



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

July 25, 2018



Michael Mirra
Executive Director

TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

Janis Flauding, Chair
Minh-Anh Hodge, Vice Chair
Dr. Arthur C. Banks
Stanley Rumbaugh
Derek Young

REGULAR MEETING Board of Commissioners

WEDNESDAY, July 25, 2018

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Regular Meeting on **Wednesday, July 25, 2018, at 4:45 pm.**

The meeting will take place at:

**Ludwig
5425 S. Lawrence Street
Tacoma, WA 98409**

The site is accessible to people with disabilities. Persons who require special accommodations should contact Sha Peterson (253) 207-4450, before 4:00 pm the day before the scheduled meeting.

I, Sha Peterson, certify that on or before July 25, 2018, I faxed / EMAILED, PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5123 email: CityClerk@cityoftacoma.com
Northwest Justice Project	715 Tacoma Avenue South Tacoma, WA 98402	fax: 253-272-8226
KCPQ-TV/Channel 13	1813 Westlake Avenue North Seattle, WA 98109	email: tips@q13fox.com
KSTW-TV/Channel 11	1000 Dexter Avenue N #205 Seattle, WA 98109	fax: 206-861-8865
Tacoma News Tribune	1950 South State Tacoma, WA 98405	fax: 253-597-8274
The Tacoma Weekly	PO Box 7185 Tacoma, WA 98406	fax: 253-759-5780

and other individuals and organizations with residents reporting applications on file.

Sha Peterson
Executive Assistant



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR BOARD OF COMMISSIONERS MEETING

July 25, 2018, 4:45 PM

Ludwig, 5425 S. Lawrence Street, Tacoma, WA 98409

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of June 27, 2018—Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Policy, Innovation & Evaluation
 - 7.3 Client Support & Empowerment
 - 7.4 Rental Assistance
 - 7.5 Property Management
 - 7.6 Real Estate Development
 - 7.7 Human Resources
8. **NEW BUSINESS**
 - 8.1 2018-07-25 (1) Amendment #2 to Architectural and Engineering Services with SMR Architects
 - 8.2 2018-07-25 (2) 2018 Moving to Work (MTW) Plan Amendment to Add Property Based Subsidy Activity
 - 8.3 2018-07-25 (3) Architectural and Engineering Services (A&E) Amendment for New Look Apartments
9. **COMMENTS FROM THE COMMISSIONERS**
10. **EXECUTIVE SESSION, if any**
11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, JUNE 27, 2018

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 2302 6th Avenue, Tacoma, WA 98403 at 4:45 PM on Wednesday, June 27, 2018.

1. CALL TO ORDER

Commissioner Young called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 5:08 PM.

2. ROLL CALL

Upon roll call, those present and absent were as follows:

PRESENT	ABSENT
Commissioners	
	Chair Janis Flauding
Vice Chair Minh-Anh Hodge (Arrived late at 5:26 pm)	
	Commissioner Arthur Banks
Commissioner Stanley Rumbaugh (Arrived late at 5:06 pm)	
Commissioner Derek Young	
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Assistant	
April Black, Deputy Executive Director	
Ken Shalik, Finance Director	
Toby Kaheiki, Human Resources Director	
Frankie Johnson, Property Management Director	
Kathy McCormick, Real Estate Development Director	
Sandy Burgess, Administrative Services Director	
Julie LaRocque, Rental Assistance Director	
Cacey Hanauer, Client Support and Empowerment Director	

Commissioner Young declared there was a quorum present @ 5:09 and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Commissioner Young asked for any corrections to, or discussion of the minutes for the Regular Session of the Board of Commissioners on Wednesday, May 23, 2018. Commissioner Rumbaugh moved to adopt the minutes; Vice Chair Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	3
NAYS:	None
Abstain:	None
Absent:	2

Motion approved.

4. GUEST COMMENTS

Susan Harmon-Payne

Ms. Harmon-Payne lives at 6th Avenue Apartments. Although Director Johnson already had a discussion with Ms. Harmon-Payne prior to the board meeting, she still wanted to share her concerns with the board. According to Ms. Harmon-Payne, tenants have been having issues with a broken fence, defective alarm and cameras, and tenants blocking doors. She also feels that tenants who have been arrested for possession or use of drugs should be rehabilitated prior to being accepted back into their building.

Darlene Howard

Ms. Howard is a Section 8 tenant who has been on medical leave since April. She initiated a change of circumstance with THA to decrease her rent payment and complied with everything she needed to do. Her request has been denied three times. Rental Assistance Director Julie LaRocque then conferred with Ms. Howard.

5. COMMITTEE REPORTS

Real Estate Development Committee—Commissioner Rumbaugh

Nothing to report.

Finance Committee—Vice Chair Hodge and Commissioner Young

Nothing to report.

Education Committee—Vice Chair Hodge

Nothing to report.

Citizen Oversight Committee—Commissioner Banks

Nothing to report.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra highlighted some of the topics in his report:

- The House and Senate Appropriation Committees are writing the FY 2019 budget. They each have issued proposals for the HUD budget. Each proposal rejects the Trump Administration's budget proposal that would have cut HUD's budget significantly. The budget for FY 2020 will likely be very challenging.
- Discussions regarding tenant protection proposals are headed to the City Council. ED Mirra and staff have been meeting with landlords and tenant representatives. Those discussions suggest notable agreement among the groups.

ED Mirra showed a drawing of Bay Terrace from a child who lives there. THA will get the name of the artist and will have the drawing framed and showcased at Bay Terrace.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the board to the finance report. The State auditors will commence audit for 2017 within the next week or so. The Finance Committee will have an entrance meeting sometime in July and will also discuss the 2019 budget. THA remains in good financial condition. Its unencumbered reserves are currently at \$1 million, which is lower than we need it to be. We will replenish it when we get to final closing of the books on the Renew Tacoma refinancing and on Bay Terrace II (BTII). Director McCormick announced that both Renew Tacoma and BTII are with investors. These deals will add another \$9 million to our unencumbered reserves.

Commissioner Rumbaugh moved to ratify the payment of cash disbursements totaling \$4,826,948 for the month of May 2018. Vice Chair Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	3
NAYS:	None
Abstain:	None
Absent:	2

Motion Approved.

Administrative Services

Administrative Services (AS) Director Sandy Burgess directed the board to her report. She provided the board a Per Unit Per Year (PUPY) report, which shows that all properties are operating below PUPY. AS and Property Management (PM) will look at the report again in August with hopes of finding the same result. Commissioner Young

asked if there were specific items THA was expecting but did not see. Salaries and maintenance, replied Director Shalik. Commissioner Rumbaugh inquired about the differential for Highland Crest and reserve fund. According to Director Burgess, THA budgeted conservatively. Director Shalik added that when THA purchased Highland Crest last year, it was funded at \$200K. Commissioner Rumbaugh noted that the board talked about trying to capture the cash flow or expense incurred on properties owned by THA as opposed to RAD conversion. Director Burgess said she hopes to have this report to the board ready at its August meeting.

Property Management

Property Management Director Frankie Johnson directed the board to her report. For the fourth month, PM is showing less than 20 days to turn a unit key to key. Commissioner Rumbaugh said this is remarkable. Since February PM, Finance and compliance have been doing Lifecycle of the Tenant trainings, working on customer service, efficiency, and OpenDoor. Director Johnson acknowledged Rental Assistance Housing Specialist Cathy Forslund, who has been influential in the decrease of leasing days.

Real Estate Development

Real Estate Development (RED) Director Kathy McCormick directed the board to her report.

- The third-party analysis for Renew Tacoma is complete and a letter will go out to Walsh with the final contract amount.
- There is full funding for the Arlington Drive Crisis Residential Center (CRC). RED will meet with the County and City to find out when THA can start drawing on funds. THA submitted a tax credit application yesterday for the rental housing.. The Washington Housing Commission staff will need to verify funds, but they expressed confidence that THA will receive an allocation.
- THA launched the planning for the James Center North planning. RED is pleased with the design team and consultants.
- RED is getting ready to issue a Request for Qualification (RFQ) for Housing Hilltop. The Greater Tacoma Community Foundation has agreed to partner with THA, and RED hopes to start attracting others like the Library.
- Commissioner Rumbaugh mentioned a complaint he received New Look tenants do not receive adequate notice of what is going on with the reconstruction. RED is aware of the complaints, have talked to the tenants, and is doing everything to address their concerns.

8. OLD BUSINESS

None.

9. NEW BUSINESS

9.1 RESOLUTION 2018-06-27 (1) (Purchase & Sale Agreement for Sale of 7 Lots at Salishan)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

WHEREAS, The Housing Authority of the City of Tacoma (the “Authority”) seeks to encourage the provision of long-term housing for low-income persons residing within the City of Tacoma, Washington (the “City”); and

WHEREAS, The RCW 35.82.070(2) provides that a housing authority may “prepare, carry out, acquire lease and operate housing projects: and “provide for the construction, reconstruction, improvement alteration or repair of any housing project or any part thereof...”; and

WHEREAS, RCW 35.82.020 defines “housing project” to include, among other things, “any work or undertaking...to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks or other living accommodations for person of low income”; and

WHEREAS, The Authority is authorized by the Housing Authorities Law (chapter 35.82 RCW) to, among other things: (i) “prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof” (RCW 35.82.070(2)); (ii) “lease or rent any dwellings . . . buildings, structures or facilities embraced in any housing project” (RCW 35.82.070(5)); (iii) “make and execute contracts and other instruments, including but not limited to partnership agreements” (RCW 35.82.070(1)); (iv) “delegate to one or more of its agents or employees such powers or duties as [the Authority] may deem proper” (RCW 35.82.040); and (v) “make . . . loans for the . . . acquisition, construction, reconstruction, rehabilitation, improvement, leasing, or refinancing of land, buildings, or developments for housing persons of low income.”; and

WHEREAS, The Executive Director and the Board of Commissioners find the terms of the Purchase and Sale Agreement acceptable to THA; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

1. The Executive Director has the authority to negotiate, and if those negotiations are successful, to execute a Purchase and Sale Agreement with TAC Build LLC.
2. Acting Officers Authorized. The proper officers of the Authority are and are hereby authorized, empowered, and directed to take such further action on behalf of the Authority as they deem necessary to effectuate the foregoing sections of this resolution. Any action required by this resolution to be taken by the

Executive Director of the Authority may in his absence be taken by the duly authorized acting Executive Director of the Authority.

3. This resolution shall be in full force and effective from and after its adoption and approval.

Commissioner Rumbaugh motioned to approve the resolution. Vice Chair Hodge seconded the motion.

AYES: 3
NAYS: None
Abstain: None
Absent: 2

Motion Approved: June 27, 2018

Janis Flauding, Chair

9.2 RESOLUTION 2018-06-27 (2)
(Authorization to Adopt New Procurement Policy)

A **RESOLUTION** approving amendments to the Tacoma Housing Authority's Procurement Policy.

WHEREAS, The Housing Authority of the City of Tacoma (the "Authority") intends has a policy governing its procurement of goods and services, THA Policy PI-01. It needs amendment to conform to state and federal law, to govern THA's procurements for other entities and to make it easier for staff to understand; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington, as follows:

1. THA adopts as new THA Policy PCI-01 – Procurement in substantially the form set out in the attached draft. Staff may further amend the policy without Board review for purposes of minor clarification, formatting changes and the addition or modification of flow charts and other visualizations, and forms.
2. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Vice Chair Hodge motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

AYES: 3
NAYS: None
Abstain: None

Absent: 2

Motion Approved: June 27, 2018

Janis Flauding, Chair

9.3 RESOLUTION 2018-06-27 (3)
(Approval of Small Assets Disposition Policy)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

WHEREAS, The Housing Authority of the City of Tacoma (the “Authority”) is the recipient of Federal funding through various instruments issued by the Department of Housing and Urban Development (“HUD”); and

WHEREAS, HUD has adopted 2 CFR 200, which includes certain administrative requirements, cost principles, audit requirements, and requirements for procurements conducted by recipients of Federal funding; and

WHEREAS, Public housing authorities, including the Authority, are required to adopt policies that meet the requirements of 2 CFR §200; and

WHEREAS, Following an audit that HUD conducted between July 31 and August 4, 2017, HUD raised a concern about the lack of a disposition policy; and

WHEREAS, A proposed Small Asset Disposition policy that satisfies and adopts the requirements of 2 CFR §200 is attached as Attachment A; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

1. THA adopts THA Policy G-15 Small Asset Disposition in substantially the form set out in the attached draft policy. Staff may further modify this policy without further Board review for minor changes, changes in format, visualizations and forms.

SR how do we keep track. Sandy says when they are obsolete and such we dispose of them.

Commissioner Rumbaugh motioned to approve the resolution. Vice Chair Hodge seconded the motion.

Upon roll call, the vote was as follows:

AYES: 3
NAYS: None
Abstain: None

Absent: 2

Motion Approved: June 27, 2018

Janis Flauding, Chair

9.4 RESOLUTION 2018-06-27 (4)
(Approval of Update to THA's Ethics Policy)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

WHEREAS, The Housing Authority of the City of Tacoma (the "Authority") approved the update of THA's Procurement Policy; and

WHEREAS, In the course of revision of THA's Procurement Policy, Legal Counsel advised an update to THA's Ethics and Conflicts of Interest Policy to comply with HUD regulation 2 CFR Part 200; and

WHEREAS, A proposed revised Ethics and Conflicts of Interest Policy that satisfies the recommendation of Legal Counsel is attached hereto as Exhibit A; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

1. THA adopts a new version of THA Policy G-10 - Ethics and Conflicts of Interest in substantially the form set forth in the attached draft. Staff may make further amendments to this policy without further Board review to make minor clarifications, format changes and visualizations and to reference forms.
2. This resolution shall be in full force and effect from and after its adoption and approval.

Commissioner Rumbaugh motioned to approve the resolution. Vice Chair Hodge seconded the motion.

Upon roll call, the vote was as follows:

AYES: 3
NAYS: None
Abstain: None
Absent: 2

Motion Approved: June 27, 2018

Janis Flauding, Chair

9. COMMENTS FROM COMMISSIONERS

- Commissioner Young thanked the directors and staff for their great work. He dropped by Salishan during the book fair and was impressed with the volunteers.
- ED Mirra informed the board that they will be receiving an invitation for a celebration at Salishan on July 17 at 3:30 pm to note the ribbon cutting on Heritage Bank's new Salishan branch. Speakers will be Children's Savings Account program participants, Mayor Woodards, Superintendent Santorno, Councilmember Ushka, Heritage Bank officials and Prosperity Now President Andrea Levere from D.C. Marty Campbell will preside.
- Commissioner Rumbaugh inquired about the Paul Miller Brokerage offer for supplemental escrow accounts for home purchases. ED Mirra will contact Paul Miller and will be handing this project off to Director of Client Support and Empowerment Cacey Hanauer.
- Commissioner Young's schedule has more flexibility allowing him to be in Tacoma on Mondays and Wednesdays.
- Commissioners were invited to a Tenant Residents Action Coalition (TRAC) event at People's Park on July 27th from 12:00-3:00 pm.

10. EXECUTIVE SESSION

None.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:17 PM.

APPROVED AS CORRECT

Adopted: July 25, 2018

Janis Flauding, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Commissioner Stanley Rumbaugh

Finance Committee

Commissioner Minh-Anh Hodge

Commissioner Derek Young

Citizen Oversight Committee

Chair Arthur C. Banks

Education Committee

Commissioner Minh-Anh Hodge



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Date: July 22, 2018
Re: Executive Director's Monthly Report

This is my monthly report for July 2018. It supplements the departments' reports.

1. HOMELESS HILLTOP ENCAMPMENT

Since early spring, groups of persons experiencing homelessness have camped in People's Park on the Hilltop and around THA's administrative building and its parking lot across 10th Street. This encampment has varied in size. In the recent week or so, it has grown considerably. On Friday, July 20th, I signed a "trespass authorization" asking the police to remove the campers.

I came to that decision after many discussions with a full range of neighborhood voices: THA staff, the City, police, businesses, homeowners, social service agencies and, importantly, campers. These discussions have been the preoccupation for the past week or so. In those discussions, we have sought to respond to the encampment in a way that accounts for THA's five interests in the matter:

- (1) THA is concerned about its building and the welfare and comfort of staff and visitors;
- (2) THA is concerned about People's Park, its proper maintenance and its enjoyable use by all people, especially children;
- (3) THA is also a local business on the Hilltop. It fully shares the concerns of other Hilltop businesses that the Hilltop be, as THA's vision statement contemplates, an "attractive place to live, work, attend school, shop and play". A homeless encampment makes this less likely.
- (4) THA is committed to be a good partner to our City and especially to our police department. Our police department must face this challenge on the street every day. THA will try very hard that the police do not face it alone.

If these four interests were all that concerned THA its response might be easier to devise. I might then have signed and asked the police earlier to remove the campers. Yet, THA has a fifth interest that makes this puzzle harder:

- (5) THA is a housing authority. It has a social justice concern for the welfare of the campers. Its mission includes an effort to make Tacoma a place that all its residents experience that is "safe, vibrant, prosperous, attractive and just." The frustrating part is that THA has little to offer the campers

directly. Its main housing programs work off of long waiting lists. It does finance emergency services for homeless persons but only by funding the efforts of others, including Pierce County's rapid rehousing services, Catholic Community Services, Tacoma Rescue Mission, MDC and other nonprofit housers.

I attach two documents that recount the discussions that led me to sign the trespass authorization. These documents also explain why I signed it.

- My July 21, 2018 email to our neighborhood partners.
- My July 21, 2018 email to THA Staff and Board

Our next effort will focus on whether THA can make a parcel of its land available for use as a temporary and permitted encampment. The City has asked that THA do this. The City is eager to model the use of the City's new ordinance allowing for such temporary encampments. We have opened a project for this purpose. Director Frankie Johnson will lead it. I attach the project description. Its performance measures include the following:

2. THA will make a parcel of its land available for the temporary hosting of an encampment for persons experiencing homelessness. In doing so, THA will showcase for other organizations and neighborhoods the effective, feasible and humane use of the City's ordinance governing permitted and temporary encampments.

Any encampment that THA hosts will have the following elements:

2.1. It will not impede THA's development scheduled for the land.

2.2 It will be temporary.

2.3 It will comply fully with City code and in other ways will minimize legitimate neighborhood concerns.

2.4. THA will not manage the encampment. Instead, an organization with the appropriate experience will manage it. It will do so under a contract with appropriate risk transfer and insurance provisions.

2.5 THA will find someone to share the costs.

2.6 The effort to site an encampment on THA land will include robust consultation with the neighborhood in question, including persons experiencing homelessness.

This discussion has been challenging for all THA staff. They have borne much of the burden of the encampment: cleaning up what the campers leave in our bathrooms, and on

the street; navigating past the campers to get to vehicles or our building, or enduring the disorder and the uneasiness. Yet THA staff have also showed values that they bring to their THA work. They are concerned about the welfare of the campers. They have provided them food, water and kindness, and respect. They have talked to campers to personalize the matter. And they have supported the effort to find how THA can fit into a reasonable response. They always make THA proud. They do so in this discussion about the encampments.

2. MISCELLEANOUS

I will be out of the office from July 30th to August 14th. I will not likely have much email or phone contact. In my absence, April will direct our affairs, like she does most ably much of the time anyway.

From: [Michael Mirra](#)
To: [Allyson Griffith \(agriffith@cityoftacoma.org\)](#); ["Azcueta, Erica"](#); [Bill Johnson \(wmj@hotmail.com\)](#); [Brandon Wirth](#); [Brendan Nelson](#); [Chris Kelley \(ckelley@gmail.com\)](#); [Craig Bennett \(cbennett@cityoftacoma.org\)](#); [DennyH@ccsww.org](#); [epauli@ci.tacoma.wa.us](#); [Frankie Johnson](#); [Gretchen Aguirre \(gaguirre@ci.tacoma.wa.us\)](#); [James Pogue \(jpogue@cmhshare.org\)](#); [Jeffery Fisher](#); [Jennifer Chang \(jchang@pwi.org\)](#); [Jerry Burts \(jburts@cmhshare.org\)](#); [Joe Brady \(joeb@tacomaparks.com\)](#); [Julie LaRocque](#); [Kayla Scrivner \(kscrivner@tpcd.org\)](#); [Keith Blocker - City of Tacoma \(keith.blocker@cityoftacoma.org\)](#); [ksmith@clatino.org](#); [Kurt Olson \(kolson@envisioninnovation.net\)](#); [Laura Miles](#); [Leonard Murphy](#); [Linda Stewart \(lswewart@cityoftacoma.org\)](#); [Lisa Carrillo \(lcarrillo@clatino.org\)](#); [Mario Lorenz](#); [Michael A. Yoder \(michaely@associatedministries.org\)](#); [Michele Cotton \(michelec@associatedministries.org\)](#); [Nancy Sutton \(NSutton@tpcd.org\)](#); [Nina Roi \(nroi533@gmail.com\)](#); [Pete Mayer \(peterm@tacomaparks.org\)](#); [Randy Peterson \(randypeterson@yahoo.com\)](#); [Robert Lewis](#); [Sha Peterson](#); [Shawn Gustason \(gustaso@cityoftacoma.org\)](#); [Shawn Stringer \(sstringe@cityoftacoma.org\)](#); [Stacey Peterson-Wilson](#); [Tess Colby - Pierce County Department of Community Connections \(tess.colby@piercecountywa.gov\)](#); [Tommy Earl Wright \(openwave79@gmail.com\)](#); [Valorie Crout](#); [Vicky McLaurin \(vmclaurin@cityoftacoma.org\)](#); [Victoria Woodards \(Victoria.Woodards@cityoftacoma.org\)](#); [Anders Ibsen \(anders.ibsen@ci.tacoma.wa.us\)](#); [Catherine Ushka \(catherine.ushka@cityoftacoma.org\)](#); [Chris Beale - Elect \(chris.beale@cityoftacoma.org\)](#); [Conor McCarthy - City Of Tacoma \(conoremccarthy@hotmail.com\)](#); [Justin Camarata \(justin.camarata@cityoftacoma.org\)](#); [Lillian Hunter \(lillian.hunter@cityoftacoma.org\)](#); [Robert S. Thoms \(robert.thoms@cityoftacoma.org\)](#); [Ryan Mello \(ryan.mello@cityoftacoma.org\)](#)
Subject: Hilltop Homeless Encampment near People's Park and THA
Date: Saturday, July 21, 2018 12:50:43 PM
Attachments: [image002.png](#)
[Homeless Encampment on the Hilltop THA Project No. PM-2018-004 - Project Description 2018-7-21.pdf](#)
[image003.png](#)
Importance: Low

Dear Friends of the Hilltop:

I write to catch you upon discussions and decisions as of yesterday, July 20th, concerning the encampment of persons experiencing homelessness near People's Park and around THA's property across the street from the park. I write you because (i) you either attended the community meeting on July 16th at THA that THA and TPD convened on the matter (I append below the emails that Lt. Gretchen Aguirre and I sent inviting people to that meeting), or (ii) you have been helping THA in other ways to puzzle through this hard challenge, or (iii) we know of your interest in the matter. THA is grateful for your help and interest. Thank you!

1. Yesterday, after further very helpful and clarifying discussions with the City and the TPD, THA signed a full "trespass authorization" allowing TPD to remove campers from all of THA's property near the Hilltop. I expect that will happen next week. Also as of yesterday, we have closed the use of our bathroom to the campers.
2. I signed that trespass authorization because of events and discussions since the July 16th community meeting in our office. Here is a brief summary of what has been a fast moving discussion with many people, including our friends from the City, TPD, Hilltop neighbors and businesses, and the campers. We have also had many discussions among THA staff. Earlier in the week, after consultation with the campers, TPD and others, I signed a limited trespass authorization allowing TPD to remove campers from all our property with the exception of a limited extent of the grass strip along the fence line of our parking lot at the southeast corner of 10th and L Street. We call that parking lot the "Bullpen". This limited arrangement seemed a reasonable balance of the many factors to consider. We are particularly concerned about two of them. We wanted to provide some room for some campers since we have no alternative to suggest to them. Also, the law of gravity tells us that everyone has to be somewhere. We are very concerned that if we asked TPD to remove the campers they would merely disperse into the neighborhood next to homes or businesses. Better that they camp next to our Bullpen. Even though THA does not like it either, doing this might be a consideration we can offer to our neighbors. This limited trespass authorization was a temporary measure pending further clarification on two main issues. THA informed the campers of these two issues: (i) would the campers show adequate self-governance and discipline to stay within those limits and to control litter and the general disorder. THA's growing acquaintance with some of the campers revealed a few who showed some leadership and "natural" authority. Perhaps they could be effective; (ii) even if the campers could do this, did THA have the legal ability to allow campers on its property in such a way. We asked TPD to answer that legal question. THA told the campers that it expected to get the answer to this legal question on July 20th.

Yesterday, THA was able to answer both questions: (i) THA judged that the campers would not be able to honor the limits of the proposed encampment. They were not able to confine themselves to designated spaces. This is understandable since those limits were pretty narrow. One of the leaders acknowledged that he could not influence the campers and their behavior. Another leader expressed frustration that THA did not help her exert her "authority" because we did not acknowledge it to the other campers. In any case, within the past 48 hours, the size of the encampment grew notably with the addition of new people, some of whom seemed to be a rougher crowd. Also, and more authoritatively, very experienced TPD officers explained that THA should not expect to be able to limit the size the encampment. The encampment also presents serious problems to the police as it grows in size. For this reason, the TPD does not recommend that THA allow an encampment of any size on its property even if the law allowed it. They especially warned against any unsupervised port-a-potty because, in their experience, a port-a-

potty is apt to become either a source of conflict or a location for drug transactions; (ii) It turns out that, in any case, the law does not allow THA to host an encampment on its property. The City and TPD asked THA to sign a full trespass authorization without limitation. Such an authorization in the normal course is a speedier alternative to code enforcement. THA would never force our City to use code enforcement on our own property. THA's job is to be a good partner to our City and TPD. It is enough for our purposes to know what the law directs. Accordingly, I signed the full trespass authorization yesterday. TPS explained the process of removal that will now happen. They explained the efforts the City makes on such occasions to offer campers services and emergency alternative shelter or camping space. TPD said that they know most of the campers and anticipated that most will decline these offers. (I note that some of the campers offer a different view about some of these points.)

3. After I signed the trespass authorization, THA staff and I visited with the campers. We told them the results of the discussions with the City and TPD and that the campers would have to leave. All this was painful news to hear and to deliver, especially since we could not advise them on where they would then go. We also explained THA's continuing interest in creating a permitted encampment but that such an alternative would take a while to plan and open. We also could not say if the "Bullpen" would be the place for it. Nearly all the campers received this bad news with an impressive grace and poise, which too was painful to witness.
4. Those of you who attended our community meeting last Monday know THA of intention then to use our "Bullpen" parking lot for this purpose. The people who attended the meeting, expressed a decided support for this effort. The campers at the encampment favored it too. Yet we also learned from the City yesterday that the City's permitting ordinance limits such encampments to only one per police sector, until each sector has at least one. Our Bullpen is in Sector One. We learned, to our surprise, that the stabilization site on Puyallup Avenue – even though it is miles away - counts as an encampment for Sector One. This makes our Bullpen ineligible. While we may ask the City for flexibility about that, we will also examine the use of other THA parcels in other sectors.

For the purpose of hosting a permitted encampment on THA land, THA has opened a project in its planning work. I attach a printout from our project data base that describes the project and the events that led to it. If you are interested in THA's view of this whole business and our present intentions, this document will describe them. The document also shows the project's performance measures, as follows:

1. Find a reasonable solution that adequately accounts for the following interests that THA has in the homeless encampment on the Hilltop:

- 1.1 protect THA's administrative building and its parking lot on 10th street, and the safety and comfort of its staff and visitors.*
 - 1.2 protect People's Park and the safety and enjoyment of its users and visitors, especially children;*
 - 1.3 protect the Hilltop as a neighborhood that is an enjoyable place to "live, work, attend school, shop and play";*
 - 1.4 show THA's social justice concerns as a housing authority that the campers and their welfare are also important and that this importance show in how THA, the Hilltop, and the City of Tacoma respond.*
 - 1.5 fully cooperate with Tacoma Police Department and its efforts.*
- 2. THA will make a parcel of its land available for the temporary hosting of an encampment for persons experiencing homelessness. In doing so, THA will showcase for other organizations and neighborhoods the effective, feasible and humane use of the City's ordinance governing permitted and temporary encampments.*

Any encampment that THA hosts will have the following elements:

- 2.1 *It will not impede THA's development scheduled for the land.*
- 2.2 *It will be temporary.*
- 2.3 *It will comply fully with City code and in other ways will minimize legitimate neighborhood concerns.*
- 2.4 *THA will not manage the encampment. Instead, an organization with the appropriate experience will manage it. It will do so under a THA contract with appropriate risk transfer and insurance provisions.*
- 2.5 *THA will find someone to share the costs.*
- 2.6 *The effort to site an encampment on THA land will include robust consultation with the neighborhood in question, including persons experiencing homelessness.*

Frankie Johnson is the project manager for this project. Frankie is THA's Director of Property Management. You met her if you attended the July 16th meeting. Her contact information is (253) 274-5583; fjohnson@tacomahousing.org. Most everyone one at the July 16th generously offered to help THA plan this encampment. Thank you! Frankie may be in touch. You are also most welcome to contact her.

Thank you all. The encampment in People's Park and on our property presented us with challenges that are new to THA. This makes us especially grateful to TPD for its experience and its humane and nuanced approach to a communal tragedy that requires it. Tacoma is lucky to have the police officers we have. We are grateful as well to the campers who were generous and brave in sharing their insights and views. We learned from them as well. What was not new to THA or it staff is our mission and our efforts to show it in all our work, including in our response to the encampments: this mission means we are interested in making the Hilltop, and all Tacoma neighborhoods "vibrant places to live, work, attend school, shop and play", and to help our city be a place that all experience as "safe, vibrant, prosperous, attractive and just". This mission means we at THA are concerned about the welfare of not only our building, staff and visitors, People's Park and our business and residential neighbors. It means we also recognize that the campers and their welfare too have an importance and a value that we hope to show in our response. I expect our efforts to balance these varied interests have not been satisfactory to some of you. We are grateful for your patience with us and your willingness to help us get it right.

Thank you.

Michael

Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street, Tacoma, WA 98405
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www.tacomahousing.org



"Housing Tacoma Forward"

From: Michael Mirra
Sent: Sunday, July 08, 2018 5:52 PM
To: Ely, Kristin <kely@ci.tacoma.wa.us>; Showalter, Brandon <Brandon.Showalter@ci.tacoma.wa.us>; Griffith, Allyson <AGriffith@ci.tacoma.wa.us>; Michael Mirra <MMirra@tacomahousing.org>; Julie LaRocque <jlarocque@tacomahousing.org>; Joey Furuto <joejf@tacomaparks.com>; dennyh@ccsww.org; michaely@associatedministries.org; Hilltop Action Coalition <hacoffice15@gmail.com>; Brendan Nelson <brendan.hac16@gmail.com>; marioslorenz@gmail.com; pastor@allenchurch.org; 'GAguirre@ci.tacoma.wa.us' <GAguirre@ci.tacoma.wa.us>; Pauli, Elizabeth (elizabeth.pauli@cityoftacoma.org) <elizabeth.pauli@cityoftacoma.org>; Blocker, Keith (Keith.Blocker@ci.tacoma.wa.us) <Keith.Blocker@ci.tacoma.wa.us>; Powers, Diane (dpowers@ci.tacoma.wa.us) <dpowers@ci.tacoma.wa.us>;

Shon Sylvia (shons@tacomaparks.com) <shons@tacomaparks.com>; Joe Brady <JoeB@tacomaparks.com>; Tess Colby - Pierce County Department of Community Connections (tess.colby@piercecountywa.gov) <tess.colby@piercecountywa.gov>; Victoria Woodards (Victoria.Woodards@cityoftacoma.org) <Victoria.Woodards@cityoftacoma.org>; Ramsdell, Don <DRAMSDEL@ci.tacoma.wa.us>
Cc: Julie LaRocque <jlarocque@tacomahousing.org>; Laura Miles <lmiles@tacomahousing.org>; Leonard Murphy <lmurphy@tacomahousing.org>; Stacey Peterson-Wilson <speterson-wilson@tacomahousing.org>; Cacey Hanauer <chanauer@tacomahousing.org>; April Black <ablack@tacomahousing.org>
Subject: FW: People's Park - Community Solution

Dear Friends of the Hilltop:

Each of you, or someone in your organizations, received Lt. Aguirre's invitation to a meeting at **July 16th at 10 AM** at THA's administrative offices at 902 South L. Street. We hope you can attend. The meeting is important. Its purpose is to discuss and address the encampment of homeless persons at or near People's Park on the Hilltop. The campers have now moved across 10th Street to the sidewalk surrounding the fenced parking lot that THA owns. We will also invite representatives of the campers who we have gotten to know.

I write now to describe the various interests that THA will bring to that meeting. I also write to describe a reasonably plausible outcome we can hope for the meeting. Perhaps writing this to you in advance will give us a helpful head start on the discussion on July 16th. We will serve lunch at the meeting.

THA has varied concerns and interests arising from the homeless encampment. Here are the four main ones:

1. THA is concerned about its building and the welfare and comfort of our staff and visitors. By this measure, the encampment has not been a good experience for us. From the first, campers asked to use our bathroom. Ever gracious and respectful, our receptionist staff have allowed this. A small few of the campers, however, misused our bathroom and made a mess. They have also used the park, our sidewalk and adjacent areas as a toilet. Litter is also a problem. Our maintenance staff clean all this up. In response, THA asked MetroParks to put a porta-potty in the park. The park should have one anyway, for regular users, especially children. MetroPark agreed to do this about a month or so ago as a "pilot". It gave THA staff a key so we can lock up the porta-potty at night when the park is supposed to be closed. However, a few people vandalized the porta-potty. MetroParks declared the pilot to be a failure and recently removed it. We also know of concerns that the porta-potty attracted campers.
2. THA is concerned about People's Park, its proper maintenance and its enjoyable use by all people, especially children. We have heard some accounts that people using the park, including children or youth, are uneasy about the encampment.
3. THA is also a local business on the Hilltop. It fully shares the concerns of other Hilltop businesses that the Hilltop be, as THA's vision statement contemplates, an "attractive place to live, work, attend school, shop and play". A homeless encampment makes this less likely. At the same time, the law of gravity says the campers will be somewhere. We are concerned that if we removed the campers from our property they would disperse into the neighborhood and camp adjacent to homes and businesses. Perhaps it is better than they crowd a parking lot across the street from our office building and a park. We are not sure.

If these three interests were all that concerned THA, its response would be easier to devise. We would ask the police to remove the campers from our property around the bullpen. Indeed the police have asked THA to sign a "trespass authorization" for that purpose. But THA has a fourth interest that makes this harder:

4. THA is a housing authority. It has a social justice concern about the welfare of the campers. Its mission includes an effort to make Tacoma a place that all its residents can experience that is "safe, vibrant, prosperous, attractive and just." Our interest in the campers and their welfare has only sharpened after we conferred with them and gotten to know them, as we now have.

We know that resources in the City are limited. THA, for example, has little to offer the campers directly. Its main housing programs work off of long waiting lists. It provides emergency services only by funding others, including Pierce County's rapid rehousing services, Associated Ministries,

New Nativity House and other nonprofit housers.

In an effort to find a solution, THA has also conferred with our police department, and others. On Friday, we had a good meeting with Lt. Gretchen Aguirre. We are lucky to have a police force, and an officer like Lt. Aguirre, who appreciate the full range of interests and values at work in the situation. We arranged with her that TPD and TPS will convene a discussion with you and, critically, representatives of the campers. That is why she sent you the invitation.

One possible outcome of those discussions might look like this:

1. The City, perhaps with the help of others, will come to that July 16th meeting with a plan that, within two weeks or so, will offer the campers an alternative place to camp. We have suggested some possibilities that would serve at least temporarily (*e.g.*, the building and land the City owns on the northwest corner of 9th and MLK that we know will have no use for two years). Housing would be better but an alternative and safe camping spot would do for now.
2. With that alternative in the works, all concerned, including businesses, THA and its staff, and the campers, can feel some patience in the meantime if the meantime is not too long and if it is more acceptable than it has been. To make it more acceptable:

- MetroParks or THA will put a porta-potty and a trash bin in place, but only for the meantime.
- As part of this deal, the campers will adequately police and govern themselves. This means at least the following:
 - limiting the campers to their present number and out of the alley
 - no camping overnight in the park
 - taking care of the porta-potty
 - keeping the area clean of litter
 - being respectful of others

Staff of MetroParks, THA and TPD will monitor this. If the campers are unable to do this, the deal is off and THA will sign that trespass order.

Perhaps such solution will model for other neighborhoods what a reasonable neighborhood response might look like. It depends, however, on the city's ability to find an alternative camping spot. We do not presently know if this will happen but we hope it is possible in a City that has declared homelessness to be not only an emergency, but also a public health emergency. The health risks are evident to us from our visits with the campers. They include sick, elderly and disabled persons who are not holding up too well.

I hope this advance note is useful to our July 16th discussion. To help us further, here are three links to web sites or videos describing how other communities have tried to respond. It would help if we all review them before our meeting.

<https://www.facinghomelessness.org/about/>

<http://the-block-project.org/home>

<https://www.bing.com/videos/search?q=rex+hohlbein+tedx&view=detail&mid=747C32137F7A4CD84D51747C32137F7A4CD84D51&FORM=VIRE>

Please call me if you wish to talk before July 16th.

I am grateful to Lt. Aguirre for convening our discussion. I thank you in advance for your help with this puzzle. I particularly appreciate your willingness to understand the complexities that arise when the problem of homelessness laps at the door of a public housing authority.

Thank you.

Michael

Michael Mirra
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"Housing Tacoma Forward"

From: Aguirre, Gretchen [<mailto:GAguirre@ci.tacoma.wa.us>]
Sent: Friday, July 06, 2018 3:12 PM
To: Ely, Kristin <kely@ci.tacoma.wa.us>; Showalter, Brandon <Brandon.Showalter@ci.tacoma.wa.us>; Griffith, Allyson <AGriffith@ci.tacoma.wa.us>; Michael Mirra <MMirra@tacomahousing.org>; Julie LaRocque <jlarocque@tacomahousing.org>; Joey Furuto <joeyf@tacomaparks.com>; dennyh@ccsww.org; michaely@associatedministries.org; Hilltop Action Coalition <hacoffice15@gmail.com>; Brendan Nelson <brendan.hac16@gmail.com>; marioslorenz@gmail.com; pastor@allenchurch.org
Subject: People's Park - Community Solution

Good afternoon,

I am the One Sector Lieutenant and manage the Community Liaison Officers (CLO). My primary focus is community policing and issues related to businesses and citizens in the Hilltop Community. I have met most of you or have had some type of interaction with your agency since being assigned to this position.

I met with Tacoma Housing Authority Director Mirra today regarding community concerns and issues involving encampments and homeless activity at People's Park and the surrounding areas. As a law enforcement officer, my area of influence primarily covers criminal issues. I have put a plan in place to address and mitigate criminal issues, however all activity in People's Park affects the citizens, businesses and community alike.

Director Mirra suggested hosting a community meeting with all the stakeholders involved. Together we identified the following: Catholic Community Services, Neighborhood Community Services, Associated Ministries, Sector Lt, CLO, Metro Parks, Hilltop Action Coalition, Hilltop Business Association and a few identified homeless subjects who currently reside in or near the park.

You have been identified as a possible attendee, so I forwarded you an Outlook request. Please let me know if you can attend or if you feel someone at your agency is more appropriate for this, please let me know.

Thank you,

Lt. Gretchen Aguirre
Tacoma Police –Sector One
1524 Martin Luther King Way
Tacoma, WA 98405
Office: 253.591.5431

Sha Peterson

Subject: FW: Hilltop Homeless Encampment at People's Park and THA
Attachments: Hilltop Homeless Encampment near People's Park and THA

From: Michael Mirra

Sent: Saturday, July 21, 2018 2:12 PM

To: THA All <THAAll@tacomahousing.org>; (MHODGE@Tacoma.K12.Wa.US) <MHODGE@Tacoma.K12.Wa.US>; Derek Young (derek@idreamrobots.com) <derek@idreamrobots.com>; drart6651@aol.com; Janis Flauding <janisflauding@hotmail.com>; Stan Rumbaugh <SJRumbaugh@aol.com>

Subject: Hilltop Homeless Encampment at People's Park and THA

Dear THA All, Staff and Commissioners:

I write to report on developments of yesterday (Friday) concerning the encampment at THA and People's Park of persons experiencing homelessness. For full details, please read the attached email and its own attachments. It is an email I sent today to our many partners in this hard discussion, including to some of the campers. Here are the main developments in a discussion that moved quickly during the week:

1. Yesterday I signed a full "trespass authorization" asking the police to remove all the campers from all of our property at 902 South L Street and at our parking lot across the street, the "Bullpen". The police will begin doing that next week, after appropriate notice. In the meantime, they will increase their patrols through the area.
2. I signed that authorization after three helpful and clarifying discussions in the past few days. On Wednesday April and I met with the Rental Assistance staff in a regularly scheduled skip meeting. That discussion made clear that the present situation was not working for our first priority -- the safety and comfort of our staff and visitors at 902 South L Street. Yesterday Jeff, Frankie and I met with senior managers from TPD, the City and MetroParks. The attached email explains what we learned in that discussion. Also through the week, Jeff and I had numerous conversations with the campers. That allowed us to judge what we could and could not expect from them.
3. After I signed the trespass authorization, Jeff, Frankie and I visited with the campers to deliver the news. We told them that they now needed to leave. We reaffirmed our intention to create a permitted encampment. We had to report, however, that such an encampment would not happen anytime soon and that we may not be able to put it in the Bullpen as we had hoped, also because of what we learned in yesterday's meeting. This bad news for the campers was painful to hear and to deliver, especially since, when they

asked where they could now go, we had little to suggest. They received the news with an impressive grace and poise that was painful to witness.

4. Also yesterday, we stopped making our bathroom available to campers. Instead, we will refer them to SeaMar around the corner, which also has showers.
5. THA will now work with the City to make a parcel of our land available for a temporary encampment under the City's ordinance that allows for it and directs its governance. I have created a project for this purpose. PM-2018-004. Frankie is the project manager. Its performance measures are:
 1. *Find a reasonable solution that adequately accounts for the following interests that THA has in the homeless encampment on the Hilltop:*
 - 1.1 *protect THA's administrative building and its parking lot on 10th street, and the safety and comfort of its staff and visitors.*
 - 1.2 *protect People's Park and the safety and enjoyment of its users and visitors, especially children;*
 - 1.3 *protect the Hilltop as a neighborhood that is an enjoyable place to "live, work, attend school, shop and play";*
 - 1.4 *show THA's social justice concerns as a housing authority that the campers and their welfare are also important and that this importance show in how THA, the Hilltop, and the City of Tacoma respond.*
 - 1.5 *fully cooperate with Tacoma Police Department and its efforts.*
 2. *THA will make a parcel of its land available for the temporary hosting of an encampment for persons experiencing homelessness. In doing so, THA will showcase for other organizations and neighborhoods the effective, feasible and humane use of the City's ordinance governing permitted and temporary encampments.*

Any encampment that THA hosts will have the following elements:

- 2.1 *It will not impede THA's development scheduled for the land.*
- 2.2 *It will be temporary.*

- 2.3 *It will comply fully with City code and in other ways will minimize legitimate neighborhood concerns.*
- 2.4 *THA will not manage the encampment. Instead, an organization with the appropriate experience will manage it. It will do so under a THA contract with appropriate risk transfer and insurance provisions.*
- 2.5 *THA will find someone to share the costs.*
- 2.6 *The effort to site an encampment on THA land will include robust consultation with the neighborhood in question, including persons experiencing homelessness.*

Frankie will need help from many of us. I ask us all to help her in a way that acknowledges the communal emergency that our City is experiencing. I am grateful to Frankie for her willingness to lead us in the project.

I am grateful to THA staff, for your patience and your advice throughout. The whole business is new for THA. We are certainly familiar with the crisis of housing affordability and homelessness. Addressing it is THA's job. Yet managing it when it laps at our front door requires a different set of skills and resources. Puzzling it out was hard. Many of you helped with your judgment, experience, smarts, your always impressive values and your willingness to let those values show. I intruded on many of you seeking your advice. You also sent me emails with suggestions and insights. I am particularly grateful to Frankie, Laura, Robert, Sha, Julie, Brandon, Leonard and Stacey for helping with the discussions with our community partners. I have a special gratitude to express for Leonard, Laura and Jeff. Leonard probably bore the main burden because he had to clean up after the campers, both inside our building and outside. He did that with his customary calm and patience. Laura and her receptionist unit colleagues continued to welcome the campers into the building with the politeness and respect they show to everyone, even when doing so in this case was not a positive experience. Jeff helped me think this through. He helped me talk to the campers. He provided the clear eyed and astute assessments that the situation required.

I don't count signing that trespass authorization to be the easiest thing I ever had to do at THA. Thinking it through with all of you was a reassurance for me.

Thank you.

Michael

Michael Mirra

Executive Director
Tacoma Housing Authority
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(253) 207-4429
mmirra@tacomahousing.org
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"Housing Tacoma Forward"



Tacoma Housing Authority

Project Database

PROJECT DETAIL

PROJECT: Homeless Encampment on the Hilltop
PROJECT #: PM-2018-004
PRINT DATE: July 21, 2018
STATUS: Open

Department: Property Management **Year:** 2018 **Start Date:** 6/27/2018

Strategic Objective: Housing and Supportive Services **Due Date:** 9/30/2018 OR ☒ **Ongoing**

Assigning Person: Michael Mirra **Project Manager:** Frankie Johnson **Close Date:**

Project Summary

In the Spring of 2018, an encampment of homeless persons appeared across the street from THA's administrative building on the Hilltop. It concerns the neighbors, local businesses and users of People's Park. THA fully shares those concerns. THA also is concerned for the campers and their welfare. This project seeks to respond to the encampment in a way that accounts for THA's range of concerns and interests. This project will also model for other neighborhoods and organizations the effective, feasible and humane use of the City's program allowing and encouraging permitted temporary encampments for persons experiencing homelessness.

Performance Measure	Results	Grade
<p>1. Find a reasonable solution that adequately accounts for the following interests that THA has in the homeless encampment on the Hilltop:</p> <p>1.1 protect THA's administrative building and its parking lot on 10th street, and the safety and comfort of its staff and visitors.</p> <p>1.2 protect People's Park and the safety and enjoyment of its users and visitors, especially children;</p> <p>1.3 protect the Hilltop as a neighborhood that is an enjoyable place to "live, work, attend school, shop and play";</p> <p>1.4 show THA's social justice concerns as a housing authority that the campers and their welfare are also important and that this importance show in how THA, the Hilltop, and the City of Tacoma respond.</p>		

1.5 fully cooperate with Tacoma Police Department and its efforts.		
<p>2. THA will make a parcel of its land available for the temporary hosting of an encampment for persons experiencing homelessness. In doing so, THA will showcase for other organizations and neighborhoods the effective, feasible and humane use of the City's ordinance governing permitted and temporary encampments.</p> <p>Any encampment that THA hosts will have the following elements:</p> <p>2.1. It will not impede THA's development scheduled for the land.</p> <p>2.2 It will be temporary.</p> <p>2.3 It will comply fully with City code and in other ways will minimize legitimate neighborhood concerns.</p> <p>2.4. THA will not manage the encampment. Instead, an organization with the appropriate experience will manage it. It will do so under a contract with appropriate risk transfer and insurance provisions.</p> <p>2.5 THA will find someone to share the costs.</p> <p>2.6 The effort to site an encampment on THA land will include robust consultation with the neighborhood in question, including persons experiencing homelessness.</p>		



Tacoma Housing Authority

Project Database

Date: July 21, 2018

PROJECT: Homeless Encampment on the Hilltop

PROJECT #: PM-2018-004

Assigning Person: Michael Mirra

Start Date: 6/27/2018

Close Date:

Project Manager: Frankie Johnson

Due Date: 9/30/2018

Full Project Description

This project will make a parcel of THA's land available for a permitted and temporary encampment of persons experiencing homelessness. In doing so, THA will showcase for other organizations and neighborhoods the effective, feasible and humane use of the City's ordinance governing permitted and temporary encampments. Any encampment that THA hosts will have the following elements:

1. It will not impede THA's development scheduled for the land.
2. It will be temporary.
3. It will comply fully with City code and in other ways will minimize legitimate neighborhood concerns.
4. THA will not manage the encampment. Instead, an organization with the appropriate experience will manage it. It will do so under a THA contract with appropriate risk transfer and insurance provisions.
5. THA will find someone to share the costs.
6. The effort to site an encampment on THA land will include robust consultation with the neighborhood in question, including persons experiencing homelessness.

SOME BACKGROUND

In the Spring of 2018, an encampment of homeless persons appeared across the street from THA's administrative building on the Hilltop. Initially, people congregated mainly at the Southwest corner of People's Park under the trees. Their numbers varied but initially seemed to range up to about twenty or so. Their encampment during the day grew fairly elaborate. It featured considerable personal belongings on carts and in tents. Staying in the park overnight is unlawful so most of the people dispersed at night, and returned in the morning. After a month or so - after the immigration rights protest gathering on June 30th - they mostly left the park and moved across 10th street to camp on the sidewalk and parking strip bordering THA's fenced parking lot. THA calls this parking lot, the "Bullpen". They then expanded west on 10th Street to camp alongside THA's administration building.

From the first the campers would come into the THA building to use the bathroom. THA allowed this because otherwise they would have to use our property and that of our neighbors as a toilet. That did not work too well. A few of the campers would foul the bathroom. Some would use it for a prolonged period, probably to wash themselves using the paper towels. Other campers would use the streets, parking strips and the park as a toilet. THA staff would clean up inside and outside the building. THA staff also picked up considerable amounts of litter and needles. In May, THA asked MetroParks to put a port-a-potty in the park. The park should have one any way for regular park users. MetroParks did that and gave THA a key so we would lock it at night. However, some persons vandalized the port-a-potty and MetroParks removed it in early June. THA then resumed allowing campers to use our restroom in the building. The experience remained an unhappy one, especially for THA staff who cleaned up both inside THA's building and the grounds and streets around.

The encampment concerned the neighbors and local businesses and users of People's Park. THA fully shares those concerns. THA staff and visitors find the encampment unsettling and sometimes threatening. THA is especially concerned to notice that the number of children using the park has diminished a lot this Summer. The Tacoma Police Department asked THA to sign a "trespass" authorization. This authorization would ask TPD to remove the campers from the sidewalks and parking strips on THA's property. THA has did not sign initially. Instead, THA sought advice and ideas. THA did not initially sign for two reasons. First, we were very concerned that the campers would have no other place to go. We hoped first to devise some alternatives for them. Second, the law of gravity directs that they have to go somewhere. THA was concerned that if we removed them from our property the campers would disperse into the residential areas behind our building, next to homes, or in alleys next to homes or next to Safeway. Perhaps it is better that they camped next to our parking lot. So THA wanted first to confer with other neighborhood voices - businesses, homeowners and others. THA also conferred with the campers. THA staff have gotten to know some of them. This acquaintance has given a personal dimension to the puzzle, making it in some ways easier to understand but harder and more painful to solve.

This project seeks to respond to the encampment in a way that accounts for THA's range of concerns and interests. There are five main ones:

1. THA is concerned about its building and the welfare and comfort of staff and visitors;
2. THA is concerned about People's Park, its proper maintenance and its enjoyable use by all people, especially children;
3. THA is also a local businesses on the Hilltop. It fully shares the concerns of other Hilltop businesses that the Hilltop be, as THA's vision statement contemplates, an "attractive place to live, work, attend school, shop and play". A homeless encampment makes this less likely.

If these three interests were all that concerned THA its response might be easier to devise. It might then have signed the trespass authorization earlier. However, even that is not clear. The police did clear the encampments once in July. The campers indeed dispersed into the neighborhood eliciting more complaints to THA. In any case, THA has a fourth interest that makes this puzzle harder:

4. THA is a housing authority. It has a social justice concern for the welfare of the campers. Its mission includes an effort to make Tacoma a place that all its residents experience that is "safe, vibrant, prosperous, attractive and just." The frustrating part is that THA has little to offer the campers directly. Its main housing programs work off of long waiting lists. It does finance emergency services for homeless persons but only by funding the efforts of others, including Pierce County's rapid rehousing services, Catholic Community Services, Tacoma Rescue Mission, MDC and other nonprofit housers.

5. THA has a final interest. It is committed to be a good partner to our City and especially to our police department. Our police department must face this challenge on the street every day. THA will try very hard that the police do not face it alone.

In an effort to find a solution, THA has conferred widely. On July 16th TPD and THA convened a discussion at THA of all concerned, including: Hilltop Business Association, Hilltop Action Coalition, Associated Ministries, Catholic Community Services, the City, the County, local businesses, local homeowners, MetroParks, Kiwanis leadership, and, critically, five campers who bravely accepted THA's invitation to attend. The meeting elicited one possible response that had the support of nearly all people at the meeting: THA would make its Bullpen parking lot available as a permitted encampment. This would require coordination with the City. THA also made clear that, since it has no experience managing such an encampment, it would need an organization with that experience to manage it. THA would also need help to pay for it.

In later discussion with the City and TPD, THA learned that the City ordinance allowed only one permitted encampment per police sector until all sectors had at least one site. THA's Bullpen is in Sector One. Surprisingly, we also learned that the stabilization site on Puyallup Avenue - several miles away - counts as the one encampment allowed to Sector One. This means that, unless the City allowed more flexibility on the matter, THA would have to find another parcel in another sector. The City is eager for THA to provide land for a site in another sector to demonstrate the value and feasibility of doing so. THA committed itself to working with the City to explore that. Doing that is the main purpose of this project.

The prospect of creating a permitted encampment did not solve the immediate problem of the campers on the Hilltop near People's Park. THA continued to confer with TPD, the City, neighboring businesses and the campers. Meanwhile the size of the encampment continued to grow, with associated increased concerns about its effect on the neighborhood. On July 19th, after consultation with the campers, THA signed a trespass authorization allowing TPD to remove campers from all our property with the exception of a limited extent of the grass strip along the Bullpen's fence line. THA delivered that authorization to TPD. This was a temporary measure pending further clarification on two main issues. THA informed the campers of these two issues: (i) Would the campers show adequate self-governance and discipline to stay within those limits and to control litter and the general disorder. THA's growing acquaintance with some of the campers revealed a few who showed some leadership and "natural" authority. Perhaps they could be effective. They expressed an interest in trying. They asked for THA's overt acknowledgement of their "authority" for these purposes to better elicit the cooperation of the other campers. THA explained that it could not do that. Instead, THA told these leaders that they will have to exert their influence on their own; (ii) even if the campers could do this, did THA have the legal ability to allow campers on its property in such a way. We asked TPD to answer that question. THA told the campers that it expected to get the answer to this legal question on July 20th.

By July 20th, THA received adequate answers to the two questions: (i) THA satisfied itself that the campers would not be able to honor the limits of the proposed encampment. They were not able to confine themselves to those limits. This is understandable since those limits were pretty narrow. One of the leaders acknowledged that he could not influence the campers and their behavior. Another leader expressed frustration that THA did not help her exert her "authority" by acknowledging it to the other campers. In any case, the size of the encampment continued to grow with the addition of new people, who seemed to be a rougher crowd. Also, and more authoritatively, experienced TPD officers explained that THA should not expect to be able to limit the size the encampment. The encampment also presents serious problems to the police as it grows in size. The TPD does not recommend that THA allow an encampment of any sort on its property even if the law allowed it; (ii) It turns out that, in any case, the law does not allow THA to do this. The City and TPD informed THA that the City's code did not permit THA to host an encampment on its property. They asked THA to sign a full trespass authorization without limitation. Such an authorization in the normal course is a speedier alternative to code enforcement. They explained the process of removal. They explained the efforts the City makes on such occasions to offer campers services and emergency alternative shelter or camping space. TPD said that they know most of the campers and anticipated that most will decline these offers. THA signed the full trespass authorization late July 20th afternoon. Afterward, THA staff visited with the campers. We told them the results of the discussions with the City and TPD and that the campers would have to leave. We were not able to advise them on where they should then go. THA also explained its continuing interest in creating an encampment but that the Bullpen was not a likely option because it was in sector one. All this was painful news to hear and to deliver. Nearly all the campers received this news with an impressive grace and poise, which was painful to witness.



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$4,716,477 for the month of June, 2018.

Approved: July 25, 2018

Janis Flauding, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of June 2018

		Check Numbers			
		From	To	Amount	Totals
A/P Checking Account					
Accounts Payable Checks	Check #'s	91,934	-	92,109	
Business Support Center				407,204	Program Support
Moving To Work Support Center				103,418	
Moving To Work Buildings (used by Support Center)				301,843	
Tax Credit Program Support Center				15,679	
Section 8 Programs				40,600	Section 8 Operations
KeyBank Building				508	Properties
Mr Mac Building				151	
Prairie Oaks Operations				413	
Salishan 7				63,916	
Salishan Common Areas				857	
Hillside Terrace 1800 Court G Development				12,678	Development
Allenmore Brownstone Apts				1,094	
Highland Crest Apts				28,761	
Salishan Area 4 - Arlington				18,538	
Bay Terrace II				6,392	
Salishan Developer Fee				1,026	
Program Income				750	
Hillsdale Heights				3,000	
Bus Development Activity				6,087	
Community Services MTW Fund				6,687	
Education Private Grants (Gates, etc.)				53,460	
COT-Landlord Incentives				10,413	
AMP 6 - Scattered Sites				50,004	Public Housing
AMP 7 - HT 1 - Subsidy				6,599	
AMP 8 - HT 2 - Subsidy				8,174	
AMP 9 - HT 1500 - Subsidy				2,178	
THA SUBTOTAL				1,150,428	
Hillside Terrace 1 through 1500				10,667	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				9,116	
Alberta J Canada Bldg				562	
Renew Tacoma Housing				28,203	
Salishan I - through Salishan 6				38,687	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				87,235	1,237,663
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	482,423	-	482,461	33,302
	ACH				2,819,030
					\$ 2,852,332
Payroll & Payroll Fees - ADP					\$ 626,482
Other Wire Transfers					
					\$ -
TOTAL DISBURSEMENTS					\$ 4,716,477

TACOMA HOUSING AUTHORITY			
CASH POSITION - June 2018			
Account Name		Current Balance	Interest
HERITAGE BANK			
Accounts Payable		1,270,772	0.45%
Section 8 Checking		3,378,986	0.45%
THA Affordable Housing Proceeds-Salishan		3,439,047	0.45%
THA Scattered Sites Proceeds		4,064,500	0.45%
FSS Escrows		145,963	0.45%
CSA Escrows		100	0.45%
Note Fund Account		101	0.45%
Credit Card Receipts		126	0.45%
Key Bank Security Deposits		4,009	0.45%
THA Investment Pool		333	0.45%
THA LIPH Security Deposits		603	0.45%
THA Travel Advance Account		2,005	0.45%
THDG - Tacoma Housing Development Group		734,790	0.45%
Salishan 7		1,519,303	0.45%
Salishan 7 Security Deposit		27,572	0.45%
Salishan 7 Replacement Reserve		256,156	0.45%
Salishan 7 Operating Reserve		201,048	0.45%
Outrigger Operations		150,841	0.45%
Outrigger Security Deposit		26,931	0.45%
Outrigger Replacement Reserve		95,294	0.45%
Highland Crest Operations		350,896	0.45%
Highland Crest Security Deposit		40,641	0.45%
Highland Crest Replacement Reserve		200,230	0.45%
Prairie Oaks Operations		77,276	0.45%
Prairie Oaks Security Deposit		2,960	0.45%
Prairie Oaks Replacement Reserve		17,658	0.45%
Payroll Account		8,900	0.45%
WASHINGTON STATE			
Investment Pool		\$ 100	1.80%
1. TOTAL THA CASH BALANCE		\$ 16,017,138	
Less:			
2. Total MTW Cash Balance		\$ 726,000	
<i>Less Minimum Operating Reserves</i>			
2.01 Public Housing AMP Reserves (4 months Operating Exp.)			
2.02 S8 Admin Reserves (3 months Operating Exp.)		726,000	
2.10 Total Minimum Operating Reserves		\$ 726,000	
3. MTW Cash Available (Lines 2-2.10)		\$ -	
3. MTW Cash Held By HUD			
3.11 Undisbursed HAP Reserves Held by HUD		\$ -	
3.20 Total MTW Cash Held By HUD		\$ -	

TACOMA HOUSING AUTHORITY				
CASH POSITION - June 2018				
4. Non MTW Cash Restrictions				
Other Restrictions:				
4.01 Mod Rehab Operating Reserves		77,428		
4.02 VASH, FUP & NED HAP Reserves		167,165		
4.03 FSS Escrows		153,846		
4.04 Security Deposit Accounts		102,716		
4.05 Gates Foundation		298,309		
4.06 Highland Crest Replacement Reserves		200,230		
4.07 Outrigger Reserves		95,294		
4.08 Prairie Oaks Replacement Reserves		57,658		
4.09 Salishan 7 Reserves		797,203		
4.10 THDG		734,790		
4.11 Area 2B Sales Proceeds (Afford Hsg)		3,439,047		
4.12 Scattered Sites Proceeds (Afford Hsg)		4,064,500		
4.13 BFIM Buyout LOC Collateral-Potential TC Loss		2,500,000		
4.20 Total - Other Restrictions			\$ 12,688,186	
5. Agency Liabilities:				
5.13 Agency Contracted or Budgeted Commitments ¹			\$ 1,223,687	
5.12 Development Draw Receipts for Pending Vendor Payments			\$ -	
5.14 Development Advances/Due Diligence Commitments			\$ (181,652)	
5.20 Total Agency Liabilities			\$ 1,042,035	
6. Total Non MTW Cash Restrictions (Lines 4.20+5.20)			\$ 13,730,221	
7. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-6)			\$ 1,560,918	
8. 2018 Board Reserve Commitments				
8.01 Renovation/Remodel of Salishan FIC/Maintenance Shop			\$ 1,241,650	Under Contract
8.02 Software Conversion			300,000	Ongoing
8.03 Education Projects - McCarver & Others			310,000	Future
8.04 Childrens Savings Cohort payments			270,000	Ongoing
8.05 Development Projects (Hilltop)			2,500,000	Future
8.06 Bay Terrace 3 Funding Gap			2,500,000	2019
8.10 Total Reserve Commitments (Lines 8.01 through 8.06)			\$ 7,121,650	
9. Agency Contracted or Budgeted Commitments remaini		Board Approval	Expended	Balance Remaining
9.01 Salishan/Maintenance Shop remodel		\$ 1,473,301	\$ 1,477,037	\$ (3,736)
9.02 902 Elevator Modernization		\$ 467,377	\$ 417,377	\$ 50,000
9.03 James Center North Capital		\$ 350,000	\$ 75,120	\$ 274,880
9.04 Alberta Canada Tenant Improvements		\$ 463,000	\$ 120,457	\$ 342,543
9.05 BFIM Buyout		\$ 560,000	\$ -	\$ 560,000
¹ Total Contracted or Budgeted Commitments outstanding				\$ 1,223,687
Agency Advances for Current Development Projects				
Arlington Heights			\$ 181,652	
			\$ -	
Total Agency Advances			\$ 181,652	



TACOMA HOUSING AUTHORITY

**POLICY, INNOVATION, AND
EVALUATION**



TACOMA HOUSING AUTHORITY

DATE: July 25, 2018

TO: THA Board of Commissioners

FROM: April Black
Deputy Executive Director
Director of Policy, Innovation and Evaluation

RE: Policy, Innovation and Evaluation Department Board Report

1. Introduction

The Policy, Innovation, and Evaluation (PIE) department and Tacoma Housing Authority (THA) as a whole is staying busy. PIE is focused on: expansion of the College Housing Assistance Program; expansion and redesign of the Elementary School Housing Assistance Program (ESHAP) and Children's Savings Account (CSA) Program; evaluation of THA's criminal background screening, waiting list management and possible expansion of the Housing Opportunity Program (HOP); hosting an event to celebrate the Family Investment Center remodel and opening of a new Heritage Bank branch at Salishan; and putting THA's Moving to Work (MTW) authority to best use. This report has updates on some specific projects and announcements about staffing changes. I am ready to discuss any of PIE's work during the board meeting.

2. Tacoma Public Schools Partnership Program Update

Amy Van of THA and Thu Ament of Tacoma Public Schools (TPS) have been convening the community consultation process regarding the redesign and expansion of the Elementary School Housing Assistance Program (ESHAP) and College Savings Account (CSA) programs. The attached decision matrices show the topics that are being discussed in these meetings. The meetings will yield recommendations that staff will use to form formal recommendations to the THA and TPS leadership in the fall.

3. Tacoma Community College Partnership

Staff from both THA and Tacoma Community College (TCC) are working to lease the College Housing Assistance Program (CHAP) after the board approved staff to increase CHAP from 25 to 150. Lease up has been slow; the Rental Assistance report this month shows 47 students leased and 37 shopping. The slow lease up is attributed to the tight and expensive rental market throughout Tacoma.

As part of a strategy to make housing more available to this population, THA and TCC are looking at property-based options to secure housing that CHAP households could then rent as opposed to CHAP households needing to find a private owner. The board will review a

resolution this month to approve a Moving to Work (MTW) amendment that would allow THA to provide property-based subsidies that are different than project-based vouchers. THA is working with a private owner that is interested in using this new program to make units very near TCC available to students below 30% AMI, with a first preference for CHAP households. Upon board approval of that resolution, THA will continue working with the property owner and TCC to design a partnership and, if all goes well, staff will seek board approval in late summer for a property-based subsidy contract.

4. Housing Opportunity Program (HOP) Expansion

Aley Thompson has been working with a third-party consultant to complete a preliminary analysis of the impacts of moving all Housing Choice Voucher households to HOP. She is modeling impacts by income, race, household size, and special populations. The models will show a range of options by housing program. Aley is also modeling lesser changes such as removing utility allowances from the Housing Choice Voucher calculation. This change would result in increases in tenant rents and savings that could be redirected into serving more households.

The preliminary findings of the analyses will be shared with the Board at the August meeting. At that time we will seek board direction on whether to pursue any program changes through community consultation.

5. Upcoming Ribbon Cutting

On July 17th, THA will co-host a big event at Salishan to celebrate the completion of the remodel at the Family Investment Center and the opening of the new Heritage Bank branch. We will also use this as an opportunity to market the Children's Savings Account Program. Caroline Cabellon and Brandon Wirth have led this effort on THA's behalf and we expect a large community turnout. This will also be a great opportunity to display the numerous asset building resources available to families in East Tacoma. Heritage is sponsoring the food and we have an impressive list of local and national speakers to kick off the event. We hope to see you there.

6. Staff Changes

Eric Lane has left his role as a PIE team Project Manager. In his role he focused on the College Housing Assistance Program (CHAP) and Children's Savings Account. Eric transitioned to become THA's first Landlord Engagement Specialist within the Department of Rental Assistance. Eric has worked for THA for six years in a variety of roles and he was critical in the design, implementation, and expansion of CHAP and the CSA. We are sad to lose his skills within PIE but are excited to see them focused on better utilizing THA's rental assistance. Eric's position within PIE has been slightly modified and is currently posted for recruitment. The replacement position will focus more on data analysis and visualization to help THA hone in on monitoring the outcomes and impacts of THA's work.

Elementary School Housing Assistance Program

Redesign Key-Decision Points



Program Design Question	Present Program	Other Factors to Consider	Possible Options
1. What schools should participate in this program?	Specific School Sites: <ul style="list-style-type: none"> Aims to reduce mobility among cohort students. Seeks to impart a school-wide benefit beyond the cohort Promotes peer support among cohort parents By grouping parents and students they are easier to serve with supportive services in ways that would be hard to do if they scatter among many schools. 	<ul style="list-style-type: none"> Parents have a hard time finding housing within reasonable distance of any one school. Parents value the freedom to move and choose their own housing and their own school. The focus on McCarver did not show significant school wide effect on mobility. Schools offering the program may experience disproportionate increase of families experiencing homelessness. 	<ul style="list-style-type: none"> A. Expand to more schools and continue to require parents to commit to a particular school B. Expand to more schools and require parents to commit to a cluster of school. C. Expand the program to all schools within the district and families commit to enrolling into their neighborhood school. D. Other:
2. What grades should this program target?	Elementary Only <ul style="list-style-type: none"> Earlier intervention at the elementary level is critical for long-term impact on positive student outcomes. Allows for a uniform tracking and monitoring of specific grade-level outcomes. Allows for targeted services and resources specific to elementary grade students. 	<ul style="list-style-type: none"> Homeless intervention is needed among students and families in pre-K, middle school and high school. TPS has Pre-K through 12th grade benchmarks that the program can align itself with and track for student outcomes. 	<ul style="list-style-type: none"> A. Elementary grades B. Pre-K/Head Start C. Middle School D. High School E. All Grades F. Multiple (please identify):
3.5. Who should the program aim to serve?	McKinney-Vento Families <ul style="list-style-type: none"> The program is accessible to any McKinney-Vento family (with elementary school grade children who at one point attended McCarver). This includes: <ul style="list-style-type: none"> Families who are literally homeless; Families who are “doubled-up” (couch-surfing) and sharing housing due to loss of housing, economic hardship or a similar reason; and/or Families that are at near risk of homelessness. 	<ul style="list-style-type: none"> McKinney-Vento families retain their status for a full school year, even after they find housing. Data shows students that are doubled-up due to housing insecurity, have the same academic outcomes as those who are literally homeless. This program does not currently align with Coordinated Entry (serves only families who are literally homeless). 	<ul style="list-style-type: none"> A. Any TPS McKinney-Vento family. B. Serve only TPS families who are literally homeless and serve them through Coordinated Entry. C. Target a % of TPS families that are literally homeless and a % of those who are doubled-up. A. Other:

Program Design Question	Present Program	Other Factors to Consider	Possible Options
4. How much rental assistance should THA provide?	Deep Subsidy <ul style="list-style-type: none"> Families with no or little income benefit from THA covering majority of their rent costs. Families with income pay roughly 30% of household income to their rent. At annual review time, if a family has increased their income, their portion of rent payment increases as well. 	<ul style="list-style-type: none"> THA's resources are limited and housing costs are soaring, the deep-subsidy will result in fewer resources available for other families in need. THA can implement different subsidy amounts as a family moves through the program and become stably housed. 	A. Deep-subsidy for all families (families pay approximately 30% of their income to rent). B. Shallow-subsidy for all families (THA pays 50% of rent). C. Tamper the rental assistance over time from deep-subsidy down to shallow-subsidy.
5. How long should families receive rental assistance?	Five Years <ul style="list-style-type: none"> 5 years covers the span of a child's elementary experience. The assistance is more long-term than other homeless- assistance programs. 5 years is a period that allows for adults in the family to complete degree, certification or training programs to increase earned income. 	<ul style="list-style-type: none"> Extended rental assistance may help provide more time for families to increase earnings or savings. Extended time on the program costs more. This will prevent THA from serving additional families in need. Families needing treatment may need additional time to heal, adjust to take the steps toward self-sufficiency. 	B. 5 year time-limited program. C. Limit the rental assistance to the duration of the family's emergency. D. Other:
6. How many families should this program serve?	50 families <ul style="list-style-type: none"> The initial pilot program sought to test the impact of housing stability on student mobility for a small number of households. THA & TPS capacity provides staffing for 2 caseworkers to each serve 25 households. 	<ul style="list-style-type: none"> There are 1800 McKinney-Vento students: 30% are "literally homeless" and 70% are doubled-up. Increasing investment to TPS families may mean THA will serve fewer households on other THA programs. A large expansion has potential for district wide impact but will require significant investments by all partners. 	A. Maintain the program to serve a limited number of TPS families. B. Increase the program to 150 families. C. Expand to serve all literally homeless TPS families, ramping up starting in 2018-2019 school year. D. Other:
7. How should families receive social services?	THA Provides Services <ul style="list-style-type: none"> The THA caseworker is familiar with every household that enters the program. THA is able to track family progress in our database The THA Education Specialist is able to work with various TPS schools to help connect families and schools. 	<ul style="list-style-type: none"> Program expansion will require additional expansion of services and staffing. There are community organizations that provide expert family services and resources that THA cannot (mental health, substance abuse, employment, educational services...etc.) Data tracking client progress and accountability across service providers has its challenges. 	A. THA caseworkers coordinate services with partner providers. B. Align service provider referrals with McKinney-Vento office. C. TPS assume a larger support role as a companion to THA's larger investment. D. Utilize Center for Strong Families locations

Children's Savings Account Program

Redesign Key Decision Points



Program Design Question	Present Program	Other Factors to Consider	Possible Options
1. Which organization s may be better suited to operate the program?	THA is the Program Manager <ul style="list-style-type: none"> THA has operated the program since its inception in 2015 The program has been designed with the intention of finding a replacement who take city / county wide Data sharing with TPS for incentive payouts 	<ul style="list-style-type: none"> THA staff are multi-tasking with the program As the program grows, even without expansion, it will require more dedicated staff-time Not all students enrolled are THA clients Potential program manager will need to be actively involved in redesign to fit organizational demands 	<ul style="list-style-type: none"> A. No change B. Collaborate with partner to take on portions of the program C. Another organization takes entire program
2. Should we expand enrollment to include more students?	Students are eligible for enrollment if they meet one of the following criteria: <ul style="list-style-type: none"> The student is entering Kindergarten at Lister Elementary; or The student lives in Salishan and is entering Kindergarten in a TPS school; or The student lives in Salishan <u>and</u> is entering 6th grade at First Creek Middle School 	<ul style="list-style-type: none"> Ineligible students have shown strong interest in the program Some families have been apprehensive about signing up due to not all children being eligible The program is designed with funding for the current enrollment structure Not all students at Lister and First Creek are eligible, therefore outreach in the schools is difficult Not all Salishan middle school students attend First Creek 	<ul style="list-style-type: none"> A. No change B. Open enrollment with cap C. Limit expansion to siblings D. Expand to all Salishan students E. Expand to all Lister F. Expand to all First Creek G. Expand to all Salishan, Lister and First Creek H. Other
3. Should the matched savings be redesigned or expanded?	The matched savings phase is available to K-5th grade students. <ul style="list-style-type: none"> Program matches parent deposits \$400 maximum match per year Money exists in a custodial account at Heritage Bank 	<ul style="list-style-type: none"> High reliance on family contributions Students income potential increases when they reach middle and high school Annual cap does not roll over Match is funded by THA and partners Amount of match does not appear to be a motivator for family contributions 	<ul style="list-style-type: none"> A. No Change B. Expand match incentives to all grades C. Allow roll-over of match cap D. Other

Program Design Question	Present Program	Other Factors to Consider	Possible Options
4. Should the incentives be redesigned?	<p>The scholarly incentive phase is available to 6th-12th grade students.</p> <ul style="list-style-type: none"> Students are awarded monetary incentives for achieving goals such as: attendance, GPA, and test scores. Incentives vary by grade Incentives include non-scholarly incentives such as financial literacy training and extra-curricular. 	<ul style="list-style-type: none"> Incentives are passive and have not shown improvements in classroom behavior There are other incentives that require students take action towards high school graduation and college enrollment Individual incentive amounts may not be large enough to excite students to engage. Administration of incentives is burdensome –requires manual input by THA staff and data exchange at a student level with TPS School-based programs offer similar programming 	<ul style="list-style-type: none"> A. No Change B. Redesign incentives to be focused on college-preparation C. Decrease number of incentives, but increase the amount per incentive D. Shift incentive tracking to student model E. Eliminate incentive component and have match apply to all grades. F. Other
5. How should accounts be structured?	<p>Custodial Accounts at Heritage Bank</p> <ul style="list-style-type: none"> Accounts are created for those in the matched savings phase of the program (K-5th) Custodial accounts limits withdrawals to THA Accounts are established at Heritage Bank Heritage Bank has a branch located in Salishan 	<ul style="list-style-type: none"> Accounts are not easily accessible. Online access is only available to the custodian of the account. Transfers from other accounts are not available Account balances are provided through custodian Accounts are not created for current 6 – 12th graders (beginning in 2021 all CSA students will have an account) 	<ul style="list-style-type: none"> A. No change B. Minor seeded accounts opened by parents/guardians C. Minor accounts opened by parents/guardians D. Other
6. How should we proceed with financial literacy?	<p>Junior Achievement K – 12th</p> <ul style="list-style-type: none"> Volunteers teach prepared curriculum provided by Junior Achievement Curriculum varies by grade Covers a wide range of topics related to financial literacy Most curriculum consist of six 45 min sessions Taught during class time 	<ul style="list-style-type: none"> Teachers are not permitted to conduct financial literacy curriculum, only volunteers Curriculum is not culturally applicable to students in the Salishan community Scheduling, coordinating, and responding to the volunteers and teachers is very time consuming Reaching all CSA students requires teaching to all classes, resulting in over 50 different classes Lack of dedicated coordinator (other than THA and Heritage Bank's Cindy Atwood) 	<ul style="list-style-type: none"> A. No change B. Seek out partner to operate financial literacy C. Consider new curriculum that allows teacher-led sessions (requires commitment from TPS) D. Classes offered at FIC E. Other



TACOMA HOUSING AUTHORITY

**CLIENT SUPPORT
& EMPOWERMENT**



TACOMA HOUSING AUTHORITY

DATE: July 25, 2018

TO: THA Board of Commissioners

FROM: Cacey Hanauer
Director of Client Support & Empowerment

RE: Client Support & Empowerment Department Monthly Board Report

1. STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

Tacoma Housing Authority (THA) will provide high quality housing, rental assistance and supportive services. Its supportive services will help people succeed as tenants, parents, students, wage earners and builders of assets who can live without assistance. It will focus this assistance to meet the greatest need.

2. DIRECTOR'S COMMENT

The new Department of Client Support and Empowerment (CSE) is working to increase consistency in service delivery. With the breadth of services, programs and contracts, and populations we are charged to serve, it is critical to develop a new organizational structure that will help all understand each staff member's role within the department. At present, all staff are working in many programs, with all populations THA serves, and are required to have expertise in too many areas (see Table 2: CSE Responsibilities Grid on page 4 for the current state). I am spending my first months consulting with staff regarding these expectations and identifying opportunities to scale back and/or reorganize work to meet the goals of the agency and THA's funders. As we reorganize, staff will have clearer expectations and will be able to deepen their expertise in a focused area.

In the last two months Client Support and Empowerment has standardized supervision. It is now happening weekly with a shared agenda. Supervisors are now clearer about what their team is up to, where each staff member is excelling, and where each staff member needs additional support. Supervisors are also receiving weekly supervision for the same purpose.

With the restructure and service alignment, CSE will be more able to quantify the value of services provided by developing key performance indicators that all programs will report on. These numbers will show how, when this work is done with the expertise we have, THA and Tacoma at-large benefit financially and improve the lives of THA's customers.

The following section reports numbers in categories that may look familiar to you. These numbers primarily represent the outputs of the department. In the coming months we will begin reporting on key performance indicators and will seek Board feedback on this new reporting.

3. CLIENT SUPPORT & EMPOWERMENT: Caroline Cabellon, Client Support & Empowerment Program Manager

3.1 NUMBER OF PEOPLE AND HOUSEHOLDS SERVED

Table 1: Program Entries, Exits, and Unduplicated Number of Households Served

June 2018	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Unduplicated Number Served (Month)	Unduplicated Number Served (YTD)
Case Staffing (Eviction Prevention Services)	1	2	22	29
Family Self Sufficiency (FSS)	4	1	203	203
General Services	14	7	81	100
Hardship	0	0	0	0
Housing Opportunity Program (HOP) Case Management	10	2	34	55
Children's Savings Account (CSA) K-5th Grade	4	0	72	72
Children's Savings Account (CSA) 6th - 12th Grade	4	0	59	59
Elementary School Housing Assistance Program (ESHAP)	0	1	36	36
Senior & Disabled	5	13	42	91
DEPARTMENT TOTAL	42	26	549	645

3.2 PROGRAM UPDATES

3.2.1 In July, the CSE team convened two separate meetings with Sound Outreach and the United Way of Pierce County regarding the new Center for Strong Families on the Hilltop. THA and Sound Outreach will be working collaboratively to provide integrated services to THA clients and will be co-located in the space. These integrated services include financial coaching, career coaching, and resource provision. At the brainstorming meetings, THA, Sound Outreach and the United Way of Pierce County worked to intentionally set this location up for success as it launches this summer. All agencies are increasingly clear about the role of each, client flow, and what “success” looks like with this program.

3.2.2 June saw six CSE staff graduate from a grueling 120 hour course on facilitating career development. All six THA staff who participated received a formal certificate of completion from the National Career Development Association and are eligible to apply to become Certified Career Services Providers. The arduous course had them completing weekly homework and projects on top of their work at THA, and culminated with a capstone project.

3.2.3 June was a month full of Salishan/Tacoma Public School (TPS) celebrations and CSE was a part of it all. The most noteworthy events were the Last day of school BBQ, the “Moving Up” graduation for First Creek Middle School’s 8th graders and the kickoff parade and event for the “Salishan Reads” summer reading program.

3.3.4 Department/Staff Highlight: Trish Mozo, a Program Specialist in the CSE department did an amazing job speaking about the success of Child Savings Account (CSA) participants at the “Moving Up” graduation event. She had the following to say about her experience:

“The “Moving Up” graduation for the 8th graders was beyond anything I had imagined in my mind. The school auditorium was filled with 1500 people, including family members, school administration, special guest speakers and community partners that all came together to celebrate the success of the 8th graders making it through middle school. TPS staff allowed me 5 minutes to present recognition awards to 5 of our CSA 8th graders who had earned the most incentives since their enrollment in the 6th grade. It was a very special event that the CSA should be a part of every year going forward.” – Trish Mozo

Table 2: CSE Responsibilities Grid

		Program Expertise										Required Skill/Duty Expertise										Necessary Admin./Supervisor Expertise										Population Expertise										Location																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: July 25, 2018

TO: THA Board of Commissioners

FROM: Julie LaRocque
Rental Assistance Director

RE: Rental Assistance Department Monthly Board Report

1. STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

Tacoma Housing Authority (THA) will provide high quality housing, rental assistance and supportive services. Its supportive services will help people succeed as tenants, parents, students, wage earners and builders of assets who can live without assistance. It will focus this assistance to meet the greatest need.

2. DIRECTOR'S COMMENT

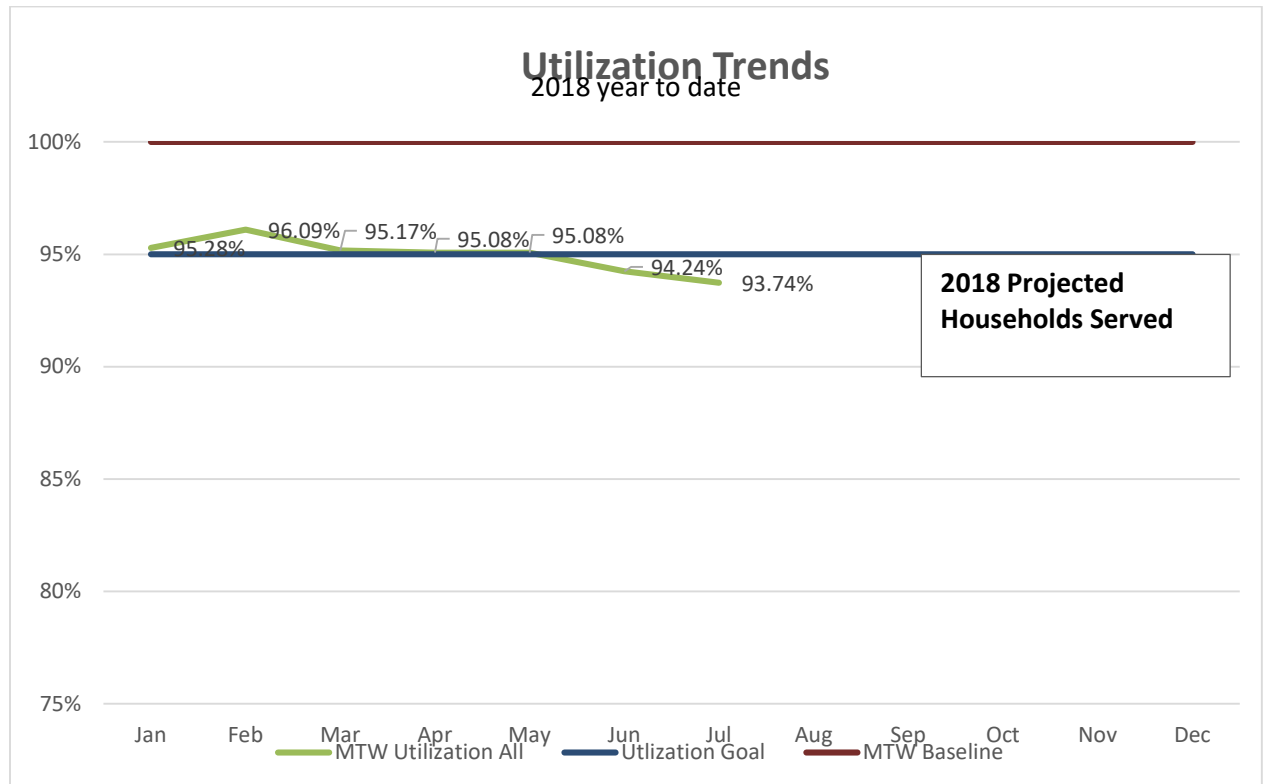
The Rental Assistance Department is working on a new report designed to review utilization while projecting future utilization as well as performance of our Project Based units. The goal of this report is to ensure future utilization while considering exits from the program and upcoming projects. The graph below is our first phase of this project. More charts showing trends will be provided in future reports.

Rental Assistance is pleased to announce the hiring of Eric Lane as our Landlord Engagement Specialist. Eric is an internal hire and comes to us from the Policy, Innovation, and Evaluation (PIE) Department. A panel that included landlords, THA staff, and THA partners helped make the decision to hire Eric. He has been with THA for 6 years starting as an intern from University of Washington Tacoma. During his time at THA, he has worked at several different departments. During that time Eric has been very involved in projects that include the Housing Opportunity Program (HOP), Children's Savings Account (CSA) and Payment Standard analysis. His background with THA will help him hit the ground running. He has already began meeting with landlords and shadowing staff.

Eric's role as the Landlord Engagement Specialist will be to reach out to our current landlords and establish new landlords to help our clients lease up. We will include updates on this position in the future.

3. RENTAL ASSISTANCE AND LEASING

Housing Choice Voucher utilization is reported at 93.74% for the month of June 2018. This number now includes utilization from Rapid Rehousing funds.



Below is a breakdown of the utilization of THA's special programs and project based vouchers:

Program Name	Units Allocated	Units Leased	Shoppers	Percentage Leased
VASH (Veterans Administration Supportive Housing)	177	145	21	82%
NED (Non Elderly Disabled) Vouchers	100	94	8	94%
FUP (Family Unification Program)	50	41	6	82%
CHOP (Child Welfare Housing Opportunity Program)	20	15	5	75%
McCarver Program	50	36	3	72%
CHAP (College Housing Assistance Program)	150	47	37	31%
TOTAL	547	378	80	69%

The Rental Assistance Department staff are in contact with our partners to work on ways to increase utilization regarding the special programs. The VA and DSHS both have new staff committed to providing referrals for these programs. Staffing issues from these departments are the issue but should be resolved soon. We will continue to monitor.

Project-Based Properties	Units Allocated	Units Leased	Percentage Leased
Bay Terrace 1 & 2	72	72	100%
Eliza McCabe Townhomes	10	10	100%
Flett Meadows	14	13	93%
Guadalupe Vista	40	36	90%
Harborview Manor	145	143	99%
Hillside Gardens	8	7	88%
Hillside Terrace 1500	12	11	92%
Hillside 2	13	13	100%
Nativity House	50	47	94%
Pacific Courtyards	23	20	87%
New Tacoma Phase II	8	8	100%
Salishan 1-7	340	337	99%
Tyler Square	15	15	100%
TOTAL	750	732	98 %



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: July 25, 2018

To: THA Board of Commissioners

From: Frankie Johnson
Director of Property Management

Re: Property Management Monthly Board Report

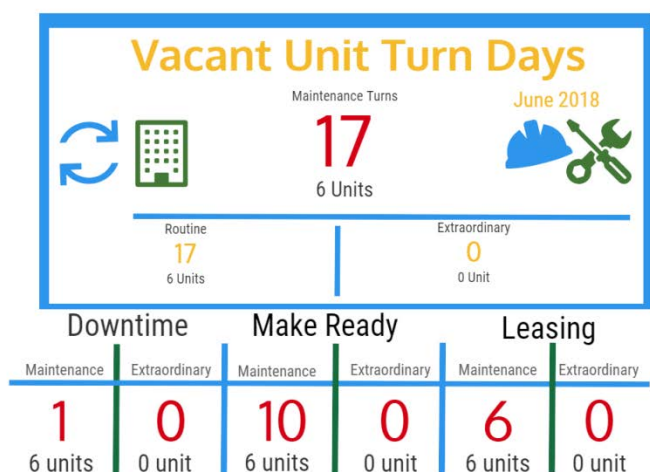
1. OCCUPANCY OVERVIEW

1.1 Occupancy

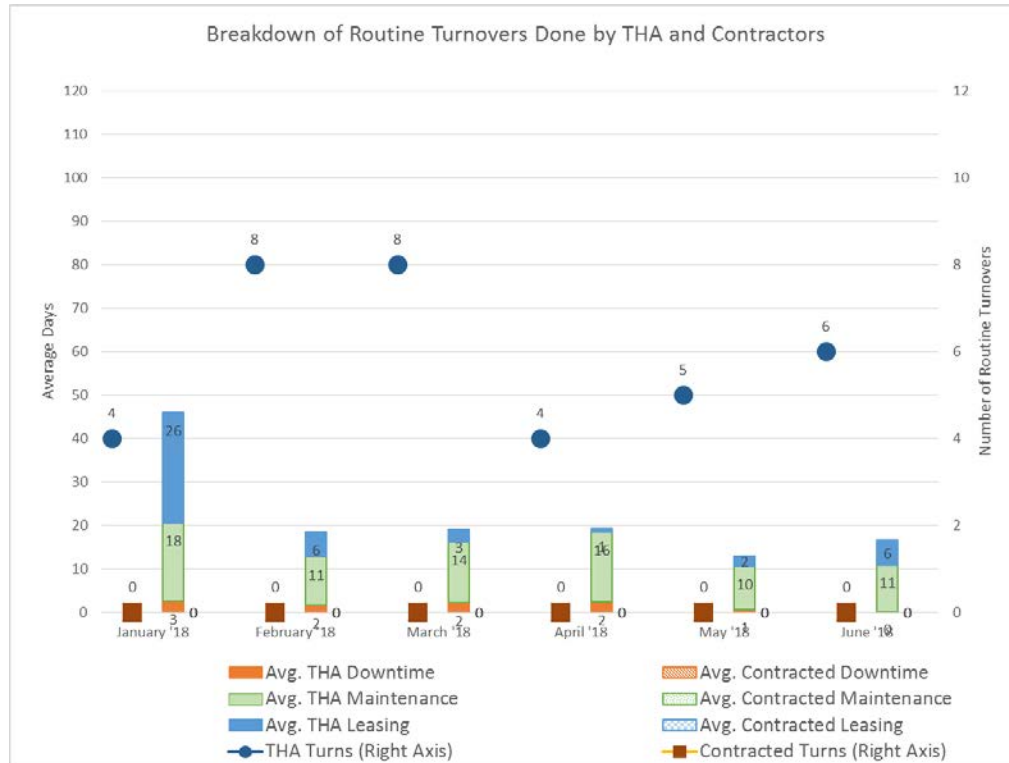
PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MONTH OCCUPIED	% YTD OCCUPIED
All Hillside/Bay Terrace	206	0	0	206	100%	99%
Family Properties	118	0	0	118	98%	99%
Salishan	631	1	0	630	99%	99%
Senior/Disabled	353	2	0	351	99%	99%
All Total	1,308	3	0	1,305	99%	99%

Unit occupancy is reported for the first day of the month. This data is for the month of June 2018. The chart above reflects THA's current portfolio of 1,308.

1.2 Vacant Unit Turn Status



July 2018 - Board of Commissioners Meeting
PROPERTY MANAGEMENT DEPARTMENT MONTHLY REPORT
Page 2



All Turns - Performed by THA and Contractors

Today's Date 7/12/2018

Select End Month & Year	June	6	2018
	May	5	2018
	April	4	2018
	March	3	2018
	February	2	2018
Beginning Month	January	1	2018

6-months - based on month and year selected from orange cell

		All THA Turnover Information						
Year	Month	Total Number of Turns	Total THA Turns	Total Meth Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2018	June	6	6	0	16.5	0.2	10.7	5.7
2018	May	5	5	0	13.0	0.6	10.0	2.4
2018	April	4	4	0	19.3	2.3	16.3	0.8
2018	March	8	8	0	19.0	2.1	14.0	2.9
2018	February	9	8	0	18.5	1.5	11.1	5.9
2018	January	4	4	0	46.0	2.5	18.0	25.5
		All Contracted Turnover Information						
Year	Month	Total Number of Turns	Total Contracted Turns	Total Meth Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2018	June	6	0	0	0.0	0.0	0.0	0.0
2018	May	5	0	0	0.0	0.0	0.0	0.0
2018	April	4	0	0	0.0	0.0	0.0	0.0
2018	March	8	0	0	0.0	0.0	0.0	0.0
2018	February	9	1	0	50.0	1.0	48.0	1.0
2018	January	4	0	0	0.0	0.0	0.0	0.0

The average unit turn time for the month of June was 17 days for six (6) routine unit turns by Tacoma Housing Authority (THA) staff.

Routine - units with repairs that fall under the category of normal wear and tear that can be repaired within 5-15 days.

Exempt - units with special circumstances, such as transfers, temporary hotel holds or moves relating to a Reasonable Accommodation.

Proposed Changes for Improvement in Unit Turn Times:

- **Downtime** - Start the unit turn process within 1 day of vacancy. Reduce downtime to 1 day.
- **Repair make ready**
 - ✓ Identify appropriate staffing levels needed to complete maintenance work during the move-out inspection.
 - ✓ Procure contractors who will respond to request for service if needed that have the appropriate staff to assign multiple units.
 - ✓ Increase inspections to deter heavy damage at move out.
 - ✓ Unit work every working day. Unit is the sole priority by assigned staff.
 - ✓ Use of tracking charts to monitor projected progress.
- **Leasing**
 - ✓ Prescreen to identify ready applicants.
 - ✓ Site-based leasing. Concentrated efforts on units. Each property staff will be responsible for the leasing efforts to fill their units.
 - ✓ THA staff will undergo training to better lease out units that are not subsidized. THA is competing with the open market in some cases. Having better tools and tactics will be helpful to attract applicants that will accept the units in a timelier manner.

Proposed

Downtime	Repair Make ready	Vacant	Total days
1	17	2	20

1.3 THA Meth Data Trends

Per July 2017 Board discussion, Meth information will be included only when there are updates to report.

1.4 Work Orders

Completed WO's by Priority For Month Ending June 2018

Property Name	Priority			
	Routine	Urgent	Emergency	Grand Total
6th Ave Apartments	22	1	1	24
Bay Terrace Phase One	8	1		9
Bay Terrace Phase Two	25	1		26
Bergerson Terrace	15	2		17
Dixon Village	11	1		12
E.B. Wilson	13			13
Fawcett Apartments	8			8
Hillside Terrace 1500 Block	5	1		6
Hillside Terrace Ph 1	4	1		5
Hillside Terrace Ph II	8	1		9
Ludwig Apartments	13	2		15
North G St	10	3		13
North K St	11			11
Salishan Five	7	3		10
Salishan Four	11	1		12
Salishan One	17	1		18
Salishan Seven	13		1	14
Salishan Six	16			16
Salishan Three	33	2	2	37
Salishan Two	10			10
Wright Ave	20	5	1	26
Grand Total	280	26	5	311

In the month of June, 100% of emergency work orders were completed within 24 hours; maintenance staff completed 280 non-emergency work orders with a total of 2,174 for the calendar year. The year-to-date average number of days to complete a non-emergency work order is 13 days.

Property Management (PM) continues to bring down the number of outstanding work orders and improve customer service.

**Open Work Orders by Priority BR
as of Month Ending June 2018**

Property Name	Priority			Grand Total
	Routine	Urgent	Emergency	
6th Ave Apartments	51	0	1	52
Bay Terrace Phase One	4	0	0	4
Bay Terrace Phase Two	28	1	0	29
Bergerson Terrace	2	0	0	2
Fawcett Apartments	8	0	0	8
Hillside Terrace 1500 Block	29	0	0	29
Hillside Terrace Ph 1	2	0	0	2
Hillside Terrace Ph II	7	1	0	8
Ludwig Apartments	2	1	0	3
North G St	21	0	0	21
North K St	17	0	0	17
Salishan Five	13	0	0	13
Salishan Four	33	0	0	33
Salishan One	26	0	0	26
Salishan Seven	25	1	0	26
Salishan Six	28	0	0	28
Salishan Three	34	1	0	35
Salishan Two	57	0	0	57
Wright Ave	9	0	0	9
Grand Total	396	5	1	402

Processes that PM has implemented to improve customer service are as follows:

- Make every attempt to address routine work orders within five (5) days. When this is not possible, contact the tenant and provide them an alternate date that they may expect service;
- Improve communication with the tenants when services will be delayed and/or when procurement is needed to service the request; and
- Close work orders within 48 hours of completion.

Property management has consistently met and exceeded the goal of 20 days from key to key for the last 5 months.

In the June Board meeting, a resident presented a list of concerns. Attached is the letter sent in response to her questions.



**Tacoma
Housing
Authority**

Executive Director
Michael Mirra

Board of Commissioners

Janis Flauding, Chair | Minh-Anh Hodge, Vice Chair
Dr. Arthur C. Banks | Stanley Rumbaugh | Derek Young

July 16, 2018

Susan Harmon-Payne
2302 6th Avenue #
Tacoma, WA 98405

Dear Ms. Harmon-Payne,

I want to thank you for bringing your concerns to Tacoma Housing Authority's Board of Commissioners meeting on Wednesday, June 27th. This letter is a follow-up to a couple of specific items you and I discussed prior the meeting.

During your presentation, you made four points:

1. You felt that the fence surrounding the property does not provide adequate security. Specifically, you stated that your husband was able to climb over the fence one afternoon after locking himself out.
2. You questioned the functionality of the security cameras in the management office. Specifically, you stated that you attempted to review the monitor in the office, through the mail slot, and the screen appeared to be blank or turned off.
3. You expressed concern related to a physical altercation involving two other residents in the common area. Specifically, you stated that the altercation left you feeling that personal security was lacking.
4. You asked about communication related to changes in THA policy, planning of future projects and budget updates. You mentioned that many residents would like to be informed of changes that will affect them and THA as a whole.

Additionally during our conversation, prior to the meeting, you had two requests:

1. THA communicate in a truthful, fair and harmless manner that you can be proud of.
2. Residents be notified when a scheduled inspection is cancelled or rescheduled.

Let me begin by addressing the points from your presentation.

1. Fences serve many purposes from aesthetic value to definition of boundaries.

The intent of the fence at 6th avenue is to prevent ease of access and to establish the boundary of the area associated with the property. The hope is that it would act as a deterrent to uninvited persons, but if someone is intent on getting inside, much like many other fences, it can be bypassed.

Other types of fences with more institutionalized purposes, have barbed-wire and/or spikes atop them. The intent for these types of fences are to cause injury if accessed. These options were not ones that we felt would lend a sense of home and comfort.

2. The security monitor in the office is a tool for staff. It is recommended that the monitor be turned off during non-business hours. This prevents anyone with malicious intent from seeing the scope of site security. Therefore, the monitors will remain off when the office is closed. However, be assured that the cameras are still fully operational when the monitor is turned off.
3. It is always unfortunate when a dispute between residents escalates to a physical altercation. It is preferable that disagreements be resolved through proper communication or reported to property management, as a last resort.

Regarding the situation you mentioned, when a disagreement cannot be resolved between the parties and an altercation ensues, the police should be called. The police can better assess the situation and determine whether it is in the best interest to remove one or more parties, which was the outcome in this case.

4. THA makes every effort to keep residents informed of changes in its policies. Proposals to policy changes are sent to residents 30 days in advance, known as the “comment period”. This provides an opportunity for residents to provide feedback for THA’s consideration.

Our website is also a resource for information and updates to plans for future projects, proposed policy changes/amendments and news of budget activity. You can access THA’s website at www.tacomahousing.org.

Below are my responses from our one-on-one discussion that occurred prior to the Board meeting:

1. THA communicate in a truthful, fair and harmless manner that you can be proud of.

Some communications may be difficult, but we strive to present them with all of the factors that you have outlined above. There is nothing to be gained by damaging the relationship with erroneous or inaccurate information. My staff and colleagues believe that to paramount in all partnerships and the core value of good communication.

2. Inspections can be a stressful process. Residents prepare their homes and minds for the critical eye of an inspector. Preparation for most residents is minimal because many of our units are well cared for. That said, residents should receive notice when an inspection has been canceled or rescheduled.

I will coordinate with my staff and ensure they are diligent about communicating cancellation and/or rescheduling notices. We understand the need for closure in these processes and will make every effort to improve in providing clear communication.

Again, I appreciate your comments and time and I encourage you to reach out to your Property Manager, Eric, as a first-line resource. This will provide an opportunity to research your questions and address them with you one-on-one. Oftentimes, a dialogue needs to take place when ferreting through questions. A

conference with Eric would allow you the time to have your concerns addressed as you work through them together.

Please let me know if you have questions. I can be reached at (253)274-5583 or on my cell at (253)341-1565.

Sincerely,

Frankie Johnson

Frankie Johnson,
Director of Property Management



TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: July 25, 2018

TO: THA Board of Commissioners

FROM: Kathy McCormick
Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

1. SALISHAN/HOPE VI

1.1 Phase II Construction

Area 2A, Community Core Development

Discussions continue with Bates Technical College and Community Health Services regarding the Salishan Core. Staff also showed space at the Family Investment Center (FIC) to a local child care operator who expressed some interest in providing day care or before/after school programs at this location. These discussions are all in the very early stages.

1.2 Salishan Family Investment and Maintenance Shop Renovations

Project is essentially complete with the exception of alternative measures to remedy the extra wear on the classroom flooring that occurred during the temporary staff moves. A ribbon cutting to celebrate the opening of Heritage Bank branch will take place on July 17th. The event will include such notable city dignitaries as the Mayor, Councilmember, School Superintendent and several community leaders.

1.3 Sale of Salishan Lots

Tacoma Housing Authority (THA) received an offer from TAC Build LLC to purchase the 7 lots designated for rate rental units. TAC Build is owned by Michael Hopkins, local MBE firm. THA and TAC Build are negotiating the Purchase and Sale Agreement; it should be executed by the end of July. Closing is anticipated by the end of October pending disposition approval from Housing and Urban Development (HUD).

2. NEW DEVELOPMENT

2.1 1800 Hillside Terrace Redevelopment

Scope

The redevelopment of 1800 Hillside Terrace will incorporate a single building with 4-stories of affordable housing. The housing units are programmed as one and two bedroom units serving individuals and small families earning less than 60% of Area Median Income (AMI) with 50% of the units @ 30% AMI, 25% of the units @ 40% AMI and 25% of the units @ 60% AMI.

Proposed Distribution by BR and Set Aside

	1-BR	2-BR	TOTAL
Low Income	22	20	42
Homeless	7	7	14
Disabled	7	7	14
TOTAL	36	34	70

A set-a-side of 20% of the units will serve individuals with disabilities and a 20% set-a-side will serve individuals and small families experiencing homelessness.

Financing

The project total development cost is currently budgeted at \$20,166,000 and is fully funded. On January 25, 2018, staff was informed THA's tax credit application was successful in receiving an allocation of annual tax credits of \$1,424,413 generating an estimated \$13,104,600 in equity. On March 23, 2018, staff was informed of an award of \$1,850,000 from the Washington State Department of Commerce Housing Trust Fund. The below table reflects all development sources.

Residential Source Name	Residential Source Type	Committed Amount
Permanent Tax-Exempt Loan	Private	\$3,040,000
Tax Credit Equity	Private	\$13,104,600
UDAG Grant	TCRA	\$300,000
HTF	State – Housing Trust Fund	\$1,800,000
Sponsor Financing	Sponsor	\$1,921,400
	Total	\$20,166,000

Procurement

The Architectural and Engineering (A&E) negotiations have been completed. Staff has accepted a fee proposal from SMR Architects in the amount of \$895,926 which is within the amount approved by the board in May 2018. Staff is recommending Tacoma Housing Authority's (THA) Executive Director to enter into a contract for services.

Staff is preparing a Request for Proposal (RFP) to solicit proposals for a Construction Manager/General Contractor (CM/GC). The RFP will be available to bidders during the week of June 18, 2018, and a recommendation will be presented to the board during the August 22nd board meeting.

3. OTHER PROJECTS

3.1 James Center North

Background

THA purchased James Center North because it offers a unique opportunity to acquire a property that is attractive for public and private developers. It is positioned to be redeveloped to provide both market rate and affordable rental housing in a mixed-use setting that is adjacent to a transit center and within walking distance of grocery stores, parks and Tacoma Community College (TCC).

Capital Improvements

Minor capital repairs will be completed on an as needed basis in order to keep the property functioning. The goal is to limit the capital investment into the buildings prior to redevelopment.

Leasing

CB Danforth continues to market the available property and provide tours to prospective tenants.

- A 5-year Triple Net Lease (NNN) has been executed for a franchise of Sylvan Learning Centers in unit 1614 -E. The tenant is completing their improvements and should open for business in August 2018.
- Month-to-month leases are being renegotiated with tenants to extend for two to three years at market rents to stabilize cash flow and allow for THA flexibility to redevelop. Healing Places Counseling is currently negotiating their lease and is expected to sign by the end of June.
- Listing Brokers are generating interest for the remaining vacant spaces.

Predevelopment

A contract has been executed with Ankrom Moisan Architects. Their initial background research is underway. Planning is expected to continue over the next 9 months and will conclude with development phasing recommendations, financial analysis and design options. Community outreach will include targeted stakeholder interviews, maintaining an advisory group and conducting open house meetings for those interested in the project.

The Urban Land Institute (ULI) report has been drafted and a final version is being edited. These recommendations have been reviewed by THA staff and are being incorporated into planning as applicable.

Staff met with Vestar, the owner of James Center South. They have agreed to collaborate with the Master Planning work THA is undertaking for James Center North. Efforts are also underway to work with representatives from Fircrest and University Place. City boundaries for these communities are within one-mile of James Center. These communities are evaluating redevelopment options and want to be sure planning efforts are coordinated.

Operating Performance

Property cash flow is steady and work orders are minimal. Previously identified capital improvement repair items are being addressed regularly. Repair costs are consistent with feasibility estimates. A 2018 budget has been approved and Common Area Maintenance (CAM) costs have been calculated and will be charged to tenants.

Reporting and Compliance

The third interest payment has been received by the Enterprise Community Loan Fund.

3.2 Public Housing Scattered Sites

Former Public Housing Scattered Site homes are being rehabilitated and sold at market value. To achieve affordability for households earning 50% to 80% of the Area Median Income (AMI), THA will place a restriction for the difference between market value and the effective sales price on the property. The effective sales price is what a buyer earning 50% to 80% of the AMI can afford. The value of the difference between the market value and effective sales price will be captured in the restrictive covenant in the form of a forgivable loan of which 20% of the loan value will be forgiven every year.

3.2.1 Two homes have been purchased by residents of public housing. One of these buyers was a priority 1 buyer.

3.2.2 The following chart shows the number of units sold, listed, sold price and net proceeds.

Units Sold	Combined Market Value	Combined Sold Price	Combined Rehab Costs	Total Sales Costs	Net Proceeds
25	\$5,198,848.23	\$5,198,848.23	\$645,725	\$960,029.16	3,697,151.79
Units Listed	Market Value	List Price	Rehab Costs	Sales Costs Estimated	Projected Proceeds
5	\$1,337,000	\$1,337,000	\$222,754.00	\$120,330.00	\$993,916.00
Units in Construction	Scope Preparation	Occupied			
3	0	1			



5814 Swan Creek – Sold



3.2.3 Rehabilitation Work on Scattered Site Units and Sold:

- Work on the last 3 remaining scattered sites is in progress. 1420 S Madison and 5801 E Roosevelt are complete and on the market. 6750 East B is scheduled to close July 20. 4909 35th St NE has sold. Twenty-five houses sold, 8 houses remain.
- All houses are expected to be completed and on the market by mid-July.
- Community Youth Services (CYS) is occupying 120 Bismark to temporarily house homeless youth. They are consistently at capacity. Staff have been asked to research selling this house to CYS for a permanent Crisis Residential Center.

3.3 Consulting and Community Engagement

Staff is working with the Korean Women's Association (KWA). The joint response to Metro Parks for repurposing of the Portland Community Center was submitted in April and interviews held in early June. KWA plans to relocate their senior programs to the Center and update the facility to support this work. KWA will also offer a host of community-based services and continued programming at the property. Metro Parks has indicated that they will work directly with KWA on the building lease. This means that THA will not need to enter into an Intergovernmental Agreement with Metro Parks.

3.4 New Look (aka Alberta J. Canada) Capital Planning and Resyndication

Construction

Rehabilitation work is underway, with few issues encountered so far. Construction is currently 41% complete. The contractor has been focusing on exterior cladding, Americans with Disabilities Act (ADA) unit conversions and community space construction. The contractor has also been wrapping up the installation of new windows and store fronts.

3.5 Arlington Drive Property

The City of Tacoma allocated \$700,000 to the Tacoma Community Redevelopment Authority (TCRA) and \$300,000 in Community Development Block Grant (CDBG) funds for the development of the Crisis Residential Center (CRC). The COT's 2019-2020 budget includes a request for \$800,000 additional funding for Arlington. The vote for formal confirmation of the intended funding will occur in November, 2018. Pierce County is contributing \$250,000. Staff submitted a proposal request for another \$500,000 in capital from Pierce County and has been recommended for \$435,945 in CDBG funds. Some of the CDBG requirements could significantly affect the established timeline for groundbreaking on the CRC. Staff are evaluating options to meet a fall groundbreaking date.

The state legislature allocated \$4.29M to support the development of the Arlington Drive Project. At this time, staff expects to devote a majority of these funds to the rental housing component of the project.

SMR Architects has completed the master site planning and related preliminary work. A portion of the SMR work will be reimbursed as part of the City of Tacoma/Pierce County agreement for building the CRC and THA will fund the balance associated with the larger master planning process. THA will also develop a portion of the site for rental housing for homeless young adults ages 18-24. THA will fund this development with Low-Income Housing Tax Credit (LIHTC) and related sources. The design development is complete and an initial cost estimate for the CRC has been completed. The cost estimate is significantly higher than anticipated because this project has to meet commercial codes and specific licensing requirements. Staff continue engaging in conversations with the City of Tacoma, Pierce County and others about covering these additional costs, as necessary.

THA will receive an allocation of 9% Tax Credits for this project. THA staff expects to issue the RFP for services to support the homeless young adults the beginning of August. Services to be offered to homeless young adults are a core component of long term success for this project.

The firm of BDS Planning and Urban design was selected as the consultant for the community engagement and consultation effort. The fifth Community Advisory Committee meeting was held June 12th at the Family Investment Center (FIC).

3.6 Colored Women's Club

THA and the Colored Women's Club (CWC) have resumed conversations regarding the redevelopment of CWC's property located at 2316 Yakima. CWC would like to create a mixed use building that has new office space for them plus a social hall with a commercial kitchen and office space for other African American organizations on the first floor and residential units for seniors on floors 2-6. The parcel next to the CWC was recently sold. THA and CWC met with the new owner and he was

receptive to a collaboration. His architect has done a draft massing study to give an idea of what a jointly developed project might look like. Conversations among the three parties continue. THA's role is to be determined based on the outcome of the conversations with the adjoining property owner.

4. DEVELOPMENT PIPELINE PROJECTS

4.1 Intergenerational Housing at Hillsdale Heights

KWA is supportive of an inter-generational housing community and has agreed to use THA as its developer for the senior housing project. The option to sell the land to KWA has been executed. Staff are working with KWA to prepare for a 202 application.

4.2 Hilltop Lofts and THA Owned Properties' Master Development Plan

THA and the City extended the timeline by two years for THA to develop the Hilltop Lofts project. The Council approved the extension request at its November 3, 2015, meeting. The Quit Claim deed was recorded January 18, 2018. According to the covenants recorded the same day, financial feasibility needs to be determined by April 30, 2018, and permanent financing needs to be in place by June 1, 2020. Staff are reviewing financing options for this site and need to confer with the City regarding the timetable. Staff issued an RFQ for architecture services July 3rd; proposals are due August 3rd. THA is now managing the lease for the Mr. Mack store. The new owner of the business is trying to sell. If that is not successful they may liquidate.

4.2.1 City of Tacoma 311 Mobilization

RED, in partnership with the Hilltop Action Coalition, will facilitate the outreach and mobilization so that residents of the Hilltop understand and use the City's 311 customer service line. This will be completed through a series of workshops, events, canvassing and literature creation. The agreement with the City has been executed and planning work initiated. One of the deliverables is a short documentary. The final filming of the documentary was done Thursday March 22nd at Tacoma Community Arts. We have received the final version of the video. We are awaiting some direction from the City of Tacoma staff before the final touches can be added and we can show the video to the general public. Additional events for the balance of the year include participation in the Hilltop Street Fair, a rummage sale (moved to September), Design the Sign contest (positive community messaging) and oral history project.

4.2.2 Housing Hilltop

THA has begun conversations with external partners for development of the THA parcels on the Hilltop. The Greater Tacoma Community Foundation (GTCF) is interested in locating on the Hilltop. GTCF is working with

Forterra and THA to determine feasibility. The group will be meeting monthly.

THA has also commenced conversations with external partners to develop a homeownership program to help those displaced, or at risk of being displaced to purchase homes at an affordable price and address some of the homes in need of rehabilitation. This group will also be meeting monthly.

5. Renew Tacoma Housing, LLLP

5.1 Construction

2

Property	Construction start	Construction schedule complete	Units complete	Units underway	Units remaining
Bergerson	5/4/2016	12/27/2016	72	0	0
E.B. Wilson	5/4/2016	12/27/2016	77	0	0
Dixon Village	9/16/2016	12/27/2016	31	0	0
Ludwig	6/23/2016	3/15/2017	41	0	0
Fawcett	1/9/2017	5/24/2017	30	0	0
K Street	10/11/2016	3/27/2017	43	0	0
Wright Street	2/6/2017	10/5/2017	58	0	0
6 th Avenue	4/1/2017	9/26/2017	64	0	0
G Street	3/7/2017	9/7/2017	40	0	0

2016 Projects: Bergerson, Dixon and E.B. Wilson

The *Certificates of Substantial Completion* were issued on December 27, 2016, for Bergerson, Dixon and E.B. Wilson sites required to be delivered in 2016 and the tax-exempt bond “50% test” was met for each site.

2017 Projects: Ludwig, Fawcett, K Street, 6th Avenue, Wright, G Street

The *Certificates of Substantial Completion* were issued on December 21, 2017, for Ludwig, Fawcett, K Street, 6th Avenue, Wright and G Streets and the tax-exempt bond “50% test” met for each site.

Project Close-out/Conversion:

It is now anticipated that all the close-out requirements and approvals necessary to release the second equity installment will be completed by September, 2018. Key variables that impact the timeframe are resolution/close-out of the environmental escrow and L&I’s release of retention.

5.2 Watch list

Environmental

6th Avenue:

The Department of Ecology (DOE) issued a *No Further Action* letter for 6th Street.

K Street:

We continue to wait for DOE to issue the *No Further Action* letter for K Street. However, we did receive notification that DOE is requiring some additional soil vapor intrusion testing. Consultant is putting a scope together for this work. The work itself should take one day. We have reinforced the critical nature of getting this issued as soon as possible and work with our consultant to get DOE to get this done. There is the possibility that the original long-term monitoring requirements for K Street may be waived.

Wright Street:

DOE staff stated that removal of contaminated dirt is not required because of the cost. DOE anticipates requiring an Environmental Restrictive Covenant to be filed, issuing of a *No Further Action* letter and long-term monitoring. As stated above, we continue to wait for DOE to issue the *No Further Action* letter for Wright Street. However, we did receive notification that DOE is requiring some additional soil vapor intrusion testing. Consultant is putting a scope together for this work. The work itself should take one day. We have reinforced the critical nature of getting this issued as soon as possible and work with our consultant to get DOE to get this done. DOE is considering lengthening the testing intervals of the required long-term monitoring.

Wright Street Neighboring Property:

The environmental condition exists only on the edge adjoining THA property. Of two test bores, one tested clean and the other dirty. The toxic dirt is so far below the surface that no risks for gardening exist right now.

Depending on the DOE's final requirements, THA may buy the neighbor's entire property versus encumbering a portion of the property by filing an Environmental Restrictive Covenant on the contaminated portion of the property. Most likely, the property owner and/or lender will object to the encumbrance.

THA staff made the decision that it will not pursue further legal action against Superior Linen. THA will continue to pursue grants that may reimburse some of the environmental cost.

5.3 Issues Encountered/Status

None at this time, with the exception of close-out.

The following information provides a status as of Draw #19.

Budget	Total budget	Expended	Outstanding
Soft Costs*	\$24,023,498	\$10,533,299	\$13,490,199
Construction (includes owner's contingency)	\$33,155,555 (includes \$500,000 reallocation from Environmental Escrow + \$100,000 seismic bracing release)	\$34,067,779	***(\$312,224)
Environmental Escrow	\$3,500,000	**\$1,100,000	\$2,400,000

*Excludes \$30,640,000 Site/Building Acquisition expended at closing draw.

**\$600,000 reallocated to construction budget due to 6th Avenue "No Further Action Letter" issued by DOE. \$500,000 reallocated to construction due to significant progress on K and Wright Street remediation.

***Excess "soft cost" budget will cover the \$312,224. Extra construction work was required to meet the 50% test.

5.4 Walsh Construction - MWBE and Section 3 Reporting

	GOAL	ACTUAL AS OF 5/31/2017
MBE	14%	8.78%
WBE	8%	.29%
Section 3 Business	----	7.41%
Section 3 New Hires	30%	27.78% (20 new hires)

Section 3 New Hires:

- The above information represents a combination of Section 3 hires that were hired by Walsh prior to the start of Rental Assistance Demonstration (RAD) and subsequently assigned to RAD and new Section 3 hires in which their initial assignment is the RAD project.

Also please note that the above information is a computation of the % of new hires that meet the Section 3 guidelines under RAD. There were 70 hires total for the RAD project.

Walsh provided some context for why meeting the Minority and Women Business Enterprise (MWBE) goals is a challenge:

- The small work scope is such that it is difficult to package scopes into smaller packages to achieve minority and MWBE results. This is easier to do on larger, single purpose projects;

- The RAD project is complex and maintaining the aggressive schedule is critical. There are significant consequences to any delays in the work. For example, the investor is expecting delivery of 3 projects by the end of 2016. If any one of the projects is not delivered, there is a serious financial and reputational risk. Also, if there are delays in the work, the project will face increased relocation costs;
- AVA Siding is a Section 3 business; however, due to market conditions and their work load, RDF Builders has had to step in and take over some of the siding scope simply to finish the project on time;
- Cerna Landscaping, WCC's go-to MBE landscape subcontractor failed on the Bergerson project, again due to an excessive amount of work that they could not complete;
- There has been difficulty identifying MWBE subs; unfortunately Walsh's outreach results were not what they had hoped; and,
- Walsh's outreach efforts, such as town hall meetings, advertising, speaking at National Association of Minority Contractors (NAMC) meetings, and phone calls were outstanding. We simply had trouble finding MWBE subcontractors. It is possible that this can be attributed to the significant amount of work underway in the South Sound.



TACOMA HOUSING AUTHORITY

HUMAN RESOURCES



TACOMA HOUSING AUTHORITY

DATE: July 25, 2018

TO: THA Board of Commissioners

FROM: Toby Kaheiki
Director of Human Resources

RE: Human Resources Monthly Board Report

1. HUMAN RESOURCES (HR) JANUARY – JUNE 2018 REVIEW

The first half of 2018 began with the successful transition to THA's new medical benefits carrier, the Public Employees Benefits Board (PEBB), a division of the WA State Health Care Authority. Also, 2018 recruitment efforts continued in a strong fashion, to include the hire and placement of three new THA directors. HR is also working with Executive Director Michael Mirra and Deputy Executive Director April Black on the reorganization of the Cabinet's reporting structure. The new structure will split the departmental directors reporting to either Michael or April, as appropriate. In addition, HR is currently engaged in two substantial projects: 1) Compensation Review and; 2) New Hire Onboarding, both of which are making significant progress. We anticipate that both projects will be finalized in Q4-2018.

As we move into the second half of 2018, HR will continue its focus on improving workforce planning/recruiting, compensation and organizational development. HR will continue to emphasize the importance of investing in our leadership through internal and external training and coaching.

- **Administrative Services** – In January 2018, we completed the hiring of THA's new Director of Administrative Services with the formal placement of Interim Department Director Sandy Burgess. Barbara Tanbara, HR Manager, continues to work closely with Sandy by providing guidance and recommendations on the department's structure and development.
- **Client Support & Empowerment (formerly Client Services)** – In May 2018, we completed the successful recruitment of THA's new Director of Client Support & Empowerment (CSE) Cacey Hanauer. Cacey's hire was one of the factors that aided in the determination to split the Client Services department into two separate departments, Rental Assistance and CSE.
- **Rental Assistance** – Another result of the Client Services departmental split, was the affirmative placement of Julie LaRocque (formerly Associate Director of Client

Services), as the new Director of Rental Assistance.

- **Property Management** – HR is working closely with Frankie Johnson, Director of Property Management, on the restructure of the department. This is a very involved process with the goal of ensuring the most effective structure is in place to best serve our clients and support THA's mission.

2. GRIEVANCES / EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) COMPLAINTS

There is currently no grievances or EEOC complaints outstanding.

3. COLLECTIVE BARGAINING

In April 2018, we began preparing for union negotiations with both of the unions that are represented at THA. This includes, OPEIU and the Trades Council. Both negotiations began at the end of May and are currently underway. We anticipate completing negotiations with both unions by September 2018.

4. COMPLIANCE

Effective January 1, 2018, and in accordance with WA state law, THA initiated its compliance with the new WA State Paid Sick Leave. As a result, all staff who are on THA's direct payroll accrue sick leave in accordance with Chapter 49.46 RCW Minimum Wage Act.

HR will now work with the Finance department and legal counsel to determine what steps need to be taken to ensure compliance with the upcoming WA State Paid Family Leave law. The law is effective January 2020, however, employers should take necessary steps beginning in 2019 to ensure a smooth and seamless transition in January 2020.

An emergent compliance focus for HR is around Diversity & Inclusion. The second half of 2018 will have HR focus on identifying the necessary training for all THA staff around diversity, inclusion and equality.

5. HR FOCUS FOR THE REMAINDER OF 2018

In addition to the efforts mentioned above, HR will continue to focus on its core areas and will continue its support of all staff. The HR team is excited about the many changes that THA has been working on and we look forward to finishing 2018 strong.



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-07-25 (1)

Date: July 25, 2018

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Amendment #2 to Architectural and Engineering Services with SMR Architects
Arlington Drive Youth Campus

This resolution would authorize the Tacoma Housing Authority's (THA) Executive Director to increase the amount of the contract with SMR Architects for Architectural and Engineering (A&E) Services for the Arlington Drive Youth Campus. The increase would add \$983,725 for a total not-to-exceed amount of \$1,190,000.

Background

On September 28, 2016, the Board approved Resolution 2016-09-28 (4) authorizing THA's Executive Director to negotiate and execute a contract for A&E services for the Crisis Residential Center and master plan for Arlington Drive Youth Campus to SMR Architects in an amount not-to-exceed \$300,000.

On May 12, 2017, THA entered into a contract with SMR Architects to provide A&E design and master planning services in the amount of \$205,335.

On December 8, 2017, THA and SMR Architects executed Addendum No. 1 to the above-referenced contract in the amount of \$940; increasing the contract to \$206,275.

THA is working with SMR architects to design Phase II of the Arlington Drive Youth Campus. Phase II is the proposed 58 units of permanent supportive housing for young adults ages 18-24 experiencing homelessness.

At this time, THA would like to revise the total contract for SMR Architects to include A&E fees for the rental housing portion of Arlington Drive Youth Campus.

Please note that SMR's contract will likely need to be amended once we have a determination of the work to improve the street frontage, the intersection at Portland Avenue East and East 38th Street and the street improvements at the central 200 foot portion of the site adjacent to the potential future building (Phase III).

Funding for the proposed increase is from Section 32 disposition of THA Public Housing scattered sites.

Recommendation

Authorize THA's Executive Director to increase the contract amount with SMR Architects by \$983,725 for a total not-to-exceed amount of \$1,190,000.



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-07-25 (1) (Amendment #2 to Architectural and Engineering Services with SMR Architects Arlington Drive Youth Campus)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

WHEREAS, On September 28, 2016, the Board approved Resolution 2016-09-28 (4) authorizing the Executive Director to negotiate and execute a contract for A&E services for the Crisis Residential Center and master plan for Arlington Drive property to SMR Architects in an amount not-to-exceed \$300,000; and

WHEREAS, On May 12, 2017, THA entered into a contract with SMR Architects to provide A&E design and master planning services in the amount of \$205,335; and

WHEREAS, On December 8, 2017, THA and SMR Architects executed Addendum No. 1 in the amount of \$940; increasing the contract to \$206,275; and

WHEREAS, At this time, THA would like to revise the total contract for SMR Architects to include A&E fees for the rental housing portion of the development; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

Authorize THA's Executive Director to increase the contact amount with SMR Architects by \$983,725 for a total not-to-exceed amount of \$1,190,000.

Approved: July 25, 2018

Janis Flauding, Chair

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director of the Housing Authority of the City of Tacoma (the “Authority”) and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution No. 2018-07-25 (1) (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on the 25th day of July, 2018, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 25th day of July, 2018.

Michael Mirra, Executive Director of the Authority

Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-07-25 (2)

Date: July 25, 2018

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: 2018 MTW Plan Amendment to Add Property Based Subsidy Activity

Each year Tacoma Housing Authority (THA) submits an annual Moving to Work (MTW) Plan. From time-to-time THA must amend these plans to account for changes that arise. This resolution would approve an amendment to THA's 2018 MTW Plan to account for an amendment to an existing MTW activity to allow THA to deploy a new property-based subsidy program.

Background

This resolution seeks approval to submit an amendment to THA's 2018 MTW Plan. The amendment proposes Housing and Urban Development (HUD) flexibility to help THA invest in housing units in order to make them affordable to very low income households in Tacoma.

The Tacoma housing market continues to see low vacancy rates and rising rents. The stock of housing that has been affordable to low income households is shrinking. THA has the ability to use its federal funding to find creative ways to make units available to low income households and to serve more households in the community. Under this proposal, THA intends to try to identify up to 200 units in the market, owned by THA and/or private owners, which could be made available to low-income households in exchange for annual financial contributions to the property.

This program is different from THA's tenant-based and project-based voucher programs. It is similar to the project-based voucher program in the way that the subsidy is tied to a property, as opposed to the tenant, and THA will regularly inspect units to ensure the units are safe for occupancy. The program is different from the project-based voucher program in three primary ways:

- Like other programs, tenants must income qualify and have incomes below set standards but the tenant rents are fixed regardless of the tenant's actual income. This provides predictable rent amounts for tenants rather than having tenant rents vary as tenant incomes go up and down. This makes the program easier to explain, understand and manage for both tenants and landlords. The fixed subsidy also removes a disincentive for tenants to

increase their earned income because the tenant's share of the rent will not increase if they earn more. On the other hand, it also means that a tenant's rent share will not decrease if their income goes down. In this way, it is similar to THA's Housing Opportunity Program (HOP) but tied to a property rather than assigned to a tenant.

- The subsidies to the owner would be set on an annual basis rather than varying month-to-month based on tenant rent calculations. This provides a stable and predictable and easy to administer income stream for the owners and predictable expenses for the housing authority.
- The owner will be responsible for advertising its vacancies, screening its tenants and verifying the income of the tenants. Tenants will not have a relationship with the housing authority. They will just realize affordable rents at the property level based on the subsidy that is being provided to the owner. The arrangement will offer tenants the tenant protections of THA's other programs.

Public Consultation

THA held a 30-day public comment period and scheduled two public hearings during the comment period. Only one comment was received from the public. It was in support of the proposal.

Recommendation

We recommend authorizing THA's Executive Director to submit an amendment to THA's 2018 MTW Plan as outlined in resolution 2018-07-25 (2).



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-07-25 (2) **(2018 MTW Plan Amendment to Add Property Based Subsidy Activity)**

WHEREAS, The MTW Plan is required by HUD; and

WHEREAS, The purpose of the MTW Plan is to establish local goals and objectives for the fiscal year; and

WHEREAS, Rising rental costs and stagnant HUD funding make it difficult for voucher recipients to lease in the private market; and

WHEREAS, THA will update its MTW Plan to allow for a property-based subsidy program to secure more affordable housing units in the market; and

WHEREAS, Changes to the MTW Plan must be approved by THA Board of Commissioners; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City Of Tacoma, Washington, that:

THA's Executive Director is authorized to submit this amendment to THA 2018 MTW Plan.

Approved: July 25, 2018

Janis Flauding, Chair

Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-07-25 (3)

Date: July 25, 2018

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Amendment to Architectural and Engineering Services with Buffalo Design for Alberta J. Canada (formerly New Look) Apartments

This resolution would authorize the Tacoma Housing Authority's (THA) Executive Director to increase the amount of the contract with Buffalo Design for Architectural and Engineering (A&E) Services for the Alberta J. Canada Apartments (formerly New Look). The increase would add \$34,128 for a new total of \$530,733.

Background

On March 23, 2016, the Board approved Resolution 2016-03-23 (5) authorizing THA's Executive Director to negotiate and execute a contract not-to-exceed \$150,000 with Buffalo Design for the New Look renovations project. On June 10, 2016, the Executive Director executed the agreements with Buffalo Design.

On December 14, 2016, the Board approved Resolution 2016-12-14 (7) authorizing THA's Executive Director to negotiate an Amendment No. 1 to increase Buffalo Design's agreement not-to-exceed \$237,404 for Construction Administration for a total contract amount of \$387,404.

On December 13, 2017, the Board approved Resolution 2017-12-13 (6) authorizing THA's Executive Director to negotiate and amend Buffalo Design's agreement in an amount not-to-exceed \$109,201 for a total contract amount of \$496,605.

THA is working with Buffalo Design to provide supplementary services including inspection testing along with additional structural and civil engineering requirements. Proposals for the additional services total \$24,128. At this time, THA would like to revise the total contract with Buffalo Design to include the additional services of \$24,128 and \$10,000 in contingency costs for a total of \$34,128, bringing the new not-to-exceed contract amount to \$530,733.00.

Recommendation

Authorize THA's Executive Director to increase the contract amount with Buffalo Design by \$34,128 for a total not-to-exceed amount of \$530,733.00.



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-07-25 (3)

(Amendment to Architectural and Engineering Services with Buffalo Design for Alberta J. Canada (formerly New Look) Apartments)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma

WHEREAS, The Housing Authority of the City of Tacoma (the “Authority”) seeks to encourage the provision of long term housing for low income persons residing in the City of Tacoma, Washington (the “City”); and

WHEREAS, On March 23, 2016, the Board approved Resolution 2016-03-23 (5) authorizing the Executive Director to negotiate and execute a contract not-to-exceed \$150,000 with Buffalo Design for the New Look Apartments; and

WHEREAS, On December 14, 2016, The Board approved Resolution 2016-12-14 (7) authorizing the Executive Director to negotiate an Amendment No. 1 to increase Buffalo Design’s agreement not-to-exceed \$237,404 for Construction Administration services for a total contract amount of \$387,404; and

WHEREAS, On December 13, 2017, the Board approved Resolution 2017-12-13 (6) authorizing the Executive Director to negotiate and amend Buffalo Design’s agreement in an amount not-to-exceed \$109,201 for a total contract amount of \$496,605; and

WHEREAS, At this time, THA would like to revise the total contract with Buffalo Design to include the additional services of \$24,128 and \$10,000 in contingency costs bringing the new not-to-exceed contract amount to 530,733.00; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

Authorize THA’s Executive Director to increase the contact amount with Buffalo Design by \$34,128 for a total not-to-exceed contract amount of \$530,733.

Approved: July 25, 2018

Janis Flauding, Chair

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director of the Housing Authority of the City of Tacoma (the “Authority”) and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution No. 2018-07-25 (3) (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on the 25th day of July, 2018, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 25th day of July, 2018.

Michael Mirra, Executive Director of the Authority