



Submitted  
04/01/2013  
Resubmitted  
05/28/13

Tacoma Housing Authority

# 2012 MOVING TO WORK ANNUAL REPORT

Covering Fiscal Year 2012



**Tacoma Housing Authority**

902 South L Street, Tacoma, WA 98405

(253) 207- 4421

[www.tacomahousing.org](http://www.tacomahousing.org)

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## Section I: Introduction and Overview

### **A. Introduction**

This report covers January 1, 2012 through December 31, 2012.

THA's vision, mission, and strategic objectives fall perfectly in line 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.

THA has mirrored these objectives as it sets its goals for the MTW program. Doing so will further the mission, shared by THA and the MTW statute, to create housing for 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."

### **THA's MTW Goals**

The MTW objectives for this demonstration project fit THA's strategic direction very well. THA understands the following shared goals:

- Goal 1: Increase THA's administrative efficiency; and
- Goal 2: Encourage economic self-sufficiency among THA's participants;
- Goal 3: Increase housing options for low-income households residing in THA's jurisdiction

## Section II: General THA Operating Information

### A. Housing Stock Information

1. There were a total of 921 public housing units in Tacoma Housing Authority's portfolio.
2. Description of any significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year): **Only Hillside Terrace – 2500 took more than 30% of the agency's total budgeted capital expenditures in 2012.** (Report Source Development Budget in 2012 MTW Report ShadowDrive 40:10:48)

Hillside 2500	Percentage
<b>\$1,629,048.10</b>	<b>56%</b>

Table 1: Capital Expenditures

- Architectural and Engineering services
  - Hazardous Materials testing
  - Moving services
  - Legal services
  - Financial Advisor services
  - Site Survey
  - Preconstruction Services
3. Description of any new public housing units added during the year by development (specifying bedroom size, type, accessible features, if applicable): **N/A**
  4. Number of public housing units removed from the inventory during the year by development specifying the justification for the removal: **In 2012, received demo/dispo approval to take 104 units offline at Hillside Terrace. Those units will be taken offline in 2013 and demolished.**
  5. Number of MTW HCV authorized at the end of the Plan year; discuss any changes over 10%: **3696 MTW Housing Choice Voucher Units**
  6. Number of non-MTW HCV authorized at the end of the Plan year; discuss any changes over 10%: **361 vouchers including, VASH, FUP, NED and Mod Rehab.**

Authorized Non-MTW Vouchers	
Program	Number of Units
NED	100
VASH	130
FUP	50
Mod Rehab	81
<b>Total</b>	<b>361</b>

Table 2: Non MTW Vouchers

7. Number of HCV units project-based during the Plan year, including a description of each separate project: **A total of 648 units were project-based during Fiscal Year 2012.**

Number of HCV Units Project Based in Plan Year 2012		
Development Name	Total number of units	Population
Salishan	339	Low-Income Family
Pacific Courtyards	46	Transitional
New Look Apts	42	Senior/Disabled
Hillside Terrace	9	Transitional/Family
Hillside Gardens	8	Transitional
Harborview Manor	125*	Senior/Disabled
Guadalupe Vista	40	Transitional/Family
Flett Meadows	14	Transitional
Eliza McCabe	10	Transitional
Tyler Square	15	Transitional

Table 3: PBV Units

\*There were 152 Project based units at this site in 2011 before contract was re-negotiated and reduced to 125.

- Overview of other non MTW housing managed by the Agency, eg., tax credit, state-funded, market rate. The properties contained in the table below do not include any partnership properties:

THA Property Management Non-MTW	
Property	Units
N. Shirley	1
Alaska 9 Homes	9
Stewart Court	59
Hillside Terrace*	16
Salishan	3
<b>Total Units:</b>	<b>88</b>

Table 4: Non MTW Units

\*These are unsubsidized units at Salishan and Hillside Terrace. The remaining Salishan and Hillside Terrace units are captured within the Public Housing or Project –based voucher counts.

#### B. Leasing Information-Actual (All leasing numbers are based on a unit month average)

- Total number of MTW public housing units leased in Plan year: **870 out of 921 public housing units were leased in 2012 using a unit month average.**
- Total number of non-MTW public housing units leased in Plan year: **N/A**
- Total number of MTW HCV units leased in plan year: **3,552 out of 3696 vouchers were leased on average in 2012. This includes TPV vouchers.**

4. Total number of non-MTW HCV units leased in Plan year: **269 out of 361 were leased on average in 2012. This number includes VASH, FUP, Mod-Rehab and NED.**

Leased Non-MTW Vouchers	
Program	Number of units
NED	70
VASH	83
FUP	44
Mod-Rehab	72
<b>Total Unit Month Average</b>	<b>269</b>

Table 5: Non MTW units Leased

5. Description of any issues related to leasing of public housing or HCVs: **In 2012, THA was cautious with the leasing in the HCV program because of the uncertainty in the FY2013 budget. THA withheld leasing until the picture became clearer. That is one of the causes of under leasing in the HCV program. THA was also awarded 103 TPV's between July and October. Because of the methodology used, those units are immediately added to the baseline even though THA did not receive them until mid and late year and had to go through the leasing process for each one.**

**In 2013, THA will be issuing additional HOP subsidies and beginning two new local nontraditional housing programs that will increase THA's households served. THA anticipates going over the MTW baseline number by the end of the year.**

Program	Issue	Plan
MTW HCV	THA received 103 TPV vouchers in the summer of 2013. Including those in the baseline hurt the overall average unit months leased. The methodology used by HUD for including new vouchers in the baseline count is flawed and makes it appear as though THA is under leased.	The vouchers are leased up.
Public Housing	THA begin testing all suspected and vacant units for meth to ensure resident health.	THA is working with the local field office to have units taken offline for modernization if they are tested hot with meth. However,

	THA found that a large number of these units tested hot for meth. The time to clean these units and get them back online can be very long.	these units must remain in the baseline according the notice. THA is also working with the Pierce County Health Department to see if there are other methods that will cut back on unit vacancies while still ensuring resident health.
FUP	THA was not receiving referrals at a constant rate towards the beginning of the year. However THA's numbers did improve over 2011.	THA has worked with partners to increase the number of referrals. Currently, THA is down five FUP vouchers with five issued and looking to lease up.
NED	Lack of availability of proper units and lack of referrals impacted NED utilization. The tenants are not finding accessible units. The program has also seen a large number of turnover due to health reasons and death.	THA has been working with DSHS who refers participants for the NED program. THA is working with DSHS to look for housing opportunities that will match the NED population and believe this will increase utilization. THA has also engaged DSHS on increasing the number of referrals for the NED program in order to fully utilize the vouchers allocated. THA has increased the leasing rate in early 2013 by 5 units.
VASH	A lack of referrals from partner agencies hindered VASH utilization. The VA did not hire a caseworker for several months after the funding was approved. The VA's lack of a caseworker led to a limited amount of referrals for the VASH program. The V.A. has told THA it takes a long time to hire in new staff.	The VA as mentioned has taken steps to increase the number of referrals coming to THA which we believe will increase the utilization. The VA now contracts caseworkers for the VASH program. This has helped expedite the leasing process. THA saw an improvement from 2011 and by the end of the year had 95 units leased in the VASH program.

Table 6: Issues with Leasing

6. Number of project-based vouchers committed or in use at the end of the Plan year, describe projects where any new vouchers are placed (include only vouchers where agency has issued a letter of commitment in the Plan year): **N/A**

<b>Development Name</b>	<b>Total number of authorized units</b>	<b>Total number of units leased</b>	<b>Project Description</b>
<b>Eliza McCabe</b>	<b>10</b>	<b>10</b>	<b>Transitional</b>
<b>Fleet Meadows</b>	<b>14</b>	<b>12</b>	<b>Transitional</b>
<b>Guadalupe Vista</b>	<b>40</b>	<b>35</b>	<b>Transitional/Family</b>
<b>Harborview manor</b>	<b>125</b>	<b>117</b>	<b>Senior/Disabled</b>
<b>Hillside Gardens</b>	<b>8</b>	<b>7</b>	<b>Transitional</b>
<b>Hillside Terrace</b>	<b>9</b>	<b>9</b>	<b>Transitional/Family</b>
<b>New Look Apartments</b>	<b>42</b>	<b>40</b>	<b>Senior/Disabled</b>
<b>Pacific Courtyards</b>	<b>46</b>	<b>22</b>	<b>Transitional</b>
<b>Salishan</b>	<b>339</b>	<b>328</b>	<b>Family</b>
<b>Tyler Square</b>	<b>15</b>	<b>14</b>	<b>Transitional</b>
<b>Project Based VASH</b>	<b>20</b>	<b>11</b>	<b>Family</b>
<b>Total</b>	<b>648</b>	<b>604</b>	

Table 7: Leasing PBV Units

### C. Waiting List Information

- Number and characteristics of households on the waiting lists at the end of the plan year are as follows:

<b>WAITING LIST INFORMATION*</b>		
<b>Applicant Information</b>	<b>HCV</b>	<b>Public Housing</b>
	<b>FY 2011 Total</b>	<b>FY 2011 Total</b>
<b>Composition</b>		
Work-Able	580	2,574
Elderly or Disabled	351	1,090
<b>Total Households</b>	<b>931</b>	<b>3,664</b>
<b>Race</b>		
White	440	1,268
Native Hawaiian	25	104
American Indian	24	54
Asian	75	183
Black	353	893
Not Specified	14	1,162
Other	0	0
<b>Total Households</b>	<b>931</b>	<b>3,664</b>
<b>Ethnicity</b>		
Hispanic	107	218
Non-Hispanic	824	3,431
Other	0	15
<b>Total Households</b>	<b>931</b>	<b>3,664</b>
<b>Income</b>		
<30% AMI	723	3,322
30%-50% AMI	160	252
50%-80% AMI	44	70
>80% AMI	4	20
<b>Total Households</b>	<b>931</b>	<b>3,664</b>

**Table 8: Waitlist Information**

**\* Numbers include duplication of persons on both the HCV and PH lists**

- The households listed are from the active 2012 waitlists. The voucher waitlist is one single waitlist. The public housing waitlist is a combined number from the site based waitlists that THA currently uses for its public housing portfolio. The numbers have cut out any duplication between the public housing waitlists.

THA created a new Housing Opportunity Program (HOP) waitlist. All eligible households on its 2012 Voucher waitlist were transferred over to the HOP waitlist in early 2013. As part of the changes, THA sent out a letter to everyone on the waitlist to inform them of the change and to come to one of four informational sessions to describe the changes. THA's Administrative Plan also calls for the agency to do a yearly purge of the waitlist. The transfer of households to the HOP waitlist was combined with a

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purge. All households that return the purge form will be included on the waitlist as eligible. The households that do not return the form will be included on the waitlist but as ineligible. They will have one year to request reinstatement as eligible before being permanently removed from the HOP waitlist. The remaining 2012 Voucher waitlist will be canceled.

- The current wait times on the public housing waitlist varies from 3-5 years. The waitlist being used for the HOP program was last opened in 2008. THA anticipates opening the HOP waitlist in late 2013.

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### **Section III: Non-MTW THA Information (Optional)**

1. List planned vs. actual sources and uses of other HUD or others Federal Funds (excluding HOPE VI): **THA chooses not to provide this optional information.**
2. Description of non-MTW activities implemented by the agency: **THA chooses not to provide this optional information.**

## Section IV: Long-Term Plan (Optional)

THA has established four long-term goals for its MTW program that reflect both the MTW statutory objectives established by HUD 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 into 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. Over the longer term, THA will study the full range of leading edge strategies and systems. We are eager for such an assessment unencumbered by those HUD rules and reporting systems that do not always relate to a well-run property.

### 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 and wage earners." 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. Supportive services make this transformation much more likely. In this way, THA regards itself as much more than a landlord.

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

- Regulatory reform for rent and definition of income

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THA 's proposed initial MTW plan included rent reforms for all MTW families. Over the longer term, THA expects that this search will continue with increasing refinement and increasingly widespread application. **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 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 this 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 self-sufficiency and a meaningful life. **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. The family afflicted in these ways must 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 them to attract middle income households whose incomes allow them to live elsewhere. Yet, even if these properties are lovely and well managed, middle income families will not move in or will not stay if the local public school is failing. For this reason, THA has a direct stake in the success of those schools.

**THA 's Education Project seeks to test three propositions that should be very interesting to HUD, other public housing authorities and other school districts:**

- That THA , and other public housing authorities, in how it provides housing and

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supportive services to needy families, can improve educational outcomes for their children and the outcomes of the schools that serve its communities;

- That THA , and other public housing authorities, should find out the effective ways to do this;
- That THA should then embed these strategies into its normal program operations as part of the appropriate mission of an alert and engaged public housing authority.

**THA believes that its Education Project will pioneer the effort to determine a PHA's role in spurring educational success of residents and of local schools. Any success will have obvious and crucial pertinence throughout the nation.** PHAs may turn out to be singularly placed for such experiments. They have the physical communities that can be the staging ground for initiatives, especially those that are most successful if identified with a discrete community. They are already engaged in the lives of families in ways that give them an influence. They are stable and enduring organizations prepared for a long term effort.

By its Education Project, THA seeks to determine the influence it can have and to exercise it effectively.

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

Linking Housing Assistance with School Programs: THA will determine whether it should or could expect its families to cooperate with their children's schooling as a condition of receiving housing assistance. Coupled with supportive services to help the families comply, such a linkage will help raise educational expectations generally. This can be an important contribution to educational success because expectations are critical.

Matching Housing Assistance with Academic Support Services and Scholarships: Several notable public and private efforts provide very valuable support to students in Tacoma's public schools. For example, the private College Success Foundation (CSF) provides mentoring and support to selected promising low-income high schoolers in each of Tacoma's five mainline high schools. The students chosen for this assistance are fortunate. Yet, a notable minority of them have serious housing problems that imperil their ability to comply with the program and receive its benefit. Providing housing assistance in such cases is a good use of a housing dollar because it leverages valuable academic services. The normal rules of the public housing or voucher programs do not make it an easy match for programs like CSF. For example, the wait list rules are difficult to adjust. The rules do not permit THA to limit the assistance to the duration of the student's participation in the education program and then to reassign the assistance to the next cohort of students. THA is looking forward to collaborating with organizations like CSF in designing its housing contribution to the success of participating students.

McCarver Elementary School Initiative: THA spent more than a year planning this innovative effort to reform a public elementary school. McCarver's student population is among the city's poorest. It has the most homeless students. In part because of these problems, more than 100% of its student population turns over during each school year. This instability greatly detracts from the prospects for good school outcomes. In this initiative, THA will provide rental assistance to 50

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McCarver families who are homeless or at risk of homelessness. Their children comprise about a quarter of the school population. This assistance will last for as long as their children are enrolled in McCarver for a maximum of five years. Families also receive a wide array of supportive service from nonprofit service providers. The parents of these families also commit to important efforts. They commit to participating fully in their children's education. This includes: making sure their children attend school every day and on time, providing their children with home work space and home work time every day, attending each parent-teacher-student conference, and participating actively in the PTA. The parents also commit to their own education and employment prospects. A robust range of services are available to help them do this. THA also had expectations of the school district. In response, the district has committed the investment to turn McCarver into an International Baccalaureate Primary Program. This will greatly raise standards for both teachers and students. THA has designed a detailed data and evaluation effort around this Initiative to track a variety of metrics. Funds from the Bill & Melinda Gates Foundation and local government support this initiative. PHAs from other parts of the country are watching to see our results.

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

To meet this goal, THA plans to address the following issues and activities:

- Serve More Households

Over the longer term, but starting right away, THA will seek to determine if the flexibility and efficiencies of MTW status will allow it to serve more households. Several examples of how this may work bear mention. **First**, saving administration costs of running the Housing Choice Voucher program may allow THA to transfer administrative funds to HAP funds to pay for more vouchers. **Second**, MTW fungability will allow THA to redirect savings in HAP expenditures to assist more families or to sustain public housing operations. **These strategies should be available to other PHAs.**

- 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.**

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- 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.

In 2013, THA will use MTW flexibility to partner with the county to provide a rapid rehousing program. The partnering will allow THA to leverage services dollars from the county and to assist households that THA could not typically reach. THA is also partnering with the county to serve unaccompanied youth ages 25 and younger. Both of these programs will begin in 2013 and be reported on in the FY 2013 MTW Report.

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

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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 on 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 Adults:* People afflicted with drug or alcohol dependency present a housing challenge that also requires flexibility that MTW may provide.

#### 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 choose 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.

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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.**

## Section V: Proposed MTW Activities: HUD Approval Requested

At the end of Fiscal Year 2012, THA had proposed and received approval of 16 MTW initiatives. In this Section, THA discusses the activities not implemented, the reason why they were not implemented and revised timelines. The discussions of these topics are located in the impact of activity areas of each MTW activity not implemented.

### 13. LOCAL BLENDED SUBSIDY (LBS)

**Impact of Activity:** THA has not implemented this activity. THA did not use this activity after discussions with the MTW office about what could happen in 2018 if the MTW program ended. While THA is not against the idea of using this activity, more discussion and legal advice need to be sought. THA is considering using LBS for phase two of Hillside Terrace. If THA were to use it, the agency would do so in 2015. THA would consult with the MTW office if the agency decided to use LBS and realizes further approval would need to be had.

Metrics	Baseline 2011	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity.	0 LBS units	5 LBS units	0 LBS units	No

Table 9: LBS Activity

**Discussion of Benchmarks:** THA has changed this activity to match the HUD standard metrics. THA has set the benchmark to 5 units. THA will look at the LBS activity in 2013 and 2014 to see if it could be utilized.

**Revisions to Benchmarks or Metrics:** THA has switched the metrics to use the HUD proposed standard metric.

**Changes to Data Collection Methodology:** THA would track this activity if implemented by looking at the total number of units added using LBS.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** Standard MTW Agreement: , Attachment C, Section B(1) – Single Fund Budget with Full Flexibility allows THA to combine subsidies Attachment C, Section C(2) – Local Preferences and Admission and Continued Occupancy Policies and Procedures allows THA to adopt changes that would make LBS units fall under public housing rules

### 14. SPECIAL PURPOSE HOUSING

**Impact of Activity:** This activity would allow THA to partner with agencies in the community to allow different at risk populations who typically might not qualify for public housing. THA did not implement this activity in 2012 because the agency did not find a partnering agency. THA still intends to implement this activity and is searching for a partner. THA hopes to implement the activity in 2013.

Metrics	Baseline 2011	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency.	0	5	0	Pending
Leveraged dollars – amount of annual service dollars provided per unit	\$0 dollars leveraged	\$2,500 leveraged	\$0 leveraged	Pending

Table 10: Special Purpose Housing Metrics

**Discussion of Benchmarks:** THA has changed this activity to match the HUD standard metrics

**Revisions to Benchmarks or Metrics:** THA has switched the metrics to use the HUD proposed standard metric.

**Changes to Data Collection Methodology:** THA would track this activity if implemented by tracking the public housing units converted for this use and work with partners to find out the dollars leveraged and households receiving services..

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement - Attachment C (B)(1)-, (b)(vi), (C)(1), (C)(2),(c)(10),(C)(15)- Attachment D- THA needs uses of funds authorization according to PIH notice 2011-45.

## 15. REGIONAL APPROACH TO SPECIAL PURPOSE HOUSING

**Impact of Activity:** Under this activity THA would be allowed to use the competitive funding process established by the local government jurisdiction (Pierce County Consortium) to award THA funds/resources for sponsor based housing. THA would commit MTW dollars and or housing units to be awarded through the locally established funding cycle. This would allow THA to “pool” resources with the local jurisdiction to meet the local needs as prioritized through city and or county planning process. THA would ensure that grantees serve households below 80% AMI and would establish mandatory reporting and audit guidelines to monitor the success of the program. THA would have an audit system in place to ensure compliance with rules and regulations including PIH Notice 2011-45. THA did not implement in 2012. THA worked with the county in 2012 to identify two programs and has decided on funding a rapid rehousing and at risk youth program. THA will implement this activity and do so in 2013. At this time, both programs are close to being started.

Metrics	Baseline 2011	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency.	0	5	0	Pending
Leveraged dollars – amount of annual service dollars provided per unit	\$0 leveraged	\$2,500 leveraged	0 leveraged	Pending
Decrease in per unit monthly cost/household served because of activity	\$641 (\$0 dollars decrease baseline)	\$141 decrease in per unit cost	\$0 decrease	Pending
Number of new housing units made available for households at or below 80% AMI as a result of the activity(Rapid Rehousing Unit)	0 new affordable units	10 new affordable units	0 new affordable units	Pending

Table 11: Regional Housing Metrics

**Discussion of Benchmarks:** THA has changed this activity to match the HUD standard metrics

**Revisions to Benchmarks or Metrics:** THA has switched the metrics to use the HUD proposed standard metrics.

**Changes to Data Collection Methodology:** THA will track these metrics by using reports from partnering agencies and the county. The data will be stored in a scorecard that ties back to the report.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** Attachment C (B)(1), (b)(vi), (C)(1)-, (C)(2), (c)(10)-, (C)(15)- Attachment D- THA needs uses of funds authorization according to PIH notice 2011-45.

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

**Impact of Activity:** THA proposed this activity in a 2012 plan amendment to preserve and create affordable housing units under MTW. These units would be affordable housing units, not public housing units and therefore will not require an operating subsidy. This initiative would allow THA to use its MTW funds to provide low-income families the opportunity to reside in safe, decent, and sanitary housing paying affordable rents. These affordable housing units can be any bedroom size and will be located within the City of Tacoma and may be acquired or created by THA to be rented to families at or below 80% AMI. THA intends to allow eligible low-income families to reside in these units, including those that may be receiving Section 8 rental assistance. All households would require HQS inspections per PIH Notice 2011-45. THA also recognizes that this

entire activity is under the parameters of PIH Notice 2011-45. THA will abide with PIH Notice 2011-45 when implementing this activity. THA is using RHF dollars in this project.

THA did not develop any new units in 2012 but the activity was needed to proceed with its Hillside Terrace redevelopment project. The first phase will commence construction in 2013. THA anticipates bringing non-traditional units online in 2014.

Metrics	Baseline 2011	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity.	One affordable units baseline	54 affordable units by 2014	0 affordable units in 2012	Pending

Table 12: Non-Traditional Affordable Housing Metric

**Discussion of Benchmarks:** THA has changed this activity to match the HUD standard metrics

**Revisions to Benchmarks or Metrics:** THA has switched the metrics to use the HUD proposed standard metric.

**Changes to Data Collection Methodology:** THA will track the total number of affordable housing units developed that do not include any type of public housing or voucher subsidy.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** Attachment C (B)(1), (b)(vi), (C)(1)-, (C)(2), (c)(10)-, (C)(15)- Attachment D- THA needs uses of funds authorization according to PIH notice 2011-45.

## Section VI: Ongoing MTW Activities: HUD Approval Previously Granted

Activity Number	Initiative Description	Plan Year	Status Update
1	Extend allowable tenant absences from unit for active duty soldiers	2011	Implemented July 2011
2	McCarver Elementary School Project: Housing and Education	2011	Implemented July 2011
3	Local Project Based Voucher Program	2011	THA has implemented parts of this activity.
4	Allow Transfers Between Public Housing and Voucher lists	2011	Implemented in Spring 2012
5	Local Policies for Fixed-Income Households	2011	Implemented in late 2011
6	Local Policies for Work-Able Households	2011	Implemented in late 2011
7	Local Income and Asset Policies	2011	Implemented July 2011
8	Local Interim Processing and Verification policies	2011	This activity is fully implemented.
9	Modified Housing Choice Voucher Inspection Process	2011	Because of changes to the City of Tacoma's code inspections, THA has not fully exercised the flexibility for this option. THA will look to use this activity in the near future
10	Special Program Vouchers	2011	THA has not used the approval as of this writing, but will look to use it in 2013
11	Simplified Utility Allowance	2011	This activity has been successfully implemented in November of 2011.
12	Local Policy for Port Outs	2012	Implemented in 2012
13	Local Blended Subsidy	2012	Not implemented
14	Special Purpose Housing	2012	Not implemented
15	Regional Approach to MTW dollars	2012	Not implemented but THA has identified programs with the county to fund in 2013
16	Create and Preservation of Affordable Housing	2012	No new housing units have been developed, but THA anticipates the first units will come on line in 2013.

Table 13: Ongoing MTW Activities

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

**Impact of Activity:** THA received authorization to allow soldiers to be absent longer than 180 days from their house when they are deployed away from home. The normal HUD rules would have THA terminate a soldier's assistance when he or she is away serving the nation for a prolonged deployment. This does not happen too often but contemplating such a termination is disturbing. Tacoma is also home to one the nation's largest military bases so we want to be ready if this issue arises again. This activity is meant to allow soldiers who are deployed the opportunity to leave without worrying about their housing situation when they are gone. The activity did not get used in 2012.

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of active duty households deployed or away from their unit form more than 180 days (who would have been susceptible to forced termination of assistance under previous policy)	1	0	0	THA did not have the need to use this activity in 2012.

Table 14: Absent Solider Metrics

**Discussion of Benchmarks:** This activity is meant to allow soldiers who are deployed the opportunity to leave without worrying about their housing situation why they are gone.

**Revisions to Benchmarks or Metrics:** THA does not plan on changing benchmarks or metrics on this activity. Having this approved allows THA to assist households who may have this unsettling situation arise in the future. THA is open to changing the metric if HUD believes one of the standard metrics apply to this activity.

**Changes to Data Collection Methodology:** THA is tracking this activity through the use of a scorecard. Emails are sent to staff to gather information on any households who may have utilized this activity.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

## **2. McCarver Elementary School Project: Housing and Education (HCV)**

The McCarver Special Housing Program began accepting families in the fall of 2011. Currently, the capacity of 50 formerly homeless families (86 students at McCarver) are housed. We have decided not to add any additional families to this cohort even if a family leaves before the end of the Program. In October 2012 we received our first annual evaluation report from our external evaluator, GEO Education and Research. Data from the 2011-2012 school year was included. GEO will submit their next report in October 2013.

## Impact of Activity

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved
Third grade students still enrolled in fifth grade (among students from participating households)	36% based on historical data from TPS	100% enrollment	Data to be first collected in the fall of 2013 when first cohort of 3 <sup>rd</sup> graders become 5 <sup>th</sup> graders	Pending
Math and reading test scores among students from participating households	<p>State Measures of Student Progress results from end of spring 2011</p> <p>Percent Meeting State Standard in reading: 56%</p> <p>Percent Meeting State Standard in Math: 56%</p>	5% annual improvement in both sets of scores	<p>State Measures of Student Progress results from end of spring 2012</p> <p>Percent Meeting State Standard in reading: 80% (24% improvement)*</p> <p>Percent Meeting State Standard in Math: 40% (-16% change)*</p> <p>*Note: Due to the small number of THA students in the grades tested (3-5) the differences are not statistically significant.)</p>	Yes for reading, No for Math
Attendance among students from participating households	2011-2012 THA students: 91.4% Other McCarver students: 94.5%	5% annual improvement	2012-2013 THA students: 94.2% Other McCarver students:	No

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved
			<p>93.3% (2.8% gain but improved from 3.1% worse than others to .9% better)</p> <p>Note: It is now clear that a goal of 5% improvement per year is impractical due to the current high level.</p>	
Suspensions among students from participating households	TBD from 2010-2011 school year	10% annual reduction	Attendance of the participating students will be collected at the end of the 2012-2013 school year and compared to the prior school year. We do not yet have these data as the school district is developing a new system to collect and summarize these data.	Pending
Number of school activities in which parents participated	The baseline for this outcome will be the number of activities participated in during the 2011-2012 school year.	20% annual improvement	First improvement data to be reported after the 2012-2013 school year.	Pending
Teacher effectiveness	TBD from survey	TBD	TPS is implementing a new system	Pending

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved
			of teacher evaluation which will provide these data	
Number of adults from participating households involved in job training or educational programs	8 – job training 21 – job search 6 – enrolled in educational program 2 – completed GED while in McCarver Program	% increase	2011-2012 school year outcomes: 9 – job training 21 – job search 33 – enrolled in educational program 2 – completed GED while in McCarver Program	Yes

Table 15:McCarver Metrics

- **Hardships:** No hardships were requested in 2012. The McCarver program case managers track the hardships and report to the policy analyst.

**Changes to Data Collection Methodology:** THA is working with Tacoma Public Schools (TPS) on data collection. THA will continue to work with the school system on tracking methods. THA has included an external report.

**Discussion of Benchmarks:** THA has worked with TPS to develop benchmarks and will continue to meet and update as needed. THA is open to any suggestions on adding in benchmarks that would meet the proposed HUD standard metrics.

**Revisions to Benchmarks or Metrics:** No changes to metrics or benchmarks.

Revised Benchmarks and Metrics are as follows: N/A

**Changes to Data Collection Methodology:** THA continues to partner with TPS to find the best ways to collect data. THA and TPS will use state tests as well as a new teacher evaluation system that TPS is developing.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** Standard MTW agreement Attachment C Section D.1.e and D.7

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

**Impact of Activity:** THA has not completely exercised the flexibility allowed by this activity. As noted in the approved metrics, THA's benchmark target date is 12/31/2013 for the metrics. In 2012, THA did not project base any additional vouchers. THA is in the process of project basing vouchers in 2013 and will also collect data on dollars leveraged for those new project based vouchers. THA waived the option that allows PBV holders to automatically receive a tenant based voucher after one year. THA grandfathered in anyone who had a PBV before October 1, 2011. THA began inspecting its own PBV units in early 2012 and noticed a small savings in the amount of money it cost the agency to inspect those units.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of affordable units	1284 affordable units	1385 affordable units	1284 affordable units	No
Dollars saved on HQS inspections on THA properties	\$12,180 spent (\$0 saved baseline)	\$3,654 dollars saved	\$4941 dollars saved	Yes
Dollars Leveraged by using project based vouchers per unit	\$0 saved baseline	\$500 leveraged per unit	\$0 dollars leveraged	No

Table 16: PBV Metrics

**Discussion of Benchmarks:** THA has made changes to match with HUD's proposed MTW standard metrics.

**Revisions to Benchmarks or Metrics:** THA has made changes to the metrics to match closer to HUD's proposed standard metrics. THA left the total number of affordable units and dollars leveraged. However, THA switched the metric for HQS inspections to dollars saved because of the activity. THA requested in the 2013 MTW plan to waive reporting on the sub-metrics because they did not tie into the proposed HUD standard metrics. They are not reported on in the 2012 report and will not be reported on in future years.

**Revised Benchmarks and Metrics are as follows:**

- Dollars saved on HQS inspections annually was changed from cost of inspections annually. The baseline was changed from \$20,080 to \$12,180. The new number accurately reflects the cost of hiring a contractor to inspect all of THA PBV units. The benchmark was re-set with a goal of a 30% reduction or \$3,654
- Number of new special housing units was deleted.
- Percentage of PBV units requiring special inspections annually was deleted.
- Sub metrics were deleted.

**Changes to Data Collection Methodology:** THA is using a scorecard to track this information. Methodology is tracked in the scorecard and is linked to any reports or information needed to

support the final numbers In the future, partner reports on dollars leveraged will be linked and stored with the scorecard.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** Standard MTW agreement Attachment C Section D.1.e and D.7

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

**Impact of Activity:** THA fully implemented this activity in 2012. THA reviewed the proposed HUD standard metrics to see which best apply for this activity. THA found one metric (Residents able to move to a better unit) that matched to this activity and added it. Some of the metrics that do not comply with the proposed standard metrics were removed. THA has chosen to leave the metrics on underutilized units returned to the stock and the number of households receiving a voucher instead of being transferred to a PH unit. THA expects to issue more vouchers in 2013 which will allow the agency to meet its benchmark of 25 households served with a voucher off the transfer list. THA also expects the outcomes for the other two metrics to continue to be met in future years.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Number of households able to move to a better unit as result of the activity	0 households transferred	25 transferred	32 transferred	Yes

Table 17: Transfer Metrics

**Discussion of Benchmarks:** THA changed the metrics to match with HUD’s proposed standard metrics. The new benchmark for “number of households able to move to a better unit” is based on the number of households who transfer to a new unit including over housed, under housed, emergency transfers and reasonable accommodations.

**Revisions to Benchmarks or Metrics: THA has made the following changes:**

- Added “number of households moving to a better unit as a metrics”.
- Deleted the metric for “annual number of housing transfers due to bedroom size or accessibility issues”.
- Deleted the metric for “number of days between approval of reasonable accommodation due to bedroom size and transfer to available unit (voucher)”.
- Deleted the metric for “number of days between approval of reasonable accommodation due to bedroom size and transfer to available unit (PH)”.
- Deleted number of underutilized housing units returned to the housing stock.
- Deleted number of households who receive a voucher instead of being transferred to a PH unit.

**Changes to Data Collection Methodology:** THA is using a transfer spreadsheet to collect data on all of these activities. The final numbers will be stored in a scorecard.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C Section D.1.e and D.7

## **5. LOCAL POLICIES FOR FIXED INCOME HOUSEHOLDS**

### **Impact of Activity:**

THA implemented its rent reform activity in 2012. A full description of the re-proposed rent reform activity can be read in the 2013 MTW plan. In the 2013 MTW plan, THA proposed to change the recertification cycle for fixed income households to a triennial schedule. THA went through a optimization project at the end of 2012 and has successfully re-distributed recertification dates for all fixed income households over three years which has resulted in an even amount of fixed income recertifications from month to month. To successfully implement triennials, THA has had to replace the HUD form 9986 with a local THA general release that allows for longer periods of time.

THA updated the metrics for this activity in the 2013 MTW plan to match the proposed HUD standard metrics. Because THA implemented triennials effective in 2013, the agency did not see the cost savings in FY2012. THA expects to meet the benchmark by the 2013 MTW Report.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Dollars saved as a result of triennial recertifications (\$)	\$21,438 spent (\$0 dollars saved baseline)	\$14,291 saved	\$0 saved	No
Hours saved by going to a triennial recertification schedule (\$)	1051 hours spent (0 hours saved baseline)	701 hours saved	0 hours saved	No
Decrease in unit cost (postage) related to mailing recertification documents (Section 8 only)	\$1,111 spent (\$0 saved baseline)	\$370 saved	\$0 saved	No

Table 18: Fixed Income Metrics

**Hardships:** Hardship numbers in 2012.

- Hardships Requested: 2
- Hardships Granted: 2
- Open Hardships: 1
- Closed Hardship: 1

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THA did not see many hardships in the fixed income group in 2012. The minimum rent in this group is \$25 and will not increase.

**Discussion of Benchmarks:** THA anticipates that in plan year 2013 it will meet benchmarks outlined in the metrics. In 2013, only 1/3 of the MTW fixed income households will receive a recertification allowing THA to realize the staff time savings. The benchmarks were updated after updating the baselines using the 2012 numbers. This was done because THA choose to use the HUD standard metrics.

**Revisions to Benchmarks or Metrics:** THA used the 2013 plan to change the metrics to match the proposed HUD standard metrics. THA updated the baselines and benchmarks using the 2012 numbers.

- Deleted annual Section 8 subsidy for elderly/disabled households.
- Deleted annual Public Housing rent roll for elderly/disabled households.
- Deleted annual staff time in hours required to process public housing elderly/disabled recertifications.
- Deleted annual staff time in hours required to process Section 8 elderly/disabled recertifications.
- Added hours saved as a result of triennial recertifications.
- Added dollars saved as a result of triennial recertifications.

**Changes to Data Collection Methodology:** THA is using a scorecard to track and store the final numbers for this activity. Internal reports and communications will be stored within the scorecard or have the location of the report or numbers within the scorecard. THA has worked through the numbers to show the baseline number of hours and dollars spent. The current hours spent is using an updated post MTW implementation staff time survey that reflects the reduced number of minutes it takes to complete an elderly disabled review.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section C(4) and D.1.4

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

**Impact of Activity** THA implemented most parts of the rent reform activity in 2012. The only portion of this activity not implemented was the biennial recertification schedule. THA went through a optimization project at the end of 2012 which has split the work-able population into two waves over 2013 and 2014. Because of that change, THA believes it should meet its benchmarks on dollars saved as a result of biennial recertifications and dollars saved in the 2013 MTW report. To successfully implement biennials, THA has had to replace the HUD form 9986 with a local THA general release that allows for longer periods of time.

Unit of Measurement	Baseline 2012	Benchmark	Outcome	Benchmarks Achieved?
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Average earned income of households as a result of tiered rent with minimum rents	\$12,372	5% increase annually	\$12,372	No
Dollars saved as a result of biennial recertifications	\$56,202 spent (\$0 saved baseline)	\$28,101 saved (50%) reduction	\$0 saved	No
Staff hours saved as a result of biennial recertifications	2755 hours spent (0 hours saved baseline)	1378 hours saved (50%) reduction	0 hours saved	No
Decrease in per unit cost to operate a unit as result of minimum rent increase	\$641 per unit cost	\$5 per unit decrease	\$0 per unit decrease	No

Table 19: Workable Metrics

**Hardships:** Hardship Numbers for 2012

Total Hardship Requests: 11

Total Hardships Approved: 11

Closed Hardships: 7

Open Hardships: 4

THA anticipated more hardship requests. Staff feedback was that work-able non-working households were willing to pay the minimum rents even if they qualified for the hardship. THA has increased the minimum rents for work-able households in 2013. THA has paired all work-able households with community services and will continue to do so.

**Discussion of Benchmarks:** THA anticipates that in plan year 2013 it will meet benchmarks regarding dollars and hours saved because of biennial recertifications. THA has updated the numbers after doing more data analysis about the baseline numbers and re-setting those using 2012 numbers. The overall benchmark is still a 50% reduction in hours and dollars spent on annual reviews.

**Revisions to Benchmarks or Metrics:** THA used the 2013 plan to change the metrics to the proposed HUD standard metrics. THA has updated baseline numbers based on more research into the data. THA is using the 2012 numbers for the baseline. The overall benchmark is still a 50% reduction.

- Deleted annual Section 8 subsidy for work-able households.
- Deleted Annual public housing rent rolls for work-able households.
- Deleted percentage of Section 8 work-able households with gross income <\$5,000.
- Deleted percentage of Section 8 work-able households with gross income <\$5,000.
- Added hours saved as a result of biennial recertifications.
- Added dollars saved as a result of biennial recertifications.

- Added average earned income of households as a result of tiered rent with minimum rents.
- Added decrease in per unit cost to operate a unit as a result of minimum rent increases.

**Changes to Data Collection Methodology:** No changes were made to the data collection methodology.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section C (4) ,C.11, D.1.c, D.2.a, and D.3.b

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

**Impact of Activity:** THA received permission to implement several policy changes that would reduce the agency’s administrative burden. Part of this activity included allowing tenants to self-certify assets valued at less than \$25,000 and eliminate EID. Staff time interviews have shown that this activity has saved more time than originally anticipated. Staff is verifying less asset income and it is taking less time to process each one.

Metric	Baseline 2010	Benchmark	Outcome	Benchmark Achieved
Hours saved in processing asset income for recertifications	967 hours spent (0) hours saved baseline	500 hours saved	658 hours saved	Yes
Dollars saved (staff time) because of reduction in asset income verification	\$19,726 spent(\$0 saved baseline)	\$10,400 saved	\$13,416 saved	Yes
Number of Households with the Earned Income Disallowance (EID)	12 households with EID	6 households with EID	0 households with EID	Yes

Table 20: Income and Asset Metrics

**Hardships:** No hardships were requested in the 2012 because of this activity. All hardships requested were a result of a recertification.

**Discussion of Benchmarks:** THA has adopted the proposed HUD standard metrics for this activity. Because of that, hours spent has been changed to hours saved. THA has found that the hours and dollars saved have greatly increased over what was originally thought. Staff interviews have shown that the average time to process asset income has gone from 25 minutes down to 10 minutes. In addition, staff reported that they were processing 20% less asset income after the implementation of the MTW activity. The overall reduction in the number of asset incomes being verified in addition to the reduction of time it takes led to a much greater savings than

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anticipated. THA will monitor these numbers in all future reports and update staff time surveys to see if these numbers hold consistent in future years.

**Revisions to Benchmarks or Metrics:** THA has switched the metrics to follow HUD's proposed standard metrics. THA changed the benchmarks for dollars saved and hours saved after realizing the activity has a larger impact than originally forecasted.

- Changed staff time spent on processing asset income to hours saved.
- Added dollars saved because of reduction in processing asset income.
- THA has left number of households with EID but is open to removing it based on HUD recommendations.

**Changes to Data Collection Methodology:** THA is using staff time surveys to for tracking the time spent on these activities. The hours spent is multiplied by the average hourly rate of a L&O (housing specialist.) This information is being stored in the designated scorecard for the activity. Any updates to staff time surveys will either be stored in the scorecard or a corresponding report that links to the scorecard.

**Changes to Authorization Used:** No changes

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section BC.4, C.11, D.1.c, D.2.a, D.3.a, and D.3.b.

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

**Impact of Activity:** Under the original local interim policy, THA processes interim requests due to reported decreases of income only if the family's rent portion decreases 10 percent or more. Additionally, THA must anticipate that the decrease of income will last more than 90 days. THA re-proposed this activity in the 2013 plan. In that plan, THA has changed the decrease percentage to 20%. More details can be found in THA's 2013 MTW plan. THA has found this activity to be successful in reducing the total number of interims the agency processes each year. However; THA did not reach the goal of a 30% reduction in the number of interims being processed. THA believes the changes made in the 2013 plan will allow the agency to meet the goal. THA has re-visited the original baseline and benchmarks and have updated them below. A further discussion of why they were changed is discussed below. While the total number of interims processed has decreased, THA has found that each change of circumstance form still requires some type of action. THA will use the first part of 2013 to see if a process improvement project can cut the amount of time spent on changes of circumstances further. THA will also revisit the time spent on an interim to determine if the time researching a change of circumstance cuts into the overall savings of processing fewer interims in total. Anyone who has an interim has the increased minimum rent applied to their household. If the household qualifies for a hardship because of the minimum rent, THA will offer it to them.

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved
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Hours saved as a result of interim activity	1635 hours spent (0 hours saved baseline)	490 hours saved	342 hours saved	No
Dollars saved as a result of activity	\$33,354 spent(\$0 saved baseline)	\$10,006 saved	\$6,977 saved	No

Table 21: Interim Metrics

**Hardships:** No hardships were requested in the 2012 because of this activity. All hardships requested were a result of a recertification.

**Discussion of Benchmarks:** Since implementing this activity, THA has hired a technical writer who has an expertise in data mining. A new report has shown that the baseline number of interims processed in 2010 was 1635. THA wanted a 30% reduction in interims so the benchmark was adjusted accordingly. In addition, the dollars saved was adjusted accordingly in both the baseline and benchmark. The reports are created using Crystal Reports pulling data out of the VisualHomes housing software program.

**Revisions to Benchmarks or Metrics:** THA changed the metrics in the 2013 MTW plan to match the proposed HUD standard metrics. As mentioned above, the benchmarks and baselines were corrected with more accurate information.

- Deleted annual number of decreases in income interims conducted.
- Deleted staff time in hours required to process decreases in income interims.
- Added hours saved as a result of interim activity.
- Added dollars saved as a result of interim activity.

**Changes to Data Collection Methodology:** THA is using Crystal Reports to extract the information from VisualHomes. The information is being tracked quarterly in a scorecard.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, C.4, C.1.1,D.1.c, D.2.a, D.3.a and D.3.b

## 9. MODIFIED HOUSING CHOICE VOUCHER INSPECTION PROCESS (HCV)

**Impact of Activity:** THA has not exercised this activity because of changes to the City of Tacoma's inspection code. THA is still training staff on the new code. THA is still interested in implementing biennial inspections in the near future. Management anticipates implementing some biennial inspections in late 2013 or early 2014 once staff is comfortable with the new changes and all of the units have been inspected using the new code.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved
Annual number of HCV Inspections	4477 inspections	4029 inspections	4477	Pending
Hours saved as a result of new inspection process	3358 hours spent or (0 baseline hours saved)	337 hours saved	0 hours saved	Pending
Dollars saved as a result of new inspection process	\$69,841 spent or (\$0 saved baseline)	\$6,984 saved	\$0 dollars saved	Pending

Table 22: Inspection Metrics

**Discussion of Benchmarks:** THA has adopted the proposed standard metrics for this activity. Because of the changes, THA has set the baseline to 2012. After reviewing data, THA has determined a more accurate count of the number of annual inspections has to take into account initial inspections and annual inspections. Those changes are reflected above in the baseline numbers and the benchmarks. The benchmarks are set on a 10% reduction in the overall number of annual and initial inspections by the end of 2014. THA will still report on the all of these metrics in every MTW report.

**Revisions to Benchmarks or Metrics:** THA has changed the metrics to match with HUD's proposed standard metrics. The baseline and benchmarks have been re-set using 2012 numbers.

- THA has deleted annual staff time spent on inspections and replaced it with hours saved.
- THA has added dollars saved as a result of new inspection process.

**Changes to Data Collection Methodology:** THA will use internal reports to gather the total number of annual and initial inspections each year. The hour totals come from a staff time survey that will be updated periodically. The dollar amounts come from HR and will be updated periodically.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section D.5.

## 10. SPECIAL PROGRAM VOUCHERS

**Impact of Activity:** THA received authorization from HUD to establish a voucher program that would allow it to award vouchers to service partners for special purposes or special programs. THA did find partners at the end of 2012 but had not implemented the activity. THA will work with the local community college in 2013 on a local program that will provide vouchers for income students seeking to finish their education. This program is dependent on HUD funding levels. If sequestration takes effect, this program may not be started in 2013.

Metric	Baseline 2012	Benchmark	Outcome	Benchmark Met
Dollars Leveraged because of activity	0 leveraged	\$5,000 leveraged	\$0 leveraged	Pending
Number of households receiving services aimed at increasing self-sufficiency	0 households receiving services	15 households receiving services	0 households receiving services	Pending

Table 23: Special Program Metrics

**Discussion of Benchmarks:** THA did not meet the benchmarks because no special program vouchers were awarded in 2012.

**Revisions to Benchmarks or Metrics:** THA has changed the metrics to match with HUD's proposed standard metrics.

- Deleted percentage of households with special program vouchers who remain in good standing after 1 year of occupancy.
- Deleted percentage of households with special program vouchers who receive case management services.
- Deleted percentage of households with special program vouchers who increase their income.
- Deleted percentage of households with special program vouchers who stay in place for 12 months or more.
- Added dollars leveraged because of activity.
- Added number of households receiving services aimed at increasing self sufficiency.

**Changes to Data Collection Methodology:** THA will use reports from partner agencies to collect the data for this activity. The data will be stored in a scorecard that ties to the reports from partner agencies.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section B.2, B.4, D.1, D.2, D.3 and D.4

## 11. SIMPLIFIED UTILITY ALLOWANCE

**Impact of Activity:** HUD approved this activity which allows THA to streamline the utility allowance (UA) credit given, and cut back on administrative errors. THA implemented this simplified UA in November of 2011. Staff and residents warmly greeted this activity. It has made explanation of the UA much simpler and cut back on the amount of time staff uses to process the UA's.

Metrics	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
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Staff Hours Saved because of simplified UA structure	333 hours spent (0 hours saved baseline)	166.5 hours saved	200 hours saved	Yes
Dollars Saved because of simplified UA structure.	\$6793 spent (\$0 saved baseline)	\$3,396 dollars saved	\$4,074 saved	Yes

Table 24: Utility Allowance Metrics

**Hardships:** No hardships were requested in the 2012 plan year specifically because of this activity. THA has created a hardship tracking database that allows us to track all hardships and dates started and expired.

**Discussion of Benchmarks:** THA changed the benchmarks to hours saved and dollars saved. This was meant to match with HUD's proposed standard metrics.

**Revisions to Benchmarks or Metrics:** THA has changed the first metric from hours spent to hours saved. THA also added dollars saved to match with HUD's standard metrics.

**Changes to Data Collection Methodology:** THA is using a scorecard to track and collect information. THA has used staff time surveys to assign a time value to this activity and HR data to assign a dollar figure. In the future, THA will update the staff time by surveying staff and update the dollar figure by getting data from HR.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** MTW Agreement Attachment C, Section C.11 and D.2.a

## 12. LOCAL PORT OUT POLICY

**Impact of Activity:** THA implemented the activity in 2012 and has seen the monthly number of port outs decrease. The decrease combined with the attrition that comes with absorbing and households leaving the program have led to THA reaching its goal

Metrics	Baseline 2011	Benchmark	Outcome	Benchmark Achieved?
Total number of port outs	260 port outs	156 port outs	155 port outs	Yes
Staff hours saved due to port policy	325 hours spent (0 hours saved baseline)	130 hours saved	131.25 hours saved	Yes
Staff dollars saved due to port	\$6633	\$2653	\$2679	Yes

policy	spent (\$0 saved baseline)	saved	saved	
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Table 25: Port Out Metrics

**Discussion of Benchmarks:** THA met these benchmarks in 2012. THA was helped in this goal by neighboring housing authorities absorbing vouchers in addition to the decrease of monthly port outs.

**Revisions to Benchmarks or Metrics:** THA added dollars and hours saved to match with HUD's standard metrics.

**Changes to Data Collection Methodology:** THA is using a scorecard to track and collect information. The scorecard uses data from staff time surveys and HR to assign a dollar and hour amount to the time it takes to process port outs. The Scorecard ties directly to an internal report about the number of port outs pulled from THA's housing software.

**Changes to Authorization Used:** No changes were made to the authorizations used to implement the initiative.

**Description of Authorization or Regulation Waived:** This proposal is authorized in Attachment C, Heading D. (1g.), allowing the Agency to establish its own portability policies with other MTW and non-MTW housing authorities.

## Section VII: Sources and Uses of Funding

A. Below is a table detailing the planned versus actual sources and uses MTW funds:

As an MTW Block Grant agency, THA combines all Public Housing Operations, Capital Fund, and Section 8 program resources into a single fund with full funding flexibility. The information below compares anticipated Sources and Uses of Funds shown in THA's FY 2012 MTW Annual Plan with actual expenditures for the period January 1, 2012 through December 31, 2012.

Table 26: Sources

Sources of MTW funds (from our budget)	Planned Amount	Actual Amount
HCV Housing Assistance Payments	\$30,783,000	32,132,000
HCV Administrative Fee	\$1,917,000	\$2,436,000
Public Housing subsidy	\$1,696,000	\$1,920,000
Public Housing rental income	\$1,587,000	\$1,504,000
Public Housing non-rental income	\$45,000	\$31,000
Public Housing Capital Fund (including RHF funds)	\$6,903,000	\$2,368,000
Interest income	\$43,000	\$68,000
Management Fee Income	\$2,826,000	\$2,907,000
Other Revenue Sources		
Section 8 Port in Admin Fees Earned	\$12,000	\$43,000
Section 8 Fraud Recovery	\$35,000	\$92,000
Other Revenue – PH Projects	\$29,000	\$32,000
Community Services	\$45,000	\$48,000
Reserve Appropriations to cover PH Recapture	\$356,000	\$0
MTW Reserves	\$542,000	\$0
<i>Total Sources</i>	<i>\$46,819,000</i>	<i>\$43,579,000</i>

Uses of MTW funds	Planned Amount	Actual Amount
HCV Housing Assistance Payments	\$29,103,000	\$28,022,000
Program administration	\$7,720,000	\$8,077,000
Utilities	\$615,000	\$621,000
Maintenance	\$1,241,000	\$1,175,000
Resident Service activities	\$440,700	\$462,000
Housing Related Capital Expenditures	5,479,000	\$1,886,000
Relocation for Hillside Terrace Redevelopment	\$394,300	\$155,000
RHF Bond Payments	\$450,000	\$444,000
Subsidy payments to Tax Credit Properties	\$666,000	\$715,000
Portability Out Admin Fee	\$94,000	\$121,000
Insurance	\$143,000	\$125,000
Security	\$148,000	\$159,000
Structural Changes – THA Admin Building	\$300,000	\$430,000
Other miscellaneous operation	\$25,000	\$7,000
Payment in Lieu of Taxes	-	\$14,000
Collection Losses	-	\$44,000
Information Technology Equipment/Upgrade	-	\$38,000
Vehicle Replacement	-	\$94,000
MTW Reserves	-	\$990,000
<i>Total Uses</i>	<i>\$46,819,000</i>	<i>\$43,579,000</i>

Table 27: Uses of Funds

<b>Sources of Federal Non-MTW Funds (FY 2012)</b>	<b>Planned</b>	<b>Actual</b>
FUP Vouchers	\$520,200	\$241,500
VASH Vouchers	\$651,500	\$0
NED Vouchers	\$562,100	\$0
FUP/VASH Admin Fees	\$112,500	\$122,800
Moderate Rehab HAP	\$291,500	\$300,200
Moderate Rehab Program Administrative Fees earned	\$34,100	\$66,900
HUD Grants - ROSS	\$183,700	\$98,200
HUD Grant - FSS	\$138,000	\$66,600
<i>Total Sources</i>	<i>\$2,493,600</i>	<i>\$896,200</i>
<b>Uses of Federal Non-MTW Funds</b>		
FUP Vouchers	\$520,200	\$391,100
VASH Vouchers	\$651,500	\$508,600
NED Vouchers	\$562,100	\$442,100
FUP/VASH Admin Fees	\$112,500	\$124,400
Moderate Rehab HAP	\$291,500	\$300,200
Moderate Rehab Program Administrative Fees earned	\$34,100	\$66,900
Resident Service Activities	\$321,700	\$164,800
<i>Total Uses</i>	<i>\$2,493,600</i>	<i>\$1,998,100</i>

THA develops its MTW plan budget for the following year concurrently with the Agency's annual budget preparation. As the Agency wide budget is not approved by the board until December, with the MTW plan budget being submitted in October, there are definite variations from the budget for the MTW and the finalized annual budget approved by the board. The agency also conducts a mid-year budget review and makes additional modifications at that time. In developing the budget, the Agency used conservative estimates for the Federal funding portion of the budget. For 2012, THA used the House version of proposed funding for the different Programs (Section 8 HAP and admin Fees, Public Housing subsidy) available at the time this budget was prepared. The majority of the variance in those areas of funding are due to conservative budgeting. An additional factor in the funding for Housing Assistance Payments is that the time the MTW budget was created; the belief was that Tenant Protection Vouchers would not be included in MTW funding. By the time 2012 reporting was due, that philosophy had changed, and the 150 units for Life Manor were included in the financial information. In the following, THA has identified other sources of major variances of planned vs. actual.

- The Public Housing Capital Fund line item(s) reflects estimated utilization of the grants that the agency has in place. Also, in 2012, THA was able to utilize the Replacement Housing Fund for development of Affordable Housing purposes. In both the income and expense side, there was a substantial difference. The MTW plan budget included the CFCF grant in the amount of \$1.8 million. This is not an MTW grant, so it was not included in the actual amounts in the report. Approximately \$1 million was budgeted for the Hillside

redevelopment in the MTW budget, which was expended. \$800K was budgeted for renovation of our Dixon Village PH property. This project was not renovated in 2012, thus no CFP funds were used. The budget included approximately \$1.25 million of MTW (CFP) funds to renovate our Stewart Court project, which is a bond financed affordable housing development THA owns. As we are still determining both the scope of the work, and what should be done with the property, none of these funds were used in 2012 either. Originally, we had budgeted \$395K for relocation of Hillside Terrace tenants. \$184K was to come from CBDG, which reduced the funding needed from the CFP grant. In the Uses section of the report, it indicates only \$155K was expended from CFP for relocation purposes in 2012.

- For Other Revenue Sources, for Port in Admin Fees, THA underestimated the number of port in vouchers. For the Section 8 Fraud recovery area, THA was much more successful in collections than anticipated.
- The original MTW plan indicated THA would use \$356K to fund the shortfall in the agency's Public Housing program due to the anticipated pro-ration of Subsidy. THA received more funds from HUD than initially planned, and the agency did not have to pull from reserves. THA also anticipated the need to pull from MTW reserves to cover expenditures above income received. The income received allowed THA to not dip into reserves.
- Focusing on MTW Uses, the first category is the HCV Housing Assistance Payments. 2012 was the first year where both the full effect of Occupancy standard changes, and the \$25 minimum rent took effect. Their budget was based on these anticipated changes. The occupancy was in line with budget projections, but the average HAP was approximately \$30 less per unit month than budget. The difference in average rent was the major difference between planned and actual amounts.
- The Capital Expenditures difference is explained above in the income portion.
- The cost for structural changes for the THA administration building was higher than budgeted. An increase to the budget was approved by THA's Board of Commissioners to accomplish an additional scope of work than first envisioned.
- The MTW Budget submission did not include either our PILOT or Collection Loss areas. I have separated these amounts from the miscellaneous operations category and reported the actual expenditures.
- In the area of capital equipment expenditures, THA purchased IT equipment, and upgraded servers. THA also started replacing some of the agency's aging vehicle fleet. Neither of these items were budgeted at the time the MTW plan was prepared.

B. Below is a table outlining the planned vs. actual uses of State and Local funds

Sources of State/Local Funds	Planned Amount	Actual Amount
Tenant Based Rental Assistance (TBRA)	\$74,250	\$5,940

Washington State and City funds for Community Service Activities	\$216,000	\$148,000
State/Local funds to assist in redeveloping Hillside Terrace	\$1,125,000	\$476,900
<b>Total Sources</b>	<b>\$1,415,250</b>	<b>\$795,840</b>

<b>Uses of State/Local funds</b>	<b>Planned Amount</b>	<b>Actual Amount</b>
TBRA HAP	\$67,500	\$5,400
TRBA Admin Fees	\$6,750	\$540
Washington State and City funded Community Service Activities	\$216,000	\$148,000
State/Local funds to assist in redeveloping Hillside Terrace	\$1,125,000	\$476,900
<b>Total Uses</b>	<b>\$1,425,250</b>	<b>\$795,840</b>

Table 28: Sources and Uses State/Local

C. Planned Sources and Uses Of Program Support Center (PRIOR COCC)

<b>Sources of Program Support Center Funds</b>	<b>Planned Amount</b>	<b>Actual Amount</b>
Management Fee Income	\$2,961,600	\$3,021,100
Capital Fund Program	\$695,600	\$148,000
Investment Income - Operating	\$48,000	\$9,900
Other income	\$43,000	\$37,600
<b>Total Sources</b>	<b>\$3,748,200</b>	<b>\$3,216,600</b>
<b>Uses of Program Support Center</b>	<b>Planned Amount</b>	<b>Actual Amount</b>
Administrative salaries & benefits	\$2,923,400	\$2,875,900
Management Fees	\$162,000	\$162,000
Other administrative expenses	\$751,600	\$664,700
Tenant Service Expenses	\$52,300	\$34,400
Utilities	\$33,100	37,900
Maintenance/Facility expenses	\$134,600	\$108,300
Insurance	\$37,800	\$20,700
<b>Total Uses</b>	<b>\$4,094,800</b>	<b>\$3,923,900</b>

Table 29: Sources and Uses of Program Support

D. Changes In Cost Allocations From 1937 Regulations

Effective with the 2011 plan, THA no longer allocates indirect costs to either the programs or properties. Expenses that are not associated with a specific fund is charged to the agency's Program Support Center, which allocates administrative and overhead costs to a Support Center either within the MTW area, Business activities area, or to centralized Community Services fund. Fees were then charged out according to the 2012 Local Asset Management Plan as outlined in Appendix II of our 2012 MTW Plan. It has helped the program areas manage their programs by knowing what charges are applicable to their property/program, and what fees they are paying. It also allows the administrative area to determine if it is covering its costs.

E. List or describe planned vs. actual use of single fund flexibility

Planned	Actual
<p>THA will make 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 elderly/disabled such as the elderly and disabled, and to relieve families from some of the more burdensome requirements of annual certification.</p>	<p>THA has implemented rent reform activities including processes that are less intrusive on families. Unless HUD requires it, THA will no longer list this in the THA plan or report as it has no bearing on the use of single fund flexibility.</p>
<p>THA will focus on housing, employment-related services, and other case management activities that will move families towards self-sufficiency.</p>	<p>THA has used MTW funds to fund our community services department. The department includes employment services, and self-sufficiency caseworkers.</p>
<p>THA will consider funding and developing a resident training program, through which residents would engage in training activities and take an assessment at the end of each activity. If the resident completes the training and passes each phase, THA would then assign them to appropriate tasks within the agency based on skills they obtained utilizing MTW funds.</p>	<p>THA has not implemented this activity.</p>
<p>THA will continue the planning efforts for its Education program. THA will provide 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 out-comes, add stability to the neighborhood, and create a better learning environment for the community as a whole.</p>	<p>THA has implemented this activity and a full report can be found in metric Section VI metric 2.</p>
<p>THA will adjust 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.</p>	<p>THA has made technical upgrades to support its MTW rent reform activities. This has included a new MTW add-on program created to work with our existing housing software VisualHomes. In addition, upgrades to VisualHomes were necessary for the rent reform to be implemented successfully.</p>

Planned	Actual
<p>THA will analyze its administrative overhead and charge expenses directly to the programs whenever possible. The agency will charge administrative or 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.</p>	<p>THA implemented this.</p>
<p>Even though not specifically identified in the plan, THA will investigate MTW's flexibility in the acquisition, new construction, reconstruction or moderate to substantial rehabilitation of housing. THA will do this in strict accordance with its mission, and the objectives of the MTW demonstration.</p>	<p>THA has investigated opportunities to use single fund flexibility for housing development. THA had a Local Blended Subsidy activity approved in its 2012 plan and is investigating it as a use. THA adopted the RHF amendment allowing the agency increased flexibility in spending RHF dollars on affordable housing. THA also wrote a separate activity to activate the single fund flexibility in a 2012 plan amendment.</p>

Table 30: Planned vs. Actual Single Fund

- F. Optional – List planned versus actual reserve balances at the end of the plan year. **THA chooses not to provide this optional information.**
- G. Optional – In plan appendix, provide planned versus actual sources and use by AMP. **THA chooses not to provide this optional information.**

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### **Section VIII: Administrative**

- A. Description of progress on the correction or elimination of observed deficiencies cited in monitoring visits, physical inspections, or other oversight and monitoring mechanisms, if applicable. **N/A**
- B. Results of latest Agency-directed evaluations of the demonstration, as applicable. **THA is using the MTW Annual Report to evaluate the demonstration. THA is also developing an internal dashboard to monitor the progress of its MTW activities.**
- C. Performance and Evaluation Report for Capital Fund activities not included in the MTW Block Grant, as an attachment to the Report. **N/A**
- D. Certification that the agency has met the three statutory requirements of the program: **(See following page)**

\*\*\*\*\*

On behalf of the Tacoma Housing Authority, I certify that that the agency has met the 3 statutory requirements of the MTW program in fiscal year 2012.

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

- 1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income 50% AMI and below families;

Certification of Statutory Compliance <b>2011</b>			Certification of Statutory Compliance <b>2012</b>		
Family Size	50% AMI and Below	Above 50% AMI	Family Size	50% AMI and Below	50% AMI and Above
1	98%	2%	1	98%	2%
2	95%	5%	2	96%	4%
3	92%	8%	3	95%	5%
4	93%	7%	4	94%	6%
5	93%	7%	5	95%	5%
6	96%	4%	6	97%	3%
7	97%	3%	7	96%	4%
8+	93%	7%	8+	91%	9%

Table 31: 50% Certification

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

Program	Moving to Work Baseline (Updated 2013)	2011 Households Served	2012 Households Served
Public Housing	904 <sup>1</sup>	904	870
Section 8	3,696 <sup>2</sup>	3448	3552
Totals	4,600	4,352	4422 <sup>3</sup>

Table 32: Certification on Assisting Households

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

Persons in Household	MTW Household Breakdown							Total
	1	2	3	4	5	6	7+	
Pre-MTW	36%	21%	18%	12%	7%	3%	2%	100%
2011	42%	20%	16%	10%	7%	3%	3%	100%
2012	41%	20%	16%	10%	8%	3%	2%	100%

Table 33: Certification on Serving Comparable Mix

\_\_\_\_\_  
Michael Mirra  
Executive Director

\_\_\_\_\_  
Date

<sup>1</sup> 104 units of public housing at Hillside Terrace had residents relocated in 2012. The baseline was not adjusted downwards for 2012 because demolition did not take place.

<sup>2</sup> THA has added two new increments of TPV vouchers to the baseline. 98 TPV's were awarded in July 2012 and 5 additional TPV's were awarded in October of 2012.

<sup>3</sup> THA received 103 TPV vouchers between July and October 2012. Those numbers skew the leasing numbers in Section 8 because of the award dates.