

Promoting A Greater Understanding of MTW in the Charlotte Community

Moving Forward
Families Advancing to Self-Reliance

With housing, there's a way...

CHA Charlotte Housing Authority

Moving Forward
With housing, there's a way...

Purpose Statement

- Understand the Scope of the Housing Problem
- Raise Community Awareness
- Capture Views of Thought Leaders & Community
- Devise/Execute Strategy
- Report on Results

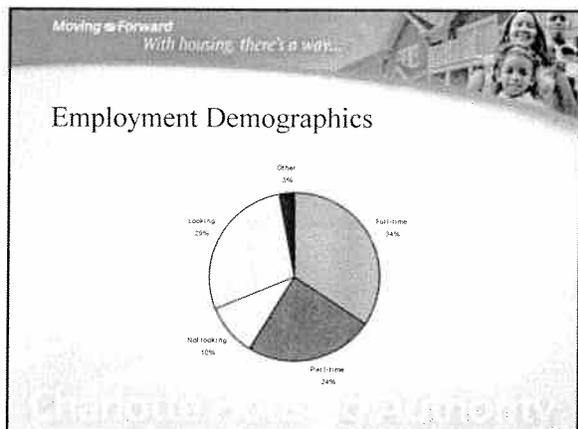
Moving Forward
With housing, there's a way...

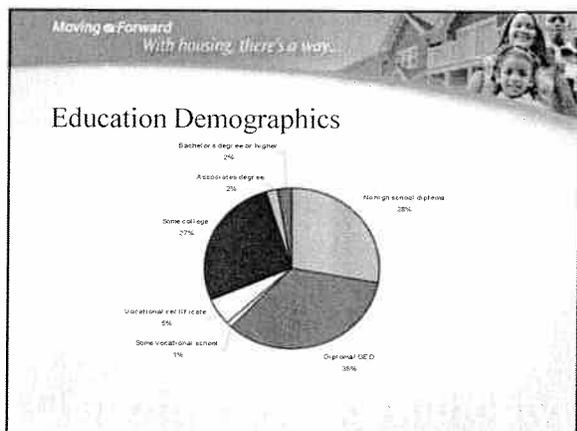
Need for MTW flexibility in Charlotte-Mecklenburg:

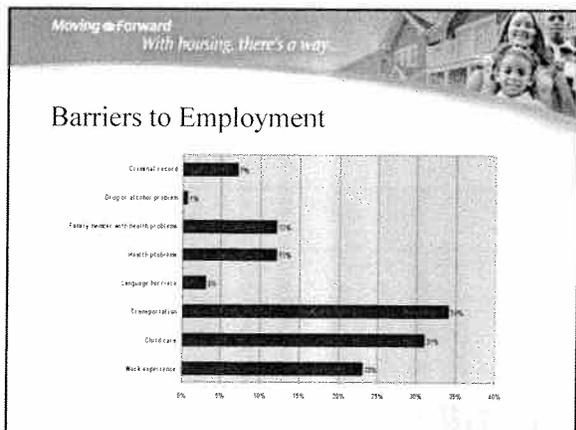
Net Unmet Demand for Affordable Housing in Mecklenburg County

Year	Rental Housing Units	Owner-Occupied Housing Units	Total Housing Units
2000	9045	4001	12530
2004	10178	4154	13046
2010	15654	1094	13272

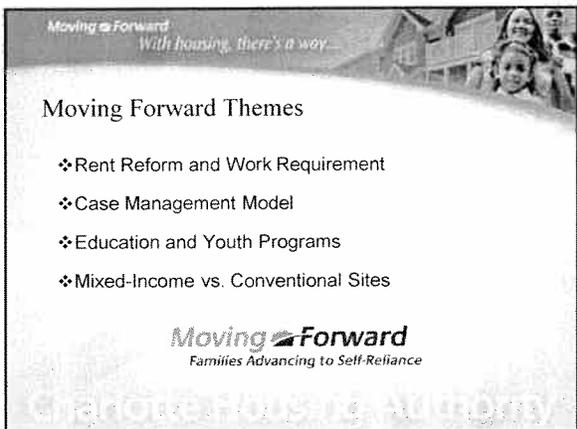
Source: City of Charlotte and Charlotte-Mecklenburg Regional Housing Consortium Five-Year Consolidated Plan And FY2006 Annual Action Plan







Moving  Forward
With housing, there's a way...



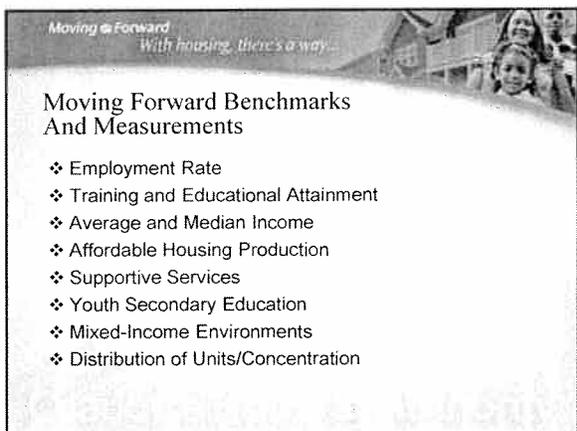
Moving Forward Themes

- ❖ Rent Reform and Work Requirement
- ❖ Case Management Model
- ❖ Education and Youth Programs
- ❖ Mixed-Income vs. Conventional Sites

Moving  Forward
Families Advancing to Self-Reliance

CHARLOTTE HOUSING AUTHORITY

Moving  Forward
With housing, there's a way...

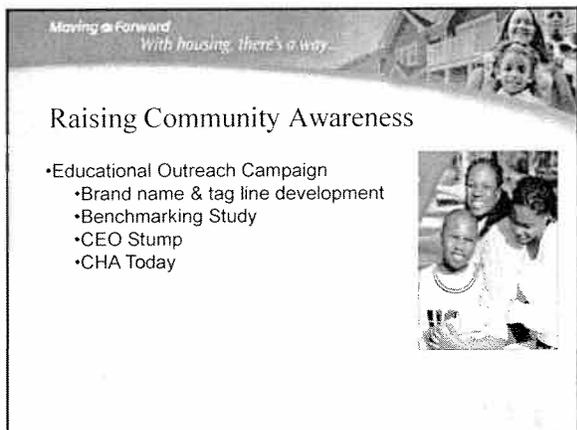


Moving Forward Benchmarks And Measurements

- ❖ Employment Rate
- ❖ Training and Educational Attainment
- ❖ Average and Median Income
- ❖ Affordable Housing Production
- ❖ Supportive Services
- ❖ Youth Secondary Education
- ❖ Mixed-Income Environments
- ❖ Distribution of Units/Concentration

CHARLOTTE HOUSING AUTHORITY

Moving  Forward
With housing, there's a way...



Raising Community Awareness

- Educational Outreach Campaign
 - Brand name & tag line development
 - Benchmarking Study
 - CEO Stump
 - CHA Today



CHARLOTTE HOUSING AUTHORITY

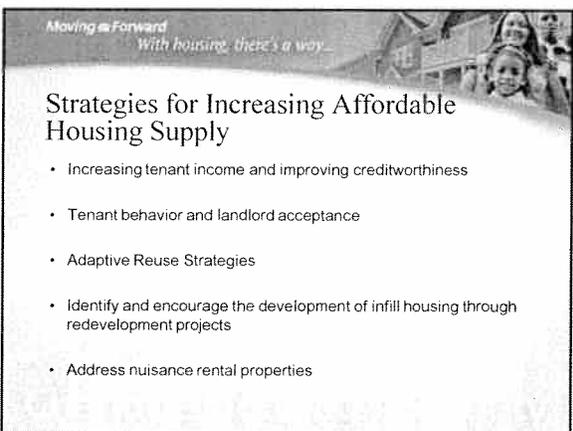
Moving Forward
With housing, there's a way...



Community Engagement

- Customer Annual Planning Sessions with Customers
- Advisory Committee
 - Collaborative Partnership
 - Advisory Council

Moving Forward
With housing, there's a way...



Strategies for Increasing Affordable Housing Supply

- Increasing tenant income and improving creditworthiness
- Tenant behavior and landlord acceptance
- Adaptive Reuse Strategies
- Identify and encourage the development of infill housing through redevelopment projects
- Address nuisance rental properties

Moving Forward
With housing, there's a way...



Controversies and MTW flexibility

- Rent Reform
 - Increase minimum rent
- Work Requirement
 - Case Management Model
- Truancy Policy
 - Charlotte-Mecklenburg School partnership
 - Parent Accountability

Moving Forward
With housing, there's a way...

Evaluation & Reporting

- UNC Chapel Hill Hired as Evaluators
- Communications Strategy Includes Reporting out to the Community
- Reporting to Local Legislators

Share our story & our story

Moving Forward
With housing, there's a way...

Questions



Share our story & our story

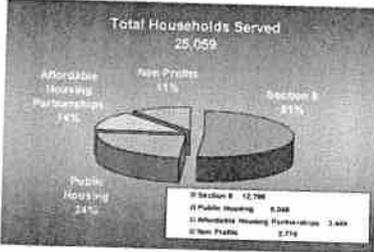


Promoting Understanding of MTW in San Antonio, Texas

Lourdes Castro-Ramirez,
Chief Executive Officer
San Antonio Housing Authority
June 3, 2010

Promoting Understanding of MTW in San Antonio Agency Background

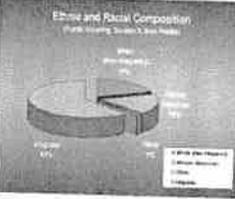
Total Households Served
25,059



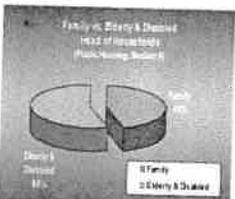
Section 8	5,298
Public Housing	6,288
Affordable Housing Participations	3,484
New Private	2,279

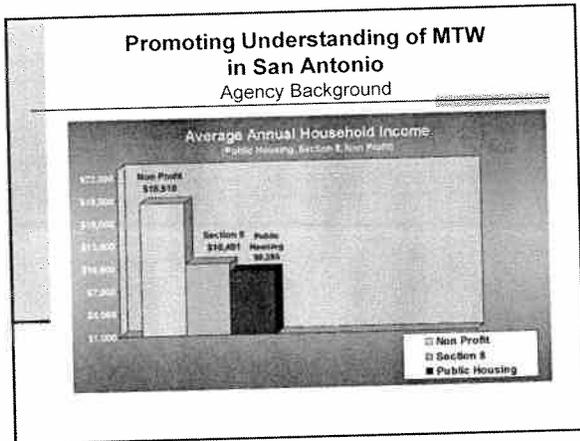
Promoting Understanding of MTW in San Antonio Agency Background

Ethnic and Racial Composition
(Public Housing, Section 8, New Private)



Family vs. Elderly & Disabled
(Total of Households (Public Housing, Section 8))





- ### Promoting Understanding of MTW in San Antonio SAHA: Agency Priorities
- **Improve the Quality of Life**
 - Strengthen relationships with our clients; gain a clear understanding of the needs and desires of the communities we serve.
 - Build and increase the community partnerships needed to provide our clients access to a variety of supportive services.
 - **Moving to Work:** Develop a new Moving to Work program with stakeholder input to test innovative community economic development strategies.
 - **Employment & Educational Opportunities** - Expand employment and educational opportunities by increasing vendor and residents participation in Section 3.
 - **Preserve and Expand Affordable Housing**
 - Invest in our existing housing communities (Capital and Recovery Act funds)
 - Partner to reposition SAHA's aging housing to create mixed-income communities
 - Expand our inventory of housing
 - **Strengthen SAHA's Performance and Service**
 - Strengthen on internal controls, administrative systems and build staff capacity

- 
- ### Promoting Understanding of MTW in San Antonio The History of MTW in San Antonio....
- From FY 2000 to late-2009 SAHA participated in the MTW demonstration program
 - **Accomplishments**
 - SAHA selected as one of 22 high performing PHAs
 - Pilot MTW at three sites
 - Developed partnerships
 - First 3 years showed increased in wages at selected sites
 - **Challenges**
 - Lacked stakeholder engagement
 - Partnership program services decreased after third year
 - This initial program ended in late-2009
 - SAHA and HUD signed restated MTW Agreement June 25, 2009
 - We seized the initiative and....

 **Promoting Understanding of MTW**
 SAHA MTW Chronology....

- June 25, 2009 – SAHA and HUD signed Amended and Restated MTW Agreement
- October 2009 – January 2010 - Systematically built our plan
- October 2009 – Established MTW Advisory Committee
- November 2009 Resident Leadership Presentations
- February 2010 – Posted MTW plan for Public Comment
 - Conducted resident meetings in all public housing properties
- March 2010 – Numerous MTW Stakeholder meetings
 - Resident meeting for Housing Choice Voucher Program (Section 8) participants
 - MTW Public Hearing
- April 2010 – Board of Commissioners Meeting and Public Hearing, and approval of MTW plan
- April 15, 2010 to current - Final Submission to HUD for approval

 **Promoting Understanding of MTW in San Antonio**

❖ **Creation of a community-wide MTW awareness:**

- ❖ Foster community involvement and ownership
- ❖ Build strategic and operational resources
- ❖ Address MTW goals and objectives
- ❖ Provide recommendations and feedback to SAHA
- ❖ Build a comprehensive and achievable SAHA MTW Plan

 **Promoting Understanding of MTW in San Antonio**
 Outside agency perspectives....

❖ **The MTW Advisory Board:**

- ❖ MTW Advisory Board consist of representatives with a broad knowledge of employment and educational services, supportive services and poverty alleviation
- ❖ Directors/Managers from a cross-section of Public, Social Service and Non-profit Agencies
- ❖ Meets once a month
- ❖ Provides input and feedback to SAHA MTW (an outsiders perspective)
- ❖ Assists in the delivery of services and support
- ❖ A diversity of services and opportunities are represented

 **Promoting Understanding of MTW in San Antonio**
Critical resident involvement...

■ **Resident Leaders:**

- ❖ Allowed us to dispel myths, rumors, concerns about MTW (i.e. loss of benefits, serving less families, adds more bureaucracy, etc.....)
- ❖ Provides community-level input and feedback to the SAHA MTW plan
- ❖ Represents the "voice and face" of the participants of the MTW program
- ❖ Simple business model: Let your customer tell you what's feasible and what's not

 **Building Community Involvement**
Community-wide consensus building efforts...

■ **Community Stakeholders:**

- ❖ League of United Latin American Citizens (LULAC), Legal Aid, Alamo Area Council Of Governments (AACOG), Neighborhood First Alliance, Urban Connections
- ❖ Stakeholders provide grass-roots input and feedback to SAHA MTW plan
- ❖ All formal and informal community leaders, organizations, and residents are invited to participate
- ❖ Best method to dissemination MTW information and services at the grass-roots level

 **Promoting Understanding of MTW in the "Alamo City"**
Agency paradigm shift....

❖ **SAHA Board/Operational Staff:**

- ❖ Provides agency-wide input and feedback for SAHA MTW plan, with emphasis on feasibility
- ❖ Spearheads the innovative efficiencies of the MTW program
- ❖ Assists in transformation from legacy programs to future MTW programs
- ❖ Continuous process surmounting staff resistance; change is difficult in any bureaucracy

 **Promoting Understanding of MTW
in the "Alamo City"**
The future....

❖ **Keys to future MTW successes ...**

- ✓ Everyone has input at all levels (Commissioners down to Residents)
- ✓ Transparency is key to battling misperceptions
- ✓ Listen to the customer/client/partners/employees
- ✓ Continue to build community support and outreach
- ✓ Implement efficiently tailored programs which address the three key MTW goals
- ✓ Implement MTW plan upon HUD approval

 **Promoting Understanding of MTW
in the "Alamo City"**

Questions/Comments?

😊 **Thank you**



Alternative MTW Agency Assessment

MTW Conference –
June 2010

Incompatibility between MTW & the proposed PHAS

- Scoring does not take into consideration planned risks associated with experimentation.
- Project-level focus ignores fungibility, local goals, and local conditions.
- Limited time frame does not consider multi-year trends.

Examples

- Quick Ratio (9 points)
- MENAR (9 points)
- Vacancy Rate (16 points)
- Inspections (1 point)
- Preventive Maintenance (1 point)
- Turnaround Time (2 points)
- Economic Self-Sufficiency (1 point)
- Resident Involvement in Project Administration (1 point)

Why is a meaningful assessment system important

- High Performer status
 - Capital bonus
 - Eligibility for grants
 - Bonus points in grant applications
- Community interests
 - Objective standards for showing MTW agency performance

Possible Alternatives

- Accreditation System
- Rating Agency
- Modified PHAS

Accreditation System

Purpose	• Determine general health of agency and housing conditions
Participation	• Voluntary
Accrediting Body	• Independent, industry-based commission
Process	• Self-certification with confirmatory visit by peers
Frequency	• Accreditation-two to three years
	• Self-certification-one to three years

Accreditation System Cont.

- Standards
- Blends operational, financial, physical, management, and social goal achievement
 - Uses quantitative and qualitative standards
 - Authority-wide performance
 - Recognizes size and complexity of operations
 - Flexible—local conditions and objectives
 - Local and national priorities

Accreditation System Cont.

- Indicators
- Nationally recognized best practices, quantitative performance goals, qualitative goals with local adjustments
 - Both process and results measurements
 - Multi-year, trend analysis
- Evaluators
- Team of peer reviewers
 - Knowledgeable in area assessing
- Scoring
- Pass/fail with recognition for above average
- Cost
- PHA's pay accreditation fee
 - PHA's absorb cost of creating the system

Rating Agency

- Purpose
- Assess overall financial health
 - Management Quality Rating
- Participation
- Voluntary
- Rating Body
- Standard & Poor's, Moody's, Fitch
- Process
- PHA submits documentation
 - Rating agency conducts site visit, compares to relevant industry benchmarks and peers
 - Takes 4-6 weeks
- Frequency
- Every two to three years

Rating Agency Continued

Factors	<ul style="list-style-type: none"> • Earnings and financial strength • Management and operations • Portfolio and asset quality
Indicators	<ul style="list-style-type: none"> • Key financial ratios • Financial management assessment • Procedures • Capital adequacy • Multi-year, trend analysis
Scoring	<ul style="list-style-type: none"> • Broadly-recognized rating systems
Cost	<ul style="list-style-type: none"> • PHA pays fee to rating agency

Modified MTW PHAS

PHAS Element	Possible Modified Measures for MTW <small>(allow for "regular" PHAS criteria or MTW PHAS criteria - whichever makes most sense)</small>
Quick Ratio/ MENAR	<ul style="list-style-type: none"> • Agency-wide, not project-specific or public housing only • Include multi-year, trend analysis
Vacancy Rate/ Turnaround Time	<ul style="list-style-type: none"> • Project's budgeted vacancy loss • Agency-wide average

Modified MTW PHAS Continued

PHAS Element	Possible Modified Measures for MTW
Inspections/ Preventive Maintenance	<ul style="list-style-type: none"> • Compliance with MTW Inspection Protocol • Implementation of project's Preventive Maintenance plan
Economic Self- Sufficiency	<ul style="list-style-type: none"> • Agency-wide evaluation • Implementation of MTW self-sufficiency initiatives
Resident Involvement	<ul style="list-style-type: none"> • Implementation of project's resident involvement plan

Next Steps

- Other alternatives?
- Preferences?
- Where do we go from here?

Contact Information

Andrew Lofton
Seattle Housing Authority
206.615.3500
alofton@seattlehousing.org



Challenges between MTW and the 2008 Proposed PHAS

June 2010

Under the August 2008 proposed PHAS, as many as 40 out of the possible 100 points are incompatible with MTW. HUD MTW staff has repeatedly told us that they want us to experiment and that we will not be penalized for trying something that does not work. Below is a summary of areas in the proposed PHAS that force MTW agencies to choose between a good PHAS score (and all of the associated perks) and exercising MTW flexibilities to achieve MTW goals and local priorities. For some, a simple tweak of the language would accommodate MTW agencies, but for others, disconnect is far reaching and will require a fundamental shift in evaluation criteria.

Proposed PHAS Scoring Element	Disconnect with MTW	Possible Modifications to Improve MTW Compatibility
<p>Quick Ratio (QR) – 9 points</p> <p>QR measures project's ability to cover current liabilities.</p> <p>QR = Adjusted Unrestricted Current Assets / Current Liabilities</p> <p>>2.0 = 9.0 points</p>	<p>Quick Ratio & Months Expendable Net Assets Ratio</p> <p>Attachment C: B.1. <u>Single Fund Budget with Full Flexibility</u></p> <p>B.4. <u>Transitional/Conditional Housing Program</u></p> <p>C.3. <u>Deconcentration Policy</u></p> <p>C.5 <u>Use of Public Housing as an Incentive for Economic Progress</u></p> <p>C.10 <u>Special Admissions and Occupancy Policies for Certain Public Housing Communities</u></p> <p>C.11. <u>Rent Policies and Term Limits</u></p> <p>C.15 <u>Available Property</u></p> <p>First Amendment: 6. <u>Local Asset Management Program Within MTW</u></p> <p>Attachment A: Attachment A varies among agencies</p>	<ul style="list-style-type: none"> ▪ Make Quick Ratio and MENAR agency-wide measurements, not project-specific and not public housing only ▪ Include multi-year trend analysis
<p>Months Expendable Net Assets Ratio (MENAR) – 9 points</p> <p>Measures project's ability to operate using net available, unrestricted resources without relying on additional funding.</p> <p>Net Available Unrestricted Resources / Average Monthly Operating Expenses</p> <p>>4.0 = 9.0 points</p>	<p><i>Examples of flexibilities that MTW agencies may elect to pursue that would jeopardize their ability to meet PHAS-imposed financial standards at the project level, but are believed to be in support of MTW goals and local priorities:</i></p> <ul style="list-style-type: none"> ▪ Agencies may choose to use selected properties to serve special populations, or provide units free of charge to service providers, etc. knowing that a property is not going to generate sufficient revenues, and may use MTW Block Grant flexibility to address financial gaps. ▪ Agencies may choose to pilot rent policies that have extensive negative financial impacts (short or long term) on a given project, but are unsustainable at the agency level (MTW Block Grant). ▪ Agencies may choose to operate properties that are difficult to lease up because they meet a local priority, such as deconcentration. 	

Proposed PHAS Scoring Element	Disconnect with MTW	Possible Modifications to Improve MTW Compatibility
<p>Vacancy Rate – 16 points</p> <p>Measures average adjusted vacancy rate of eligible units for the previous calendar year.</p> <p>Grade A: 16 points</p> <p>1) Adjusted vacancy rate of 2 percent or less</p> <p>Turnaround Time – 2 points</p> <p>Examines average amount of time taken to turn around eligible units leased during the prior 12-month calendar period.</p> <p>Grade A:</p> <ol style="list-style-type: none"> 1) Achieved an “A” under Vacancy Rate component; or 2) Turnaround time of < 15 days; 	<p>Vacancy Rate & Turnaround Time</p> <p>Several MTW authorizations allow for experimentation that may negatively impact vacancy rates, particularly during early implementation, including the following authorizations from Attachment C:</p> <ul style="list-style-type: none"> B.4. <u>Transitional/Conditional Housing Program</u> C.1. <u>Site Based or Geographic Area Waiting List System</u> C.3. <u>Deconcentration Policy</u> C.5. <u>Use of Public Housing as an Incentive for Economic Progress</u> C.10 <u>Special Admissions and Occupancy Policies for Certain Public Housing Communities</u> C.15 <u>Available Property</u> <p><i>Examples of MTW activities that could make keeping vacancies below 2% difficult:</i></p> <ul style="list-style-type: none"> ▪ <i>Utilize properties for special populations (high turnover, difficulty completing admissions process due to mental health or current homeless situation, transfers from nursing homes or prison in which discharge day may not be entirely at tenants' control).</i> ▪ <i>Utilize popular properties as an incentive for economic self-sufficiency for existing residents may find that the increased turnover in the properties being vacated for the transfers.</i> ▪ <i>Lease units to service providers who, in turn lease to tenants may not be able to satisfy PIC's definition of occupied.</i> ▪ <i>This measure does not allow for the bumps in the road that are sure to materialize during the transition period of a new policy/approach.</i> 	<ul style="list-style-type: none"> ▪ Agency wide evaluation ▪ Measure against project's budgeted vacancy loss ▪ Allow for local definition of eligible units (for example, some units might be being held vacant for a new program or use)

Proposed PHAS Scoring Element	MTW Conflict	Modifications that would improve compatibility
<p>Inspections – 1 point</p> <p>Component measures percentage of units inspected for the 12-month period prior to the management review.</p> <p>Grade A:</p> <ol style="list-style-type: none"> 1) Scores 90 percent or more on Physical Inspection; or 2) Inspects 99 percent of eligible units. 	<p align="center">Inspections & Preventive Maintenance</p> <p>Attachment C: C.9.a. <u>The agency is authorized to deploy a risk management approach to property and system inspection protocols and frequencies in lieu of the HUD requirements of annual inspections...</u></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> ▪ <i>Agencies that choose to inspect units only every other year or not inspect tenants with good history would lose 1 point.</i> 	<ul style="list-style-type: none"> ▪ If agency has a MTW Inspection Protocol, measure compliance with that
<p>Preventative Maintenance – 1 point</p> <p>Evaluates implementation of a preventative maintenance plan.</p> <p>Grade A:</p> <ol style="list-style-type: none"> 1) Conducts annual inspections of buildings, grounds...; 2) Has a preventative maintenance plan; 3) <u>All</u> elements of preventative maintenance plan implemented. 	<p>Attachment C, Section C.9.a. <u>The agency is authorized to deploy a risk management approach to property and system inspection protocols and frequencies in lieu of the HUD requirements of annual inspections...</u></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> ▪ <i>Alternative inspection protocol in which some properties are inspected less frequently (for example new construction).</i> 	<ul style="list-style-type: none"> ▪ Measure implementation of the agency's preventative maintenance plan

Proposed PHAS Scoring Element	MTW Conflict	Modifications that would improve compatibility
Economic Self-Sufficiency & Resident Involvement		
<p>Economic Self Sufficiency – 1 point</p> <p>Examines self-sufficiency opportunities available to eligible residents in the calendar month prior.</p> <p>Grade A:</p> <ol style="list-style-type: none"> 1) At least 85 percent of households are elderly or disabled; or 2) At least 50 percent of adult residents are employed; or 3) At least 10 percent of adult residents are participating in a self-sufficiency program. 	<p>Narrowing the definition of successfully economic self-sufficiency efforts, such as is contained in PHAS, limits agencies' ability to boldly pursue alternative rent policies and other MTW flexibilities while still achieving high PHAS scores. Examples of hindered policies include Attachment C:</p> <p>B.4. <u>Transitional/Conditional Housing Program</u></p> <p>C.3. <u>Deconcentration Policy</u></p> <p>C.5 <u>Use of Public Housing as an Incentive for Economic Progress</u></p> <p>C.10 <u>Special Admissions and Occupancy Policies</u></p> <p>C.11 <u>Rent policies and term limits</u></p> <p>Makes a number of assumptions including the availability of resources, the job market, and mixture of tenants in a project. Depends greatly on the definition of "participating in a self-sufficiency program" and the extent to which "adult" means all adults or non-elderly, non-disabled adults.</p> <p><i>Example:</i></p> <ul style="list-style-type: none"> ▪ <i>An agency decides to convert to set special admissions and occupancy policies to serve chronically homeless seniors. Because the agency does not want to or does not have the resources to displace current residents, the property may go through a transition period in which none of PHAS's Grade A criteria are achievable.</i> 	<ul style="list-style-type: none"> ▪ Agency wide evaluation ▪ Measure implementation of MTW goals and objectives?
<p>Resident Involvement in Project Administration – 1 point</p> <p>Evaluates opportunities for resident involvement in project administration in the calendar month prior.</p> <p>Grade A:</p> <ol style="list-style-type: none"> 1) At least one opportunity available for residents to be involved in project administration. 	<p>Depending on HUD's definition of an "opportunity for resident involvement in project administration" this element may be far too prescriptive for MTW agencies. In particular, flexibilities that could challenge a project's ability to score an A in this area include:</p> <p>B.1. Local Housing programs</p>	<ul style="list-style-type: none"> ▪ Local definitions of project, resident, and opportunity for involvement in project administration.

Additional Proposed PHAS Scoring Elements

Physical Condition Scoring

Physical Indicator Score (30 points possible.)

Each project receives a physical score, and HUD will provide a PHA-wide physical indicator score.

Financial Indicator Scoring

Debt Service Coverage Ratio (DSCR)

(2 points)

Measures project's ability to meet regular debt obligations.

DSCR = Adjusted Operating Income / Project's Annual Debt Service

Management Indicator Scoring

General Appearance and Security

Appearance and Market Appeal (5 points)

Security (1 point)

Maintenance and Modernization

Unit Inspections (1 point)

Work Orders (3 points)

Preventative Maintenance (1 point)

Energy Conservation/Utility Consumption (1 point)

Financial Management

Percentage of Accounts Payable (4 points)

Rent Collection (4 points)





Alaska Housing Finance Corp.
Public Housing Division
James Gurke, Director

RENT SIMPLIFICATION TO ENCOURAGE EMPLOYMENT & SELF SUFFICIENCY

DATA ON WHO TO TARGET

- × 2009 PIC Report (no longer available as MtW)
 - 43% of PH families receive \$400 deduction
 - 39% of PH families report some wages
 - 18% of PH families dependent on UI, TANF, etc.

- 52% of S8 families receive \$400 deduction
- 32% of S8 families report some wages
- 16% of S8 families dependent on UI, TANF, etc.

Defining Self- Sufficiency

Source: National Low-Income Housing Coalition (NLIHC) www.nlihc.org Research - Out of Reach 2010	Alaska	Anchorage	Fairbanks	Mat-Su Borough
2010 Fair Market Rent (FMR)				
Two-Bedroom	\$1,059	\$1,031	\$1,004	\$981
Annual Income Needed to Afford FMR				
Two-Bedroom	\$42,345	\$41,240	\$40,160	\$39,240
Renter Household Income				
Estimated Median Renter Household Income	\$46,199	\$45,943	\$44,281	\$37,188
Percent Needed to Afford 2 BR FMR	92%	90%	91%	106%
Rent Affordable at Median	\$1,155	\$1,149	\$1,107	\$930
% Renters Unable to Afford 2 BR FMR	42%	41%	42%	53%

USE OF UTILITY ALLOWANCES AS A RENT REFORM INITIATIVE

- FY2011, Consolidate utility allowances for multiple suppliers in the same location (PH and HCV)
- Consolidate multiple UAs currently determined by building type (HCV)
- Outcomes: clearer shopping instructions for HCV clients, consistency for tenants who move, reduced administrative costs

OTHER UTILITY IDEAS UNDER CONSIDERATION

- ▶ Setting a minimum rent inclusive of the utility allowance
 - ▶ eliminates small monthly checks
 - ▶ no one is getting paid to live in assisted housing
 - ▶ may create more hardship requests in areas of high fuel costs
- ▶ AHFC paid utilities – tenant credited for a baseline amount
 - ▶ if actual is above the baseline, resident pays the difference back to agency
 - ▶ promotes energy savings
 - ▶ administrative efficiencies for agency and utility company (fewer non-payment notices; eliminates switching accounts between tenant and AHFC)

FOR 'WORK-ABLE' FAMILIES

- ▶ For a decrease in earnings, extend the effective date from 30 to 60 days
 - ▶ Encourage families to retain employment
 - ▶ Look for another job right away
- ▶ Award working families when the new income triggers an interim rent portion increase:
 - ▶ Postpone the effective date to 60 days from the change in earned income
 - ▶ Extend \$0 HAP safety net from 180 days to one year

DISTRIBUTIVE JUSTICE

DOES THE CONCEPT APPLY TO HOUSING SUBSIDY?

- ✖ 4,216 HCV's in the existing portfolio
- ✖ 4,000 + applicants on statewide waiting lists
- ✖ A preference system that reflects the former federal preferences
- ✖ A legal system that treats subsidy as a property right

LONGER TERM TENANT-BASED HCV

- ✖ Examine the impact on HAP if subsidy standard adhered to the CFR of two person per bedroom
- ✖ Initial subsidy at 30% adjusted income
- ✖ Using available data, establish a time limit for full subsidy
- ✖ Ratchet downward to a shallow subsidy adjusted for family size

Establishing Alternate Rent Policies that Encourage Employment and Self Sufficiency



Barbara Huppee
Executive Director

Why MTW

- 1996 Congress announced Moving to Work Demonstration Program
- LDCHA staff response was immediate and uniform
- Charge residents rent



Irrational Federal Housing Policy

Brooke Amendment of 1969



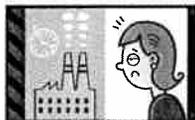
30% Rent Rule

- Rewards unemployment
Don't work, don't pay rent, receive a utility allowance.
- Rewards dishonesty by encouraging people to work in the underground economy
No money/no rent. Little money/little rent.



Encourages Nothing

- It thwarts jobs skills development, growth and self sufficiency by discouraging people from increasing their income from employment.



You get what you pay for

- It distorts the value of a rental unit.



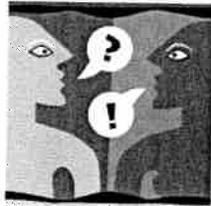
It defies the Paperwork Reduction Act

- It's administratively burdensome



It's bad for the tenants

- It fosters financial uncertainty within the household that precludes household planning.



**LDCHA's Underlying Principles
for its Alternate Rent Policy**



Property has Value

- *Public Housing and Section 8 units have real economic value and the tenant's rent should reflect that value. It is erroneous and inhibits a person's understanding of how the world works when the value of the unit is linked to income.*



Meaningful Rent

- *Regardless of a family's income, every family should be required to pay a meaningful rent that is linked to the economic value of the unit. Families should not be rewarded for not working by having their rent lowered. In the real world people pay rent regardless of their condition or circumstance.*



People can do better

- *Government programs do a disservice to people by requiring nothing of them. People recognize, accept and rise to reasonable levels demanded of them.*



Rationale Used in the Design and Structure of the Rent Policy



- ✓ Offers Affordability
- ✓ Values the unit
- ✓ Is linked to economic norms

-
- Establish a rent structure that provides affordability



-
- Values the unit



- Motivates families to work



- Rewards work



- Is tied to economic norms



LDCHA MTW Project and Alternative Rent Structure

- The LDCHA's MTW Project contains a number of elements that distinguish it from standard regulations. The three most distinctive are:



- ✓ *Work Requirement*
- ✓ *Rent Structure*
- ✓ *Annual fixed rent*

Mandatory Work Requirement

- All non-disabled/non-elderly adults age 18 and over must work at least 15-20 hours a week. Full time enrollment in a job training or post-secondary education program meets the work requirement. A two parent household can satisfy the work requirement when one parent works 35 hours a week.



Modified Rent Structure

- The rent structure is based on a sliding scale with minimum and maximum rents per bedroom size of unit. Adults that work 35+hours/wk qualify for income deductions not available to those working fewer than 35 hours/wk.

<u>BdRm Size</u>	<u>Min Rent</u>	<u>Max Rent</u>	<u>PMT STD</u>
1	\$175	\$405	\$634
2	205	465	815
3	245	535	1190
4	265	620	1435



Income Deductions

- Child dependent deduction increased to \$840/child, capped at \$1680/household.
- Full out-of-pocket dependent care deduction to allow work or school.
- Utility deduction as an annual income deduction, not monthly rent deduction.
- Child support for children not living in the household.



Income Deductions that Reward Work

- 10% earned income deduction for those that work 35 hours/wk.
- \$2000 medical deduction for those that work 35 hours/wk.
- Employment income of adult children 18-21 years is excluded but they must meet the work requirement.



Annual Rent

- Rent that is established at re-examination is fixed for the entire year regardless of income changes



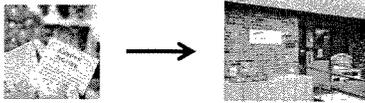
Work Requirement Violations

- The work requirement is enforced at the annual re-exam. Individuals who are not working have 30 days to come into compliance. If they fail to meet the work requirement the household is recertified to contract rent for the unit.



Hardship Policy

- Households that experience a loss of income due to medical or employment conditions may be recertified to the minimum rent or 30% AMI after lost employment income is removed and the person losing the employment participates in the rapid re-employment program through the Resident Services program.



Resident and Community Involvement



- ✓ Residents
- ✓ City
- ✓ Social Service Agencies

Bring stakeholders to the table

- Residents and the community were heavily involved in the initial planning through a series of resident meetings followed by a series of meetings with local social service agencies. There was little opposition to the plan then and now.



Invest in Goodwill

- Engage the tenants in the process and encourage their investment in their own quality of life.

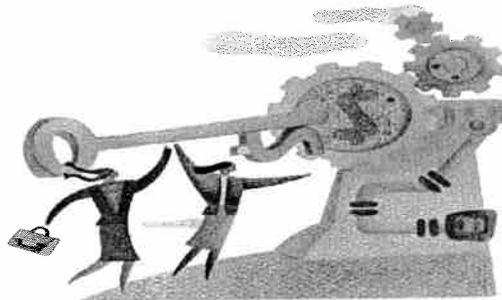


Lincoln Housing Authority

Providing Affordable Housing for over *60 Years*

Moving to Work

Three (3) Alternate Rent Policies
that encourage



Employment and/or Self-Sufficiency

Lincoln Housing Authority
5700 R Street
Lincoln, NE 68505

Seanna Collins, Tenant Based Housing Manager
E-Mail Address: seanna@l-housing.com
Phone Number: (402) 434-5505

June 2010

The following Moving to Work (MTW) alternate rent policies for were implemented effective July 1, 1999 for new admissions or the next annual re-examination effective October 1, 1999 for all voucher participants and public housing tenants Through the MTW demonstration program, LHA eliminated the regulatory policy on the Earned Income Disregard income exclusions, imputed welfare income and student earned income exclusions for adults 22 or older.



#1 - Minimum Earned Income (MEI)

LHA includes a minimum amount of earned income when calculating Annual Income whether or not a family is working. The minimum amount of earned income for families with one eligible adult will be based on 25 hours per week of employment at the federal minimum wage. The minimum amount of earned income for families with two or more eligible adult members will be based on 40 hours per week of employment at minimum wage.

25 hours @ \$7.25 per hour = \$181.25 @ 52 weeks= **\$9,425 annual income**
 @ 27%= \$212 TTP

40 hours @ \$7.25 per hour = \$290.00 @ 52 weeks= **\$15,080 annual income**
 @ 27%= \$339 TTP

LHA counts the higher of the minimum earned income or the actual earned income or unemployment compensation benefits, *added 2/1/2009*, for the household. The minimum earned income is added to any unearned income the family receives. Eligible adults are persons 18 years of age or older who do not qualify for one the following exemptions. All adults in the household must be exempt in order for the household to be exempt from the minimum earned income requirements.

The original MEI was based on a minimum wage of \$5.15 per hour. The following chart shows the changes in MEI over time.

Effective Date	Minimum Wage	MEI for 1 person	MEI for 2 persons
July 1, 1999 (start of MTW)	\$5.15	\$6,698	\$10,712
July 24, 2007	\$5.85	\$7,605	\$12,168
July 24, 2008	\$6.55	\$8,515	\$13,624
July 24, 2009	\$7.25	\$9,425	\$15,080

MEI Exemptions: LHA exempts adult household members of the family from the minimum earned income requirement if they meet the following criteria:

1. A person who has an illness or injury serious enough to temporarily prevent entry into employment or training. As an example, a broken limb would not automatically qualify an individual from this exemption. An individual under doctor's orders for restricted activities following surgery could be considered for a temporary exemption. Each exemption will be considered on an individual yet consistent basis. Exemptions for illness or injury of less than six weeks anticipated duration will not be given. The maximum duration of this exemption is one year. The exemption will continue beyond one year if the individual has a current application for Social Security disability and the decision is pending.
2. A person who is age 62 or older or disabled.
3. A person who is needed in the home on a continuous basis because of the illness or incapacity of another household member and no other appropriate member of the household is available to provide the needed care. Verification from a physician or licensed or certified psychologist is required. The illness or incapacity of the household member must be evaluated periodically, depending on the diagnosis and/or prognosis for recovery. LHA will verify this at least annually.
4. A parent or needy caretaker relative of a child under the age of 12 weeks.
5. A pregnant woman beginning with the 3rd trimester (6th month) of pregnancy continuing through six weeks following the end of the pregnancy.
6. An individual who is participating in AmeriCorps, JobCorps, Senior Community Service Employment (i.e. AARP or Green Thumb) or VISTA.
7. A full-time student. A person who is carrying a subject load that is considered full-time for day students under the standards and practices of the educational institution attended. An educational institution includes a vocational school with a diploma or certificate program, as well as an institution offering a college degree. The school must be accredited by the Nebraska Department of Education and/or other acceptable accrediting agencies.
8. A participant in an approved Self-Sufficiency Program. An approved self-sufficiency program is one that has been reviewed by LHA and whose sponsoring agency has an agreement with LHA regarding their program. Self-sufficiency programs provided by agencies will be approved if they meet the following guidelines. The self-sufficiency plan must be part of an organized self-sufficiency program developed by the agency as part of the agency's ongoing efforts to support families in achieving self-sufficiency. The goal plans must be based on results of assessment and must list goals to be achieved and benchmarks and time lines; goals must be measurable and verifiable; realistic---within the control of the individual; adequate---contribute to the achievement of self-sufficiency; congruent with the individual's values; and time-limited. The self sufficiency plan must detail the responsibilities, roles, and expectations of the participant, the sponsoring agency and case manager, and other service providers. The self-sufficiency plan may be a flexible tool which allows for adjustments based on changes in external conditions or individual circumstances. There must be an established relationship the Lincoln Housing Authority and the

sponsoring agencies of the self-sufficiency program to allow for the exchange of information so that Lincoln Housing Authority can monitor the progress on self-sufficiency goals and objectives.

To be eligible for an exemption from the minimum earned income requirement, the individual must be fully enrolled in the self-sufficiency program and actively participating. They cannot be enrolled but inactive and cannot be under any sanction or probation with the self-sufficiency agency.

The following agencies offer self-sufficiency programs and have entered into agreements to provide individual self-sufficiency program plans to the housing authority:

- (1) City of Lincoln Urban Development Department-One Stop Employment * (Worker Training Programs)
- (2) Homeless Committee- Homeless voucher program
- (3) LHA Family Self Sufficiency Program
- (4) Lincoln Action Program*
- (5) Nebraska Health and Human Services- Employment First Program

* The individual or family self-sufficiency plan must be reviewed and approved by LHA on a case by case basis.

Waiting List PREFERENCE

Employment First program or other approved self-sufficiency program: The Section 8 voucher applicant is given a waiting list preference, if the application is current and active in the participation with the Health and Human Services program, Employment First, or in any approved self-sufficiency program.

FACTS

2864 Housing Choice Vouchers and 320 Public Housing units are administered under the Moving to Work program. Only 20 Mainstream and 35 VASH vouchers are administered under the regular Housing Choice Voucher program policy. Approximately 50% of the Housing Choice Voucher participants are elderly or disabled.

For Housing Choice Voucher households who are non-elderly and non-disabled.

- 58% voucher families are working
- 22% voucher families are receiving Aid to Dependent Children (ADC or TANF) benefits
- 31% families have all or part of MEI income imputed



#2- Interim Re-examination Policy

Income increase: If the family’s income increases without a change in family composition, then LHA will wait until the annual re-examination to re-determine any possible rent increase. Participants are required to report any changes in income at the next annual re-exam. Families who report zero income will be required to report income changes at their quarterly certification and rents will be changes accordingly.

Income decrease: If the family reports an income decrease, LHA will review with the family if there are other related changes which should be considered when determining the rent adjustment. LHA will verify the income decrease and any replacement income that the family will receive. A decrease in the tenant’s rent share will only occur if the replacement income is less than the amount of income they have lost. LHA will not lower rent for payments due to a temporary loss of income of one month (30 days) or less duration.

90 Day Rule- MTW Policy (established in 1999)

If a family member has reduced or terminated employment income, LHA will make the rent decrease 90 days after the decrease in income occurred or after all verifications are received to re-determine eligibility whichever is the latest.

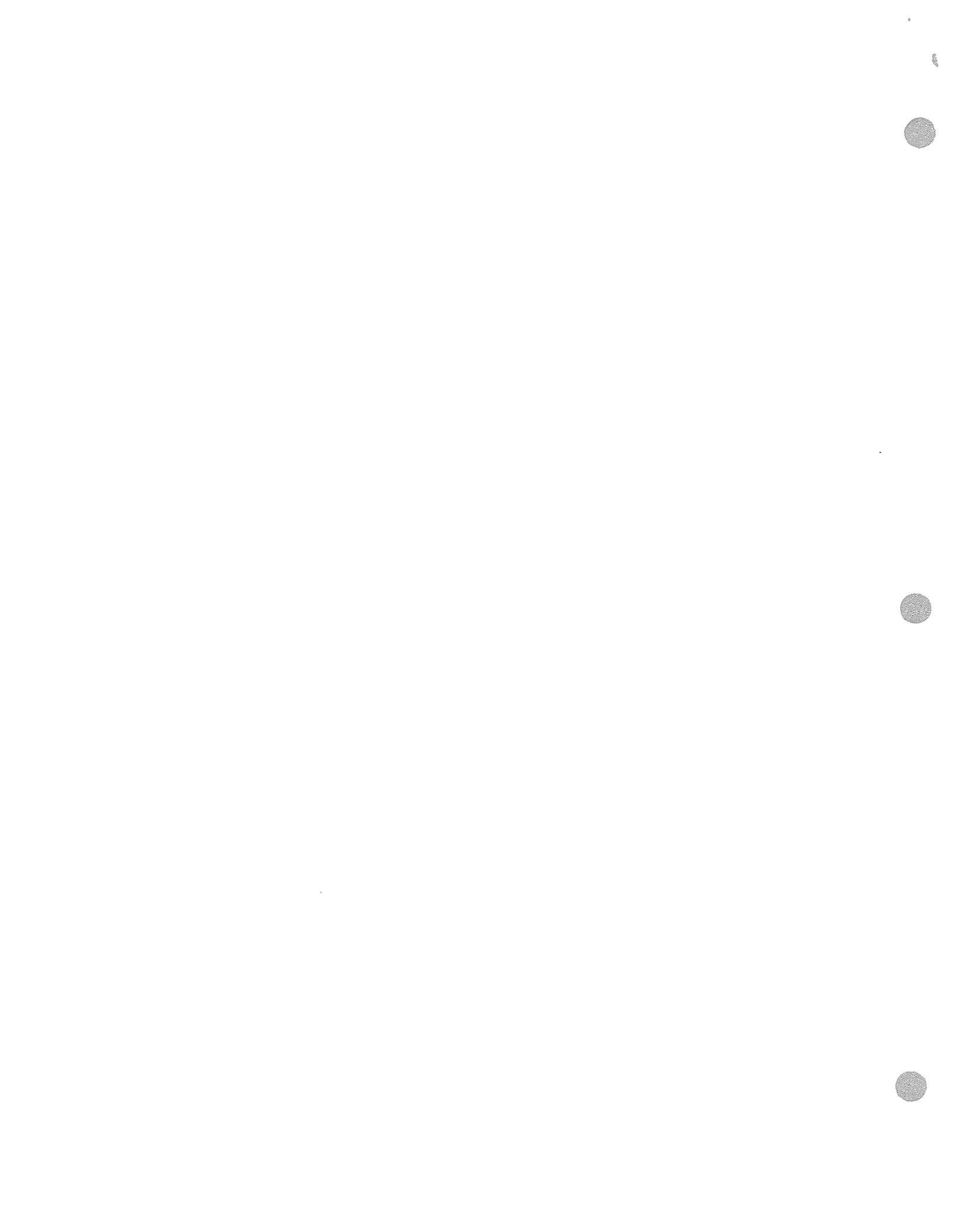


#3- Minimum Tenant Rent Policy (effective April 2008)

Minimum “tenant” rent portion: All subsidized voucher and public housing households are responsible to pay the owner a minimum of \$25 for tenant rent. The higher of the TTP minus the utility allowance or \$25 is used to determine the tenant rent to owner. This requirement will be waived if the head of household is disabled and has a current Social Security application pending.

2009-2010 - \$25 minimum tenant rent statistic information

Public Housing	Housing Choice Voucher
14 tenants pay \$25 min. tenant rent (avg)	230 participants pay \$25 min. tenant rent (avg)
_ 1 tenant exempt	_ 30 participants exempt
0 tenants evicted for failure to pay rent	0 participants evicted for failure to pay rent
	11 participants ended participation 2.3% - all voucher – end of participation



RENT REFORM: PROGRESSIVE RENTS CONCEPT

Working Families

Upon entry into the program:

(27%) of gross income; no minimum rent

Beginning of third year:

Greater of (29%) of gross income or (\$100) minimum rent

Beginning of fifth year:

Greater of (31%) of gross income or (\$200) minimum rent

- Utility allowance based on bedroom size/simplified table. Reimbursements allowed upon entry to program, discontinued at beginning of third year.
- All deductions eliminated.
- No income reviews between entry & third year, or between biennial reviews thereafter. All income increases kept by household; interim reviews can be requested if income is lost.

Seniors / People with Disabilities

Same as entry to program for working families:

(27%) of gross income; no minimum rent, no progressive rent increases

- Utility allowance based on bedroom size/simplified table. Reimbursements allowed.
- All deductions eliminated.
- Triennial reviews.

Programmatic Elements

- Support structures for activities that lead to increased earned income, such as enrollment in/completion of education or vocational program support.
- Zero-income households meet at certain intervals (quarterly? twice per year?) with their case manager, site manager or RSC to identify barriers, get referrals, etc. to access SSDI or employment services. All households have access to information and referral support, such as community resources on budgeting.
- Everyone has access to hardship policy consideration.

Benefits/Problems Addressed

- Simplification: Unifies PH & S8; treats everyone the same at program entry; all households on biennial or triennial review; easy to explain; elimination of deductions and simplified utility allowances reduces errors
- Reduces disincentives to increase income: Wage increases and additional hours worked are not seen/experienced as triggering a "penalty" of increased rent.
- Accountability for contributing to rent is added: Progressive increases in rents allow time to stabilize in housing and minimum rents help ensure that employment is not avoided.
- Programmatic elements provide support and positive engagement from staff.
- The model may increase revenue enough to partially or fully fund incentives and hardships.

Progressive Rents: Defining “Senior” as Age 55+

What is the current policy? HUD defines “elderly” as a person who is at least 62 years of age (section 3 of the Housing Act of 1937).

What is the proposed policy? For the purposes of categorizing households to determine their rent calculation, HAP would define “senior” as a person who is at least 55 years of age.

Why is this policy proposed? A stated purpose of the “Progressive Rents” model is to increase the expectations of work-able households to contribute to the cost of their housing. While many individuals who are 55 and above are capable of earning income, HAP does not want to increase financial pressures on a population of individuals who are nearing retirement and who are already economically vulnerable as indicated by their qualification for housing subsidy.

Why 55? There are a number of sources that provide rationale for defining “senior”, for the purposes of this program, at the age of 55. For example:

- A report by the Employee Benefits Research Institute, updated September 2009 using the March Current Population Surveys of the U.S. Census Bureau (updated annually), shows that income tends to decrease with age beginning at 55. <http://www.ebri.org/pdf/publications/books/databook/DB.Chapter%2006.pdf>
- If a building or a community houses at least one person who is 55 or older in at least 80 percent of the occupied units, and adheres to a policy that demonstrates an intent to house persons who are 55 or older, HUD defines it as “housing for older persons” and that building or community is exempt from the prohibition against familial status discrimination. <http://portal.hud.gov/portal/page/portal/HUD/groups/55older>
- HAP’s Moving to Work agreement (Attachment C, Section B(3)) states “The Agency is authorized to amend the definition of elderly to include families with a head of household or family member who is at least 55 years old”.
- Northwest Pilot Project begins offering services to seniors at age 55.
- A person can begin withdrawing from their 401(K) with no IRS penalty beginning at age 55.

Progressive Rents: Simplification of Mixed-Family Subsidy Proration

What is a mixed family? A mixed family is comprised of citizen(s) or eligible noncitizen(s) and those without eligible citizenship status.

What is the current policy?

- 1) The rent subsidy is determined as usual
- 2) The total eligible family members are divided by the total number in the family (e.g., two eligible members out of five total members = $2/5$ or 40%)
- 3) The prorated subsidy is determined by multiplying the total rent subsidy by the percent eligible.

What is the proposed policy? The subsidy for a family with any ineligible members is reduced by a fixed amount of \$100.

Why is this policy proposed? It is a process simplification that reduces paperwork and the possibilities of calculation errors. HAP has anecdotal indication that families of immigrant communities may not avail themselves of subsidized housing because the proration is so significant and because they may worry about the level of information HAP requires to determine the eligibility status of each family member. This policy may help to mitigate these concerns.

Progressive Rents: Triennial Re-certifications for Seniors / People with Disabilities

What is HAP's current policy? HCV program offers biennials to all households, with the exception of GOALS participants and port-ins. Public housing offers biennials to households with fixed incomes. Social security, SSDI, veteran's benefits and pensions are considered fixed incomes for this purpose. If a household has any earned income or TANF, regardless of age, disability or fixed income source, they continue to have annual re-certifications.

What is the proposed policy? Triennial re-certifications for seniors and people with disabilities (based on the rent reform population definition). To offset potential lost income, HAP should consider automatic increases in off-years for benefit increases, e.g., when a 3% increase in social security payments occurs.

Why is this policy proposed?

- It is an operational efficiency that reduces intrusions for residents / participants and saves significant staff time. HAP's HCV program estimates that each review takes one hour of staff time. Also see reverse, "Projected Annual Staff Time Savings", created in Phase 1, based on the prior definition of "fixed income". This can be updated when the new population definition is agreed upon.
- Eight of 29 MTW agencies are currently using triennials for seniors and people with disabilities, based on HUD's October 2009 "MTW Rent Reform Activities by Agency".
- Triennials for this population has been consistently proposed in the Section 8 Voucher Reform Act (SEVRA) and there appears to be wide support for the concept.
- Incentive programs, periodic interviews for zero-income households, and other programmatic approaches can be used as a way to maintain contact with these families to address any concerns that three years is a long time to have no contact with households in this population.

Progressive Rents: Eliminating Requirements for Excluded Income

What is excluded income? HUD regulation 24 CFR 5.609(c) lists all sources of income that are excluded from the calculation of subsidy. Some examples include foster care payments, Earned Income Tax Credit refunds and food stamps.

What is the current policy? HAP asks families to self-report the various categories of excluded income and enters the information they provide on the HUD 50058 (detailed client data is reported to HUD using this form). HAP does not take the step of verifying this income, since it is not used to calculate subsidy.

What is the proposed policy? HAP would not ask families to report any income that is considered excluded under 24 CFR 5.609(c). This data would not be reported on the HUD 50058.

Why is this policy proposed? There are several sources of excluded income, requiring staff time to enter and report, with no effect on the subsidy calculation. The process is both unnecessary and intrusive – families are asked to provide information that has no bearing on the calculation of their assistance from HAP.



MTW Conference

Washington, DC

June 3, 2010

Housing Authority of the County of San Mateo (HACSM)



Encouraging Participant's expanding Self-Sufficiency
Via
HACSM's Tiered Subsidy Table (TST) in the Voucher Program

Locally Defined Challenges ➡ HACSM Priorities

The "Top 4" as revealed through HACSM's stakeholder process and addressed through the MTW activities – specifically, the TST

- ⊙ Time: Processes taking too long
- ⊙ Complexity: Procedures too challenging to understand, prone to error, and cumbersome
- ⊙ "Red Tape"
- ⊙ More demand for subsidy than supply available

HACSM TST – A Multi-Faceted Approach

- ⊙ Increase Housing Opportunities by streamlining processes
 - Eliminate Utility Allowance Schedule (include utility assistance in the tiered subsidy amounts)
 - Eliminate Payment Standards (basing the tiered subsidy amounts on Fair Market Rents)
 - Remove 40% cap at initial move in (while continuing to educate participants on rental affordability)

- ⊙ Increase Self-Sufficiency of Participants
 - "Knowledge is power" - Providing participants with HACSM's total subsidy contribution at voucher issuance
 - "Shop smart" - Encourage and educate participants to take personal responsibility in their housing decisions
 - Encourage savings and increase income potential by structuring the tiers with a \$3,000 range. As participants move from the lower to higher end of each tier, the % of their MAI going towards rent will decrease, therefore allowing them to save money

⊙ Administrative Efficiencies and Fiscal Savings

- HACSM staff work with participant's AAI (eliminating the additional calculations of 30% MAI, Payment Standards and Utility Allowances)
- HACSM experiences fewer errors in calculations as a result of incorrect Payment Standards and/or Utility Allowances

The TST in practice

- ⊙ HACSM has begun a soft implementation of the TST. The TST participants include:
 - New voucher holders from the HCV wait list and Port In's
 - Relocating HCV participants (note: HCV participants who were housed prior to 3/1/2010 and who choose not to relocate, remain under the traditional HCV program at this time.)
 - Self-Sufficiency participants and Project Based participants at their next appointment (relocation, interim or annual recertification)
- ⊙ The Maximum Subsidy is based on the lesser of the eligible voucher size or unit size rented
 - HACSM has developed a new voucher which informs the participant of the subsidy amounts and the program policies
 - At the briefing, HACSM staff review with the participant the new voucher and the method to determine what their rent portion would be in a variety of rental situations
- ⊙ All Participants pay at least \$50 towards their rent
 - If the proposed contract rent (CR) is *less than* the full subsidy amount, then the participant would be responsible to pay \$50 and the HAP would be calculated as the CR (*minus*) \$50
 - If the proposed CR is within \$50 *greater than* the full subsidy amount, then the participant again would be responsible to pay \$50 and the HAP would be calculated as the CR (*minus*) \$50
- ⊙ In most cases, the Participant rent portion would be the difference between the negotiated CR and the maximum subsidy as determined by the TST
- ⊙ All subsidized units must meet HQS prior to move in
- ⊙ All subsidized units must be determined rent reasonable as well as "affordable" for the participant

Contact Information

⊙ Jennifer Anderson, MTW Project Manager
(650) 802-3358
Janderson@smchousing.org

⊙ Bill Lowell, Executive Director
(650) 802-5024
Wlowell@smchousing.org

Housing Authority of the County of San Mateo

Rent Calculation and Subsidy (HAP) Determination Process

Traditional HCV Process		
Step 1	Step 2	Step 3
Factors included in Annual Adjusted Income and TTP Calc	7 Potential Factors to determine HAP	Factors to determine Tenant Rent Portion
Employment Income	Negotiated Contract Rent (including 40% affordability test)	Contract Rent
Asset Income	Mixed Family Proration	(minus) HAP
Excluded Income	* Payment Standards	Tenant Rent Portion
Child Care Expenses	* Voucher Bedroom Size (Based on HA subsidy standards)	
Medical or Disability Expenses	* Unit Size to be rented	
Deduction for Minor/Dependent	* Utility Allowance	
Deduction for Eld/Dis Household	Tenant TTP (30% of AAI)	
Annual Adjusted Income (AAI)	HAP	
AAI divided by 12 (Monthly Adj Income)		
Monthly Adjusted Income x 30%		
Total Tenant Payment (TTP)		

* Note: These areas/items were defined as HACSM priorities through the stakeholder process - noted for being confusing, error prone, and oftentimes responsible for delays in the lease up process.

New Tiered Subsidy Table (TST) Process		
Step 1	Step 2	Step 3
Factors included in Annual Adjusted Income Calculation	2 Factors to Determine Tiered Subsidy	Factors to Determine Tenant Rent Portion and HAP
Employment Income	Annual Adjusted Income	Contract Rent
Asset Income	Voucher Bedroom Size	(minus) Tiered Subsidy
Excluded Income	Maximum Tiered Subsidy	Tenant Rent Portion
Child Care Exp		
Medical or Disability Exp		
Deduction for Eld/Dis Household		
Deduction for Minor/Dependents		
Annual Adjusted Income		

Note:

- ◆ All families are required to pay at least \$50 towards their rent. Based on this policy, in Step 3, if the Tenant Rent Portion is less than \$50, their rent is automatically set to \$50 and the HAP is adjusted accordingly.
- ◆ For Mixed Family Households, the "Maximum Tiered Subsidy" amount is prorated based on the ratio of eligible to ineligible household members.

Housing Authority of the County of San Mateo

Tiered *Subsidy* Table Model

The Model is based on three factors

- ⊙ Fair Market Rent
- ⊙ Voucher Bedroom Size
- ⊙ Annual Adjusted Income Tiers
 - Includes: the tier structure, rent calculation process and tenant portion

Potential (locally determined) modifications

- ⊙ Adjustments to the FMR
 - HACSM researched current program participant rents in relation to the FMRs for each bedroom size in order to establish the % of FMR for each bedroom size
 - HACSM determined there was a need for a modified TST for project based properties due to substantially lower contract rents on average
- ⊙ Adjustments to the range of each Tier
 - HACSM set each Tier at \$3,000 increments
 - To encourage participant self-sufficiency, in the future HACSM is considering increasing each Tier to \$4,000 - \$5,000
- ⊙ Adjustments to the Tenant Contribution
 - For example, HACSM considered adjusting the Tenant portion to 1/3 (.333), instead of a strict "30%" (.30)
- ⊙ Adjustments to the Tenant AAI
 - Potentials for establishing standard deductions for Medical, Child Care, or Disability expenses
 - Including a standard "utility expense" deduction

To establish the subsidy total for each Tier

- ⊙ Tier One
 - FMR of each Voucher Bedroom Size (*minus*) \$50.00
 - ⊙ Tier Two and beyond
 - Average annual adjusted income (AAI) for each tier
 - Monthly adjusted income (AAI/12)
 - 30% of monthly adjusted income (MAI*0.30)
 - FMR (minus) 30% MAI = Tiered Subsidy Amount
-

Research and Analysis

Participant Rent Burden vs. Affordability for Housing Authority

HOUSING AUTHORITY OF THE COUNTY OF SAN MATEO

TIERED SUBSIDY TABLES

Project Based Properties (only)

AAI Range		0 Bdrm	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	SRO
0	1,999	865	1074	1410	1830	1936	649
2,000	4,999	791	1037	1373	1793	1899	593
5,000	7,999	716	962	1298	1718	1824	537
8,000	10,999	641	887	1223	1643	1749	481
11,000	13,999	566	812	1148	1568	1674	425
14,000	16,999	491	737	1073	1493	1599	368
17,000	19,999	416	662	998	1418	1524	312
20,000	22,999	341	587	923	1343	1449	256
23,000	25,999	266	512	848	1268	1374	200
26,000	28,999	191	437	773	1193	1299	143
29,000	31,999	116	362	698	1118	1224	87
32,000	34,999	41	287	623	1043	1149	31
35,000	37,999	0	212	548	968	1074	0
38,000	40,999	0	137	473	893	999	0
41,000	43,999	0	62	398	818	924	0
44,000	46,999	0	0	323	743	849	0
47,000	49,999	0	0	248	668	774	0
50,000	52,999	0	0	173	593	699	0
53,000	55,999	0	0	98	518	624	0
56,000	58,999	0	0	23	443	549	0
59,000	61,999	0	0	0	368	474	0
62,000	64,999	0	0	0	293	399	0
65,000	67,999	0	0	0	218	324	0
68,000	70,999	0	0	0	143	249	0
71,000	73,999	0	0	0	68	174	0
74,000	76,999	0	0	0	0	99	0
77,000	79,999	0	0	0	0	24	0
80,000	82,999	0	0	0	0	0	0



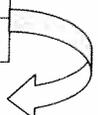
(Turn page over for
Tenant Based Program TST)

TIERED SUBSIDY TABLE

Tenant Based Properties (MTW/FSS, HCV)

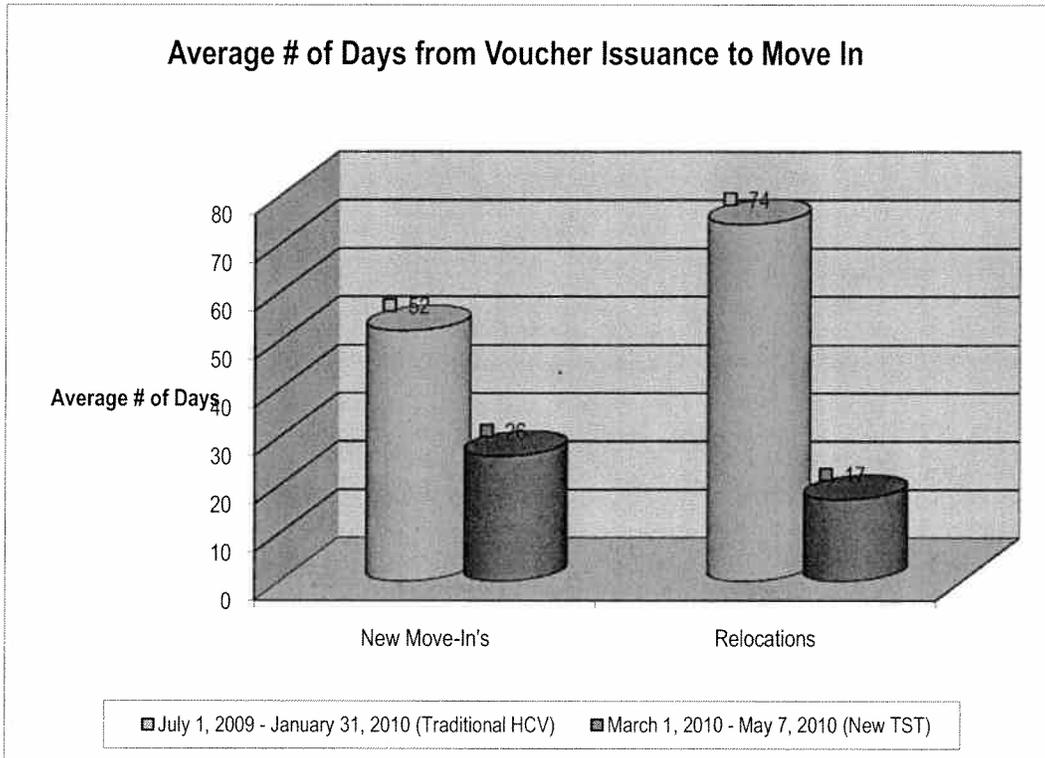
AAI Range		0 Bdrm	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5 Bdrm	6 Bdrm
0	1,999	1002	1243	1604	2253	2383	2423	2794
2,000	4,999	928	1206	1567	2216	2346	2386	2757
5,000	7,999	853	1131	1492	2141	2271	2311	2682
8,000	10,999	778	1056	1417	2066	2196	2236	2607
11,000	13,999	703	981	1342	1991	2121	2161	2532
14,000	16,999	628	906	1267	1916	2046	2086	2457
17,000	19,999	553	831	1192	1841	1971	2011	2382
20,000	22,999	478	756	1117	1766	1896	1936	2307
23,000	25,999	403	681	1042	1691	1821	1861	2232
26,000	28,999	328	606	967	1616	1746	1786	2157
29,000	31,999	253	531	892	1541	1671	1711	2082
32,000	34,999	178	456	817	1466	1596	1636	2007
35,000	37,999	103	381	742	1391	1521	1561	1932
38,000	40,999	28	306	667	1316	1446	1486	1857
41,000	43,999	0	231	592	1241	1371	1411	1782
44,000	46,999	0	156	517	1166	1296	1336	1707
47,000	49,999	0	81	442	1091	1221	1261	1632
50,000	52,999	0	6	367	1016	1146	1186	1557
53,000	55,999	0	0	292	941	1071	1111	1482
56,000	58,999	0	0	217	866	996	1036	1407
59,000	61,999	0	0	142	791	921	961	1332
62,000	64,999	0	0	67	716	846	886	1257
65,000	67,999	0	0	0	641	771	811	1182
68,000	70,999	0	0	0	566	696	736	1107
71,000	73,999	0	0	0	491	621	661	1032
74,000	76,999	0	0	0	416	546	586	957
77,000	79,999	0	0	0	341	471	511	882
80,000	82,999	0	0	0	266	396	436	807
83,000	85,999	0	0	0	191	321	361	732
86,000	88,999	0	0	0	116	246	286	657
89,000	91,999	0	0	0	41	171	211	582
92,000	94,999	0	0	0	0	96	136	507
95,000	97,999	0	0	0	0	21	61	432
98,000	100,999	0	0	0	0	0	0	357
101,000	103,999	0	0	0	0	0	0	282
104,000	106,999	0	0	0	0	0	0	207
107,000	109,999	0	0	0	0	0	0	132
110,000	112,999	0	0	0	0	0	0	57
113,000	115,999	0	0	0	0	0	0	0

(Turn page over for Project Based Program TST)



Housing Authority of the County of San Mateo

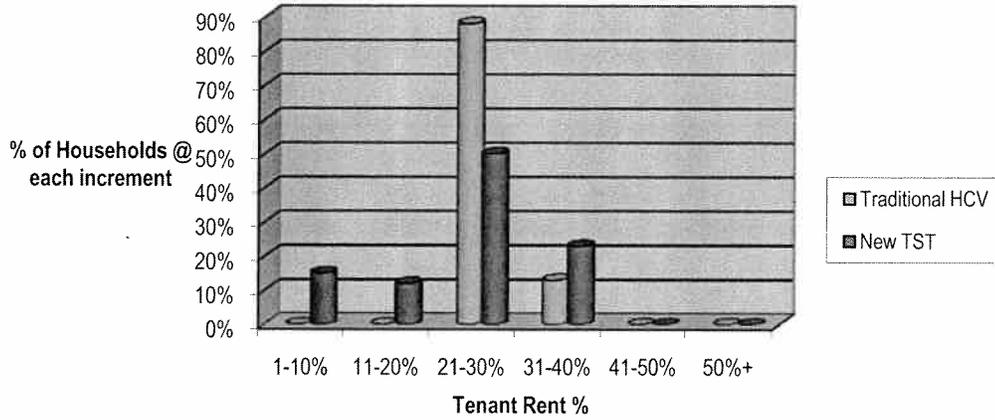
The following three charts illustrate the significant positive outcomes in the first two months since implementation of the TST.



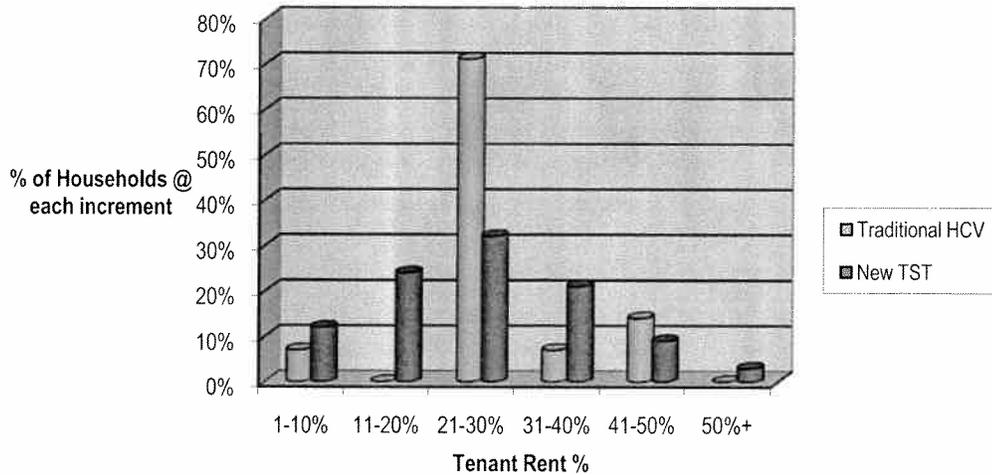
As this chart clearly shows, both new voucher holders from our HCV Wait List and relocating participants have experienced at least a 50% reduction in the average # of days from briefing (voucher issuance) to actual move in, since implementation of the TST initiative on March 1,

Housing Authority of the County of San Mateo

Tenant Rent % - New Participant Move In (eff. 3/1 - 5/7/2010)



Tenant Rent % @ Relocation (eff. 3/1/2010 - 5/7/2010)



MINNEAPOLIS
PUBLIC HOUSING
AUTHORITY

**Encouraging Resident
Involvement in the MTW Process**

Matthew Gerard
MPHA Resident Commissioner

June 3, 2010

EQUAL HOUSING OPPORTUNITY - EQUAL EMPLOYMENT OPPORTUNITY

MPHA Public Housing

- ▶ 41 Highrise Buildings
 - 11 Senior Designated Buildings (1,859 units)
 - 7 Buildings with assisted living and supportive services
- ▶ 5,895 Public Housing Units
 - 4,958 highrise units
 - 753 scattered site units
 - 184 family units



MPHA Public Housing

- ▶ 37 Highrise Resident Councils
- ▶ 1 Scattered Site Council
- ▶ 1 Family organization
- ▶ 1 city-wide representative council (Minneapolis Highrise Representative Council)



MPHA Residents - Who are we?



- ▶ Total Number of Residents = 8,820
- ▶ Ages
 - < 18 = 2,043
 - 18 - 49 = 2,651
 - 50 - 61 = 1,770
 - Elderly (62+) = 2,356

MPHA Residents - Who are we?

- ▶ Gender (Head of Household)
 - Female = 3,100
 - Male = 2,757



MPHA Residents - Who are we?

- ▶ Race/Ethnicity (Head of Household)
 - Black = 4,038
 - White = 1,250
 - Asian = 467
 - American Indian = 98



MPHA Residents - Who are we?



- ▶ Countries Represented
 - 58 Different Countries
 - Top three countries other than the United States
 - Somalia
 - Ethiopia
 - Korea



MPHA Residents

- What do we want?



- ▶ We want to make a difference
- ▶ We want to be involved
- ▶ We want to decide what is best for us



MPHA Residents

- › MPHA residents have a long tradition of participation in all facets of MPHA, especially those actions which impact our homes and our lives.





Let me tell you about my experiences . . .



- › I moved into public housing eleven years ago
- › I began attending resident council meetings due to security, maintenance and management issue concerns in my building
- › Fellow residents encouraged me to run for an officer position on my resident council and was I was elected
- › I was elected as a delegate to the city-wide tenant organization, the Minneapolis Highrise Representative Council (MHRC)



Minneapolis Highrise Representative Council »»
(MHRC) Board

- › I was elected as a member of the Diversity Committee and later elected as chair of the Security Advisory Committee
- › I have participated on the Moving To Work Resident Advisory Board
- › I have been a "Get out the Vote" participant in the last two presidential elections

- ▶ I was elected vice-president for four years and am currently president of the MHRC
- ▶ I was appointed MPHA Resident Commissioner in September 2009
- ▶ I became a member of the Board of Directors of the National Low-Income Housing Coalition in 2009

National Low Income Housing Coalition



»»»
Conference in Washington - April 2009

Why is it important for residents to be involved in the Moving To Work Process?



MTW 2010 Plan Public Hearing - »»»
Presenting Minneapolis Highrise Representative Council's Comments

Summary of Encouraging Resident Involvement
MTW Conference
June 3, 2010

PHA uses related non-profit agencies to implement and operate various components of our comprehensive program. Tenant Support Services, Inc. (TSSI), which is operated by public housing residents, is keenly aware of the needs, interests, and preferences of the target populations, and as an independent non-profit agency, it has access to private and public funding sources unavailable to PHA.

PHA uses a regional model for supportive social service delivery to all residents of a wide array of educational, training, placement, entrepreneurial, homeownership and supportive services through its Economic Self Sufficiency (ESS). Conventional Sites and Housing Choice Vouchers (HCV) units. Economic Self Sufficiency (ESS) Coordinators link public housing residents to PHA's Family Programs. In addition, three ROSS Family Service Coordinators are given targeted city areas to provide an extensive set of supportive and economic services to our residents. It has also sponsored Healthy Homes Asthma Intervention and Reduction program.

The Community Partners program continues to fund a range of supportive services including the nationally recognized Pre-Apprenticeship Program and the Skills for Life youth program. The Community Partners program recruits new partners, expands the range of training programs, and provides incentives to encourage successful participation by residents. These programs are designed to provide residents with the skills to enter the construction, transportation, health and other employment fields. Residents securing employment through these programs are earning a starting median hourly rate of \$12.61. Additional programs include certified nursing assistant, pharmacy technician, medical billing, home maintenance and repair, and hospitality industry training. In Year Nine, PHA's community partners continued providing training opportunities for eligible residents to obtain a commercial driver's license, develop resident owned businesses, start careers in the area of human services, and provide training for Administrative Assistants, and Customer Service. Community Partner still provides an intense six weeks Financial Literacy Improvement Program for all residents. This program covers the principals and importance of banking with specific emphasis on savings, credit and investment.

In year Nine, PHA continues the operation of the Library established in Year 8. The library is open to residents as well as the local community. The library features 13 computers with Internet access and wall-to-wall shelves stocked with approximately 8,000 books. Books genres vary from children's books, fiction, non-fiction, reference, science and history. The Library is located at John F. Street Community Center on 1100 Poplar Street, Philadelphia, PA 19123.

Supportive Services

Pre-Apprenticeship Program. Residents can participate and graduate from the Pre-Apprenticeship Program in the areas of Maintenance and Construction Training Program. This program prepares residents for union testing and provides them the connection to union membership and quality employment.

Section 3 Compliance Program. PHA placed residents in jobs through the Section 3 program. This program produced five hundred and twenty-three (523) jobs over the past years.

Certified Nursing Assistant Program.

(CNA) Program over the past year, bringing the total to one thousand and eighty-seven (1087) residents. CNA graduates have a 90% employment rate. All graduates are employable as State Certified CNAs.

Pharmacy Technician Program.

. Pharmacy Technician graduates have a 90% employment rate. All graduates are eligible to sit for the Pennsylvania State Certification examination and may secure employment as Pharmacy Technicians. (489) graduates.

Medical Billing.

Medical Billing graduates have a 92% employment rate. Graduates may secure employment as Medical Billing Clerks. (316) graduates.

Grants and Resource Development. The Partnership and Resource Development Department is responsible to research grant opportunities and to identify prospective partners that have the capacity to provide programs and services that are needed by public housing and housing choice voucher residents to become economically self-sufficient and to improve their quality of life.

The Partnership and Resource Development Department identifies opportunities for education, job skills training, job preparation, placement and retention, resident owned business development, homeownership, credit repair and financial literacy and supportive social services including healthy lifestyles, children, youth and senior programs.

 Encouraging Resident Involvement
in the MTW Process

Isaac Carreon
San Antonio Housing Authority

 Building Community Involvement
Agenda...

Objective: Build Community Involvement and Strategic Resources

Advisory Board + Community Stakeholders + Resident Leaders + SAHA Operational Staff

 Building Community Involvement
Tracking our Progress...

- We created an MTW Working Group
 - ❖ Fosters community involvement
 - ❖ Builds strategic and operational resources
 - ❖ Addresses MTW goals and objectives
 - ❖ Provides recommendations and feedback
 - ❖ Builds a comprehensive and achievable SAHA MTW Plan and way-forward

 **Building Community Involvement**
Tracking our Progress...

■ **The MTW Advisory Board**

- ❖ Provides input and feedback to SAHA MTW (and outside perspective)
- ❖ A cross-section of Public, Social Service and Non-profit Agencies
- ❖ Assists in the delivery of services and support
- ❖ A diversity of services and opportunities are represented

 **Building Community Involvement**
Tracking our Progress...

■ **Community Stakeholders**

- ❖ Provides grass-roots input and feedback to SAHA MTW plan
- ❖ All formal and informal community leaders, organizations, and residents are invited to participate
- ❖ Best method to dissemination MTW information and services at the grass-roots level

 **Building Community Involvement**
Tracking our Progress...

■ **Resident Leaders**

- ❖ Provides community-level input and feedback to the SAHA MTW plan
- ❖ Represents the "voice and face" of the participants of the MTW program
- ❖ Simple business model: Let your customer tell you what's feasible and what's not, its the only way to stay in business.

 **Building Community Involvement**
Tracking our Progress...

■ **SAHA Operations Staff**

- ❖ Provides agency-wide input and feedback for SAHA MTW plan, with emphasis on feasibility
- ❖ Spearheads the innovative efficiencies of the MTW program
- ❖ Assists in transformation from legacy programs to future MTW programs

 **Building Community Involvement**
The Road Ahead...

■ **Keys to SAHA MTW success.....**

- ❖ Everyone has input at all levels
- ❖ Listen to the customer/client
- ❖ Continue to build community support and outreach
- ❖ Implement only efficiently tailored programs which provide for the greater good
- ❖ Operationalize the SAHA MTW plan

 **Building Community Involvement**

Questions/Comments?

☺ **Thank you**

