Units/Unit Equivalents - 15% of Units</b>	<b>4,563</b>	<b>602</b>	<b>1,056</b>	<b>6,221</b>
<b>Program Support Center Equivalencies (% of All Units)</b>		<b>73.35%</b>	<b>9.68%</b>	<b>16.97%</b>	<b>100%</b>

\* Note that Wedgewood is managed by a third party, therefore the units are not factored into any of the accounting in THA's cost approach.

**APPENDIX C: COMMITMENTS FOR MOVING TO WORK RESERVES**

<b>Planned Expenditure</b>	<b>Committed Funds</b>	<b>Planned Expenditure Date</b>
2nd Phase of Hillside Terrace redevelopment project	\$ 2,420,000	12/31/2015
Renovation/Remodel of 2nd Floor of Administrative Building	\$700,000	12/31/2014
Renovation/Remodel of Salishan Family Investment Center	\$300,000	12/31/2014
RAD Conversion Costs - Capital Contributions to Projects	\$1,000,000	6/30/2015
Software Conversion for Unsupported/Obsolete ERP Software (Visual Homes)	\$600,000	6/30/2015
Education Projects - McCarver & Others	\$310,000	12/31/2015
Exigent Health & Safety Issues (Meth Remediation)	\$500,000	12/31/2014
<b>Total Committed Funds</b>	<b>\$5,830,000</b>	

**Narrative:** The Tacoma Housing Authority will use its MTW reserves in the manner outlined above.

- The dollars allocated to the 2<sup>nd</sup> phase of Hillside Terrace will fill an anticipated gap in financing that is needed for the redevelopment/replacement of the demolished public housing.
- The funds committed to the renovation of THA’s administrative building and Family Investment Center will allow THA to utilize space more efficiently, reduce storage and supply spaces, and provide needed working and meeting spaces.
- Committed funds for the RAD conversion will go towards anticipated capital needs in properties that cannot attract Low Income Housing Tax Credits or support debt.
- Money committed for software conversion will allow THA to purchase a new ERP housing software program and implement system.
- The dollars allocated towards the Education projects will cover staffing costs for the Education manager and associated caseworkers. One of the grants covering the positions will not be renewed next year and the other two grants may not be renewed.
- Dollars allocated to meth remediation will cover the uninsured costs of remediation of methamphetamine contaminated housing units.

THA will reserve the right to shift resources between these line items as changing funding environments may require.

## APPENDIX D: RENTAL ASSISTANCE DEMONSTRATION PROGRAM APPLICATION

To ensure the long term viability of its affordable housing stock, THA plans to apply for the Rental Assistance Demonstration Program (RAD). Conversion to RAD will stabilize the operating income of THA's Public Housing units with more stable and robust Section 8 HAP contracts. The HAP contracts will be for a 15-20 year term and will be renewable. The more stable and increased operating income for each of THA's properties will result in the ability to fund reserves for replacement, as well as the ability to attract tax credit equity and other financing to fund capital needs in properties with more near term, and more significant, costly needs. This fits well with THA's goals of creating and preserving affordable housing in our community.

### **RAD will:**

- Improve the quality of our housing units by allowing us to make capital improvements
- Preserve these units, with a more stable rental subsidy
- Leverage private tax credit equity (and potentially debt)
- Enhance housing choice and mobility (residents must be offered a tenant based voucher if they do not wish to remain in the converted unit)

### **Impact on Residents:**

- THA will ensure robust resident and community outreach before submitting any application.
- Resident concerns will be addressed in the application
- THA will offer mobility where MTW flexibility does not apply.
- The residents' housing will be improved and its operations stabilized, preserving it for the long term

### **Preliminary Plan:**

Our preliminary assessment is that the properties will likely "sort" into 2-3 different groupings. These would include:

1. PH units in tax credit properties
2. PH units in buildings without significant immediate capital needs
3. PH units in buildings with significant, immediate or near term capital needs

**Group 1** units would primarily benefit from a rent restructuring of the PH units, converting them to PBVs. This would increase the income to the properties, and this increased income would be used to fund reserves for meth remediation work, as well as future capital needs. There is the potential that the restructuring could generate enough cash flow to repay THA loans to these properties.

**Group 2** units would be in those buildings which recently received capital improvements through ARRA funding. These units would benefit from the PBVs increased income to the property by funding reserves for meth remediation and future capital needs.

**Group 3** units would be in those buildings or properties with significant, immediate capital needs. These properties would be refinanced as tax credit entities, with THA as the General Partner or Managing Member. The restructure of the ownership and refinancing with tax credit equity and other financing would generate enough resources to fund the immediate or near term, more significant capital needs.

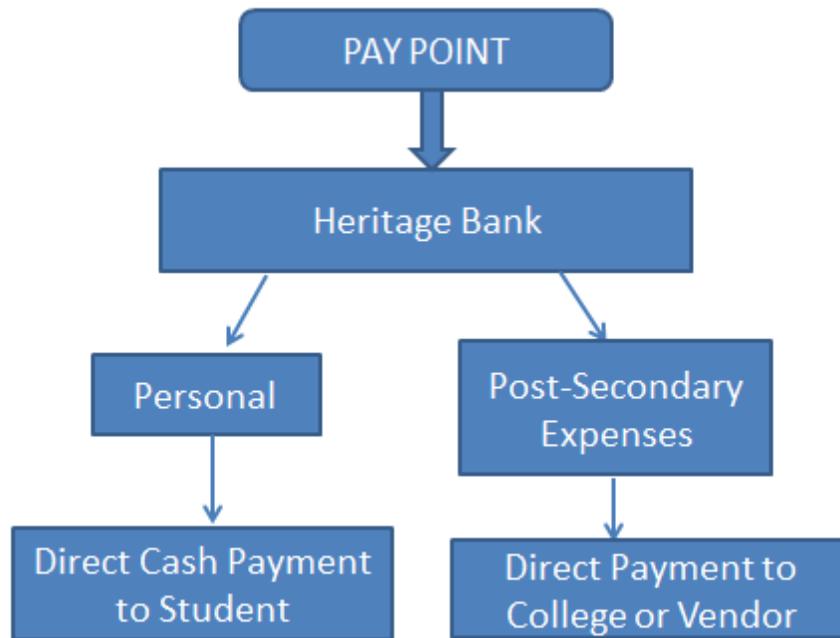
Below is a list of the units that would be converted, unit sizes, and the type of properties:

Name of Property	Property Type	Year built	1 BR	2BR	3 BR	4 BR	5 BR	Total PH Units
K Street	Sr/Dis	1966	43					<b>43</b>
M Street	Sr/Dis	1968	77					<b>77</b>
G Street	Sr/Dis	1969	40					<b>40</b>
Fawcett Apts	Sr/Dis	1966	30					<b>30</b>
Wright St. Apts/	Sr/Dis	1988	58					<b>58</b>
6th Ave Apts.	Sr/Dis	1970	64					<b>64</b>
Ludwig Apts.	Sr/Dis	1969	41					<b>41</b>
Bergerson Terrace	Family	1983	56	16				<b>72</b>
Dixon Village	Family	1994			23	5	3	<b>31</b>
Scattered Sites	Family	Multiple Years		1	25	6	2	<b>34</b>
Hillside 1	Tax Credit	2003	3	18				<b>21</b>
Hillside 2	Tax Credit	2004	4	5	3			<b>12</b>
Hillside 1500	Tax Credit	2005	1	2	1			<b>4</b>
Salishan 1	Tax Credit	2005	2	30	15	6	2	<b>55</b>
Salishan 2	Tax Credit	2006	2	22	29	2		<b>55</b>
Salishan 3	Tax Credit	2006	3	28	11	2	1	<b>45</b>
Salishan 4	Tax Credit	2008	4	12	29			<b>45</b>
Salishan 5	Tax Credit	2009	2	17	22	3	1	<b>45</b>
Salishan 6	Tax Credit	2009	2	26	17			<b>45</b>
<b>Total Units</b>								<b>817</b>

## APPENDIX E: PAY POINTS FOR LOCAL ASSET BUILDING ACTIVITY:

### Incentives

Students will be incentivized for activities (inputs) they voluntarily undertake which increase their chances of going getting a post-secondary education or professional career training. Cash will be paid out in two ways: 1) A savings account that goes towards a student's college, or career and technical training after high school graduation, or 2) A direct cash payment the student may use as they wish.



### Incentive Duration

Incentives last from 7<sup>th</sup> grade until 12<sup>th</sup> grade. Students will have the opportunity to stay in program for 6 years. Payments end upon high school graduation. After graduation, and upon meeting all the requirements of the College Bound Scholarship, students can access funds for higher education/career technical training purposes.

### Incentive impact on FAFSA

Funds will be retained by THA in a custodial account for students and will not count against the student and their family on the FAFSA application.

**Scholar Incentive Program Incentives (pay points) for 7<sup>th</sup> Graders**

<b>INCENTIVES for</b>	<b>Incentive deposited in student's saving acct</b>	<b>Incentive paid directly to student</b>	<b>TOTAL</b>
Initial deposit to open savings account	\$50		\$50
Maintain a 2.0 or better GPA (annually)	\$15		
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$170	\$15	\$200
Complete summer academic enrichment program. At least 2 weeks, 4-5 days a week, 4-6 hours a day.	\$50	\$100	\$150
Volunteer work in community (organized activity with adult program coordinator). 30 hours/year.	\$85	\$15	\$100
Complete Financial Literacy Class and deposit a minimum of \$5 in savings consistently for 6 months.	\$100		\$100
<b>Total annual incentive a 7<sup>th</sup> graders can earn:</b>	<b>\$470</b>	<b>\$130</b>	<b>\$600</b>

**Scholar Incentive Program Incentives (pay points) for 8<sup>th</sup> Graders**

<b>INCENTIVES</b>	<b>Incentive deposited in student's saving acct</b>	<b>Incentive paid to student's saving acct</b>	<b>TOTAL</b>
Maintain a 2.0 or better GPA (annually)	\$15		
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$170	\$15	\$200
Complete summer academic enrichment program. At least 2 weeks, 4-5 days a week, 4-6 hours a day.	\$50	\$100	\$150
Volunteer work in community (organized activity with adult program coordinator). 30 hours/year.	\$85	\$15	\$100
Complete Financial Literacy Class.	\$50		\$50
Deposit a minimum of \$5 in savings consistently for 6 months for new SIP enrollees only).	\$50		\$50
<b>Total annual incentive a 8<sup>th</sup> graders can earn:</b>	<b>\$420</b>	<b>\$130</b>	<b>\$550</b>

**Scholar Incentive Program Incentives (pay points) for 9<sup>th</sup> Graders**

<b>Incentives</b>	<b>Incentive deposited in student's saving acct</b>	<b>Incentive paid to student's saving acct</b>	<b>TOTAL</b>
Maintain a 2.0 or better GPA (annually)	\$15		
Successfully complete challenging course, such as Advanced Placement and International Baccalaureate courses	\$85		\$100
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$100	\$100	\$200
Complete summer academic enrichment program. At least 2 weeks, 4-5 days a week, 4-6 hours a day.	\$100	\$100	\$200
Volunteer work in community (organized activity with adult program coordinator). 30 hours/year.	\$130	\$20	\$150
Complete Financial Literacy Class.	\$100		\$100
Deposit a minimum of \$5 in savings consistently for 6 months for new SIP enrollees only).	\$50		\$50
<b>Total annual incentive a 9<sup>th</sup> graders can earn:</b>	<b>\$580</b>	<b>\$220</b>	<b>\$800</b>

**Scholar Incentive Program: Incentives (pay points) for 10<sup>th</sup> Graders**

Incentives	Incentive deposited in student's saving acct	Incentive paid to student's saving acct	TOTAL
Maintain a 2.0 or better GPA (annually)	\$15		
Successfully complete challenging course, such as Advanced Placement and International Baccalaureate courses	\$85		\$100
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$100	\$100	\$200
Complete summer academic enrichment program. At least 2 weeks, 4-5 days a week, 4-6 hours a day.	\$100	\$100	\$200
Volunteer work in community (organized activity with adult program coordinator). 30 hours/year.	\$130	\$20	\$150
Complete Financial Literacy Class.	\$100		\$100
Deposit a minimum of \$5 in savings consistently for 6 months for new SIP enrollees only).	\$50		\$50
<b>Total annual incentive a 10<sup>th</sup> graders can earn:</b>	<b>\$580</b>	<b>\$220</b>	<b>\$800</b>

**Scholar Incentive Program Incentives (pay points) for 11<sup>th</sup> Graders**

<b>Incentives</b>	<b>Incentive deposited in student's saving acct</b>	<b>Incentive paid to student's saving acct</b>	<b>TOTAL</b>
Maintain a 2.0 or better GPA (annually)	\$15		
Successfully complete challenging course, such as Advanced Placement and International Baccalaureate courses	\$185		\$200
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$100	\$100	\$200
Complete PSAT	\$100		\$100
Volunteer work in community (organized activity with adult program coordinator). 30 hours/year.	\$80	\$20	\$100
Complete Financial Literacy Class and deposit a minimum of \$5 in savings consistently for 6 months.	\$50		\$50
Deposit a minimum of \$5 in savings consistently for 6 months for new SIP enrollees only).	\$50		\$50
Complete summer academic enrichment program. At least 2 weeks, 4-5 days a week, 4-6 hours a day.		\$100	\$100
<i>Total annual incentive a 11th graders can earn:</i>	<b>\$580</b>	<b>\$220</b>	<b>\$800</b>

**Scholar Incentive Program Incentives (Pay Points) for 12<sup>th</sup> graders**

<b>INCENTIVES</b>	<b>Incentive deposited in student's saving acct</b>	<b>Incentive paid to student's saving acct</b>	<b>TOTAL</b>
Maintain a 2.0 or better GPA (annually)	\$15		
Successfully complete challenging course, such as Advanced Placement and International Baccalaureate courses	\$135		\$150
Obtain International Baccalaureate Diploma		\$50	\$50
Signing up and attending a college prep or mentoring program such as: CSF, TRiO, MIP, Brotherhood/Sisterhood and maintain a 90% or better monthly attendance	\$100	\$100	\$200
Complete SAT or ACT	\$50		\$50
Complete FAFSA	\$50		\$50
Graduate school on time	\$50	\$50	\$100
Apply to 2 or more colleges/ vocational programs	\$100		\$100
Complete Financial Literacy	\$100		\$100
<b>Total annual incentive a 12th graders can earn:</b>	<b>\$600</b>	<b>\$200</b>	<b>\$800</b>

## APPENDIX F: THA LOCAL RELEASE



# TACOMA HOUSING AUTHORITY

### THA Form (M-1)

I hereby authorize Tacoma Housing Authority (THA) and the U.S. Department of Housing and Urban Development (HUD) to obtain the information listed below for the purpose of determining my eligibility to receive and continue receiving housing assistance. THA may use this release to make inquiries or secure information from any source whatsoever, including a person, business, or organization that has, or may have, any information listed below. If THA makes any negative determination(s) based upon the information obtained, I will have an opportunity to contest such determinations. If I participate in the Project-based or Mod-Rehab program, I also authorize THA and the owner and/or manager of the building in which I reside to share with each other any information needed to verify my continued eligibility and suitability for subsidized housing. This consent expires 48 months after it is signed.

- Information necessary to authenticate preference claims;
- Rental history records and references, including but not limited to, information about the ability to pay rent, the ability to abide by the rules of the lease, take care of rental property, and get along well with neighbors;
- Non-residential references from individuals with whom a professional relationship has been established, and references from neighbors, community, and relatives;
- References from employers, including wage and salary information, and job performance;
- Criminal history, including fingerprint submission where necessary to effect positive identification;
- Information on payment history and balances owed to utility companies including but not limited to TPU, Puget Power, WNG;
- Credit reports;
- Services provided by individuals or agencies which are relevant to the ability to pay rent, take care of rental property, and get along well with neighbors and community;
- (HUD only) U.S. Social Security Administration and U.S. Internal Revenue Service;
- Income and asset information from any source, including State Wage Information Collection Agencies, for all family members;
- Immigration status, citizenship status, and legal identity verification;
- School registration for minor children, and for family members over the age of 18 where required to establish program eligibility;
- Registration in educational or vocational training programs including information about participation/completion of such programs;
- Verification of disability or handicap and shelter plus programs, if necessary for program eligibility (not including details of actual disability or handicap);
- Verification of need for reasonable accommodation, if requested;
- Credit reports and/or tenant screening reports from private screening contractors;
- Outstanding debts to other housing agencies.

Head of Household (printed name)	Signature	Date
Co-Head, Spouse, Partner, or Other Adult (printed name)	Signature	Date
Other Adult (printed name)	Signature	Date
Other Adult (printed name)	Signature	Date

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¶

Other Adult (printed name) → Signature → Date ¶

¶ **Authority:** This release of information is in lieu of the HUD-9886 Authorization for the Release of Information/Privacy Act Notice. ¶

¶

¶ **Who must sign the consent form:** Each member of your household who is 16 years of age or older must sign the consent form. Additional signatures must be obtained from new adult members joining the household or whenever members of the household become 16 years of age. Criminal background checks will be run on anyone in the household 16 years of age or older. ¶

¶

¶ **Failure to sign consent form:** Denial of eligibility or termination of benefits is subject to THA's grievance and Housing Choice Voucher informal hearing/review procedures as well as THA's Public Housing informal review/grievance process. ¶

¶

¶ **Privacy Act Notice:** Authority: The Department of Housing and Urban Development (HUD) is authorized to collect this information by the U.S. Housing Act of 1937 (42 U.S.C. 1437 et. seq.), Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d), and by the Fair Housing Act (42 U.S.C. 3601-19). The Housing and Community Development Act of 1987 (42 U.S.C. 3543) requires applicants and participants to submit the Social Security Number of each household member who is six years old or older. Purpose: Your income and other information are being collected by HUD to determine your eligibility, the appropriate bedroom size, and the amount your family will pay toward rent and utilities. Other Uses: HUD uses your family income and other information to assist in managing and monitoring HUD-assisted housing programs, to protect the Government's financial interest, and to verify the accuracy of the information you provide. This information may be released to appropriate Federal, State, and local agencies, when relevant, and to civil, criminal, or regulatory investigators and prosecutors. However, the information will not be otherwise disclosed or released outside of HUD, except as permitted or required by law. Penalty: You must provide all of the information requested by the HA, including all Social Security Numbers you, and all other household members age six years and older, have and use. Giving the Social Security Numbers of all household members is mandatory, and not providing the Social Security Numbers will affect your eligibility. Failure to provide any of the requested information may result in a delay or rejection of your eligibility approval. ¶

¶

¶ **Penalties for misusing this consent:** HUD, THA and any owner (or any employee of HUD, THA or the owner) may be subject to penalties for unauthorized disclosures or improper uses of information collected based on the consent form. Use of the information collected based on this form is restricted to the purposes cited on the form. Any person, who knowingly or willfully requests, obtains or discloses any information under false pretenses concerning an applicant or participant may be subject to a misdemeanor and fined not more than \$5,000. Any applicant or participant affected by negligent disclosure of information may bring civil action for damages, and seek other relief, as may be appropriate, against the officer or employee of HUD, THA or the owner responsible for the unauthorized disclosure or improper use. ¶

¶

Moving to Work, THA Form M # 1, [12/31/2012] ¶

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