

# Housing Authority of the County of Tulare Fiscal Year 2017

## Moving to Work

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## Section I: Introduction

**Background:** The Housing Authority of the County of Tulare (HATC) was established in 1945. It initially sought to provide affordable housing for returning WWII veterans and their families. However, since its establishment, it has incorporated numerous, different programs into its housing portfolio. These programs are funded by various types of agencies that include the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Agriculture (USDA), the Tax Credit Allocation Committee of the State Treasurer's Office (LIHTC), California's Rental Housing Construction Program (RHCP), HOME, City Redevelopment Agencies (RDA) and other local agencies. HATC is also a current participant of the Moving to Work (MTW) Demonstration Program. This demonstration is an effort by HUD to facilitate program innovations that work towards enhancing the efficacy of PHAs. HATC has capitalized on the organizational and procedural flexibilities gained through its participation in the MTW Demonstration Program to become a more effective and efficient agency. Currently, HATC provides affordable and well-maintained rental housing to over 5,000 households throughout Tulare County.

**Mission Statement:** To provide affordable, well-maintained rental housing to qualified low and very low-income families. Priority shall be given to working families, seniors and the disabled. Tenant self-sufficiency and responsibility shall be encouraged. Programs shall be self-supporting to the maximum extent feasible.

Our mission statement was instituted prior to HATC's participation in the MTW Demonstration Program. However, the commencement of the MTW Demonstration Program provided HATC the opportunity to utilize the program flexibilities to provide our families with the necessary tools to establish responsibility and achieve self-sufficiency. Furthermore, the organizational vision of HATC has always worked to achieve administrative efficiency and effectiveness. HATC's mission, vision and strategic objectives are effectively aligned with the three primary MTW Demonstration Program statutory objectives:

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

Since its inclusion in the MTW Demonstration Program on May 1, 1999 HATC has worked to develop and implement policies that further promote the noted MTW Demonstration Program statutory objectives. The cohesiveness of HATC's internal mission, vision and goals, along with the three MTW statutory objectives, has constructed a detailed set of MTW short and long term goals and objectives for our agency. This report spans the 2016 - 2017 fiscal year (July 1, 2016 to June 30, 2017). In this report, we evaluate the progress of our current short and long term goals and objectives. Through the following detailed analysis in this Report, HATC seeks to display the positive outcomes of our MTW Demonstration Program.

## Section I: Introduction

**Short Term Goals:** HATC's 2016-2017 MTW Demonstration Program short term goals and objectives for its employees and its agency include:

1. Reducing cost by achieving greater cost effectiveness in federal expenditures.
2. Increase incentives for families to seek employment, meet educational goals, to participate in job-training programs to achieve economic self-sufficiency, and to decrease incentives for families to underreport income by establishing fixed subsidies and fixed rents.
3. Increase housing choices for program participants.
4. Increase organizational efficiency by improving productivity and work quality through the reduction of calculation errors and unnecessary work volume.

The achievement of these short term goals and objectives was assessed through a set of evaluating HUD Standard Metrics. HATC attained positive statistical outputs in the assessment of all of our short term goals and objectives. HATC will further elaborate on how these goals and objectives were met for this fiscal year in Section VI: Approved MTW Activities of this Report.

**Long Term Goals:** HATC has long worked towards developing and implementing a MTW Demonstration Program that emphasizes organizational efficacy, while establishing incentives for participants to become self-sufficient. Our MTW Demonstration Program is driven by the values outlined in the three primary MTW Demonstration Program statutory objectives. In the long term, our goal is to continue to seek program innovations that will further enhance the completion of these objectives.

HATC continuously works to achieve a MTW Demonstration Program that reduces cost through the streamlining and simplification of operations without jeopardizing program integrity. The data and narratives presented in this Report display the overall success and value of our MTW Demonstration Program. We continue to work with the goal of being an innovative MTW agency; one that demonstrates the value of the MTW Program Demonstration. Our long term goal is to establish a permanent MTW contract with HUD through the consistent achievement of the three MTW Demonstration Program statutory objectives. HATC has met all three of these objectives for this Fiscal Year; the agency continues to work on identifying and implementing new MTW activities that will further enhance our agency's productivity and overall effectiveness. Lastly, HATC executed a new ten year contract extension through 2028.

# Section II: General Housing Authority Operating Information

## II.4.Report.HousingStock

### A. MTW Report: Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year				
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project	
N/A	0	0	N/A	
Anticipated Total Number of New		Actual Total Number of New	Anticipated Total Number of Project-	Anticipated Total Number of
0		0	30	30
			Actual Total Number of Project-Based	Actual Total Number of Project-Based
			30	30

\* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year
There was no changes to the housing stock during the Fiscal Year 2016-2017.

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

General Description of Actual Capital Fund Expenditures During the Plan Year
<p>HATC continued to own and manage 710 Public Housing units. We did not develop additional public-housing units; nor did we remove any units from our inventory. There was a total expenditure of \$1,178,364 in Capital Fund improvements for the Fiscal Year. The noted expenditures covered maintenance and rehabilitation of public-housing units within the following four AMPS: CA030000805 (Dinuba Area), CA030000810 (Tulare Area), CA030000815 (Visalia Area), and CA030000817 (Porterville Area). Capital Fund expenditures in CA030000805 covered the following rehabilitation projects: replacement of stoves and refrigerators, asphalt improvements, fence replacements, and landscaping improvements. Capital Fund expenditures in CA030000810 covered the following rehabilitation projects: flooring replacements, replacement of refrigerators, rehabilitation of interior paint, repair/replacements of ranges, landscaping improvements, improvements of cabinets and countertops, replacement of doors, and Air Conditioning unit improvements. Capital Fund expenditures in CA030000815 facilitated the completion of a large range of capital rehabilitation projects, including roofing replacements, landscaping improvements, carpet replacement along with Air Conditioning and Heating unit improvements. Lastly, Capital Fund expenditures in CA030000817 covered the following capital rehabilitation projects: gutter replacements, improvements of cabinets and countertops, dishwasher replacements, interior and exterior painting, carpet replacement as well as Air Conditioning and Heating unit improvements.</p>

**Table 1**

# Section II: General Housing Authority Operating Information

## Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Housing Program *	Total Units	Overview of the Program
Tax Credit	918	HATC manages an extensive housing stock portfolio of properties that operate under the Tax Credit Allocation Committee of the State Treasurer's office (LIHTC). Although in some instances other funding streams were combined to cover the development costs, the projects were fundamentally financed through the receipt of tax credits. For a detailed list of these projects please see Table 1.
State Funded	84	Please see Table 2
Non-MTW HUD Funded	192	Please see Table 3
Other	1,028	Please refer to Table 4 and Table 5 for a detailed list of the projects.
<b>Total Other Housing Owned and/or Managed</b>	<b>2,222</b>	

\* Select Housing Program from: Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe:

In partnership with Kaweah Management Company (KMC), a non-profit, affordable development company HATC owns/manages several other properties throughout the county funded by various sources. These mixed funding units have developed using a combination of funds that include HOME, RDA tax-increment funding, bonds, HATC MTW program reserve funds and HATC administrative program reserve funds. This category also includes our Farm Labor Housing Stock, which is funded by USDA. Please refer to Table 5 and Table 6 for a detailed list of the projects.

## Section II: General Housing Authority Operating Information

<b>LIHTC STOCK CALIFORNIA TAX CREDIT ALLOCATION FUNDING</b>			
<b>Complex</b>	<b>Location</b>	<b>Year Built/Acquired</b>	<b>No. of Units</b>
Euclid Village	Dinuba	2011	57
Gateway Village	Farmersville	2008	48
Gateway Village II	Farmersville	2009	16
Village Grove	Farmersville	1984/2009	48
Palomar Court	Farmersville	2011	40
Lindsay Senior Apartments	Lindsay	2011	72
Sequoia Villas	Lindsay	2013	19
Poplar Grove	Poplar Grove	2003	50
Sultana Acres	Sultana	1992	36
Cypress Cove	Tulare	1993	52
Tule Vista	Tulare	2011	57
West Trail	Tulare	2011	49
Aspen Court	Tulare	2013	47
Country Manor	Tulare	2013	40
Westport Village	Visalia	1989	25
Fairview Village	Visalia	1994	8
Willowbrook	Visalia	1996	10
Kimball Court	Visalia	2000	95
Court & Paradise	Visalia	1980-2008/2011	20
Parkside Court	Woodlake	2007	24
Newcomb Court	Porterville	2015	80
Belmont	Exeter	2016	25
<b>Total Tax Credit Housing Units</b>			<b>918</b>

**Table 2**

<b>RENTAL HOUSING CONSTRUCTION PROGRAM UNITS STATE OF CALIFORNIA RHCP FUNDING</b>			
<b>Complex</b>	<b>Location</b>	<b>Year Built</b>	<b>No. of Units</b>
Clark Court	Visalia	1983	24
Visalia Garden Villas	Visalia	1987	60
<b>Total State Funded Units</b>			<b>84</b>

## Section II: General Housing Authority Operating Information

**Table 3**

NON-MTW HUD FUNDED			
Complex	Location	Year Built/Acquired	No. of Units
Santa Fe Plaza (Section 8/202)	Porterville	1983	105
La Serena (Section 8 New Construction)	Porterville	1983	65
TMHSA East Tulare Cottages	Visalia	1979/2009	22
Total Non-MTW HUD Funded Units			192

**Non-MTW HUD Funded:** HATC manages by contract two multifamily complexes and one other complex with State funding both owned by separate non-profit boards. One complex, La Serena, provides affordable housing for low-income families, Santa Fe Plaza, provides affordable housing for qualified seniors and East Tulare Cottages is run jointly with the Tulare County mental health department.



# Section II: General Housing Authority Operating Information

**Table 4**

MIXED FUNDING UNITS				
Complex	Location	Year Built/Acquired	No. of Units	Funding Sources
Linmar Apartments	Dinuba	1982-1992	48	USDA
1475 S. College	Dinuba	2015	1	HATC/MTW
Ashland Apartments	Lindsay	1986/2013	10	HOME/RDA Succesor Agency/MTW
Orangewood Apartments	Lindsay	2016	56	HATC/MTW
Lotas & Newcomb	Porterville	2013	11	MTW
North E Street	Tulare	1963/1980	1	HATC Non-Profit
Oakwood	Tulare	2009	20	MTW/Tulare RDA
Tulare NSP	Tulare	2011	5	Tulare RDA/NSP/MTW
1181 E. Cross	Tulare	2014	4	MTW/HATC
Blain Units	Tulare/Porterville	1984-2001	14	HATC Non-Profit
County Center	Visalia	1974/2010	1	HATC Non-Profit/MTW
East Kaweah Ave	Visalia	2013	8	MTW/RDA/HOME
Encina Triplex	Visalia	1945/2008	3	Visalia RDA
Millcreek Parkway	Visalia	2008	70	MTW/Visalia RDA
Myrtle Court	Visalia	1998/2008 & 2014	44	HATC Non-Profit/MTW
North Jacob	Visalia	1958/1993	1	HATC Non-Profit
Robinwood Court	Visalia	2007	10	HOME/Visalia RDA/MTW
South Crenshaw	Visalia	1983/1995	1	HATC Non-Profit
Tracy Court	Visalia	2010	3	HATC Non-Profit/MTW
Transitional Living Center	Visalia	1966/2005	32	Visalia RDA
West Oriole	Visalia	2010	8	MTW/Visalia RDA
1545 S. Central	Visalia	2014	6	HATC/MTW
Liberty Ct.	Visalia	2014	7	HATC/MTW
Visalia Gardens	Visalia	2014	48	HATC/MTW
2424 E. Goshen	Visalia	2015	1	HATC/MTW
1400-1408 S. Crowe	Visalia	2015	4	HATC/MTW
701-7019 Lynora	Visalia	2015	4	HATC/MTW
2609 Victor & 3225 Woodland	Visalia	2015	3	HATC/MTW
709-731 N. Leslie	Visalia	2015	9	HATC/MTW
Orangewood	Lindsay	2016	56	HATC/MTW
1321 S. Central	Visalia	2016	13	HATC/MTW
1325 S. Central	Visalia	2016	11	HATC/MTW
200 E. Paradise	Visalia	2016	1	HATC/MTW
1818. S. Garden	Visalia	2016	5	HATC/MTW
617-619 S. Santa Fe	Visalia	2017	6	HATC/MTW
2041-2045 S. Tracy Ct.	Visalia	2017	3	HATC/MTW
1215 S. Central	Visalia	2017	33	HATC/MTW
1916-1938 Vassar	Visalia	2017	4	HATC/MTW
1001 N. Bates	Dinuba	2017	13	HATC/MTW
Total Mixed Funding Units			578	

## Section II: General Housing Authority Operating Information

HATC will provide a more detailed financial analysis of housing projects in which MTW Demonstration Program funds were used for development costs, in Section Activity IV: Development of Additional Affordable Housing of this Report.

**Table 5**

<b>FARM LABOR HOUSING STOCK USDA FUNDING</b>			
<b>Complex</b>	<b>Location</b>	<b>Year Built/Acquired</b>	<b>No. of Units</b>
Terra Bella FLC	Terra Bella	1977	14
Sonora	Tulare	1985	52
Linnell FLC	Visalia	1938/1967/1972/1977	191
La Puente	Visalia	1980	15
Woodville FLC	Woodville	1938/1967/1977	178
<b>Total USDA Funded Units</b>			<b>450</b>

# Section II: General Housing Authority Operating Information

## II.5.Report.Leasing B. MTW Report: Leasing Information

### Actual Number of Households Served at the End of the Fiscal Year

Housing Program:	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	612	701
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Port-In Vouchers (not absorbed)	0	0
<b>Total Projected and Actual Households Served</b>	<b>612</b>	<b>701</b>

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

\*\* In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:	Unit Months	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	7,334	8,412
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	0
Port-In Vouchers (not absorbed)	0	0
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>7,334</b>	<b>8,412</b>

The difference between the projected number of units that were occupied/leased through Local Non-Traditional MTW Funded Property-Based Assistance increased from the actual number of the subject units Occupied/Leased is due to the addition of new projects during the FY 2017. Please refer to Activity Five: Development of Additional Affordable Hous and its assement through Metric HC#1 (Additional Units of Housing Made Available) for a detailed narrative of such noted units.

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

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

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

# Section II: General Housing Authority Operating Information

## Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency’s fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	X	X	X	x	226	297	296	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	X	x	150	213	210	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	X	x	66%	72%	72%	X

# Section II: General Housing Authority Operating Information

## Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of "maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration" is being achieved, the PHA will provide information in the following formats:

### Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	99	485	0	584	17
2 Person	102	456	0	558	16
3 Person	106	468	0	574	16
4 Person	156	665	0	821	23
5 Person	142	424	0	566	16
6+ Person	105	303	0	408	12
Totals	710	2801	0	3511	100

Explanation for Baseline Adjustments to the

HATC does not have any Non-MTW adjustments to the distribution of household sizes.

### Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	17	16	16	23	16	12	100
Number of Households Served by Family Size this Fiscal Year ***	795	424	441	636	558	394	3249
Percentages of Households Served by Household Size this Fiscal Year ****	24	13	14	20	17	12	100
Percentage Change	7%	-3%	-2%	-3%	1%	0%	0

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

Only the 1 Person Family Size had a percentage variance over 5%. 1 Person Families came in at 7% increase in variance, which can be attributed to the aging population we are serving. Locally we are seeing a growing elderly population which reflects on the type of families we are currently serving. We will continue to closely monitor this trend in the coming years. All other Family Sizes Served have remained static and there isn't variance at or above five percent, thus we meet the MTW Statutory objective of maintaining a comparable mix of families (by family size).

\* "Non-MTW adjustments to the distribution of family sizes" are defined as factors that are outside the control of the PHA. Acceptable "non-MTW adjustments" include, but are not limited to, demographic changes in the community's population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column "Baseline percentages of family sizes to be maintained."

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the "Occupied number of Public Housing units by family size when PHA entered MTW" and "Utilized number of Section 8 Vouchers by family size when PHA entered MTW" in the table immediately above.

\*\*\*\* The "Percentages of families served by family size this fiscal year" will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

# Section II: General Housing Authority Operating Information

## Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

Housing Program

Description of Leasing Issues and Solutions

N/A

N/A

## Number of Households Transitioned To Self-Sufficiency by Fiscal Year End

Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
Administrative Cost Savings and Self Sufficiency/ Activity One	242	Non-elderly or non-disabled households that time out after five years from a MTW Program (Section 8 HCV or Public Housing) and do not re-apply to a HATC program within three months.

Households Duplicated Across Activities/Definitions

0

ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY

242

\* The number provided here should match the outcome reported where metric SS #8 is used.

# Section II: General Housing Authority Operating Information

## II. 6. Report. Leasing C. MTW Report: Wait List Information

Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Site-Based	12,788	Open	Yes
Federal MTW Housing Choice Voucher Program	Community-Wide	13,343	Open	Yes
More can be added if needed.				
* Select Housing Program : Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance				
** Select Wait List Types: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described				
*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.				
N/A				
If Local, Non-Traditional Program, please describe:				
N/A				
If Other Wait List Type, please describe:				
N/A				
If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.				
There are no changes in the organizational structure of the wait list or its policies.				

## Section III: Proposed MTW Activities

### (III) Proposed MTW Activities:

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



## Section IV: Approved MTW Activities

<i>(IV) Approved MTW Activities</i>			
Activity Number	Activity Name	Year Identified/ Implemented	Authorizations
One	Administrative Cost Savings and Self Sufficiency	1999/1999 and 2008/2009	Attachment C: Section C.11 and Section D.2
Two	Increase Housing Choices	2008/2009	Attachment C: Section D.2 (a)
Three	Encourage Self-Sufficiency and Transition of Pre-1999 Families to the MTW Program	2009/2009	Attachment C: Section C.11 and Section D.2
Four	Project Based Section 8	2008/2011	Attachment C: Section D.1 (e) and Section D.7
Five	Development of Additional Affordable Housing	2009/2009	Attachment C: Section B.1 (b) and Section B.2 and Attachment D of the Standard MTW Agreement
Six	Minimum or 'imputed' income for work-able adults in elderly or disabled households	2014/2015	Attachment C: Section C.11. and D.2.a

## Section IV: Approved MTW Activities

### (IV) Approved MTW Activities: (A) Implemented Activities

#### **Activity One – Administrative Cost Savings and Self Sufficiency:**

From the beginning of the MTW Demonstration Program, HATC has participated in activities which help reduce administrative errors, increase efficiency and potentially reduce staffing in an effort to achieve greater cost effectiveness in federal expenditures. These objectives were accomplished through the implementation of the following components:

- A. Fixed-proration amounts for mixed-family households with ineligible-alien-status family members. This was implemented at the onset of MTW in 1999 for program participants receiving fixed subsidies and subject to time limits; for all remaining families, this was planned in 2008 and implemented in 2009.
- B. Requiring Section 8 landlords to use the HUD-model lease. This was planned and implemented in 1999.
- C. Changing the definition of income to include “all income into the home of all MTW families.” This was planned in 2008 and implemented in 2009.
- D. Elimination of UAP payments by the establishment of a \$0 minimum rent. This was planned in 2008 and implemented in 2009.
- E. Allowing qualified participants to select a flat- or fixed-medical deduction instead of going through the extensive medical-expense-verification process. This was planned in 2008 and implemented in 2009.
- F. Fixed rents on the public-housing program for non-elderly or disabled families. This was planned and implemented in 1999.
- G. Fixed subsidies on the Section 8 program for non-elderly or disabled families. This was planned and implemented in 1999.
- H. A five-year time limit on assistance for non-elderly or disabled families. This was planned and implemented in 1999.
- I. Converting all able-bodied families who entered our program before May 1999 to programs with fixed rents/subsidies and time limits. This was planned in 2008 and implemented in 2009.
- J. Transitioning families who are not elderly or disabled and who began Section 8 HCV or Public Housing assistance in Tulare County prior to May 1, 1999 to the MTW Program. This was planned in 2009 and implemented in 2009.

**Revisions to Benchmarks/Metric and Data Collection Methodology:** The Form 50900 requires the utilization of applicable Standard HUD Metrics as an evaluative procedure. This statistical analysis process allows to display in detail the impacts of this activity and whether the activity is on schedule. HATC is utilizing the applicable metrics, as set forward in the approved MTW FY 2016-2017 Plan. Therefore, all baselines are consistent with the baselines that were developed and reported in the noted Plan. The benchmarks of metrics were not revised and are aligned with was projected in the preceding Plan. Each metric will outline the methodology utilized to calculate the baseline, benchmark and reported outcome.

## Section IV: Approved MTW Activities

**Activity Assessment:** An evaluation of the achieved outcomes in comparison to the baselines and expected benchmarks will be conducted and discussed through the following applicable Standard HUD Metrics:

### **CE#2: Staff Time Savings**

The implementation of components B, E & I helped achieve administrative efficiency and increase administrative savings. Requiring Section 8 landlords to use the HUD-model lease, allowing qualified participants to select a flat-or fixed medical deduction and converting all able bodied families to our MTW Section 8 HVC and Public Housing Programs with fixed subsidies/fixed rents and time limits present the opportunity for our staff to streamline the file review process for subject MTW households. The following metric calculated the amount an eligibility clerk and our Occupancy Program Specialist dedicate to process a file that doesn't utilize the noted components of this MTW activity.

The methodology of this metric was constructed during the submittal of the 2014-2015 MTW Plan. The imputed baseline was derived based on the amount of time it takes to process a non MTW file for our La Serena Project, which is operated under Traditional Section 8 Regulations, and projecting how much time was saved based on to the number of subject MTW households that utilized the noted components of this activity during FY 2017. This baseline measures how much time it takes staff to conduct and calculate interim income verifications and conduct retroactive rents on Traditional Files that are prohibited from utilizing time savings components. The imputed baseline also factored in the amount of staff time that it takes to calculate medical allowances, this calculation was based on the number of families that choose to have flat medical allowances in subject MTW households for this fiscal year.

## Section IV: Approved MTW Activities

<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total number of hours spent to process a File without components of Activity One.	<p><i>Clerks hours to review Non MTW Case=</i></p> <p>Interim Income Verification: <b>468</b> Retro Rents: <b>216</b> Medical Allowance: <b>167</b></p> <p><i>Occupancy Program Specialist hours to review Non MTW Case=</i></p> <p>Retro Rents: <b>108</b> Leases: <b>60</b></p> <p><b>TOTAL STAFF HOURS SPENT PRIOR TO ACTIVITY=1,019</b></p>	<p><i>Expected Clerk hours to review MTW Case=</i></p> <p>Interim Income Verification: <b>0</b> Retro Rents: <b>0</b> Medical Allowance: <b>0</b></p> <p><i>Expected Occupancy Program Specialist hours to review MTW Case= 0</i></p> <p>Retro Rents: <b>0</b> Leases: <b>0</b></p> <p><b>ANTICIPATED TOTAL STAFF HOURS= 0</b></p>	<p><i>Actual Clerk hours to review MTW Case=</i></p> <p>Interim Income Verification: <b>0</b> Retro Rents: <b>0</b> Medical Allowance: <b>0</b></p> <p><i>Actual Occupancy Program Specialist hours to review MTW Case= 0</i></p> <p>Retro Rents: <b>0</b> Leases: <b>0</b></p> <p><b>ACTUAL TOTAL STAFF HOURS= 0</b></p>	The outcome meets the time savings anticipated. HATC saved an estimated total of 1,109 Staff Hours as result of the activity. The noted savings would not be feasible without the MTW Program time saving modifications described in Activity One.

### CE#1: Agency Cost Savings

Components B, E & I of Activity One help achieve administrative cost effectiveness and reduce overall federal expenditures. By utilizing the projected amount of total time savings (CE#2) we calculated the average amount of money that is being saved through the implementation of Activity One to subject MTW households. We had previously utilized a similar methodology to calculate the achieve agency cost savings in our past MTW Reports and Plans. The projection was based on the amount that is being saved in comparison to the amount of time that would be spend on managing and processing a non MTW file at La Serena, which is operated under traditional Section 8 Regulations.

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<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost to process a File without components of Activity One in dollars (decrease).	<p>Clerk Labor → 851 Total Hours (See CE#2) x \$41.91 per hour = <b>\$35,665</b></p> <p>Occupancy Program Specialist Labor → 168 Total Hours (See CE#2) x \$57.49 per hour = <b>\$9,658</b></p> <p><b>TOTAL COST PRIOR TO ACTIVITY = \$45,323</b></p>	<p>Expected Clerk Labor → 0 Total Hours (See CE#2) x \$41.91 per hour = <b>\$0</b></p> <p>Expected Occupancy Program Specialist Labor → 0 Total Hours (See CE#2) x \$57.49 per hour = <b>\$0</b></p> <p><b>ANTICIPATED TOTAL COST AFTER IMPLEMENTATION OF ACTIVITY = \$0</b></p>	<p>Actual Clerk Labor → 0 Total Hours (See CE#2) x \$41.91 per hour = <b>\$0</b></p> <p>Actual Occupancy Program Specialist Labor → 0 Total Hours (See CE#2) x \$57.49 per hour = <b>\$0</b></p> <p><b>ACTUAL TOTAL COST AFTER IMPLEMENTATION OF ACTIVITY = \$0</b></p>	The outcome meets the anticipated cost savings. HATC saved an estimated total of \$43,323 as result of the activity. The savings was due to the time savings achieved in processing an MTW File as outlined in CE#2. The noted savings would not be feasible without the programmatic modifications reported in Activity One.

### CE#3: Decrease in Error Rate of Task Execution

The implementation of components B, C, D, E, F, G & I of Activity One work towards achieving administrative efficiency by simplifying case processing. The implementation of the noted elements helps towards decreasing the overall error rate of eligibility clerks in the processing of cases. HATC had not been required to track such data in prior years; therefore HATC developed administrative mechanisms to begin to track errors in the processing of MTW cases for the FY 2017.

Our Occupancy Program Specialist will inspect and oversee the effective filing of new MTW cases and review case files during interim examinations. The Occupancy Program Specialist will track all errors and present a monthly report to our Executive Director, which displays an average error rate (*number of errors/number of MTW cases*). The monthly reports will be calculated to achieve a yearly figure of average error rate. Data compiled in the next fiscal year will be utilized to develop a statistically significant baseline. Our projection is that data will show that our error rate will be low, and that it will remain the same or decrease as it's measured in the future. We do not expect high decreases in errors, as the noted components of Activity One have been implemented for a number of years.

## Section IV: Approved MTW Activities

<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Average error rate in completing a MTW File, as a percentage. (decrease)	Average error rate in processing MTW Files.  Total Tracked Errors during FY 2015= 202  Total MTW Files= 2,231  $202/2,231 = .09$  <b>AVERAGE ERROR RATE OF PROCESSING MTW FILES= 9%</b>	ANTICIPATED AVERAGE ERROR RATE OF PROCESSING MTW FILES = 6%	Average error rate in processing MTW Files.  Total Tracked Errors during FY 2016= 408  Total MTW Files= 2,099  $408/2,099 =$  <b>ACTUAL AVERAGE ERROR RATE OF PROCESSING MTW FILES= 20%</b>	The outcome did not meet the expected benchmark. We saw a significant increase in the percentage of errors within the MTW Files. We believe that this a result from other factors we experienced this year; such as staff turnover and the retirement of several experienced clerks. We still strongly believe that the implementation of this activity is valuable in decreasing staff error.

### SS#1: Increase in Household Income

From the onset of the HATC MTW Program in 1999, families have been encouraged to become self-sufficient. This objective was accomplished through the implementation of components F, G, & H of Activity One. HATC has collected household income data on all MTW participants since the inception of the activity. We continuously collect this data at the participants' annual reexaminations. HATC's baseline is the average income that our participants had when they entered our MTW programs. Its benchmark was a snap shot of the current gross-income increase/decrease of MTW program participants.

## Section IV: Approved MTW Activities

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy In dollars (increase).	Average earned income of households affected by this policy prior to implementation of this activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual Average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average earned income of households enrolled in a MTW Program (increase).	Average earned income of households prior to participating in a MTW Program.  <b>TOTAL INCOME= \$15,055</b>	10% average earned income increase from the time they first enrolled in a MTW Program.  $\$15,055 \times .10 = \$1,505$ $\$15,055 + \$1,505 =$  <b>ANTICIPATED TOTAL HOUSEHOLD INCOME= \$16,560</b>	<b>ACTUAL AVERAGE HOUSEHOLD INCOME = \$28,110</b>	The outcome exceeded the benchmark in this category. On average earned household incomes increased by \$11,550. That's a 77% average earned income increase from the time they first enrolled in a MTW Program. The noted outcome, displays the effectiveness of this activity in enhancing the self-sufficiency of program participants.

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### SS #3: Increase in Positive Outcomes in Employment Status:

One of HATC's objectives is to increase incentives for families to seek employment, meet educational goals or to participate in job-training programs in order to achieve economic self-sufficiency. The implementations of components F, G & H of Activity One have assisted in the achievement of positive employment status for participants of our MTW programs.

HATC has gathered data of MTW program participants as they entered our program to determine their employment status. HATC has tracked the employment status of head of household(s) in two categories: 1) employed full-time 2) employed part-time. HATC imputed a baseline to calculate the percentage of head of household(s) that participate in a MTW Program that were consider to be: 1) employed full-time 2) employed part-time prior to them participating in a MTW program. This baseline was compared to the current percentage of MTW head household(s) that report their employment status to be 1) employed full-time 2) employed part-time. Our benchmark expected an increase of five *pp* (percentage points) in the number of MTW head(s) of households that increased their employment status to be employed full-time, and a five *pp increase* in the total of MTW head(s) of households that reported to be employed part-time.

<b>SS #3: Increase in Positive Outcomes in Employment Status (Full-Time)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time	Head(s) of households employed Full-Time prior to implementation of Activity One. This number may be zero.	Expected Head(s) of households employed Full-Time prior to implementation of Activity One.	Actual head(s) of households employed Full-Time after implementation of Activity One.	Whether the outcome meets or exceeds the benchmark.
	<b>367</b> PH & Section 8 work-able head(s) of households employed Full-Time (across <b>1,117</b> households) = 33%	Expected 5 ( <i>pp</i> ) Increase in PH & Section 8 work-able head(s) of households employed Full-Time (across total <b>1,117</b> households) =33% <i>33pp + 5pp= 38pp</i>	<b>1,041</b> PH & Section 8 work-able head(s) of households employed Full-Time (across <b>2,099</b> households)= 50%	<b>*The outcome exceeds the anticipated benchmark.</b>
	<b>TOTAL PRIOR TO ACTIVITY ONE= 33%</b>	<b>TOTAL ANTICIPATED DUE TO ACTIVITY ONE=38%</b>	<b>ACTUAL TOTAL= 50%</b>	



## Section IV: Approved MTW Activities

<b>SS #3: Increase in Positive Outcomes in Employment Status (Part-Time)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (2) Employed Part- Time	Head(s) of households employed Part-Time prior to implementation of the Activity One. This number may be zero.	Expected head(s) of households employed Part-Time after implementation of the Activity One.	Actual head(s) of households employed Part-Time after implementation of the Activity One.	Whether the outcome meets or exceeds the benchmark.
	<b>144</b> PH & Section 8 work-able head(s) of households employed Part-Time (across <b>1,117</b> households) = 13%  <b>TOTAL PRIOR TO ACTIVITY ONE= 13%</b>	Expected 5 (pp) Increase in PH & Section 8 work-able head(s) of households employed Part-Time (across total <b>1,117</b> households) =13% $13pp + 5pp = 18pp$  <b>TOTAL ANTICIPATED DUE TO ACTIVITY ONE=18%</b>	<b>691</b> PH & Section 8 work-able head(s) of households employed Full-Time (across <b>2,099</b> households) = 33%  <b>ACTUAL TOTAL= 33%</b>	*The outcome drastically exceeded the expected outcome.

*\*HATC went through a software transition during the 2016 FY, during that time our computer services staff noted that our old software was not effectively capturing households that had earned income from wages; specifically those that were working part-time. With the installment of our new software we are now able to capture all households that are receiving earned income from wages. Therefore, we see a drastic increase from the number of household that were employed part-time from what was reported in our 2017 MTW Report.*

### SS#4: Households Removed from TANF

Our agency has worked to accomplish the objective of increasing incentives for families to seek employment, meet educational goals and/or to participate in job-training programs to achieve economic self-sufficiency. Our goal is that the implementation of components F, G & H from Activity One help non-elderly or non-disabled families to achieve self-sufficiency and eliminate their need to rely on any type of governmental monetary assistance once timed out of the MTW Demonstration Program.

The methodology to develop a historical baseline was calculated by reporting on the number of households receiving TANF assistance prior to our agency participating in our MTW Program; this figure was based on the total amount of TANF beneficiaries in the month of February. HATC will ensure that there is data consistency, by always calculating the outcome from the data reported in the month of February. Reporting on the month of February will ensure that months that are statistical outliers are not interfering with the effective reporting that our agency is trying to achieve. This is necessary, as our agency serves populations that are employed in the agricultural sector; which tends to have erratic employment patterns due to high employment months during the time of harvest, and minimal employment opportunities during the winter months. Our benchmark was based

## Section IV: Approved MTW Activities

on the projection that there was going to be a 15 percent decrease in the current number of MTW households that receive TANF assistance.

<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the Activity One.	Expected number of households receiving TANF after implementation of Activity One.	Actual households receiving TANF after implementation of Activity One.	Where the outcome meets or exceeds the benchmark.
Number of households receiving TANF assistance.	Households (across 1,117 households) receiving TANF prior to implementation of Activity One= 632  <b>TOTAL PRIOR TO ACTIVITY ONE= 632</b>	Expected 15% decrease in the Households (across 1,117 households) receiving TANF prior to implementation of Activity One=632  632 x .15= 95 632-95= 537  <b>TOTAL ANTICIPATED DUE TO ACTIVITY ONE=537</b>	Actual Households (across 2,099 households) receiving TANF after the implementation of Activity One= 617  <b>ACTUAL TOTAL HOUSEHOLDS RECEIVING TANF ASSISTANCE = 617</b>	*Given the inadequate methodology to calculate this outcome, HATC did not meet the decrease total number of current households receiving TANF. This is attributed to a near 50% increase in households subject to this activity. HATC finds a comparison of the percentage, of current subject households receiving TANF to the percentage of such households prior to the implementation of Activity One a more effectively methodology to calculate this metric.

***\*Based on the data reported above there is a 26 percentage point decrease in the subject households receiving TANF, this output displays a more statistical significant measure of the effectiveness of this activity, as it relates to promoting self-sufficiency to subject households. (Methodology: 632/1,117 = 56% Households Receiving TANF Prior to Activity One, 617/2,099= 30% Actual Households Receiving the Implementation of Activity One, .56 -.30 = .26)***

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### SS #5: Households Assisted by Services that Increase Self-Sufficiency

HATC was instructed to include SS#5 in the list of metrics to assess this activity. However, HATC clarified that our agency does not administer any social services within any of the rental assistance programs or properties it administers. Therefore, we don't expect to produce any statistically significant data for this metric. Our baseline, benchmark, and outcome are zero.

<i>SS #5: Households Assisted by Services that Increase Self-Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of Activity One.	Expected number of households receiving self-sufficiency services after implementation of the Activity One.	Actual number of household receiving self-sufficiency services after implementation of Activity One.	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self-sufficiency.	Current number of households receiving services aimed to increase self-sufficiency prior to implementation of Activity One.  <b>TOTAL PRIOR TO ACVITVITY ONE=0</b>	Expected number of households receiving self-sufficiency services after the implementation of Activity One.  <b>TOTAL ANTICIPATED DUE TO ACTIVITY ONE=0</b>	<b>ACTUAL HOUSEHOLDS RECEIVING SELF-SUFFICIENCY SERVICES DUE TO ACTIVITY ONE= 0</b>	The outcome meets the established benchmark.

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### SS #6: Reducing Per Unit Subsidy Costs for Participating Households

The implementation of component H of Activity One is programmatically designed to try to reduce the per unit subsidy costs for families that participate in our MTW Section 8 HCV Program.

Unfortunately, HATC had not been required to track such data in prior years; therefore HATC did not have statistically valid data to calculate a historical baseline. HATC constructed an imputed a baseline that was utilized to display if there was a reduction in the per unit subsidy costs for participating Section 8 HCV MTW households. The baseline was derived by using the per unit subsidy cost for the noted program at the Fresno Housing Authority.

We compared their per unit subsidy costs for their traditional Section 8 HCV Program and compare it to our 2016-2017 average per unit subsidy costs for our modified MTW Section 8 HCV Program. We projected that our per unit subsidy costs was going to be 15 percent lower for the year 2016-2017, in comparison to the per unit subsidy costs of the traditional Section 8 HCV Program managed by the Fresno Housing Authority. The data to develop the baseline was provided by the Fresno Housing Authority's Information Technology Department.

<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households (Section 8)</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual Average subsidy per household affected by this policy of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per household affected by Activity One.	Current average Section 8 subsidy per household for Fresno Housing Authority participants.  <b>TOTAL PRIOR TO ACVITVITY ONE=\$490</b>	Expected 15% decrease in the average Section 8 subsidy per household for HATC participants.  490 x .15= 74 490-74= 416  <b>ANTICIPATED TOTAL DUE TO ACTIVITY ONE=\$416</b>	<b>ACTUAL TOTAL AVERAGE SECTION 8 SUBSIDY= \$ 461</b>	The outcome did not meet the decrease in Section 8 subsidy. While the noted subsidy is less than the current average Section 8 subsidy for Fresno Housing Authority participants by \$29, it did not reach a 15% decrease. In retrospect, the benchmark we set forward in the initial metric methodology is not a feasible output. The components of this Activity are not designed to have a substantial impact on the overall reduction in subsidy pay outs to subject Section 8 participants.

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### SS#7: Increase in Agency Rental Revenue:

Component F of Activity One systematically increases the agency's rental revenue. Unfortunately, HATC had not been required to track such data in prior years; therefore HATC did not have statistically valid data to calculate a historical baseline. HATC imputed a baseline to display an increase in agency rental revenue due as a direct result of the implementation of Activity One.

HATC developed the baseline by utilizing data from the Fresno Housing Authority, which operates a Public Housing Program under traditional HUD Regulations. We compared the current average rental revenue of the Fresno Housing Authority's Public Housing Program and compared it to our 2016-2017 average rental revenue for our modified MTW Public Housing Program. We projected that rental revenue from our MTW Public Housing Program was going to be 15 percent higher for the year 2016-2017, in comparison to the rental revenue the Fresno Housing Authority collects in 2014 from their traditional Public Housing Program. The data to develop the baseline was provided by the Fresno Housing Authority's Information Technology Department.

<i>SS #7: Increase in Agency Rental Revenue (Public Housing)</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increases).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
PHA rental revenue in dollars. (Per Unit Average)	Fresno Housing Authority's per unit rental revenue from its Public Housing Program.  <b>TOTAL PRIOR TO ACVITVITY ONE=\$165</b>	Expected 15% increase in HATC's per unit rental revenue from its MTW Public Housing Program.  $165 \times .15 = 25$ $165 + 25 = 190$  <b>ANTICIPATED TOTAL DUE TO ACTIVITY ONE=\$190</b>	Actual HATC per unit rental revenue from its MTW Public Housing Program.  <b>ACTUAL PER UNIT RENTAL REVENUE=\$425</b>	The outcome significantly exceed the expected per unit rental revenue (a per unit increase of \$260).

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### SS#8: Households Transitioned to Self Sufficiency

HATC has been committed to develop and manage programs that encourage and facilitate self-sufficiency to its participants. Components F, G & H of Activity One directly work towards the accomplishment of the MTW statutory objective, “give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participants in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient”. HATC collaborates with local non-profits in order to provide the necessary supportive programs that will assist program participants to achieve self-sufficiency. All interested participants are referred to the local non-profits that provide educational enhancement programs, first time home buyers programs, financial literacy programs and employment assistance programs.

As noted in Section (II) Operating Information, self-sufficiency is defined by HATC in this Plan as those non-elderly or non-disabled households that time out after five years from a MTW Program (Section 8 HCV or Public Housing) and do not re-apply to a HATC program within three months. HATC projected that 25 percent of those timing out in 2016-2017 were not going to re-apply to another HATC program within three months of timing out. There was a total of 324 MTW families that timed out during the 2017 FY, in our 2016-2017 MTW Plan we had projected that 387 families were going to be timed out during the noted FY. Therefore, we adjusted the benchmark to be consistent with the actual number of applicable families that timed out during the subject year.

<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for “self-sufficiency” to use for this metric. Each time the PHA uses this metric, the “Outcome” number should also be provided in Section (II) Operation Information the space provided.	Households transitioned to self-sufficiency prior to implementation of Activity One. This number may be zero.	Expected households transitioned to self-sufficiency after the implementation of Activity One.	Actual households transitioned to self-sufficiency after implementation of Activity One.	Whether the outcome meets or exceeds the benchmark.
Local Definition (from Section II): Number of non-elderly or non-disabled households that time out after five years from a MTW Program (Section 8 or Public Housing) and do not re-apply to a HATC program within three months.	PH work-able head(s) of households meeting this definition (across 412 households)= 0 <b>PRIOR TO ACTIVITY = 0</b>	PH work-able head(s) of households meeting this definition (across 324 households) $324 \times .25 = 81$ <b>TOTAL =81</b>	PH work-able head(s) of households meeting this definition (across 324 households)=242 <b>ACTUAL = 242</b>	The outcome here significantly exceeded the benchmark. There was a 75% increase of those that timed out in 2016-2017 that did not re-apply to another HATC Program within three months.

## Section IV: Approved MTW Activities

### HC#3: Decrease in Wait List Time

Unlike other PHAs in our area, HATC currently maintains open waiting lists for both Section 8 HCV and Public Housing Programs. We strongly believe that the implementation of five-year time limits on assistance for non-elderly or non-disabled families has enabled us to continuously maintain open waiting lists. External economic variables beyond our agency's control have driven the demand and need for Section 8 and Public Housing Programs. In the year 2000, a year into the participation of the MTW demonstration, our agency had 3,064 applicants for the Public Housing Program and 5,256 applicants for the Section 8 HCV Program.

<i>HC #3: Decrease in Wait List Time</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected Average applicant time on wait list after implementation of the activity (in months).	Actual Average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.
Average applicant time on wait list in months (decrease).	Average applicant time on public housing wait list= <b>13 months</b>  Average applicant time on HCV wait list= <b>36 months</b> $13 + 36 = 49$ $49 / 2 = 25$  <b>AVERAGE TIME PRIOR TO ACTIVITY = 25 months</b>	Expected average applicant time on public housing wait list= <b>13 months</b>  Expected average applicant time on HCV wait list= <b>36 months</b> $13 + 36 = 49$ $49 / 2 = 25$  <b>EXPECTED AVERAGE TIME PRIOR TO ACTIVITY = 25 months</b>	Actual average applicant time on public housing wait list= <b>25 months</b>  Actual average applicant time on HCV wait list = <b>58 months</b> $25 + 58 = 83$ $83 / 2 = 42$  <b>ACTUAL AVERAGE TIME = 42</b>	The outcome did not meet the benchmark. As projected, the demand for Rental Assistance and Affordable Housing in our area as doubled the average applicant time on the Public Housing and HCV wait list. This increase in demand has doubled the time applicants spend on our waiting list.

*\* We currently have a 317% increase Publish Housing applicants (12,788) and have a 154% increase in applicants for Section 8 (13,343). Thus, we anticipated that even with the implementation of time limits, the average wait list time will not be reduced. However, our agency is confident that the participation in the MTW Demonstration Program allows us to keep our waiting lists open. The additional turnover as a result of time limits provides a fairer method of distributing housing subsidies and serves to keep waiting lists shorter in duration then what they would otherwise be.*

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**MTW Hardship Policy:** This activity utilizes elements of rent reform; the following is HATC's Hardship Policy:

*The Housing Authority recognizes that substantial, unforeseen hardships may arise, such that families cannot pay their full rent or would experience a significant rent increase. In such cases, the families may apply to the Housing Authority for relief. The Housing Authority shall consider such a request, taking into consideration other local resources available to the family. Such requests must be in writing, stating the reason for the hardship and the expected duration.*

*Relief may consist of the following:*

- 1. Deferral of a portion of the rent.*
- 2. Extension of the assistance period*
- 3. Conversion to the income based program (if family is on the program with a fixed subsidy and time limit)*
- 4. A full or partial waiver of imputed income amounts per work-able family member*

*Consideration will be given for hardship when a family has suffered a catastrophic change, which caused the death, illness or long-term disability of an adult family member, which resulted in the loss of income to the family. These families will be referred to CSET for an assessment of options and links to other community resources for recovery. A contract will be signed with the family stipulating the change to their Moving-to-Work assistance/rent and the steps the family will take to work toward self-sufficiency. The contract will specify the amount by which the family's portion of rent has changed, and for what duration. The amount by which the rent will be changed will be determined by Housing Authority staff on a case-by-case basis.*

*If all possible work-able family member(s) become(s) permanently disabled, the family will automatically be changed to a traditional income-based program with no time limit, without having an assessment done by CSET or submitting a hardship request in writing.*

*In cases where a CSET evaluation is not possible or productive, and where there are still possible work-able family members, the hardship request will be presented to a Hardship Committee made up of community citizens who have sufficient knowledge of the MTW program to make informed decisions as to the disposition of rental assistance for such families. Decisions of the Hardship Committee will be final.*

Since the commencement of the MTW Demonstration Program, HATC has had a total of 486 hardship requests. Participants are allowed to request more than one hardship so the total number includes second- and third-time requests. The committee will at times only allow certain participants the right to request multiple hardships. However, they may rule that the one hardship given is the only extension allowed and no further request will be honored. During FY 2017, we had a total of 87 requests. These requests solicited different types of actions, such as requesting to be converted to the income-based program or requesting additional time on the program. Families that submitted these requests had medical problems or they felt that they did not have enough income to pay the total contract rent due to changes in familial status.



## Section IV: Approved MTW Activities

Of the 87 requests; 60 families were given extensions; 23 families were denied and one families were switched to the income-based program. Three families were granted an extension and were referred to enroll in programs administered by CSET; which is a local agency that works to promote self-sufficiency by offering services, such as job training and job placement.

**Conclusions:** The analysis of the outcomes to baselines and benchmarks indicate that this activity is effective in achieving administrative cost savings and encouraging and facilitating participants to become self-sufficient.

## Section IV: Approved MTW Activities

### Activity Two-Increasing Housing Choices:

In the 2008/2009 Plan, HATC discussed the necessity of increasing the housing choices for program participants. HATC believes that the elimination of the 40% rule for families on the income-based program will achieve the MTW statutory objective on increasing housing choices for low-income families. This activity was approved in 2008/2009 and implemented in 2009.

**Revisions to Benchmarks/Metric and Data Collection Methodology:** HATC is utilizing the applicable metric, as set forward in the approved MTW FY 2016-2017 Plan. Therefore, the baseline is consistent with the baseline that was developed and reported in the noted Plan. The benchmark of the metric was not revised and is aligned with was projected in the preceding Plan.

**Activity Assessment:** An evaluation of the achieved outcomes in comparison to the baselines and expected benchmarks will be conducted and discussed through the following applicable Standard HUD Metric:

#### HC#5: Increase in Resident Mobility

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit/and or neighborhood of opportunity prior to implementation of the Activity Two.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the Activity Two.	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of Activity Two.	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the elimination of the 40% rule for income based-participants	<b>TOTAL HOUSEHOLDS= 0</b>	<b>EXPECTED TOTAL= 20</b>	<b>ACTUAL TOTAL= 20</b>	The expected outcome was achieved. The activity produced positive results; allowing a total of 20 additional households that were able to choose units they would not have been allowed to rent without this activity.

**Conclusions:** The outcomes display an increase in housing choices for low-income families. Such outcomes display the continuous positive outcomes as a result of this activity.

## Section IV: Approved MTW Activities

**Activity Four – Project Based Section 8:** In our 2009-2010 MTW Plan, HATC discussed the building of 30 single-family units in the city of Tulare that would allow HATC to participate in the project-based HCV program for the first time. This complex, Tule Vista, was built in conjunction with the City of Tulare Redevelopment Agency. The implantation of this activity waives the competitive process by which an agency requests to project base Section 8 vouchers at units that are owned and/or managed by the MTW PHA. They also, authorize waiving the limitation on only allowing 25% of units in a complex to be project based. These subsidies can be particularly crucial in the rating and ranking of Tax Credit Allocation Committee of the State Treasurer’s Office (LIHTC) applications. Tule Vista was constructed and all 30 project–based vouchers are under lease. HATC has not project base any additional vouchers since the completion of Tule Vista. This Activity was approved in 2008 and implemented in 2011.

**Revisions to Benchmarks/Metric and Data Collection Methodology:** HATC is utilizing the applicable metric, as set forward in the approved MTW FY 2016-2017 Plan. However, the baseline and benchmark was modified to comply with a revision request that was set forward by HUD staff in our submittal of our 2016-2017 MTW Plan. The baseline is now zero and the benchmark is now thirty.

**Activity Assessment:** An evaluation of the achieved outcomes in comparison to the baselines and expected benchmarks will be conducted and discussed through the following applicable Standard HUD Metric:

### HC#4: Displacement Prevention

We will report the achievement of this objective by reporting the number of households (at or below 80 AMI) that would of lost rental assistance. The baseline for this metric will be zero. Our projection is that 30 of those households at or below 80 AMI would lose rental assistance, this will be our benchmark.

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Households losing assistance/moving prior to implementation of Activity Four.	Expected households losing assistance/moving after implementation of Activity Four.	Actual households losing assistance/moving after the implementation of Activity Four.	Whether the outcome meets or exceeds the benchmark.
Number of households at or below 80% AMI that would lose assistance or need to move.	<b>0</b>	<b>30</b>	<b>0</b>	The outcome meets the benchmark, zero households lost rental assistance and were not displaced.

## Section IV: Approved MTW Activities

### CE#1: Agency Cost Savings

HATC has not project based any additional Section 8 HCVs since the utilization of this activity in 2011; therefore we don't anticipate or have any agency cost savings to report; the baseline and benchmark will be zero.

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost to request to Project Base Section 8 HCVs in dollars (decrease).	<b>TOTAL COST PRIOR TO ACTIVITY = \$ 0</b>	<b>TOTAL COST AFTER THE IMPLEMENTATION OF THE ACTIVITY = \$0</b>	<b>0</b>	The outcome meets the expected benchmark.

### CE#2: Staff Time Savings

HATC has not project based any additional Section 8 HCVs since the utilization of this activity in 2011; therefore we don't anticipate or have any staff time savings to report, the baseline and benchmark will be zero.

<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total number of hours spent to put together a request to Project Base Section 8 HCVs.	<b>TOTAL STAFF HOURS SPENT PRIOR TO ACTIVITY=0</b>	<b>ANTICIPATED TOTAL STAFF HOURS= 0</b>	<b>0</b>	The outcome meets the expected benchmark.

**Conclusions:** The outcome displays an increase in housing choices for low-income families.

## Section IV: Approved MTW Activities

### Activity Five - Development of Additional Affordable Housing:

MTW Financed Units				
Complex	Location	Year Built/Acquired	No. of Units	Funding Sources
Robinwood Court	Visalia	2007	10	HOME/Visalia RDA/MTW
Millcreek Parkway	Visalia	2008	70	Visalia RDA/MTW <sup>1</sup>
Myrtle Court	Visalia	1998/2008	44	HATC Non-Profit/MTW
Oakwood	Tulare	2009	20	MTW/Tulare RDA <sup>2</sup>
County Center	Visalia	1974/2010	1	HATC Non-Profit/MTW
Tracy Court	Visalia	2010	3	HATC Non-Profit/MTW
West Oriole	Visalia	2010	8	MTW/Visalia RDA <sup>3</sup>
Tulare NSP	Tulare	2011	5	Tulare RDA/NSP/MTW
West Trail	Tulare	2011	49	USDA/ CTCAC/MTW
Tule Vista*	Tulare	2011	57	USDA/CTCAC/BOND/Tulare RDA/MTW <sup>4</sup>
W. Inyo St.	Tulare	2013	1	HATC/MTW
232 S. Sacramento	Tulare	2013	1	HATC/MTW
Lotas & Newcomb	Porterville	2013	11	MTW <sup>5</sup>
East Kaweah Ave.	Visalia	2013	8	MTW/RDA/HOME <sup>6</sup>
Aspen Court	Tulare	2013	47	RDA/HATC/MTW/CTCAC <sup>7</sup>
Country Manor	Tulare	2013	40	MTW <sup>8</sup>
Sequoia Villas	Lindsay	2014	19	MTW/RDA Successor Agency <sup>9</sup>
Central	Visalia	2014	6	HATC/MTW
Liberty & Court	Visalia	2014	7	HATC/MTW
Visalia Gardens	Visalia	2014	48	HATC/MTW
E. Cross	Tulare	2014	4	HATC/MTW
1475 S. College	Dinuba	2014	1	HATC/MTW
2724 E. Goshen	Visalia	2015	1	HATC/MTW
1400-1408 S. Crowe	Visalia	2015	4	HATC/MTW
701-719 Lynora	Visalia	2015	4	HATC/MTW
Victor & Woodland	Visalia	2015	3	HATC/MTW
709-731 N. Leslie	Visalia	2015	9	HATC/MTW
Newcomb Court	Porterville	2015	80	HATC/MTW/CTCAC
Orangewood	Lindsay	2016	56	HATC/MTW
Belmont	Exeter	2016	25	HATC/MTW
1321 S. Central	Visalia	2016	13	HATC/MTW
1325 S. Central	Visalia	2016	11	HATC/MTW
200 E. Paradise	Visalia	2016	1	HATC/MTW
1818 S. Garden	Visalia	2016	5	HATC/MTW
617-619 S. Santa Fe	Visalia	2017	6	HATC/MTW
2041-2045 S. Tracy Ct.	Visalia	2017	3	HATC/MTW
1215 S. Central	Visalia	2017	33	HATC/MTW
1916-1938 Vassar	Visalia	2017	4	HATC/MTW
1001 N. Bates	Dinuba	2017	13	HATC/MTW
Total MTW Financed Units			731	

*\*There are 30 Project Based Vouchers within the Tule Vista Project; the ability to allocate these vouchers was essential in the feasibility to develop the project. Although, they are counted in the total number of MTW Financed Units, they are not counted in property based local, non-traditional category on pg.9. Per HUD's determination, Project Based Vouchers are counted in the Federal MTW Voucher Category.*

## Section IV: Approved MTW Activities

This activity allows combining of funding and partnerships with non-profit agencies and contributions of MTW funds to these projects are authorized to make use of the “Broader Uses of Funds” in HATC’s Attachment D of the Standards MTW Agreement. This activity was approved in 2009-2010 and implemented in 2009.

The historical impact of this activity on the development of additional affordable housing has been significant. Our ability to utilize MTW Reserves to finance the acquisition of additional affordable housing units through our partnership with Kaweah Management Company, a non-profit agency managed by HATC, has resulted in an addition of 731 units to our housing stock portfolio. This is critical to our agency’s ability to meet the demand for more affordable housing within our county. The table below displays a historical outlook on the number of additional affordable housing units that have been acquired through the utilization of MTW reserves.

<sup>1</sup> HATC used MTW reserve money to provide Gap financing between the bank loan from US Bank and trust and the total development costs. The MTW money allowed for the project to be attractively financed at a below market rate interest and the ability to build the \$13,500,000 project. The MTW funds will still earn much more than would have been earned on them had they been invested in a traditional bank savings account.

<sup>2</sup> The Housing Authority board approved the use of MTW reserve funds in the amount of \$950,000 to purchase the 20-unit project in the City of Tulare redevelopment area in cooperation with the City of Tulare Redevelopment Agency, which authorized the use of tax-increment funds to be granted to Kaweah Management Company. MTW flexibility allowed for the quick closing on this project to help fight blight in the City of Tulare.

<sup>3</sup> This project was the purchase of two foreclosed fourplex properties in the City of Visalia Redevelopment Target Area. The initial purchase of each property was at \$365,000. The two properties were then financed by our local banking partner Valley Business Bank in the amount of \$250,000 per property at 5% interest for 25 years, allowing for the MTW proceeds to be used again for another project.

<sup>4</sup> The Tule Vista project is financed by multiple sources. One source is MTW reserve funds in the amount of \$3,900,000 to be used as a bridge loan during the 15-year, tax-credit-compliance period. The project is 57 units of single family homes with ARRA Bond financing, 4% tax credit proceeds, Housing Authority MTW Financing, HOME program financing and City of Tulare redevelopment grants and loans. The total project development costs were approximately \$14,381,000. The project is the first in the State of California to have approval to convert to home-ownership for qualifying families at the end of the 15 year tax credit compliance period thus than providing for a first time home buyer program. Once, (if), the units are sold, the sale proceeds will be repaid to HATC.

<sup>5</sup> The Lotus & Newcomb property is an existing apartment complex that came up for sale as part of an estate sale. The property consists of four buildings: the estate owner’s principal residence (three bedrooms and two baths 1,800 sq. ft.); the detached garage that has been converted into two studio apartments, approximately 300 sq. ft. each (we count this as two buildings); then there and two fourplex buildings, eight units total that are 870 sq. ft. with two bedrooms and one bath. We successfully negotiated with the estate trustee and court to purchase this property with MTW funds

## Section IV: Approved MTW Activities

for \$562,500 plus closing costs. The advantage to this property is that the estate owner's property sits on over ½ an acre and has multi-family zoning which could allow for the development of 8 units on that parcel.

<sup>6</sup> Kaweah Management Company bought two triplexes in the City of Visalia on East Kaweah Avenue for \$240,000 (about the value of the lots) with the idea of a major renovation project. The City of Visalia Redevelopment Agency committed \$480,000 of Low-Mod Redevelopment funds to reimburse Kaweah Management Company for the purchase price of \$240,000 and another \$240,000 for renovation. After much review, it has been determined that it is cheaper to tear down the triplexes and reconstruct a new designed 8 unit project on the site and meet all the new City planning and design ideas. The project construction was completed and units were available to rent as of December 2012. The units were fully occupied by the end of January 2013. The total Construction cost was approximately \$1,210,000 of which the MTW funds of \$730,000 were combined with the City of Visalia funds of \$480,000.

<sup>7</sup> The Aspens project is a 47-unit project utilizing multiple layers of financing, including two million dollars of MTW funding as a project-residual-receipts loan. The project was built on once was 13 individual lots, now all combined into one lot, all in an excellent location utilizing the full cul-de-sac of the street. The project includes 16 two-bedroom units and 31 three-bedroom units, along with a community center that is 2,000 square feet in size. The project construction was completed and units were available to rent as of December, 2013. The project was fully leased as of February, 2014. The total development cost for the project was \$11,375,000.

<sup>8</sup> Country Manor is a 40-unit project in the City of Tulare. The project is a Low-Income Housing Tax Credit Property that had reached the end of 15 year tax credit compliance period. HATC saw the opportunity to purchase the property in order to maintain the property available for households at or below 80% AMI. The purchase was feasible by utilizing MTW reserves in the sum of \$1,300,000 for the acquisition of the property. The purchase was finalized in December, 2013.

<sup>9</sup> The Sequoia Villas project is a 9% TCAC project that utilized MTW funding of approximately \$700,000 as a long term permanent financing. The City of Lindsay Redevelopment Agency was left with a defunct and abandoned single family subdivision of two completed homes which were never sold and 17 developed lots that were never finalized. The City was in jeopardy of having to repay \$885,000 of Block Grant funds used on the site for infrastructure as the non-completion of the project meant that the funds were not properly utilized. The HATC agreed to assume the development from the City redevelopment agency and do a 9% tax credit rental project instead of a single family for sale project if the site would be given to the HATC free of any encumbrances. The City and redevelopment agency agreed the homes and lots were then transferred to the new partnership at full market value which gave credit for local contribution on the TCAC scoring. The MTW funds allowed leveraging of a total development project of approximately \$4,375,000. The project construction was completed and units were available to rent as of December, 2013. The project was fully leased as of March, 2014. The MTW funding was \$700,000

## Section IV: Approved MTW Activities

**Revisions to Benchmarks/Metric and Data Collection Methodology:** The Form 50900 requires the utilization of applicable Standard HUD Metrics as an evaluative procedure. This statistical analysis process allows to display in detail the impacts of this activity and whether the activity is on schedule. HATC is utilizing the applicable metrics, as set forward in the approved MTW FY 2016-2017 Plan. Therefore, all baselines are consistent with the baselines that were developed and reported in the noted Plan. The benchmarks of metrics were not revised and are aligned with was projected in the preceding Plan. Each metric will outline the methodology utilized to calculate the baseline, benchmark and reported outcome.

**Activity Assessment:** An evaluation of the achieved outcomes in comparison to the baselines and expected benchmarks will be conducted and discussed through the following applicable Standard HUD Metrics:

### **HC#1: Additional Units of Housing Made Available**

The methodology to measure this objective is establishing a zero baseline and measuring the number of new housing units that are made available during the current fiscal year. The development of these additional units is made possible through the financing flexibilities outlined in Activity Five. HATC had projected to only increase its housing stock portfolio by 25 units. However, HATC was very proactive in development and acquisition of additional housing units during the 2017 FY. It was able to develop and/or acquire an additional 10 housing projects to its housing stock portfolio: Belmont Apartments (25 units), 1321 S. Central (13 units), 1325 S. Central (11 units), 200 E. Paradise (1 unit), 1818 E. Garden (5 units), 617 -619 S. Santa Fe (6 units), 2041-2046 S. Tracy Ct. (3 units), 1215 S. Central (33 units), 1916-1938 Vassar (4 units) and 1001 N. Bates (13 Units). The aforementioned housing projects were developed and/or acquired during the 2017 FY and were made available for households at or below 80% of the Area Median Income (AMI), which added a total of 114 additional housing units to our operating housing stock portfolio.

HATC completed and started leasing a Tax Credit Allocation Committee (TCAC) project, Belmont Family Apartments. The project is a 25-unit, new construction, rental project situated in the City of Exeter. The project consists of 18 two-bedroom units, 14 three-bedroom units, and 3 four-bedroom units. The project will also target families earning up to 60% of the AMI for Tulare County.



## Section IV: Approved MTW Activities

<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of Activity Five.	Expected housing units of this type after implementation of Activity Five.	Actual Housing units of this type after implementation of Activity Five.	Whether the outcome meets or exceeds the benchmark.
Number of new housing units made available for households at or below 80% AMI as a result of the Activity Five.	<b>TOTAL UNITS= 0</b>	<b>EXPECTED TOTAL = 25</b>	Belmont=25 1321 S. Central=13 1325 S. Central=11 200 E. Paradise=1 1818 S. Garden=5 617-619 S. Santa Fe=6 2041-2045 S. Tracy Ct=3 1215 S. Central=33 1916-1938 Vassar=4 1001 N. Bates=13  <b>TOTAL NEW UNITS = 114</b>	The outcome here exceeded the benchmark. HATC was able to make available a total of 114 housing as a result of this funding flexibility.

### HC #2: Units of Housing Preserved

HATC has utilized MTW funds to purchase existing housing units that are made available for households at or below 80% AMI. In many instances these housing units are coming to the end of existing HUD contracts or Tax Credit Limited Partnerships. Our agency has been able to purchase these units and assure that they continue to be made available for households at or below 80% AMI. This is the first utilization of this metric as an evaluator of this activity; the methodology was developed for this report. The methodology utilized to report this objective is to calculate the number of existing units (below 80% AMI) that will be purchased this year with MTW funds. The baseline for this metric will be zero due to the fact that HATC would not be able to engage in this activity without the flexibility gained through its MTW participation. HATC was not able to locate any projects that were up for sale that met this particular criteria.

However, HATC completed the rehabilitation of the Ashland Apartments. This ten unit project is comprised of two five-plex buildings. Constructed in 1986 as part of the State Home programs, the project was owned by the City of Lindsay Redevelopment Agency. With the termination of redevelopment agencies in the State of California, the City of Lindsay decided to not create a successor agency to handle the limited number of projects for the Redevelopment Agency. As the law was implemented, the City of Lindsay offered the project to the Housing Authority. After review and inspection, the Housing Authority agreed to assume ownership of the project subject to not assuming any existing debt from the State HOME Program. The project is now rehabilitated and we are beginning to being the leasing process for eligible households. No units were occupied during the 2016-2017 FY.

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<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	Housing units preserved prior to implementation of Activity Five.	Expected housing preserved after implementation of Activity Five.	Actual housing units preserved after the implementation of Activity Five.	Whether the outcome meets or exceeds the benchmark.
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available.	<b>TOTAL UNITS= 0</b>	<b>EXPECTED TOTAL= 5</b>	<b>ACTUAL TOTAL OF UNITS PRESERVED = 0</b>	The outcome did not meet the expected benchmark. The leasing of the Ashland Project will be taking place during the 2017-2018 FY.

### HC#4: Displacement Prevention

As previously noted in *HC#2*, HATC has utilized MTW funds to purchase existing housing units that were made available to households at or below 80 AMI but were in danger of being purchased by market rate management companies.

We assessed the achievement of this objective by reporting the number of households (at or below 80 AMI) that would of lost rental assistance and/or be forced to move. The baseline was calculated by reporting the number of existing units that were acquired this year to assure that they are available for households at or below 80 AMI. Our projection was that zero of those households at or below 80 AMI will lose rental assistance and/or be forced to move, this was our benchmark.

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	Households losing assistance/moving prior to implementation of Activity Five.	Expected households losing assistance/moving after implementation of Activity Five.	Actual households losing assistance/moving after the implementation of Activity Five.	Whether the outcome meets or exceeds the benchmark.
Number of households at or below 80% AMI that would lose assistance or need to move.	<b>TOTAL HOUSEHOLDS = 5</b>	<b>ANTICIPATED HOUSEHOLDS= 0</b>	<b>ACTUAL TOTAL HOUSEHOLDS LOOSING ASSITANCE= 5</b>	*The outcome did not meet the benchmark

*\*As noted in HC#2, we were not able to acquire any housing projects that met the parameter of this metric and we were not able to complete the begin the leasing of the Ashland Project.*

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### CE#4: Increase in Resources Leveraged

Through the utilization of the financing flexibilities outlined in this MTW activity, HATC has displayed financial efficacy in the maximization of its financial resources. This has been accomplished by investing MTW reserves and achieving return rates ranging from 8 percent to 10 percent. We have then utilized our MTW program reserves for the development and acquisition of additional housing units. We have calculated the total amount of MTW reserves that were invested, during the 2017 FY, in the acquisition of land and projects as outlined below. The baseline for this metric is zero, as without the inclusion of this Activity our agency will not be able to increase the amount of resources leveraged.

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Amount of funds leveraged in dollars.	<b>TOTAL = \$0</b>	<b>EXPECTED TOTAL=\$500,000</b>	Belmont= \$3,861,553 1321 S. Central= \$828,367 1325 S. Central= \$625,878 200 E. Paradise= \$145,678 1818 S. Garden= \$295,000 617-619 S. Santa Fe= \$411,062 2041-2045 S. Tracy Ct= \$311,805 1215 S. Central= \$2,148,491 1916-1938 Vassar= \$461,914 1001 N. Bates= \$768,408  <b>TOTAL= \$9,858,156</b>	The outcome exceeded the benchmark. HATC was extremely active and effective in the leveraging of MTW reserves for the development, acquires of land and rehabilitation of new housing projects that are to be utilized to provide affordable housing to families at or below at 80%.

**Conclusions:** The analysis of the outcomes to baselines and benchmarks indicate that this activity is extremely effective in increasing housing choices for low income families.

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### **Activity Six –Minimum or Imputed Income for Work-able adults in elderly or disabled households:**

In 2014 HATC proposed to use a minimum or 'imputed' income for work-able adults in elderly or disabled households. HATC encourages families who do not fall into the elderly or disabled head of household category to become self-sufficient by establishing a time limit, fixed rents, and fixed subsidies. Elderly and disabled households have not been subjected to time limits and the rent for these households is computed using traditional Section 8 Housing Choice Voucher Program (HCV) and Public Housing program regulations with some minor differences in the income and rent computation. As a result, HATC believes that in some cases, families have taken advantage and have used family members who are elderly/disabled as head of household to exclude them from time limits and fixed rents/fixed subsidies; albeit with work-able family members in the household.

As a result, HATC implemented an 'imputed' income of \$10,000 per work-able adult in an elderly or disabled household. This 'imputed' income amount is used to compute the household's rent portion. In order to determine the 'imputed' income amount, HATC used California's 2016 minimum wage (\$10.00 per hour), multiplied it by a twenty (20) hour work week, and rounded down to the nearest thousand. Should the minimum wage increase or decrease over time, the 'imputed' income amount is also subject to change.

If a work-able individual already has income which they are reporting, HATC uses that income or the 'imputed' amount, whichever amount is greater. Work-able is defined as an adult under the age of fifty-five (55) who is not a dependent and who does not meet HUD's definition of a disabled person. This definition also applies to full-time students. These households would still be entitled to eligible income deductions and would continue to be excluded from any imposed time limits. 'Imputed' income is not used to determine income qualification under established income limits.

A Hardship policy is available so that families with extenuating circumstances are able to request permanent or temporary exclusion from the 'imputed' income provision. This activity was approved in 2014/2015 and implemented in 2014.

**Revisions to Benchmarks/Metric and Data Collection Methodology:** The Form 50900 requires the utilization of applicable Standard HUD Metrics as an evaluative procedure. This statistical analysis process allows to display in detail the impacts of this activity and whether the activity is on schedule. HATC is utilizing the applicable metrics, as set forward in the approved MTW FY 2016-2017 Plan. Therefore, all baselines are consistent with the baselines that were developed and reported in the noted Plan. The benchmarks of metrics were not revised and are aligned with was projected in the preceding Plan. Each metric will outline the methodology utilized to calculate the baseline, benchmark and reported outcome.

**Activity Assessment:** An evaluation of the achieved outcomes in comparison to the baselines and expected benchmarks will be conducted and discussed through the following applicable Standard HUD Metrics:

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CE #5: Increase in Agency Rental Revenue in Dollars				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount in dollars of annual rental revenue from participants affected by Activity Six	\$64,260 in annual rental revenue from participants affected by Activity Six	\$89,760 in annual rental revenue from participants affected by Activity Six	\$46,272 in annual rental revenue from the Public Housing participants affected by Activity Six.	The outcome did not meet the benchmark, this due to a decrease of affected participants within our Public Housing Program.

SS#1 Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount in dollars of annual earned income per Moving-to-Work participant affected by Activity Six	\$2,500 in average annual earned income per Moving-to-Work participant affected by Activity Six	\$3,000 in average annual earned income per Moving-to-Work participant affected by Activity Six	\$1,794 in average annual earned income per Moving-to-Work participant affected by Activity Six.	The outcome did not meet the benchmark; we have seen a significant decrease of households that are subject to this activity.

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number/Percentage of households with able bodied member that are employed full-time affected by Activity Six	Seventeen (17) number of households with able members that are employed full time affected by Activity Six	Twenty-seven (27) number of households with able members that are employed full time affected by Activity Six	Zero (0) number of households with able bodied members that are employed full time affected by Activity Six	The outcome did not meet the benchmark.
	8% of households with able members that are employed full time affected by Activity Six	10% of households with able members that are employed full time affected by Activity Six	0% of households with able members that are employed full time affected by Activity Six	The outcome did not meet the benchmark.

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SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number/Percentage of households with able bodied member that are employed part-time affected by Activity Six	Forty-three (43) number of households with able members that are employed part-time affected by Activity Six	Fifty one (51) number of households with able members that are employed part-time affected by Activity Six	Fourteen (14) number of households with able bodied members that are employed part-time affected by Activity Six	The outcome did not meet the benchmark.
	22% of households with able members that are employed part-time affected by	26% of households with able members that are employed part-time affected by Activity Six	26% of households with able bodied members that are employed full time affected by Activity Six.	The outcome did meet the benchmark.

SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Decrease in number of households receiving assistance affected by Activity Six	27 households receiving assistance affected by Activity Six	0 decrease in the number of households receiving assistance affected by Activity Six	17 households receiving assistance affected by Activity Six	The outcome exceeds the anticipated benchmark. The number of households receiving TANF decreased from 27 to 17.

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SS# 8: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase in number of households (percentage) transitioned to self-sufficiency as a result of this activity.	Zero (0) households transitioned to self-sufficiency.	0% increase in the number of households transitioned to self-sufficiency as a result of this activity.	Zero (0) households transitioned to self-sufficiency.	To outcome met the benchmark; this activity was not developed with the intention to promote self-sufficiency.

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Public Housing households that have been evicted for non-payment of rent	Two (2) Public Housing households have been evicted for non-payment of rent	Three (3) Public Housing households evicted for non-payment of rent	Zero (0) Public Housing households have been evicted for non-payment of rent	The outcome met the benchmark, we did not have any additional Public Housing households be evicted for non-payment of rent; as a result of this activity.

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Section 8 households that have reached zero subsidy	Thirteen (13) Section 8 households currently at zero subsidy	Four (4) additional Section 8 households reaching zero subsidy	One (1) additional Section 8 households reaching zero subsidy.	The outcome met the anticipated benchmark. We only had one additional subject Section 8 household that reached zero subsidy.

## Section IV: Approved MTW Activities

**MTW Hardship Policy:** Since HATC's established Hardship Committee only meets two to three times per year due to the schedules of the committee members, HATC believes that such a schedule would be unfair to families requesting hardships created by the imposition of imputed income for work-able family members of affected households. These requests would typically be made at either the initial eligibility screening for assistance, at the time of their annual re-examination, or during an interim redetermination. Therefore, HATC has determined that any request(s) made that requires immediate review will be forwarded to the Hardship Committee members as soon as possible, and a phone conference will be held in which committee members are able to discuss the request(s) and render their decision(s). Any request(s) that would not impact the family immediately may be held and reviewed until meeting time.

Families can request a hardship which would grant them an exemption or temporary stay of the implementation of an imputed income calculation if there are unforeseen or extenuating circumstances that would create a hardship if such income were used in the calculation of rent for the household. These circumstances would be considered on a case-by-case basis.

Families may also request a hardship in which the disabled household member requires one of his/her work-able family members to act as a caretaker on their behalf. Such work-able family members are not considered live-in aides. These work-able members are obligated for the support of the person and would be living in the unit if such care was not necessary. Written certification from a doctor or rehabilitation agency that such care is needed will be requested as an attachment to the hardship request.

Decisions by the committee could include complete exclusion for a member or members if circumstances warranted, or could include a temporary exclusion for conditions such as maternity leave, temporary disability, etc. Such temporary exclusions could include a requirement by the committee that excluded family members attend an assessment to determine their future ability to be employed.

Requests for hardships would be made in writing and presented to the committee for consideration. Families would be informed of committee decisions in writing. Any decisions made by the Hardship Committee are final. There was only one hardship request during the 2017 FY. The one request received a partial waiver.

**Conclusions:** This is the third year of the activity's implementation, therefore as expected we see some negative outcomes, as it pertains to some of the presented list of Standard Metrics. Although the outcomes did not result in positive increments in earned income it did produce a slight increase in household members that obtained part-time employment. Furthermore, the relative low number of hardship requests is a positive indicator of the effectiveness of this activity. We are certain that such activity will deter able-body household members from systematically bypassing the term limits and other MTW approved procedural modifications that all able-body HCV and Public Housing program participants are subject to. We will continue to monitor the outcomes and data of this activity in future years.



## Section IV: Approved MTW Activities

### (IV) Approved MTW Activities: (B) Not Yet Implemented Activities

Not Applicable, no activities under this criterion.

## Section IV: Approved MTW Activities

### (IV) Approved MTW Activities: (C) Activities on Hold

Not applicable, no MTW Activities are currently on hold.

## Section IV: Approved MTW Activities

### (IV) Approved MTW Activities: (D) Closed Out Activities

**Activity Three- Encourage Self-Sufficiency and Transition of Pre-1999 Families to the MTW Program:** As mentioned in our 2016-2017 MTW Plan Activity One; to lessen the reporting burden Activity Three has been moved to the Closed Out Activities Section. These families chose to not be transitioned into the MTW Program, allowing them to be excluded from the rent reform provisions enforced on all MTW Program participants. In 2009 our agency concluded that all able body participants should strive to become self-sufficient regardless of when they had been enrolled in one of our programs; therefore the remaining 73 families were to be transitioned into our MTW Program.

This activity administers the same rental assistance model outlined in Activity One, therefore applicable data for the remaining families is included within the datasets of the all the applicable Standard Metrics within Activity One of this Report. The applicable data will continue to be reported on in Activity One until all the applicable households are no longer participating in one of the MTW Programs. This activity was approved in 2009-2010 and implemented in 2009. This activity was closed per HUD's request on February 209, 2016. This was implemented in our 2015-2016 MTW Plan.

# Section V: MTW Sources and Uses of Funds

## V. 3. Report. Sources and Uses of MTW Funds A. MTW Report: Sources and Uses of MTW Fund

### Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA

### Describe the Activities that Used Only MTW Single Fund Flexibility

HATC does not have any approved or proposed MTW activities that solely use MTW Single Fund Flexibility. As outlined in Section III: Proposed MTW Activities and Section IV: Approved MTW Activities, HATC utilizes a variety of other MTW waivers to implement activities that work to further the three MTW statutory objectives: cost effectiveness in federal expenditures, promote economic self-sufficiency among program participants and to increase housing choices for low-income families. However, the budgetary fungibility that is available due to MTW Single Fund flexibility provides a vital component to further enhance MTW statutory objectives. For example, the implementation of Activity Five: Development of Additional Affordable Housing has been essential in increasing housing choices for low-income families. The utilization of MTW reserves to finance the additional 731 housing units has allowed HATC to meet the growing demand for affordable, well-maintained housing in Tulare County. The budgetary flexibility acquired through the MTW Single Fund is fundamental as HATC continuously works to increase cost effectiveness in federal expenditures.

# Section V: MTW Sources and Uses of Funds

## V. 4. Report. Local Asset Management Plan A. MTW Report: Local Asset Management Plan

B. MTW Report: Local Asset Management Plan	
Has the PHA allocated costs within statute during the plan year?	<input type="checkbox" value="Yes"/> or <input type="checkbox"/>
Has the PHA implemented a local asset management plan (LAMP)?	<input type="checkbox"/> or <input type="checkbox" value="No"/>
If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD	
Has the PHA provided a LAMP in the appendix?	<input type="checkbox" value="No"/> or <input type="checkbox"/>
N/A	

## V. 5. Report. Unspent MTW Funds A. MTW Report: Commitment of Unspent Funds

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed Funds
Type	Description	\$ X	\$ X
Total Obligated or Committed Funds:		0	0

*\*As instructed in the HUD Webcast Training for HUD Form 50900, this section is to not be completed until further methodology from HUD is released.*

***Note:** Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of*

## Section VI: Administrative

Deficiencies have not been cited or observed in any of our HUD reviews, audits or physical inspections during the report year.

As part of the administrative procedures of the MTW Plan, HATC did not do any specific evaluations or assessments with regards to the MTW Demonstration Program.

The agency has met all three of the statutory requirements of 1) assuring that at least 75 percent of the families assisted by the Agency are very low-income families; 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 3) maintaining a comparable mix of families (by family size\_ are served, as would have been provided had the amounts not been used under the demonstration. The agency certification that the agency has met all three noted statutory requirements is included as item "A" in the end of Section VI of this report.

# Section VI: Administrative (A) Board Resolution Adopting Report

BEFORE THE BOARD OF COMMISSIONERS  
OF THE  
HOUSING AUTHORITY OF THE COUNTY OF TULARE  
STATE OF CALIFORNIA

-oOo-

IN THE MATTER OF APPROVING )  
CERTIFICATIONS OF COMPLIANCE )  
FOR THE ANNUAL MOVING TO )  
WORK REPORT )

RESOLUTION NO. 2017-08

-oOo-

At a duly constituted meeting of the Board of Commissioners of the Housing Authority of the County of Tulare, a public body corporate and politic (the "Housing Authority"), held on September 19, 2017, the following resolution was adopted:

The Executive Director is authorized to act on behalf of the Board of Commissioners for the "Housing Authority", to approve the submission of the Annual Moving to Work Report for the PHA fiscal year beginning July 1, 2016, hereinafter referred to as "the Report", of which this document will be made a part and to make the following certifications to the Department of Housing and Urban Development (HUD) in connection with the submission of the Report:

1. "The Housing Authority" has met the statutory requirement to house at least 75 percent of the families assisted by the agency who have income in the "very low" category;
2. "The Housing Authority" has met the statutory requirement to continue to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined;
3. "The Housing Authority" has met the statutory requirement to maintain a comparable mix of families (by family size) as would have been served had the amounts not been used under the MTW demonstration Program.

Housing Authority of the County of Tulare

CA030

PHA Name


PHA Number/HA

KEN KUGLER

Executive Director

Name of Authorized Official

Title



September 19, 2017

Signature

Date

# Section VI: Administrative (A) Board Resolution Adopting Report

4. This Resolution shall take effect immediately upon adoption.

The foregoing resolution was adopted upon a motion presented by Commissioner Snyder, and seconded by Commissioner Rodrigues, at a regular meeting of the Board of Commissioners held on the 19<sup>th</sup> day of September 2017.

Motion carried by the following vote:

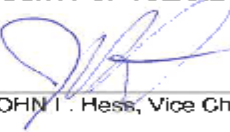
**AYES:** Snyder, Hess, Silicato, Rodrigues

**NAYES:** None

**ABSTAIN:** None

**ABSENT:** Romero, Ybarra

**HOUSING AUTHORITY OF THE  
COUNTY OF TULARE**



JOHN L. Hess, Vice Chairperson