

Housing Authority of Champaign County

The Housing Authority of Champaign County (HACC) administers 443 Public Housing Units and 1,538 Housing Choice Vouchers. The percentage of extremely low income (ELI) residents in public housing is 90%. HACC plans to serve an additional 95 families in the Public housing program and an additional 83 families through the HCV Program.

HACC has three goals for its MTW Demonstration: Streamline business processes and utilize new technologies to increase efficiency, provide incentives for families to actively seek financial independence and transition from housing subsidy dependence and create new affordable housing opportunities for low and moderate income residents.

HACC proposes 10 new activities with the main goal of providing incentives for families to move toward self-sufficiency. The Agency will create a *Single Fund Budget, Bi-Annual Recertifications* and *Streamlined Inspections* to reduce costs and achieve greater cost effectiveness. An individualized *Mandatory Self-Sufficiency Program* and *Employment Requirements* are planned to position residents toward achievable levels of self-sufficiency. *Minimum Rents by Bedroom Size* and *Tiered Flat Rents* will be aspects of a reasonable rent policy. A *Local Homeownership Program* will be established as a final goal once residents have achieved self-sufficiency. Finally, housing choice will be expanded through a *Local Project Based Assistance Program* and by modifying the *Definition of Elderly*.

Notable Proposed MTW Initiatives

Mandatory Self-Sufficiency Program – This program includes mandatory participation for household members ages 18 and older plus educational requirements for household members ages 5-18. The goal is for each adult to achieve employment at an appropriate skill level. An incentive payment will be provided for successful completion of these requirements on a yearly basis. This payment will be a flat fee equivalent to 50% of the difference between the rent paid by the family prior to execution of their self-sufficiency plan and the rent paid by the end of year two. The payments will accumulate over the tenure of the self-sufficiency program and will become available to the family for use in the purchase of a homeownership unit and for other purposes upon completion of the 5-year program or when exiting the program in good standing.

Employment Requirements – All qualifying residents 18 and over will be required to work at least 20 hours a week or be enrolled full-time in a training/educational program. This will be enforced once an individual mandatory self-sufficiency program is created for each resident.

Local Homeownership Program – This includes credit repair, pre-purchase and post-purchase counseling. The program will provide a flat cash incentive of \$250 per month for the first year and \$150 for the second year of homeownership. HACC will also provide a guarantee for an additional three years of payments if the family meets unexpected circumstances.

Minimum Rents by Bedroom Size - These will be flat minimum rents, implemented over a 2-year period with no utility allowance. These rents will be applicable to all new residents upon approval of the Standard Agreement. Existing residents will pay 50% of the new minimum rent upon second annual recertification after adoption and will pay 100% after the third recertification. A tiered rent will also be instituted and households will also be required to pay the higher of the minimum rent for the bedroom size or the tiered flat rent.

Significant Partnerships

University of Illinois, Health and Consumer Economics Department – Through this partnership HACC will establish various control groups of residents classified by the activities and estimated timeframes to complete individual self-sufficiency plans. The University of Illinois will conduct initial baselines and subsequent annual evaluations of families including key personal development factors to measure initial levels and annual changes in personal development factors.

Illinois WorkNet Champaign (IWNC) – IWNC will provide a critical job link to HACC residents through administration of employment and job training programs. HACC and IWNC have entered in to an agreement to create new green employment opportunities and expand other job opportunities for public housing residents.

The Mental Health Center of Champaign County – HACC has an agreement in place with the Center to provide an individualized course of action to address mental and behavioral issues that may impede a resident's path to independence and self-sufficiency.

The School District of Urbana and Champaign - This partnership includes information exchanges regarding truancy and transportation. The School Districts also provide additional support for students with special needs and after school tutoring.

Tacoma Housing Authority

The Tacoma Housing Authority (THA) and its related tax-credit partnerships own 1,225 public housing units and have 3,500 Housing Choice Vouchers (HCV), serving approximately 12,000 residents or 6% of Tacoma's population. THA plans to demolish 104 public housing units and replace them with 127 public housing and project-based voucher units. Disposition is planned for 34 scattered site units with 13 units being sold and the remaining 21 units qualifying for market rate rentals with project-based subsidies.

The Agency owns and manages 265 Family Units, 510 Disabled/Mixed Units and 271 Elderly Units. The HCV Program currently serves 622 Elderly Households, 1,712 Disabled Households and 2,282 Family Households. The percentage of extremely low income (ELI) residents in public housing is 66% with 23% of families served being very low-income (VLI). The Housing Choice Vouchers under contract include 79% ELI and 17% VLI. HACC plans to serve an additional 95 families in the Public Housing Program and an additional 83 families through the HCV Program.

Tacoma Housing Authority has eight strategic objectives designed to achieve the three MTW statutory objectives. These include: housing and real estate development; building strong communities; managing properties in a safe and efficient manner; providing high quality housing and supportive services; becoming a more self-sustaining agency; developing and managing properties in an environmentally responsible manner; providing quality information about housing authority activities and residents served and housing and community development; and creating and maintaining excellent administrative systems with highly qualified staff for effective customer service.

To encourage self-sufficiency THA plans to replace the mandatory earned income disallowance with flexible enrollment in the Family Self-Sufficiency Program, redefine adjusted income and expenses, use agency resources to fund resident training programs, extend allowable tenant absence from units and create a special rental assistance program with McCarver Elementary School and Tacoma Public Schools. Activities planned to increase housing choices include a local project-based voucher program and allowing transfers between public housing and the voucher program. THA plans to reduce costs through triennial recertifications for fixed-income households, institute local verification policies, modify the housing choice voucher inspection process and limit the number of moves for HCV households.

Notable Proposed MTW Initiatives

Creation of a Digital Dashboard – THA intends to design a digital dashboard to track performance measures for its strategic objectives and operations. The performance measures that will be captured include: earned income from different populations, savings rates, educational outcomes, number of households by subpopulations served, metrics for housing stability, per unit cost of operations, per voucher cost of operations, metrics of individual properties and portfolio aggregates. This tool will allow staff to identify the successes and failures for different activities and focus resources where they are needed.

Use Combined MTW Funds to Fund Resident Training Programs – This initiative will require the trainee to engage in training activities and be tested at the end of each activity. If an employee passes each phase they will become a regular THA employee. MTW authority is needed to have the funding

flexibility to train residents for these positions and assign them administrative functions within the agency.

McCarver Elementary School Project: Pilot Housing and Education Program – This initiative aims to stabilize families through a special rental assistance program in partnership with Tacoma Public Schools to assist families at McCarver Elementary School and stabilize student turnover which was 121% for the 2007-2008 school year. Rental assistance will be provided for 50 families for the duration of the school year with the expected outcome of higher student performance. THA will also explore two related initiatives of conditioning assistance on parent's commitment to their children's education and cooperating with the school to provide matching funds to for these types of activities.

Significant Partnerships

Tacoma Housing Authority uses both public and private community partnerships for the full range of its activities. Partnerships include the City of Tacoma, Tacoma Public Schools, Seattle Housing Authority, King County Housing Authority, the Bill and Melinda Gates Foundation, Building Changes, The Helping Hand House, Catholic Community Services, the College Success Foundation and Tacoma 360.

Matching Housing Assistance with Supportive Services – THA matches housing resources with supportive services in a partnership with Helping Hands House.

Project Basing Vouchers to Finance New Construction and Supportive Services – In this initiative, THA partners with Intercommunity Mercy Housing, Tacoma Rescue mission, Harborview Manor and other organizations to finance new housing and make it affordable in the long-term for poor families.

Washington Families Fund program – THA participates in this program with the State of Washington, other local PHAs and service organizations to provide housing and supportive services to homeless families with minor children.

Other Programs – These include the FUP Voucher Program, The MLK Corridor Project, Sound Families and Washington Families Fund Partnership.

Orlando Housing Authority

The Orlando Housing Authority administers 1,495 Public Housing Units, 2,518 Housing Choice Voucher Units and 456 other housing units. OHA has 375 vouchers committed for special programs that will not become MTW vouchers. The Agency plans to project base 45 vouchers. OHA plans to convert 50 one-bedroom units to public housing and has applied for a \$16.5 million Neighborhood Stabilization Program 2 grant to acquire a 188 unit distressed multifamily rental complex. OHA also plans to demolish 207 units and replace them with 112 public housing units and 113 tax credit housing units.

Orlando Housing Agency objectives include plans to increase cost-effectiveness through streamlining, rent simplification and recertification processes and consolidating the public housing and voucher program requirements. OHA will increase self-sufficiency objectives by removing or reducing disincentives to continued employment and improve access to jobs and supportive services through a one-stop self-sufficiency resource center. The Agency plans to an increase of housing choices through MTW resource flexibility, providing counseling and assistance to low-income homeowners in foreclosure, partnering with the Central Florida Commission of Homelessness to provide homeless/transitional housing, providing options for seniors and taking advantage of acquisition and development opportunities in the real estate market.

Notable Proposed MTW Initiatives

Implementation of Self-Sufficiency Rent Floor – OHA plans to phase this in over four years for non-elderly, non-disabled public housing and voucher households.

Consolidation of Housing Choice Voucher and Public Housing Requirements - Both programs would use a single physical standard. Recertification schedules would be scheduled by development location and not according to the date a household originally received assistance. This activity will increase cost effectiveness and free up resources for other MTW activities.

Assistance and Counseling to Households Threatened with Foreclosure - Assistance will be provided for up to six months but not more than a year for homeowners that are newly unemployed or facing temporary hardships/foreclosure. This program is an expansion of a successful program offered in the public housing homeownership program.

Use of Vouchers to Facilitate Assisted Living Opportunities – OHA currently assists a number of elderly individuals and this initiative will give them a greater ability to obtain services by allowing them to expend more than 40% of their incomes for both rent and services to enable access to assisted living facilities.

Significant Partnerships

Evaluation – OHA has partnered with the University of Central Florida's Institute for Social and Behavioral Sciences to conduct a continuing local independent evaluation of its MTW efforts. The ISBS has experience working with the Orlando Housing Authority in evaluating its Hope VI program and ROSS Program.

Self-sufficiency - OHA is partnering with The Department of Children and Families, Circuit Nine to assist families' self-sufficiency efforts as well as keep families together and reunite families when possible. The partnership with Workforce Central Florida provides a one-stop service center for residents

pre-qualified by OHA to access on-line job searches, post resumes and receive career counseling. OHA has partnered with Goodwill Industries of Central Florida to offer employability skills training. Participants will be eligible for Goodwill vouchers that allow recipients to obtain a complete “job interview” outfit. Other partnerships focused on self-sufficiency include The Jobs Partnership of Florida, Frontline Outreach, Community Coordinated Care for Children and the Orange County Health Department.

Housing Choice – OHA is coordinating with the City of Orlando and local housing counseling agencies on foreclosure prevention to reach families that might benefit from interim vouchers and counseling. A partnership with the Central Florida Commission on Homelessness is focused on developing a 50-unit homeless/transitional facility. The City of Orlando, the Florida Housing Finance Corporation and OHA are working to develop 95 units for low-income senior housing on land donated by the city.

Other Partnerships – The Orlando Housing Authority has other partnerships in transportation, energy and education.