



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**September 26, 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, September 26, 2018**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Regular Meeting on **Wednesday, September 26, 2018, at 4:45 pm.**

The meeting will take place at:

**Bergerson Terrace  
5303 S. Orchard Street  
Tacoma, WA 98467**

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.

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I, Sha Peterson, certify that on or before September 26, 2018, I faxed / EMAILED, PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5123 email: <a href="mailto:CityClerk@cityoftacoma.com">CityClerk@cityoftacoma.com</a>
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: <a href="mailto:tips@q13fox.com">tips@q13fox.com</a>
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.

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Sha Peterson  
Executive Assistant



# TACOMA HOUSING AUTHORITY

## AGENDA

### REGULAR BOARD OF COMMISSIONERS MEETING

September 26, 2018, 4:45 PM

Bergerson Terrace, 5303 S. Orchard Street, Tacoma, WA 98467

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1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
  - 3.1 Minutes of August 22, 2018—Annual Meeting
  - 3.2 Minutes of August 22, 2018—Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
  - 7.1 Finance
  - 7.2 Client Support & Empowerment
  - 7.3 Rental Assistance
  - 7.4 Property Management
  - 7.5 Real Estate Development
8. **OLD BUSINESS**
9. **NEW BUSINESS**
  - 9.1 2018-09-26 (1) Project Based Voucher Housing Assistance Payments Contract: Pacific Courtyard
  - 9.2 2018-09-26 (2) A&E Services for THA's Hilltop Parcels
  - 9.3 2018-09-26 (3) Approval of THA's 2019 Moving to Work Plan
  - 9.4 2018-09-26 (4) Approval of Project Based Voucher Contract(s)
  - 9.5 2018-09-26 (5) Approval of Local Property Based Subsidy Contract
  - 9.6 2018-09-26 (6) 1800 Hillside Terrace GC/CM Contractor
10. **COMMENTS FROM THE COMMISSIONERS**
11. **EXECUTIVE SESSION, if any**
12. **ADJOURNMENT**



# **TACOMA HOUSING AUTHORITY**

## **MINUTES**





# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES ANNUAL SESSION WEDNESDAY, AUGUST 22, 2018

The Commissioners of the Housing Authority of the City of Tacoma met for an Annual Meeting at the Family Investment Center, 1724 E. 44<sup>th</sup> Street, Tacoma, WA 98404 at 4:45 PM on Wednesday, August 22, 2018.

### 1. CALL TO ORDER

Commissioner Hodge called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:50 PM.

### 2. ROLL CALL

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

PRESENT	ABSENT
<b>Commissioners</b>	
Vice Chair Minh-Anh Hodge	
	Commissioner Derek Young
Commissioner Arthur Banks	
Commissioner Stanley Rumbaugh (arrived late at 5:06 pm)	
Commissioner Shennetta Smith	
<b>Staff</b>	
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	

Vice-Chair Hodge declared there was a quorum present @ 4:51 pm and proceeded.

### **3. DESIGNATED EXECUTIVE DIRECTOR TO BE TEMPORARY CHAIRPERSON**

Commissioner Hodge called for a motion to designate Executive Director Michael Mirra to be temporary Chair for the nomination of Chair.

**Motion approved.**

### **4. NOMINATION OF CHAIRPERSON**

Temporary Chair Mirra called for nominations for the office of Chair of the Board of Commissioners. Commissioner Banks nominated Commissioner Hodge to serve as Chair. Commissioner Smith seconded the motion. Commissioner Hodge responded that if elected she will do her very best to fulfill the duties of Board Chair for Tacoma Housing Authority.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	X
Abstain:	None
Absent:	1

**Motion approved.**

### **5. EXECUTIVE DIRECTOR MIRRA RETURNS CHAIR TO CHAIRPERSON**

Executive Director Mirra turned the chair over to Chair Hodge.

### **6. NOMINATIONS AND VOTE FOR VICE CHAIR**

Chair Hodge called for nominations for the office of Vice Chair for the coming year. Commissioner Banks nominated Commissioner Young to serve as Vice Chair. Commissioner Smith seconded the motion.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

**Motion Approved.**

## **7. BY-LAWS REVIEW AND RECOMMENDATION**

There were no changes to the By-Laws.

## **9. COMMISSIONER ANNUAL CERTIFICATION**

In accordance with section 5.4 of the By-Laws, Board Secretary and Executive Director Mirra acknowledged receipt of Conflict of Interest certification from all commissioners in attendance. No conflicts existed in the reported year 2017-2018.

## **10. ADJOURNMENT**

There being no further business to conduct at the Board of Commissioners Annual Meeting, Chair Hodge moved to adjourn. All votes were in favor of adjournment.

The Board of Commissioners Annual Reorganization meeting adjourned at 4:54 pm.

**APPROVED AS CORRECT**

**Adopted:** September 26, 2018

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Dr. Minh-Anh Hodge, Chair



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, AUGUST 22, 2018

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at FIC, 1724 East 44<sup>th</sup> Street, Tacoma, WA at 4:45 PM on Wednesday, August 22, 2018.

### 1. CALL TO ORDER

Chair Hodge called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:55 PM.

### 2. ROLL CALL

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

PRESENT	ABSENT
<b>Commissioners</b>	
Chair Minh-Anh Hodge	
	Vice Chair Derek Young
Commissioner Arthur Banks	
Commissioner Stanley Rumbaugh (arrived late at 5:06 pm)	
Commissioner Shennetta Smith	
<b>Staff</b>	
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 & Empowerment Director	

Chair Hodge declared there was a quorum present @ 4:56 pm and proceeded.

### 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Hodge asked for any corrections to, or discussion of the minutes for the amended Regular Session of the Board of Commissioners on Wednesday, June 27, 2018. Commissioner Banks moved to adopt the amended minutes; Commissioner Smith seconded.

Chair Hodge asked for any corrections to, or discussion of the minutes for the Regular Session of the Board of Commissioners on Wednesday, July 25, 2018. Commissioner Banks moved to adopt the minutes; Commissioner Smith seconded.

Upon roll call, the vote was as follows:

AYES: 3  
NAYS: None  
Abstain: None  
Absent: 2 (Commissioner Rumbaugh was not yet in attendance; Vice Chair Young was not in attendance)

**Motion approved.**

### 4. GUEST COMMENTS

#### **Kathy Lawhon, New Look Apartments**

According to Ms. Lawhon, the construction at New Look has been extremely loud, disruptive and dirty, with little effort to mitigate it. She said that she has received threats from Tacoma Housing Authority (THA) because she was documenting what has been going on. She feels that THA will raise the rent and clear the building of residents to get higher-paying tenants. She stated her understanding that THA no longer owns the building. Executive Director (ED) Mirra responded to Ms. Lawhon's comments. He reported that THA is familiar with the complaints and concerns. THA has responded to the residents on these questions and others. He said that THA has particularly dispelled the rumor of a coming displacement of tenants. He noted the transfer of ownership to a tax credit partnerships, a common and necessary part of a tax credit refinancing that allowed THA to raise the money to fix up the building. He noted that THA is the managing member of the partnership and that the property is governed by contractual obligation to keep it affordable. He said that staff at the next Board meeting will provide the Board with a written description of the concerns with answers.

### 5. COMMITTEE REPORTS

#### ***Real Estate Development Committee—Commissioner Rumbaugh***

Nothing to report.

#### ***Finance Committee—Chair Hodge and Vice Chair Young***

Nothing to report.

#### ***Education Committee—Chair Hodge***

Nothing to report.

#### ***Citizen Oversight Committee—Commissioner Banks***

Nothing to report.

## 6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director Mirra directed the board to his report. Last month ED Mirra reported that Congress is working on a 2019 budget for the Department of Housing and Urban Development (HUD). He provided an update on action by the full Senate and the House Appropriations Committee.

He reported on the discussions hosted by the City to devise proposals to enhance tenant protections. He described THA's role in those discussions.

He said that THA received a nice letter from a previous tenant. He provided copies. He noted that the letter reminds us why we do the work we do.

## 7. ADMINISTRATIVE REPORTS

### Finance

Finance Department (FD) Director Ken Shalik directed the board to the finance quarterly report. Year to Date THA has approximately a \$2.2M surplus, including capital. Finance is projecting a \$1M surplus at the end of the year. The surplus resulted from THA getting more than it budgeted in HUD allocations. THA also expects to receive \$2M in RAD developer fees but not until October. THA will receive additional RAD fees in February 2019.

Commissioner Rumbaugh inquired about Protective Services line item. Director Shalik will take a closer look at the the properties and will report back to the board.

Total THA cash is approximately \$16.5M, with \$2M unencumbered. The unencumbered reserves will increase once THA receives the RAD developer fees.

The Washington State auditors are working on both the financial portion and compliance portion of the annual audit. They expect to complete the financial portion in a couple of weeks for timely submission to HUD. Finance has not heard of any issues.

Commissioner Rumbaugh moved to ratify the payment of cash disbursements totaling \$4,617,655 for the month of July 2018. Commissioner Banks seconded.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

<b>Motion Approved.</b>
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## **Policy, Innovation and Evaluation**

Policy, Innovation and Evaluation (PIE) Director April Black directed the board to her report. She reported that the Harvard Kennedy School named THA-Tacoma Community College's (TCC) College Housing Assistance Project one of the top 25 government innovations for 2018. THA will work with TCC on a press release.

At the next board meeting, Director Black had planned to present the initial analysis of an expansion of the Housing Opportunity Program (HOP) to Housing Choice Voucher holders. However, staff need more time for the complex work. A delay will also allow staff to report on the strategies to increase utilization rates for vouchers. Those strategies, and their effect that THA anticipates, will inform the decision on whether to expand HOP.

The summary of recommendations regarding the waitlist is out for public comment. THA will host meetings on September 5 at 10 am and 5 pm at Bay Terrace. Some proposals will disadvantage those on the waiting list. THA is eager to hear their views.

THA is changing the occupancy standards for its portfolio to match the occupancy standards in its HOP program. In 2010, THA changed the HOP occupancy standards to provide for two persons per bedroom. HOP landlords did not like the new, tighter standards. They asked why THA does not impose them on its own properties. Staff now proposes to do just that. Commissioner Smith asked if there will be an age and sex differential. Director Black said there would be no distinction; THA does not tell the families who should sleep where. PIE is also planning to require households to check in quarterly if they wish to remain on the wait-list.

## **Client Support and Empowerment**

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the board to her report. Arlington Drive service provider applications are due September 4. THA is convening a panel of staff and community partners to review the applications. Director Hanauer is seeking to hire a community builder. She has also been participating in Pierce County's discussions about the Continuum of Care. She also noted that Pierce County will hear shortly if A Way Home Washington chooses Pierce County as one of four "Anchor Communities" in the state to receive funds and assistance to serve homeless youth. She said THA hopes such a designation will help fund the services at Arlington Drive.

## **Rental Assistance**

Rental Assistance (RA) Director Julie LaRocque directed the board to her report. RA has spent a lot of time devising utilization strategies and engaging with landlords. Landlord Engagement Specialist Eric Lane was able to reach out to 50 landlords about numerous issues including concerns they may have. This is an agency-wide effort with help from CSE to increase utilization.

## Property Management

Property Management (PM) Director Frankie Johnson directed the board to her report. PM successfully found two candidates for the maintenance specialist positions; they are still looking for a maintenance supervisor. Director Johnson was tasked with looking into whether THA has land suitable to host a homeless encampment. She has been having discussions with the City and will provide a report to the board next month.

For the past six months, PM staff has achieved a key to key average unit turn rate of less than 20 days! The Turn Team and the Leasing Team definitely helped make this happen. Director Johnson introduced Leasing Team Lead Marquis Jenkins who played a huge role in this effort and was able to fine tune the process. According to Marquis, being part of the leasing team has been a great experience.

## Real Estate Development

Real Estate Development (RED) Director Kathy McCormick directed the board to her report. RED is down two key staff. The Hilltop Street Fair is scheduled this weekend and THA will have a booth distributing yard signs designed by local children. THA will also use the fair as a chance to talk about redevelopment of the THA properties at Hilltop.

RED is acquiring general contractor for 1800 block. THA receives only one bid. In response, THA extended the time for responses. RED is proposing to reduce the unit count on that project from 70 to 64 to keep within budget. Director McCormick said contractors continue to be very busy in the area, and their costs are rising. She also mentioned that L&I increased the residential labor rates up 20%. THA has to pay prevailing wages for state jobs; RED is trying to figure out options.

Director McCormick addresses some of the concerns Ms. Lawhon expressed about the work at the Alberta Canada Apartments. Director McCormick recounted that RED staff talk to Alberta Canada residents when they bring up concerns and recently worked with the contractor to put more vents in an effort to decrease dust. Staff have have hosted two resident meetings to provide information about the project and answer questions. She also noted that the work will make for a much better building. Residents will have a lobby they did not have before, a fireplace, and a brand new community room. THA is on schedule to wrap up the project in October.

## 8. OLD BUSINESS

None.



## 9. NEW BUSINESS

### 9.1 RESOLUTION 2018-08-22 (1) (Amendment #1 for Line of Credit with Heritage Bank)

A **RESOLUTION** of the Housing Authority of the City of Tacoma amending Resolution 2018-4-25 (2) to modify and clarify certain provisions relating to the authorization of the Authority's Taxable Revolving Line of Credit Revenue Note, 2018.

**WHEREAS**, The Board of Commissioners (the "Board") of the Housing Authority of the City of Tacoma (the "Authority") adopted Resolution 2018-4-25 (2) authorizing the issuance of the Authority's Taxable Revolving Line of Credit Revenue Note, 2018 (the "Note") to Heritage Bank (the "Bank") to evidence the Authority's obligations to reimburse the Bank for draws made on a letter of credit to be provided by the Bank to Boston Financial Investment Management and/or its affiliates (collectively, "BFIM") as security for the Authority's potential Low-Income Housing Tax Credit (LIHTC) liability to BFIM for costs associated with the loss or recapture of low-income housing tax credits suffered by the Hillside Terrace Phase I Limited Partnership, Hillside Terrace Phase II Limited Partnership, Salishan One LLC, Salishan Two LLC and Salishan Three LLC; and

**WHEREAS**, BFIM has requested a later expiration date for the letter of credit and the Bank has agreed to a later expiration date of the letter of credit and a later maturity date of the Note; and

**WHEREAS**, The Bank has requested clarification that the amount available to be drawn on the Note not exceed the available amount under the letter of credit; and

**WHEREAS**, Board finds it necessary and advisable and in the best interest of the Authority to provide for a later maturity date of the Note to aid in financing housing projects (by providing for the acquisition of BFIM's interests therein) to provide dwelling accommodations for persons of low income within the City of Tacoma, Washington; now, therefore

***Be it resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, as follows:***

Section 1. Amended Definitions. The definition of the following terms in Resolution 2018-4-25(2) are amended in their entirety to read as follows:

"Letter of Credit" means the irrevocable letter of credit with a stated initial amount of \$2,500,000 provided by the Bank for the benefit of BFIM.

"Maturity Date" means July 31, 2021, as such date may be extended in accordance with Section 3.

Section 2. Principal Amount of Note. The final sentence of the second paragraph of Section 2 of Resolution 2018-4-25(2) is amended and restated in its entirety to provide as follows:

Draws shall be limited to an aggregate principal amount of \$2,500,000 outstanding at any time; provided, the amount available for advance under the Note will be reduced periodically to the available amount to be drawn on the Letter of Credit.

Section 3. No Other Changes. Except as and to the extent modified by this resolution, Resolution 2018-4-25(2) shall remain in full force and effect.

Section 4. Ratification and Confirmation. 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.

Section 5. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

Commissioner Rumbaugh motioned to approve the resolution. Commissioner Banks seconded the motion.

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1

**Motion Approved:** August 22, 2018

\_\_\_\_\_  
Dr. Minh-Ann Hodge, Chair

**9.2 RESOLUTION 2018-08-22 (2)**  
**(Authorized Signers for Financial Institution Accounts)**

**WHEREAS**, The Board selects its chair and vice chair at its annual meeting. When these Board officers change, THA needs a resolution changing the authorized signatures for its accounts at its various financial institutions; and

**WHEREAS**, This resolution does that and replaces Resolution 2017-8-23(3), which had authorized previous offices as signers; and

**WHEREAS**, The Board of Commissioners needs to formally authorize the financial institutions and the authorized signers on the accounts; now, therefore, be it

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

The funds of THA are hereby authorized by the laws of the State of Washington and the regulations of the Department of Housing and Urban Development to be

utilized, held and invested and that said funds may be deposited with any or all of the following institutions:

BANK OF AMERICA  
HERITAGE BANK  
KEY BANK  
J.P. MORGAN CHASE BANK  
U.S. BANK  
THE BANK OF NEW YORK MELLON TRUST CO.  
WASHINGTON STATE INVESTMENT POOL

Or such other institutions as may be found to provide the highest interest rate.

***Be it further resolved*** that any of the below designated individuals are authorized to enter into any and all transactions relating to the above mentioned institutions as they exist now or may be created in the future upon signature of any two (2) of the following designated individuals:

Dr. Minh-Anh Hodge	Chair _____
Derek Young	Vice Chair _____
Michael Mirra	Executive Director _____
Kenneth Shalik	Director of Finance _____
Duane Strom	Comptroller _____

***Be it further resolved*** that this resolution replaces any and all previous resolutions designating authorized financial institutions and signers.

***Be it further resolved*** that the authorized signers acknowledge and accept Heritage Bank’s policy of accepting any check with one authorized signature.

Commissioner Banks motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1

**Motion Approved:** August 22, 2018

\_\_\_\_\_  
Dr. Minh-Ann Hodge, Chair

**9.3 RESOLUTION 2018-08-22 (3)**  
**(Disposition Application for 1800 Hillside Terrace)**

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 affordable rental housing for low-income persons residing within the City of Tacoma, Washington (the “City”); and

**WHEREAS**, The development of 1800 Hillside Terrace will result in the building of a mixed income community, including new rental units, new infrastructure and new community facilities; and

**WHEREAS**, Ownership of the land will be converted via a long-term lease from Tacoma Housing Authority to a tax credit ownership entity, Court F LLLP; and

**WHEREAS**, The development of the 1800 Hillside Terrace and disposition of the land will result in additional affordable rental units and benefit low and very low income residents of Tacoma; and

**WHEREAS**, There is a continuing need for affordable housing within the City of Tacoma as identified in the City’s consolidated plan; now, therefore, be it

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

THA’s Executive Director is authorized and directed to complete and submit the disposition application for 1800 Hillside Terrace and upon approval by HUD, initiate development activities.

Commissioner Banks motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

**Motion Approved:** August 22, 2018

\_\_\_\_\_  
Dr. Minh-Anh Hodge, Chair

**9.4 RESOLUTION 2018-08-22 (4)**  
**(Disposition Application for 7 Salishan Lots)**

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 owns seven parcels in Salishan that are programmed to be developed into market rate rental housing; and

**WHEREAS**, The Housing Authority of the City of Tacoma (the “Authority”) has received an offer to purchase the lots for rental development by TAC Build LLC; and

**WHEREAS**, The development of these seven lots will provide eighteen rental units at the Salishan HOPE VI, mixed income community; and

**WHEREAS**, Ownership of the land will be conveyed to TAC Build LLC, a local minority-owned development company; and

**WHEREAS**, The disposition and development of these seven lots will provide more housing choice and rental units benefitting residents of Tacoma; and

**WHEREAS**, There is a continuing need for affordable housing within the City of Tacoma as identified in the City’s consolidated plan; now, therefore, be it

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

The Executive Director is authorized and directed to complete and submit the disposition application for the seven Salishan lots and upon approval by HUD, sell the lots to TAC Build LLC

Commissioner Rumbaugh motioned to approve the resolution. Commissioner Banks seconded the motion.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

**Motion Approved:** August 22, 2018

\_\_\_\_\_  
Dr. Minh-Anh Hodge, Chair

**9.5 RESOLUTION 2018-08-22 (5)**  
**(Ratify the Trades Council Contract)**

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

**WHEREAS**, The collective bargaining agreement between the Tacoma Housing Authority (THA) and the Pierce County, Washington Building & Construction Trades Council collective bargaining agreement expired on May 31, 2018; and

**WHEREAS**, THA and the Trades Council reached an agreement on a new collective bargaining agreement; THA staff in the Trades Council bargaining unit voted to ratify the collective bargaining agreement; and

**WHEREAS**, The Board of Commissioners finds that the collective bargaining agreement is fair and reasonable and that it would serve THA's interests; now, therefore, be it

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

1. THA's Executive Director will sign the ratified THA-Trades Council collective bargaining agreement in the form set forth in the attached draft.
2. This resolution shall be in full force and effect from and after its adoption and approval.

Commissioner Banks motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

**Motion Approved:** August 22, 2018

\_\_\_\_\_  
Dr. Minh-Anh Hodge, Chair

**9.6 RESOLUTION 2018-08-22 (6)**  
**(Ratify the OPEIU Contract)**

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

**WHEREAS**, The collective bargaining agreement between the Tacoma Housing Authority (THA) and the Office and Professional Employees International Union (OPEIU) expired on June 30, 2018; and

**WHEREAS**, THA and OPEIU reached an agreement on a new collective bargaining agreement; THA staff in the OPEIU bargaining unit voted to ratify the collective bargaining agreement; and

**WHEREAS**, The Board of Commissioners finds that the collective bargaining agreement is fair and reasonable and that it would serve THA's interests; now, therefore, be it

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

1. THA's Executive Director will sign the ratified THA-OPEIU collective bargaining agreement in the form set forth in the attached draft.
2. This resolution shall be in full force and effect from and after its adoption and approval.

Commissioner Banks motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

**Motion Approved:** August 22, 2018

\_\_\_\_\_  
Dr. Minh-Anh Hodge, Chair

## **9. COMMENTS FROM COMMISSIONERS**

The board welcomed new Commissioner Shennetta Smith. Commissioner Smith thanked the board for the opportunity to serve and for their warm welcome; she is looking forward to working with the board.

## **10. EXECUTIVE SESSION**

None.

## **11. ADJOURNMENT**

There being no further business to conduct, the meeting ended at 6:16 PM.

**APPROVED AS CORRECT**

**Adopted:** September 26, 2018

\_\_\_\_\_  
Dr. Minh-Anh Hodge, Chair



# **TACOMA HOUSING AUTHORITY**

## **Real Estate Development Committee**

Commissioner Stanley Rumbaugh

## **Finance Committee**

Chair Minh-Anh Hodge

Vice Chair Derek Young

## **Citizen Oversight Committee**

Commissioner Arthur C. Banks

## **Education Committee**

Chair 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:** September 20, 2018  
**Re:** Executive Director's Monthly Report

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

## 1. CONGRESSIONAL BUDGET NEWS AND ITS PERTINENCE TO THA'S BUDGET

It is that time of year again for Congressional budgets. Congress has until October 1<sup>st</sup> to pass a budget of some sort for 2019 or else the government will shut down. Sometimes Congress does pass a real budget by this deadline. Most of the time in recent years, however, it passes a "continuing resolution" (CR). A CR continues the past year's appropriation level into the new year. Either a real budget or a CR will prevent a governmental shutdown. If Congress passes a CR, it must also decide how long it lasts. Some have lasted the full budget year. Sometimes they are temporary allowing Congress more time to pass a real budget. And sometimes the government shuts down. The longest shutdown that I can recall lasted about a week.

This year is the final year of a two year budget deal Congress imposed on itself. That deal sets spending caps for military and domestic purposes. That deal allowed increases in domestic spending in 2018 and again in 2019. Congress does not have to spend up to those caps, but it usually does.

Last week, Congress revealed some of its intentions for 2019. It passed a "minibus" appropriations bill. In contrast to an "omnibus" bill, a "minibus" budget covers only part of the federal government. This "minibus" bill funds Defense, Labor-Health and Human Services; and Education. Congress achieved this "minibus" budget by refraining from adding to the bill controversial measures that would have precluded any agreement, such as matters related to immigration, the "Wall" along the nation's southern border, and abortion.

We understand that negotiations continue to pass a budget for the rest of the government, including HUD. It does not appear that those negotiations will succeed by the October 1<sup>st</sup>. If they do not, this "minibus" budget contains a CR for the rest of the government through December 7<sup>th</sup>. That would prevent a governmental shutdown until then.

The President seemed to pose the main risk of a governmental shutdown. He declared his resolve not to sign any budget bill of any sort unless it provided money for his Wall. It is not clear if on those grounds he will refuse to sign this "minibus." People who study Congress advise us that a governmental shutdown is not likely, especially on the eve of elections. They also note that this President is not easy to anticipate.

The Board has previously directed THA's response should the government shut down. Allow me to review that general plan, which, unless the Board redirects us, we will use if

the government shuts down on October 1<sup>st</sup>:

- Initially, we will do nothing. We will not stop rent payments to landlords. We will not stop payments to contractors or vendors. We will not furlough staff. We will not otherwise curtail operations. We have money in reserves to safely cover operations for about two months.
- We will watch the news and consult with our advisors and congressional offices. In the unlikely event the shutdown continues to Halloween on October 31<sup>st</sup>, we will confer with the Board. At that time, we will judge how long the shutdown will continue. If we judge that it will continue until mid-November, or if we cannot judge how long it will go, we will start planning to curtail spending by December 1<sup>st</sup>. We will present the Board with a plan to do that at its meeting on November 14<sup>th</sup>.

We do have some notion of what the HUD budget will look like if and when Congress ever passes one. It is good news. Both the House and the Senate proposals use the 2018 appropriation level as a starting point, and both propose increases from there. That is good news because HUD did relatively well with the 2018 budget. In 2018, President Trump had proposed deep cuts. Congress ignored those proposals and instead increased appropriations. The increase gave THA about \$1 million more in funding for 2018. In 2019, President Trump again proposed deep cuts to HUD's budget. Congress is again finding its own path. The House Appropriation Committee has proposed increases that would preserve the 2018 increases and add more. The addition would give THA another \$250,000. The Full Senate has approved a proposal that would add another \$200,000 to that. We can hope that these proposals will remain the benchmarks for the negotiations to come. I attach an updated comparison chart showing the various proposals and how they compare with 2018. I put a red star at the top of the three columns that show 2018 funding levels, the House proposal and the Senate proposal.

All this means that the Board may, again, have to adopt a THA budget for 2019 without knowing THA's federal funding for 2019. That has become the normal pattern. Accordingly, we will do what we always do in such cases: we will budget to the worst of the plausible budget versions under consideration in Congress. This year that version would be the HUD budget approved by the House Appropriations Committee. We can presume upon that and then hope to be pleasantly surprised if the Senate version prevails.

Last month, I also mentioned the other advice from our advisors. While we should do well in 2019, the budget for 2020 will likely be very hard. By then the 2 year Congressional budget deal will have expired. The national debt is growing by almost \$800 million per year, in large measure because of the recent tax cuts. What Congress will do in 2020 is hard to predict. It will depend on who controls Congress after this year's election and the Congressional elections of 2020. Also, 2020 is presidential election year. We are not likely to know much about the 2020 budget until late in that year.

**2. STATE LEGISLATIVE SESSION IN 2019**

The Washington State legislature session convenes in January 2019. It will be a budget year. In 2018, THA's main focus was its request for the capital dollars we needed to build Arlington Drive Youth Campus. We were successful in getting an earmark of \$4.29 million.

Arlington Drive will remain the focus for this next session. This time we will focus on arranging the funding for the services Arlington will need. At the Board meeting, I will provide more details about the discussions underway in preparation for the session.

**3. WAITING LIST POLICIES: REVIEW AND RECOMMENDATIONS COMING IN OCTOBER**

THA is reviewing its policies governing how it manages the wait list for people seeking to live in THA properties that THA manages. Present policies present some problems. The main one is the long time applicants spend on waiting for a unit.

In August, THA staff gave the Board a draft of a detailed and thoughtful report from April and her staff reviewing the problem and presenting recommendations. I attach an updated version of that report and its recommendations. I ask the Board to review this document. I expect that in October staff will present the Board with a request to adopt some version of those recommendations. Until then, I and other staff are available for any discussion that might help Commissioners understand the problem we need to address and the solutions we recommend.

**4. PREVIEW OF THA STRATEGIC DISCUSSIONS TO COME**

I hope the Board can shortly resume some important strategic planning discussions. More than four years ago, we suspended these discussions because (i) we began the software conversion that eventually led us to OpenDoor, our new software system, and (ii) the press of other work was also preoccupying.

Before resuming these discussions, we have to wait for the OpenDoor conversion to finish, for two reasons. **First**, that conversion has consumed all of THA's staff in designing the new software, testing it, learning how to use it, and then fixing its problems. **Second**, we will need OpenDoor's new capacity for these strategic discussions. In particular, we will need its ability to track and report the metrics that the Board will choose for THA's work.

We are not quite ready to resume these discussions. OpenDoor is not yet ready. It continues to be a preoccupation for staff, along with the press of other work. I hope staff will be ready to resume these discussions by spring 2019. I mention this now so we do not forget. Here are the three main parts of the strategic discussion that will require our attention. They will review THA's statements of vision, mission and values and our strategic objectives that the Board adopted in 2013. I attach a copy:

- **Refresh THA's Statement of Vision, Mission and Values**  
The Board last reviewed THA's statements of vision, mission and values in 2013. They have served us well. Yet we still like to review them every three or four years. Even if we do not change them, we can refresh our understanding of them and how we explain them to ourselves and to others.
- **Refresh THA's Strategic Objectives and Performance Measures**  
In 2013, the Board made good progress. It chose THA's seven strategic objectives. It then chose the performance measures for each one. We should refresh those as well.
- **Choose Targets for those Performance Measures**  
In 2013, the Board was about to choose the targets for each performance measures before we suspended the discussion because of the software conversion effort and the press of other business.

This resumed discussion will have the Board further define THA's mission, how we mean to accomplish it, and how we can tell if we are successful. Staff will regard those Board choices as our marching orders.

I note that even without that further definition, THA and staff have been effective. This is true because the Board's work to date on our strategic directive has already given us very meaningful direction that resonates with both staff and with our community. In some ways, the further strategic direction we need is a polishing of what the Board has already done. Critically, it will also allow us to better measure our work better. That too is important.

## 5. MISCELLANEOUS

- **Harvard Kennedy School of Government Names THA and TCC College Housing Assistance Program one of the 25 most innovative governmental programs for 2018**

At the August Board meeting, April reported the good news from Harvard. Harvard's Kennedy School named THA and TCC's College Housing Assistance Program (CHAP) as one of the nation's top 25 innovative governmental programs for 2018. THA and TCC issued a joint press release. I attach a copy.

A resolution is in the Board's packet to approve THA's property based subsidy in the apartments formerly known as Tiki Apartments. This property is down 12<sup>th</sup> Street from TCC's campus. The resolution explains that this deal will add the property to the housing resources for homeless and near homeless TCC students. That is important. THA's rental assistance is not working well as rents in West Tacoma rise and vacancy rates fall. Sometime soon, THA, TCC and the owner of the property will issue a joint press release about this innovative and important expansion.



# Comparative Funding Chart for FY19

June 7, 2018

	FY 2016 Final	FY 2017 Final	FY 2018 HR 1625 - Omnibus (3-21-18)	FY 2019 CLPHA Request	FY 2019 HUD Request <sup>6</sup> (2-12-18)	FY 2019 House Committee (5-23-18)	<del>FY 2019</del> <del>Senate Committee</del> <del>(6-7-18)</del>
Operating Fund	\$4.5 billion	\$4.4 billion	\$4.55 billion	\$5.269 billion	\$3.279 billion	\$4.55 billion	\$4.756 billion
Capital Fund	\$1.9 billion	\$1.942 billion	\$2.75 billion	\$5.0 billion	\$0	\$2.75 billion	\$2.775 billion
[Emergency Capital Needs]	[\$21.5 million]	[\$21.5 million]	[\$21.5 million]	[\$22 million]	[\$10 million] <sup>7</sup>	[\$25 million]	[\$25 million]
[ROSS Grants]	[\$35 million]	[\$35 million]	[\$35 million]	[\$35 million]	[\$0]	[\$35 million]	[\$35 million]
[Jobs Plus]	[\$15 million]	[\$15 million]	[\$15 million]	[\$15 million]	[\$10 million] <sup>7</sup>	[\$15 million]	[\$15 million]
[Demolition Grants]						[\$30 million] <sup>8</sup>	[\$0 million] <sup>8</sup>
Housing Choice Voucher (HCV) Renewals	\$17.681 billion	\$18.355 billion	\$19.6 billion	\$20.429 billion	\$18.749 billion	\$20.107 billion	\$20.520 billion
HCV Administrative Fees	\$1.65 billion	\$1.65 billion	\$1.76 billion	\$2.465 billion	\$1.55 billion	\$1.8 billion	\$1.957 million
HUD-VASH Vouchers	\$60 million	\$40 million	\$40 million	\$75 million	\$4 million <sup>2</sup>	\$40 million	\$40 million
Family Self Sufficiency (FSS) Program	\$75 million	\$75 million	\$75 million	\$95 million	\$75 million	\$75 million	\$80 million
Tenant Protection Vouchers (TPV)	\$130 million	\$110 million	\$85 million	\$165 million	\$140 million	\$85 million	\$85 million
Choice Neighborhoods Initiative (CNI)	\$125 million [\$75 million] <sup>1</sup>	\$137.5 million [\$50 million] <sup>1</sup>	\$150 million [\$75 million] <sup>1</sup>	\$200 million [\$133.3 million] <sup>1</sup>	\$0	\$150 million [\$75 million] <sup>1</sup>	\$100 million [\$50 million] <sup>1</sup>
Rental Assistance Demonstration (RAD)	\$0	\$0	\$0 <sup>3</sup>	\$100 million <sup>5</sup>	\$100	\$0	\$0
Project-Based Rental Assistance [Contract Administration]	\$10.62 billion [\$215 million]	\$10.816 billion [\$235 million]	\$11.515 billion [\$285 million]	\$11.927 billion [\$285 million]	\$11.147 billion [\$245 million]	\$11.747 billion [\$200 million]	\$11.747 billion [\$245 million]
Homeless Assistance Grants	\$2.25 billion	\$2.383 billion	\$2.513 billion	n/a	\$2.383 billion	\$2.546 billion	\$2.612 billion
Family Unification Program (FUP)	n/a	\$10 million <sup>4</sup>	\$20 million	n/a	\$0	\$0	\$20 million
CDBG	\$3.0 billion	\$3.0 billion	\$3.3 billion	\$3.3 billion	\$0	\$3.3 billion	\$3.3 billion
HOME	\$950 million	\$950 million	\$1.362 billion	\$1.2 billion	\$0	\$1.2 billion	\$1.362 billion
Mobility Demonstration						\$50 million <sup>9</sup>	\$0

<sup>1</sup> Not less than this amount shall be awarded to public housing authorities.

<sup>2</sup> HUD-VA Supportive Housing vouchers amount for Native American veterans only.

<sup>3</sup> Increased the cap to 455,000 units.

<sup>4</sup> New funding for incremental FUP vouchers.

<sup>5</sup> Eliminated RAD cap

<sup>6</sup> Amounts are post-OMB addendum

<sup>7</sup> Account transferred to Operating Fund

<sup>8</sup> New competitive grants to PHAs for demolition, relocation, and costs

<sup>9</sup> New HCV mobility demonstration program



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# **WAITING LIST MANAGEMENT FOR THE THA PORTFOLIO**

## **Report and Recommendations**

Prepared for: Michael Mirra, Executive Director

From: Karen K Bunce, Department Manager  
Policy, Innovation and Evaluation

**September 20, 2018**

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**APPENDIX A**

*High Level Flow Chart of Current Waiting List Process*

**APPENDIX B**

*Survey of MTW Housing Authorities on Property Wait List Policies and Practices*

**APPENDIX C**

*Collateral used for Public Consultation*

**APPENDIX D**

*Summary of Community Consult Feedback*

This report is submitted with recommendations to improve THA's management of the waiting list for THA's managed portfolio and for the Housing Opportunity Program (HOP). This report does not pertain to THA properties that THA does not manage directly.

## **1. SUMMARY**

### **1.1 Background**

THA has reviewed its management of its waiting lists for both the housing portfolio that it manages and for its Housing Opportunity Program of rental assistance. It undertook this review to address serious challenges related to those waiting lists. The first challenge was the long time THA took to turn a vacant unit. Part of the problem was the "leasing time" necessary to find the next tenant. In 2017, that leasing time hit an all-time high of 65 days. It took this long even though Tacoma's rental market has become very competitive and the region has a crisis shortage of affordable housing. THA should have no shortage of customers.

The administration of the waiting lists is also complicated, confusing, and burdensome for both applicants and THA. THA closed its Property Waiting Lists 2 years ago. Some applicants have been waiting for more than 8 years for an offer of a housing unit. THA allows applicants to apply to one or more properties when the waiting lists are open. This can be hard on THA to track. Leasing staff usually must contact several names on the list until they hear back from an applicant. Often applicants are not ready to lease a unit. For example, they may be in the middle of a fixed-term lease. Or their eligibility status has changed since they applied several years previously. Just as often THA cannot contact an applicant who may have moved several times in the years since applying.

THA has made earlier efforts to address these challenges, with some notable successes. In 2014 and again in 2016, THA engaged outside consultants. We also convened a working group of THA staff to map the waiting list process to prepare for our new enterprise software system, Open Door. These efforts resulted in several waiting list improvement recommendations. However, THA did not implement all recommendations. The work clearly remained unfinished. In December 2017 THA's Board of Commissioners approved Resolution 2017-12-13. This consolidated our Property Waiting Lists and the Housing Opportunity Program (HOP) Waiting List into one combined list, sorted by bedroom size. THA exhausted its HOP Waiting List at the time. Instead of opening the separate HOP waiting list and accepting more separate HOP applications the board allowed THA to offer a HOP subsidy to applicants already on the Consolidated Property Waiting List. That helped to simplify administration and to offer a HOP voucher to people who had been waiting years for a unit and would wait years more. That also helped improve THA's voucher utilization rate.

More significantly, Property Management led a thorough review of its unit turn and lease processes. THA now takes less than 20 days, key to key, to turn a vacant unit. Leasing time accounts for only 6 of those days.

Further work is necessary to sustain and improve this progress and to make the wait list management easier for THA staff and for applicants. To do this, THA convened a

Waiting List Mapping Team of THA staff. This team had representatives from Asset Management, Property Management, Rental Assistance, and Policy Innovation and Evaluation. THA asked the Team to recommend ways to improve the wait list management. The team reviewed all the previous work and study, including recommendations from consultants. It assessed the advantages and disadvantages of having waiting lists. It consulted over 50 market rate property managers and landlords, nonprofit subsidized housing providers, and Moving to Work and Non-Moving to Work housing authorities. These consultations included one-on-one interviews, emails, phone calls, electronic surveys and web site research.

This report with recommendations is the result of that effort.

The report conveys 13 recommendations. Nine are interim recommendations that THA should implement immediately. Later, THA should implement four long term recommendations. THA should create a project to get them done. It should assign that project to a Policy, Innovation and Evaluation Project Manager. The project will implement the recommendation, update operational procedures across the agency, evaluate the result and make necessary adjustment. Some recommendations will require community consultation and public notification.

If THA opens its waiting list prior to implementing the long term recommendations, it should cap the applicants added to the list to a number that limits the wait time to two years.

The interim and long term recommendations account for the following:

- The needs and conveniences of the property waiting list applicants.
- The capacity and availability of staff.
- THA's need to turn units under 20 days, preferably fewer days.
- The capacity and limitations of THA's new software, OpenDoor.
- The recommendations on the topic from outside consultants, TCAM and HDC.
- The practices of other high performing PHAs, affordable housing providers and market rate property managers.
- Making THA Portfolio Management more consistent with other THA programs.

## 1.2 Interim Proposals (See Section 7.1)

THA should implement the following recommendations immediately. THA's duty to offer a reasonable accommodation to disabled persons may allow or require an exception to the recommended policies or procedures.

### 1.2.1 *Continue to use THA's Property Waiting Lists.*

Some recommend that THA do without waiting lists for its portfolio. THA would then manage as market rate portfolio's do. They advertise and consider applicants, first come, first served. This report recommends that THA keep property waiting lists, for two reasons. **First**, doing so aligns with THA's mission to serve the most needy in our community. Many of them do not have the means or the savvy to monitor unit availability or to respond to an advertisement quickly enough. A waiting list gives them an equitable chance.

**Second**, the experience of other housers does not show that lease up times reduce without waiting lists. The only advantage we can expect from eliminating waiting lists is a greater ease of administration and some possible cost reduction. Yet THA will get those benefits plus lower lease up times by implementing the recommendation on Pre-Resident Orientation process (7.1.8) and an Online Property Portal (7.2.2) for virtual tours. These will better prepare potential tenants in advance for lease up, address issues or barriers they may have early in the process and decrease the likelihood that they will decline a unit based on property type or location. *See* Section 6 for the Advantages and Disadvantages of Property Waiting Lists.

### 1.2.2 *Refine the definition of "housed" and remove "housed" households from THA waiting lists.*

THA should refine its definition of which applicants on the waiting list are "housed". It should remove "housed" applicants from the waiting list.

Currently, THA keeps a person on its waiting lists even when THA gives them a HOP voucher, or rents him or her, an apartment, including an apartment in a property that they chose. In these cases, THA allows them to remain on the list waiting for other properties that they also choose.

This report recommends that THA consider as "housed" all persons using a THA subsidy, either through a rental assistance voucher or an apartment or home. THA should consider them ineligible for another type of assistance and remove them from all waiting lists when their name comes to the top. The only exception that would have THA offer them an alternative type of assistance would be when necessary and reasonable as an accommodation to a disability or through another qualified transfer request.

THA should apply this change to applicants on the current Consolidated Waiting List as well as new applicants.

*1.2.3 Continue consolidated (combined) waiting list for the portfolio and the HOP Program.*

THA should continue to have one consolidated waiting list for its managed properties and the HOP Program. A Consolidated Waiting list is easier to manage. It gives applicants a chance to get housing assistance sooner. It speeds the pace of voucher issuance and in that way helps utilization.

THA would offer an applicant who comes to the top of the waiting list a choice of an apartment or a voucher. If the applicant chooses a HOP voucher but cannot use it, he or she would resume his or her place on the waiting list for an apartment. THA would not offer them another voucher. If an applicant is offered a unit but declines the unit, the applicant can request a HOP voucher if the applicant has not previously declined the offer of a HOP voucher.

*1.2.4 Remove property selection option.*

THA should not allow applicants to choose which property they would accept. Instead, THA will place applicants on a waiting list based on the bedroom size they qualify for based on household size. THA will offer applicants the first available unit of that size at any property.

THA should apply this recommendation to those applicants on the current Consolidated Waiting List as well as new applicants.

*1.2.5 Limit and redefine why and how many times an applicant can decline a unit.*

Presently THA allows applicants to decline an apartment for “good cause” for an unlimited number of times. Applicants have one chance to turn down an apartment without good cause. If they turn down an apartment without good cause a second time, THA removes them from the waiting list. Many applicants turn down a unit that would suit their needs because they know they will have a chance at another unit that they prefer. Applicants also turn down a unit because they are in a lease and would incur penalties if they move. THA does not presently consider this to constitute “good cause”.

Tacoma is in a housing crisis with no end in sight. Homelessness is at an all-time high. The City has declared a state of emergency. THA is doing everything within its means to provide affordable, safe and stable housing to as many households as possible. To account for this, we recommend revising the policy to allow applicants only one chance to turn down an apartment and that one chance must be for “good cause”. We recommend that THA limit the definition of “good cause” to mean only that an applicant is bound to a lease that he or she cannot leave without paying a penalty. Under this recommendation, THA would remove an applicant from the waiting if the applicant turns down an apartment without good cause or, having turned down an apartment once with good cause, turns down a second offer with or without good cause.

If an applicant turns down a unit the first time for a “good cause” they can, (1) Wait for another unit, or (2) request a HOP voucher (even if they declined one previously) or (3) ask to be moved to the bottom of the waiting list.

This proposal will apply to those applicants on the current Consolidated Waiting List as well as new applicants.

*1.2.6 Adopt the HOP occupancy standards for property waiting list applicants and future THA property residents.*

THA uses occupancy standards to determine how many bedrooms a family is eligible to receive in both its portfolio of apartments and in its rental assistance programs. THA uses different occupancy standards for them. The rental assistance program assigns two persons per bedroom regardless of age, familial status, and sex. THA’s property occupancy standard is more complex. It allows separate bedrooms for adults and children or children of opposite sex. This makes administration and determination of bedroom size confusing for both staff and clients. This is especially the case when we offer rental assistance to a Property Waiting List applicant who may qualify for a bigger bedroom sizes if he or she waited for an apartment. Also, THA’s landlord partners who accept our rental assistance object that we impose on them and their tenants a less generous occupancy standard that we apply to ourselves and our own tenants.

This report recommends that THA adopt the HOP Occupancy Standards for Property Waiting List applicants. This action will also reduce administrative burden and provide consistency by adopting one Occupancy Standard across our portfolio and programs. It will also mean that THA will house more people.

This proposed policy will apply to those applicants on the current Consolidated Waiting List as well as new applicants. It would not apply to current tenants.

*1.2.7 Change reinstatement policy from 12 months to 6 months.*

Every now and then THA writes to applicants on the waiting list to confirm their continued interest in the housing they have applied to get. If a household does not respond THA removes them from all THA waiting lists. Under current policies, removed applicants can ask THA to reinstate them if they contact THA within twelve months of being removed from the list(s). THA should reduce this grace period 12 months to six (6) months.

This change leaves applicants a reasonable time to request reinstatement. It eases the administrative burden of wait list management. THA should apply this change to current and future applicants on the list.

*1.2.8 Refine pre-resident orientations – “Renter Ready”*

To help improve lease up time, Property Management began developing a program in January 2018 to assist applicants to prepare to rent. THA is still

developing this program. Its basic feature will have THA require an applicant to attend a Pre-Resident Orientation. THA will do this as the applicant approaches the top of the waiting list. The orientation will include the following:

- THA will verify the household's eligibility.
- THA will determine the bedroom size the household is eligible to receive.
- They are shown all available buildings with their approved bedroom size. The applicant can request an in-person tour of the building and / or view the Online Property Virtual Tour when it becomes available.

#### *1.2.9 Require applicants to check in quarterly.*

In order to further decrease lease up time on THA units, THA should begin requiring waiting list applicants to check in every 3 months. THA should allow them to check in at an office or by telephone. THA is also developing an on-line portal to allow for remote check-ins. THA should begin this change once that portal is working.

This check-in will help ensure that THA always has the current contact information and that the client is still interested in and eligible for the same bedroom size based on household size and income. It is also an opportunity to engage with a potential tenant and measure their interest and preparedness when a suitable unit does become available. THA will remove applicants from the waiting list if they fail to check-in. THA will continue a reinstatement policy to allow applicants to appeal if they have been removed from the waiting list.

### **1.3 Long Term Recommendations (See Section 7.2)**

Long Term Proposals require follow up. THA does not need to implement them prior to reopening the waiting list. THA should assign these recommendations to a PIE Project Manager. That manager will develop a project outline to get them done. *See* Section 7.2.

#### *1.3.1 Consider a "fluid" reinstatement time period policy.*

If the rental market begins to weaken, THA should have a "threshold" in which we would consider going back to a longer reinstatement time frame and easing our turn down policy. THA would establish a trigger to signal that we should adjust our reinstatement policy. This trigger can be based on the vacancy rate in the market and our utilization rate. THA could evaluate this threshold each year as a component of the payment standard analysis.

### *1.3.2 Refine online virtual Property Look-Book website.*

THA's Communications and Marketing Manager is developing a new virtual tour website for all THA properties. The project is scheduled to finish by December 31, 2018. That will help applicants judge their interest in an apartment.

### *1.3.3 Build an algorithm to predict waiting list opening.*

THA will contract with a consultant or work in-house to build an algorithm to calculate the cap on the number of applicants we should allow on the waiting list so no person waits longer than 2 years. This algorithm will account for the average length of a tenancy and resulting turnover, the need for various bedroom sizes, the number of applicants who will prefer a HOP voucher or a unit, and the number of available units of various bedroom sizes and HOP vouchers. This algorithm will allow THA to determine when it should reopen the waiting list to ensure a steady supply of customers to keep vacancy rates low and utilization rates high.

### *1.3.4 Complete a Business Process Improvement Analysis.*

Conduct a thorough analysis of the waiting list and lease up process for THA properties. Mapping should include a breakdown of each task and step based on the current waiting list model. Time and cost efficiencies should be considered. THA should develop a process manual. It should consider clarification to the Administration Plan and ACOP. The Business Process Improvement Manager will analyze the entire waiting list and lease up process.

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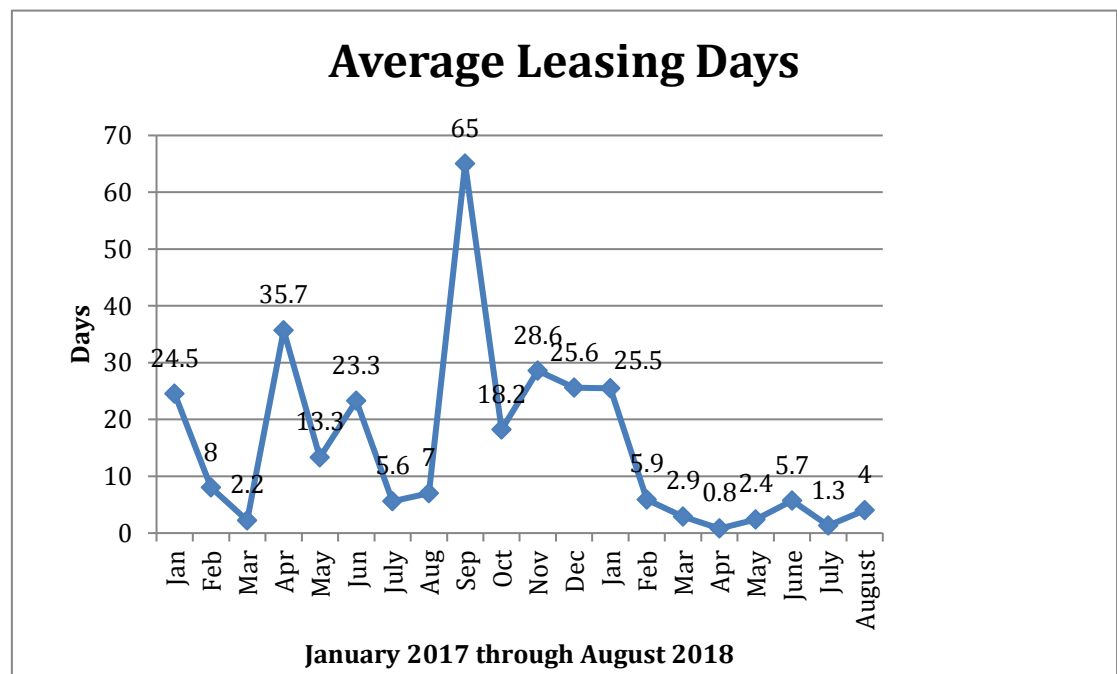
## 2. BACKGROUND

This section will review the problem THA seeks to address in its wait list management. That will help understand the purposes of this review.

### 2.1 Problem Statement

Tacoma Housing Authority's (THA) waiting lists for its portfolio units cause problems. Applicants wait years. This also makes it harder to find a new tenant from the list of applicants. By the time they come to the top of the list they may be hard to contact. They may not be ready to accept a vacancy because they may be in the middle of a lease. Other details of their lives may have changed since they applied to prevent them from moving. As a result, staff must often go through many applicants to find one ready and willing to take an apartment. This difficulty increases the time it takes THA to turn a unit after a vacancy. This difficulty also requires a lot staff time to manage.

As a result of these problems with the waiting list, THA has until recently taken too long to turn a unit key to key. Much of that was "leasing time". This is the time spent to find the next tenant. In 2017, leasing time averaged 65 days. Property Management has since decreased it to an average of less than 6 days, with an overall key to key time of under 20 days. This is a genuine success. This chart depicts the past problems and the notable improvement in leasing time.



Yet the waiting list management still needs improvement. Here are the remaining challenges to address:

#### *2.1.1 Administration of separate property and subsidy waiting lists*

THA has experienced challenges in administering its property and subsidy waiting lists. We have implemented some process improvement strategies to streamline the waiting list management process. Open Door provides an opportunity for further improvement. Consolidating THA's waiting lists into one consolidated list would provide the largest improvement. Doing that would eliminate duplicating tasks and workloads.

THA's staff has also found that in several cases the applicants on both the subsidy and property lists are the same households. This requires additional verification to cross check both lists and ensure we are not offering housing assistance to a client that is already being served. A consolidated list will ensure we are offering housing assistance to those in our community that are desperate for their chance at assistance.

#### *2.1.2 Confusion with different occupancy standards for HOP and properties*

THA has a different Occupancy Standard for our subsidy program and properties. The subsidy occupancy standard is very simple, two people per bedroom. THA's property occupancy standard is more complex and requires separate bedrooms for adults and children and children of opposite sex. This can make administration and determination of bedroom size confusing for both staff and clients. This is especially the case when we offer a HOP subsidy to a Property Waiting List applicant who may qualify for a different number of bedroom size depending on which standard is being used.

Our landlord partners who accept our rental subsidy do not favor different standards for HOP participants as compared to our properties. Landlords expressed that it was unfair that the occupancy standard for voucher holders results in higher density in their units while THA was not adopting the same standard for its units. One occupancy standard would make it easier to determine unit size across all programs. In the competitive rental market we are experiencing people who are economizing any way they can. Adopting one Occupancy Standard would serve more people.

### *2.1.3 Applicants wait several years*

Waiting list applicants have been waiting longer than 8 years for their offer of a THA unit. This is not only disheartening to those that are desperate for housing but also causes additional administrative burden to keep address and contact information up to date over a very long period of time. THA strives to reduce the waiting list time to no more than 2 years.

#### 2.1.4 Turn down policies need clarification

THA's present turn down policy allows applicants to turn down an apartment once without "good cause" and an unlimited chances to turn down an apartment for "good cause." THA's policy defines "good cause" in this way:

##### *"Good Cause for Unit Refusal*

*An elderly or disabled family may decline an offer for designated housing. Such a refusal must not adversely affect the family's position on or placement on the public housing waiting list [24 CFR 945.303(d)].*

##### *"THA Policy*

*Applicants may refuse to accept a unit offer for "good cause." Good cause includes situations in which an applicant is willing to move but is unable to do so at the time of the unit offer, or the applicant demonstrates that acceptance of the offer would cause undue hardship not related to considerations of the applicant's race, color, national origin, etc. [PH Occ GB, p. 104]. Examples of good cause for refusal of a unit offer include, but are not limited to, the following:*

*"The family demonstrates to the PHA's satisfaction that accepting the unit offer will require an adult household member to quit a job, drop out of an educational institution or job training program, or take a child out of day care or an educational program for children with disabilities*

*"The family demonstrates to the PHA's satisfaction that accepting the offer will place a family member's life, health or safety in jeopardy. The family should offer specific and compelling documentation such as restraining orders, other court orders, risk assessments related to witness protection from a law enforcement agency or documentation of domestic violence, dating violence or stalking in accordance with section 16-VIID of this ACOP. Reasons offered must be specific to the family. Refusals due to location alone do not qualify for this good cause exemption*

*"A health professional verifies temporary hospitalization or recovery from illness of the principal household member, other household members (as listed on final application) or live-in aide necessary to the care of the principal household member*

*"The unit is inappropriate for the applicant's disabilities, or the family does not need the accessible features in the unit offered and does not want to be subject to a 30-day notice to move*

*"The unit has lead-based paint and the family includes children under the age of six*

*“In the case of a unit refusal for good cause the applicant will not be removed from the waiting list as described later in this section. The applicant will remain at the top of the waiting list until the family receives an offer for which they do not have good cause to refuse.”*

*The PHA will require documentation of good cause for unit refusals.*

Moreover, if THA offers an applicant a unit that is not in one of his or her preferred properties and they may decline that unit and the decline does not count against them. Staff members find that many applicants turn down a unit claiming cause even though the unit would suit them. In these cases the applicant hopes for another unit that would suit their needs better. They also find that applicants turn down a unit because they are in a lease and would be penalized if they move, yet THA does not currently consider this to be “good cause”.

We recommend revising the policy to allow for one “good cause” turn down and to limit “good cause” to only one reason—being in a lease that the applicant cannot leave without penalty. An applicant may seek the ability to turn down additional offers as part of a necessary and reasonable accommodation of a disability.

This new policy will reduce confusion, remove applicants that no longer need THA housing from the waiting list, and provide an opportunity for the next household that needs housing assistance. We are in a housing crisis and THA strives to assist as many households as possible with assistance.

#### *2.1.5 Reinstatement Period is too long*

THA’s currently allow an applicant to request reinstatement to the waiting list up to 12 months after THA removed him or her. THA processes reinstatement requests manually and retains paper records. This process is time consuming and administratively burdensome. After evaluating the reinstatement policy and period of over fifty affordable housing providers, the average reinstatement period is up to six months. Six months still provides plenty of time for a household to appeal their removal from the list. Staff members are recommending changing THA’s reinstatement policy to six months.

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## 2.2 Purpose and Goals of Review

To address these challenges over the past several years, THA undertook several reviews of its practices. It engaged consultants. It then convened a Waiting List Mapping Team. The work of that team produced this report and its recommendations. The team had five goals:

- review of the current process and its difficulties.
- review the various alternative models for managing a waiting list, with a report on the advantages and disadvantages of each, e.g, no waiting lists, limited waiting lists, centralized waiting list, site specific waiting lists.
- canvas the practices of other high performing PHAs and housers, market rate and subsidized.
- recommend strategies to the Executive Director for THA to use, with supporting data and reasons. The report and recommendations will account for the following:
  - The needs and convenience of the property waiting list applicants.
  - The capacity and availability of staff.
  - THA's need to turn units in 20 days, preferably fewer days.
  - The capacity and limitations of THA's new software, OpenDoor.
  - The recommendations on the topic from TCAM and HDC, third – party consultants that have assessed and made recommendations about improving THA’s Property Management operations in the past.
  - The practices of other high performing PHAs, affordable housing providers and market rate property managers.
  - Making THA Portfolio Management more consistent with other THA programs.

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### 3. REPORT FRAMEWORK

This report reviewed the past, current and proposed policy and process changes. THA tried several efforts over the last 12 – 36 months to improve and streamline the waiting list process. Consultants made recommendations. A work team mapped the Open Door system in 2016. THA have implemented five strategies within the last 12 months (*See* Section 4). It did not implement other recommendations. This report accounts for that past work and recommendations. It makes new recommendations. Some of the new recommendations are necessary to account for Tacoma’s new very tight housing market.

To address the current processes and its difficulties, the framework for this report included a mapping exercise with representatives from Property Management, Client Services (Rental Assistance), Asset Management and Policy, Innovation and Evaluation. The mapping team identified gaps and areas for improvement. The team proposed solutions and categorized them by policy or process.

The framework also called for a survey of the other Moving to Work Housing Authorities, regional non-Moving to Work Housing Authorities, other subsidized housing providers and private management companies. Results from the surveys show throughout this report. A matrix of the Moving to Work Housing Authorities shows as Appendix B

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## **4. CURRENT STRATEGIES TO IMPROVE WAITING LISTS PROCESS**

This section briefly describes the current process for applicants on THA's Waiting List, our practices for allowing an applicant to turn down a unit that is offered to them, and when we remove them from the waiting list because we consider them to be "housed". This section also describes 5 strategies that staff members have implemented or that are in the works.

### **4.1 The Current Process**

THA's current waiting list policies and practices are covered in the Administrative Plan and Admission and Continued Occupancy Plans. Generally THA has allowed applicants to select as many property waiting lists as they would like when the list is open. Our current policy allows applicants to turn down a unit at their selected choice property an unlimited number of times for good cause (such as location of employment or childcare) and once without good cause. Moreover, if THA offers them a unit that is not one of their selected property choices and they decline the unit, the decline does not count against them. Also, because they can be on multiple property waiting lists, we encountered situations where a client is offered a unit at two different THA properties at the same time.

THA also allows applicants with a HOP subsidy to stay on one or more property lists. Likewise, applicants housed in a THA property can also stay on the HOP or other property waiting lists if they selected more than one property when they applied. Currently, we define "housed" as being housed by THA only in one of the client's selected preferred properties.

### **4.2 Strategies Implemented or Being Implemented to Improve THA's Waiting List Process in Last 12 Months**

#### **4.2.1 *Property Waiting Lists Consolidation***

Property Waiting Lists were consolidated into one waiting list in early 2018. Applicants were assigned a new position on the consolidated list based on their earliest application date on property waiting list and then sorted by bedroom size requested, instead of by property. The consolidated property waiting list was in response to THA staff asking that applicants no longer be allowed to select actual properties when submitting an application for THA's waiting lists. Clients were often speaking with more than one property specialist on multiple units at the same time. Consolidating the waiting lists also offered another opportunity to purge applicants no longer in need of housing and ensure eligible applicants were still interested.

Along with the plan to consolidate the Property Waiting lists, THA began to offer property waiting list applicants a Housing Opportunity Program (HOP) subsidy.



#### *4.2.2 Offer Property Waiting List Applicants a HOP Subsidy*

The THA Board approved Resolution 2017-12-13 (5). It directs THA to offer all applicants on the property Waiting Lists, now the Consolidated Waiting List, an opportunity to accept Housing Opportunity Program (HOP) subsidy if one becomes available before their name comes up for a unit. This provides applicants that have been on our waiting list for years an opportunity for housing assistance sooner, many of which had already expressed interest in a HOP Subsidy.

THA's Rental Assistance Department sent out the first Offer / Purge letters on March 23, 2018, with a total of 586 letters mailed to date. We received a response from 260 applicants and of those 67 were interested in the HOP subsidy option. The interested applicants have been sent a HOP subsidy packet.

The remaining applicants that did not respond were removed from the consolidated waiting list.

#### *4.2.3 Property Look Book*

Property Management requested an online virtual Property Look Book. Property Management have found that many potential residents change their mind when offered a specific unit that meets their bedroom size request for reasons related to the unit or location. An opportunity to view properties online in advance of the lease appointment may help inform applicants of the location, size and amenities associated with their prospective new home. The leasing team encourages potential residents to drive by the building, check information regarding the near-by schools and services, and if possible, see a unit early, if one is available for viewing.

Property Management staff believe the lack of preview resources has been one of the primary reasons for lease up delays. A virtual look book would help with early preview of the unit type that is being offered to a potential resident. The look book will include a map of the area, pictures of the properties, pictures of actual units, floor plans and descriptions of amenities. The online virtual Property Look Book is under construction and will be available by December 31, 2018.

#### *4.2.4 Online Client Portal Access*

To ease administrative burden, THA has created a new client portal for waiting list clients to check their status and update their contact information online. The client portal has been linked to Open Door from the THA website and as of the date of this report is in the testing stage. It is scheduled to go-live by mid to late summer 2018.

#### 4.2.5 *Pre-Resident Orientations*

Property Management began planning Pre-Resident Orientations in May 2018. Pre-Resident Orientations are designed to be an early opportunity for applicants to see their potential property, hear the requirements for leasing, and discuss the timeline and any obstacles, such as current participation in a lease agreement. These orientations are modeled after those conducted through Rental Assistance in the subsidy orientation process.

As anticipated units become available based on bedroom size, THA will invite a pool of applicants matching that bedroom size requirement to a Pre-Resident Orientation. The orientation covers basic “renter ready” topics including THA requirements. THA will require the household to meet with a leasing specialist within one month of the orientation to verify their income, household size, and their eligibility for bedroom size requested. If they qualify for a different bedroom size than requested, they are re-assigned and placed back on the waiting list based on the new evaluation of the bedroom size eligibility.

This process not only helps potential applicants prepare for and understand the requirements for renting from THA, it also helps with our administrative process by reducing refusals after a unit has already become available. The leasing team conducted the first orientation for applicants on the Transfer List in March 2018. They found it to be beneficial in preparing applicants to be ready when an offer of an available unit comes up. The team anticipates this process will also help reduce down time and issues in the process of approval and lease up with regard to missing and insufficient documentation.

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## 5. CONSULTATION

For this report, the Waiting List Mapping Team conferred with consultants, staff, the community, and our housing authority peers. This section recounts a brief history of that consultation and our most recent efforts.

### 5.1 Consultants

#### 5.1.1 TCAM

In 2014, THA commissioned the TCAM Asset Management report. The TCAM report goals were to:

- evaluate THA's property management function with a focus on cost, structure and processes;
- compare THA's Property Management functions and costs to PHA peers and identify best practices in property management throughout the affordable and public housing industries; and
- identify ways to better manage the THA housing portfolio, maximize financial resources to help maintain the quality of the housing and help THA fulfill its mission and position the property management department for future growth.

The final TCAM report recommended that after THA completes the Rental Assistance Demonstration (RAD) conversion, we should move remaining centralized staff and waiting lists back to the properties. THA did not fully implement this recommendation.

#### 5.1.2 Housing Development Center (HDC)

THA commissioned a second evaluation of the Property Management department in 2015 by the Housing Development Center (HDC). HDC proposed that:

- THA close the public housing waiting list at that time,
- revise the reinstatement policy on the waitlist to reduce the time from 12 months to 120 days; and
- require applicants on the waiting list to confirm their information every three months in order to maintain eligibility.

THA implemented only the first recommendation.

## 5.2 THA Staff

### 5.2.1 Previous Staff Consultation

An Open Door Automation work group formed to review the TCAM and HDC recommendations and map the waiting list process that would inform the design of Open Door. At that time, THA closed the property waiting lists. Open Door was built based on recommendations from this work group and a memo was presented to Director of Client Services on July 15, 2016. The memo outlined three core changes that would save substantial time and cost for both the clients and staff.

- Applications Process  
Clients would be responsible for checking in periodically to update contact information. Clients would be required to check-in every 90 days. They can be reinstated up to 120 days (change from our current policy of 12 months). If they check in within 121 – 180 days, they would be placed at bottom of waiting list. If they check in after 181+ days, they are removed from the lists.
- Lease Time  
Clients would be notified of expected vacancies and moved to a “ready to house” list. Once the client is housed in a THA property THA should remove them from all lists. THA should also modify our turn down policy and split waiting lists by bedroom AND property site.
- Applicant Impact  
All waiting lists will be based on a wait time of up to no more than 2 years. THA will create an algorithm to calculate average vacancies per year, by bedroom size. This will determine how many waiting list applications we should accept and when to reopen waiting list.

To date, THA implemented only the second recommendation.

### 5.2.2 2018 Staff Consultation

A Waiting List Mapping Team was formed to revisit some of the previous proposals, map the current process to look for issues and gaps in the process, and propose recommendations to address policy considerations. The Waiting List Mapping Team came to a consensus about the interim and long term recommendations that are outlined in Section 7 of this memo. Refer to Appendix A for the high level process map that was used for the discussions.

The interim and long term recommendations from the Waiting List Mapping Team include five recommendations that had been proposed in the previous staff work and several recommendations that are new with the 2018 staff consultation.

Previously staff had proposed a consolidated waiting list, selection by bedroom size, revising the reinstatement time period, requiring client check in every quarter and developing an algorithm to predict waiting list openings. The additional new recommendations propose that THA redefine and expand what being “housed” means to remove applicants from lists who already receive assistance from THA, adopting one occupancy standard across all programs, limiting “good cause” to decline a unit, add being in a lease as “good cause”, discontinuing a property selection option for waiting list applicants, and continuing to offer a HOP subsidy to all waiting list applicants. The Property Look Book, Resident Orientations and Online Client Portal are also newly adopted strategies to improve waiting list management.

### 5.3 Public, NonProfit and Private Property Managers

A review and survey of over 50 Housing Authorities, subsidized housing providers, and private market property managers revealed quite a variety of philosophies, policies and practices for waiting lists. The array cover the spectrum from those that believe in “first come-first served,” to those that have waiting lists for all properties, to those that allow applicants to stay on their lists even when housed, and those that have no turn down policy. This chart summarizes the array of practices. Details show below.

Property Waiting List Practices																			
	First-Come, First-Served (no wait list)	Deposit req'd to apply for unit	Deposit to be notified of an available unit	Waiting List for each Property Site	Waiting List by Bedroom Size	Master Waiting List (all properties)	Stay on Separate Property Lists once housed	Removed once housed at a property	Voucher offer to waiting list applicant	Remains on list if turns down unit	Priority Status Option	Reinstatement Policy	Remains on all lists	Posts "Now-Serving" Client # List	Portal for Waitlist Status	Portal for Check-in	On-Line Application		
Moving to Work Housing Authorities (38)				X	X	X	X	X	X	X	X	X	X	X	X	X			
Regional Non-Moving To Work Housing Authorities (33)	X			X	X	X	X	X	X	X	X	X	X			X			
Non-Profit Housing Providers (2)				X	X		X		X	X		X							
Private Housing Providers & Management Companies (4)	X	X	X													X			

Survey of Moving to Work HA's, Regional Non-Moving to Work HA's, Regional Non-Profit Housers, Regional Private Property Managers May 2018 [Tacoma Housing Authority]

#### 5.3.1 Subsidized Non-Profit Housing Providers

Subsidized housing providers, such as Mercy Housing and Catholic Community Services, maintain waiting lists for each of their properties. They believe since they serve marginalized populations, waiting lists provide an equitable opportunity for applicants to secure subsidized housing. Everyone is able and welcome to apply to any and every property of interest. Each property

holds their own individual waitlist and may have different requirements based on funding. These organizations do not have one master list with properties combined. They do not remove tenants from property waiting lists even if housed at one of their other properties and they do not cross reference other property waitlists. They also allow applicants to stay on the waiting list if they cannot get out a current lease and only remove their name if they ask to be removed<sup>1</sup>. It is noteworthy that these organizations do not have client portals or technology driven informational access for applicants to check status or update their contact information.

### 5.3.2 *Housing Authorities*

#### (a) Moving to Work Housing Authorities

THA considers other Moving to Work (MTW) Housing Authorities to be its closest peers. Several MTW agencies use their flexibility to test innovative approaches to address issues in their regional housing markets, which can include how an agency administers their waiting list policies and practices.

THA surveyed the other MTW agencies about their waiting lists policies and practices, including their Housing Choice Voucher waiting list policies. In particular we were interested to find out how many of our peers have implemented waiting list policies similar to the changes that THA staff is proposing. We received responses from 18 MTW agencies (almost half of all MTW PHA's).

Over half of the MTW agencies run waiting lists by property site (66%) and require the applicants to indicate bedroom size (61%). Overwhelmingly, almost all agencies had a method for applicants to easily check their status on the waiting lists but less than 33% of the agencies require applicants to regularly check in in order to stay on the list, which aligned with the percentage of agencies that offer an online client portal.

All MTW agencies have some type of property waiting lists and only one agency (San Diego) had eliminated most of their site-based waiting lists. They still run a waiting list on the few public housing units they own and manage<sup>2</sup>. Over 80% of the survey respondents offer some type of priority status option (e.g.: homeless, veterans, formerly incarcerated)

Four other MTW agencies offer a Housing Choice Voucher to property waiting list applicants (Alaska, Lincoln, Reno and Tulare). Policies on client's removal from property waiting lists, turn down policies and reinstatement policies vary greatly.

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<sup>1</sup> Shawn Slape, Area Director of Operations for the Mercy Housing Management Group; Bonnie Hill, Southwest Regional Division Director Catholic Community Services

<sup>2</sup> Jessica Adamo & Chris Garrabrant, San Diego Housing Commission March 15, 2018

Reinstatement provisions for agencies with a policy ranged from 10 days up to two years in which a client could request reinstatement to the waiting list for good cause. On average, many agencies have a policy of up to six months. Policies on when someone can be removed from a waiting list if currently housed also varied. Seattle and King County Housing Authority remove clients from property waiting lists once they are housed. Agency policies on these issues may be related to their location in high cost areas and the competitive nature of their rental market.

Proposed changes to THA's waiting list policies and practices are in alignment with many of our MTW peers. Each agency's specific policies are influenced by their rental market conditions, agency philosophies and priorities. Please refer to Appendix B for results of a survey of MTW housing authorities on property waiting list policies and practices.

(b) Regional and Non-Moving to Work Housing Authorities

Other housing authorities have a wide range of waiting list practices and policies. Even regionally, housing authority waiting lists policy and practices vary as evident from an evaluation of 33 regional housing authorities. There are housing authorities with complex waiting list practices, such as the Bellingham-Whatcom County Housing Authorities that run several multi-property waiting lists categorized by neighborhood region, property type, and bedroom size. They allow applicants to turn down a unit up to three times before being removed from that specific multi-property list but can stay on other multi-property wait lists. They do not allow any reinstatement once removed from the waiting list. On the other end, there is the Pierce County Housing Authority which is first come, first served and does not have waiting list for any of their eight properties, other than a small balance of public housing, because it would be administratively burdensome<sup>3</sup>.

Almost half of the non-MTW housing authorities (14) evaluated that have property waiting lists allow applicants to select the property choice and be on multiple property lists. All but one sort by the bedroom size. Seven housing authorities remove applicants from waiting lists once they are housed, five housing authorities offer the ability for clients to check their status online and three offer an online application. It was interesting to note that eleven Washington State non-MTW housing authorities do not have an active web site.

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<sup>3</sup> Ellie Ottey, Deputy Executive Director, Pierce County Housing Authority

### 5.3.3 *Private For-Profit Housing Providers*

Most private market housing providers do not offer a waiting list option. A survey request of nine private property management companies and multifamily landlords who rent to THA clients yielded four responses. Private market landlords were asked if they maintain a waiting list, take more than one application for a unit, their average lease up time and do they ensure that those who are not as tech savvy have equal opportunity.

In two instances, the management companies actually maintain a waiting list but require a substantial deposit to be placed on that list. This is also the trend for several of the high-end rental units throughout Tacoma. Several property management companies require a deposit even if they don't have a unit available and prior to showing a prospective renter a unit. While landlords may not take more than one application at a time, many practice "pre-renting", in which they pre-approve a potential tenant and require a deposit. The requirement of a deposit to be on a "priority waiting list"<sup>4</sup> or a "floating hold"<sup>5</sup> would be a tremendous barrier for many of THA's clients, as we have found many of our clients have difficulty coming up the nominal security deposit and require assistance through THA's Security Deposit Assistance Program.

## 5.4 **Public Consultation**

THA consulted widely about the proposed changes to our Property Waiting Lists. We consulted with our legal services and fair housing partners, community partners and service providers, additional staff and more importantly, waiting list applicants, residents and clients.

Public meeting notices were posted at our property sites, on our web site and social media. We sent postcard invitations to 3500 waiting list applicants, posted a survey link, attended the provider's community meeting with over 50 attendees, hosted a special session for Continuum of Care providers, attended the Landlord Liaisons regular meeting and collected responses from representatives of the Northwest Justice Project and Fair Housing Center. We received 18 phone calls in response to the postcard mailing in which most wanted to know if they were still on the waiting list and when they would receive an offer of a unit or voucher. For those unable to attend the public meetings, we directed them to an online survey option. We received 21 online survey responses. The two public meetings were attended by 75 people from the waiting list and one attendee indicated she was already housed by THA.

Participants were provided with a summary of the proposals, a matrix with each proposal and its anticipated impact, and the results of the survey of Moving-to-Work Housing Authorities waiting list practices. See Appendix C for the collateral materials provided in the Public Consultation process.

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<sup>4</sup> Chris Dobler, CPM, Senior Managing Director, Dobler Property Management

<sup>5</sup> Cindy Anthony, Property Manager, The Lodge at Madrona & Sunrise Ridge Apartments



Here is a summary of the responses, concerns and suggestions from the public consultation process:

*5.4.1 Continue to use waiting lists*

Responses were overwhelmingly in favor of THA continuing to use waiting lists for THA owned and managed properties. There were a few inquiries from the public meeting attendees asking if we would consider preferences for veterans, seniors and disabled.

*5.4.2 Refine the definition of “housed” and remove “housed” households from THA waiting lists.*

Most participants were fine with the proposed change on how we would define being “housed”, including removing someone that is already housed by THA from the waiting list. Community partners and waiting list applicants requested that we allow anyone to apply when the list is open and only remove them once they come to the top of the list, if already housed by THA. Pierce County expressed concern that this included people housed through project based vouchers that are ready to exit permanent supportive housing and no longer need services.

The Fair Housing Center said, “There is merit to allowing a family that may already have been assisted to remain on a waitlist for another property they expressed interest in before being placed in their current housing. The other property could be in an area with greater access to opportunity/public accommodations, etc., and applying the lens of equity that is being applied in the umbrella decision to maintain the waitlists, it makes sense to give these families the opportunity to “upgrade” considering you should be able to turn their old unit around in 20 days and offer that to the next family.”

*5.4.3 Continue consolidated (combined) waiting list for the portfolio and the HOP program.*

Responses were overwhelmingly in favor of THA continuing to use a consolidated waiting list for THA owned and managed properties and offer a HOP subsidy to applicants as appropriate. THA staff members, Continuum of Care members, Service Providers and waiting list applicants like the idea that we offer a voucher to those that are still waiting for a unit and are in desperate need of assistance now, or because they can stay in place if their landlord will accept a voucher.

*5.4.4 Continue consolidated (combined) waiting list and remove property selection option.*

The proposal to remove the property selection option posed concern for a Continuum of Care member and the Fair Housing Center. There was a concern

about removing the property selection for families with students in Tacoma Public Schools and allowing families the option to choose between available units when multiple become available at the same time.

*5.4.5 Limit and redefine “Good Cause” to decline a unit.*

This proposal received the most discussion and comments. NW Justice Project is concerned with limiting one unit turn down for good cause. “What if someone is offered a unit in the same building as the last offer within just a few months – daycare, job, lease issues and could not take it?” While they like that we also offer a HOP subsidy – it is time limited. Continuum of Care members and the Service Provider Network were concerned about school location and special needs for families. Waiting list applicants wanted to know if they could ask for a voucher if they turned down a unit without a good cause.

All groups agreed that being in a lease that had a financial obligation should be included in “good cause”. There were no comments about limiting to zero turn downs for not having a “good cause”.

*5.4.6 Adopt the HOP occupancy standards for property waiting list applicants and future THA property residents.*

For the most part, everyone attending the meetings was fine with this proposal; however, the survey results were split. This may be attributed to the limitation of an online survey without the ability to have a further discussion. NW Justice Project did ask, “How will we handle neighbors complaining if we change OCC Standards for new residents while there are those that are under old policy?”

*5.4.7 Change reinstatement policy from 12 months to 6 months*

Most were in favor of this proposal other than those that had concerns about seniors and disabled applicants having access. They were not aware of the specifics of our reasonable accommodations policy that includes provisions for these concerns. Some were glad to hear that we have a reinstatement policy as some housing authorities do not. The survey results were split almost evenly.

*5.4.8 Refine pre-resident orientations – “Renter Ready”*

The proposal for “Renter Ready” classes or orientations was well received. There were suggestions on how to make this successful including having providers on site at the classes. The waiting list applicants especially appreciated this proposal and asked about additional services to assist them with leasing up and moving.

#### *5.4.9 Applicants must check in quarterly using an online portal*

The proposal for an online portal was well received. Everyone liked the idea of THA providing a way to check their waiting list status, update their information and see tips on how to prepare to be a renter. Many asked about methods for access for those less technology savvy or needing assistance. NW Justice Project inquired about email reminders and verification method when the applicant has submitted changes. They asked if we would consider waiving the check-in requirement for seniors and disabled, such as a mirror policy to DSHS's supplemental accommodations. THA Rental Assistance staff members said they would appreciate a portal and we may need to consider a longer check-in time frame, such as semi-annual, if too many folks are missing the quarterly requirement. Members of the provider network felt it was important to place the responsibility on the applicant but also appreciated email reminders. Waiting list applicants asked if we send a letter when they are being removed from the waiting list. They liked the idea of reminders and that they can access a portal from their phone. They said they would appreciate a way to know what number / date we are working on to get a sense of when they are coming to the top of the list. The survey results slightly favored not removing folks from the waiting list if they don't check in quarterly.

#### *5.4.10 Consider a "fluid" reinstatement time period policy*

The participants that weighed in on the proposal that THA may need a "fluid" reinstatement time period if the market shifts agreed this was a good idea. As was mentioned in the quarterly check-in requirement, THA's Rental Assistance staff members said we may need to consider a longer check-in time frame, such as semi-annual, if too many folks are missing the quarterly requirement.

#### *5.4.11 Refine online virtual Property Look-Book website*

Attendees at the public meetings appreciate that THA is working on a virtual online property tour especially for those that expressed they have difficulties with transportation and would appreciate if they could look at a unit online if, and when, they receive an offer of a unit. The Fair Housing Center connected the proposal to remove property selection with the future online virtual tour. They stated, "Seems like there is a desire to make the property selection process easier/more streamlined (e.g. Online Property Virtual Tour / LookBook), which is inconsistent with doing away with this option (property selection). Is the plan to accept some of the recommendations but not all?"

#### *5.4.12 Contract with a consultant to build an algorithm to predict waiting list opening*

The proposal to build an algorithm to predict waiting list opening dates was discussed at some of the meetings. All participants appreciated that THA is working on ways to limit the amount of time an applicant waits for an offer of housing assistance to two years.

#### 5.4.13 Complete a Business Process Improvement Analysis

The proposal to complete business process improvement analysis was not discussed at the meetings however, participants at one of the public meetings thanked THA for working on ways to improve our waiting list process and shorten the time folks wait for an offer. Rental Assistance staff members asked if a one-page handout could be created that summarized the waiting list changes with the new policies and practices.

### 6. ADVANTAGES AND DISADVANTAGES OF WAITING LISTS

The first question the Team considered is whether or not even to have a waiting list. Many private property portfolios do not use a list. Instead, they advertise and consider applicants as they apply. The Team recommends that THA keep a waiting list.

THA Property Waiting Lists	
Reasons to Keep Waiting Lists	Reasons to Discontinue Waiting Lists
Clients seeking affordable housing can apply when the waiting list is open.	Clients seeking affordable housing can apply when a suitable unit is available.
Clients wait for years for their turn at affordable housing.	Clients are served on a first come, first served basis.
Pre-Resident Orientations help prepare clients to rent.	Clients signal that they are ready to rent and in need of affordable housing by applying for an available unit.
No Marketing.	No managing list, updating information or pulling names that may be stale or not ready.
Provides pipeline of potential eligible applicants.	Clients do not wait years.
Equitable to those that are not as savvy or don't have ability to constantly search for affordable housing	
Closer alignment with THA's mission to serve the neediest	

This report was tasked with a review of the various alternative models for managing a waiting list, the advantages and disadvantages of each, e.g, no waiting lists, limited waiting lists, centralized waiting list, and site specific waiting lists.

Based upon the results from surveying numerous Housing Authorities, subsidized housing providers, and private market property managers some trends were observed that relate to their policies and practices for maintaining waiting lists for their properties.

In particular, housing providers that allow applicants to remain on multiple property waiting lists and have more lenient turn down policies, all tended to not have technology driven methods for requiring clients to check in, update their contact information, check waiting list status or accept electronic applications. On the other hand, it was also noted that some housing providers, in particular some Housing Authorities, that do not maintain waiting lists,

expressed the issue of administrative cost burden related to property waiting lists. The issue of cost was also the primary issue for most private property management companies and landlords.

It appears that the advantages and disadvantages to maintaining property waiting lists relate directly to the housing providers key philosophies and priorities. Maintaining property waiting lists or having complex waiting list administration is a disadvantage for housing providers with very limited resources for administration or where cost is the driving concern. Housing providers that have policies and practices focused on serving more vulnerable populations find waiting lists to be an advantage.

Site specific waiting lists, centralized waiting lists, limited waiting lists and waiting list preferences do not appear to have a specific advantage or disadvantage. Policies and practices were specific to each housing provider and their priorities for administration.

THA's philosophy leans more to emphasize the advantages of property waiting lists. Continuing to offer a responsible and sensible waiting list opportunity for our properties aligns with THA's mission to provide high quality, stable and sustainable housing and supportive services to people in need.

THA will continue to use strategies that balance our ability to manage our waiting lists in a way that gives the most vulnerable residents a fair and equitable access to our assistance while avoiding an unaffordable administrative burden that is too complex for staff or clients. Our goal is to have a fair and accessible waiting list in which eligible applicants can expect to be offered housing assistance within 2 years of being placed on the waiting list. Offering a waiting list that is no longer than 2 years also allows THA to be more firm in its policies regarding the definition of housed, offer of housing choice options, and its turn down policies.

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## 7. RECOMMENDATIONS

This section includes interim and long term recommendations. Interim recommendations are policies or processes that THA should address immediately. Long term recommendations require further action and consideration.

Recommendations addressed the following items:

- The needs and conveniences of the property waiting list applicants.
- The capacity and availability of staff.
- THA's need to turn units under 20 days, preferably fewer days.
- The capacity and limitations of THA's new software, OpenDoor.
- The recommendations on the topic from outside consultants, TCAM and HDC.
- The practices of other high performing PHAs, affordable housing providers and market rate property managers.
- Making THA Portfolio Management more consistent with other THA programs.

The following recommendations are a combination of current practices at THA, best practices by other Housing Authorities, subsidized and private housing providers, staff observations and community consultation. THA staff collaborated to develop the following recommendations. THA's current waiting list process was mapped by the Waiting List Mapping Team that comprised of staff from Policy, Innovation and Evaluation, Rental Assistance, Property Management and Asset Management. Recommendations also acknowledge that Tacoma and the Puget Sound region are in a "housing crisis". THA wishes to assist as many people as we are able with affordable, safe and stable housing.

Staff members from Property Management, Rental Assistance, and Policy, Innovation and Evaluation were reconvened to evaluate the responses to each proposal after the community consultation. Each response was considered before staff made a decision on the proposed waiting list change. See Appendix D for the spreadsheet with responses.

An interim plan is proposed with specific tasks that require action prior to exhausting the current consolidated waiting list and some may require community consult and public notice. A long term plan is proposed for future considerations and actions when the consolidated waiting list is opened again. A conservative approach should be considered if THA's waiting list is opened prior to the implementation of the Long Term solutions so as not to cause a potential wait time of more than 2 years for the offer of a unit or subsidy.

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## **7.1 Interim Proposals**

### *7.1.1 Continue to use waiting lists.*

Some persons favor removing Property Waiting Lists. They would have THA operate like a private market houser, first come, first served. Most of THA's staff believes we must continue to operate Property Waiting Lists to align with THA's mission of ensuring we are serving the most needy because many of the applicants we serve are not in a position to monitor rental unit availability. Waiting lists provide a way for those that do not have the means or are not as savvy, an equitable opportunity to secure a rental unit.

While removing waiting lists on THA properties may improve lease up time, this has not been proven. The only advantage that has been proven by surveying other housing providers is the ease of administration and possible cost reduction. If THA follows through on implementing the Pre-Resident Orientation process (7.1.7) and an Online Property Portal (7.2.2) for virtual tours, this will better prepare potential clients for lease up, address issues or barriers they may have early in the process and decrease the likelihood for unit turn-down by clients based on property type or location. See Section 6 for the Advantages and Disadvantages of Property Waiting Lists.

### *7.1.2 Refine the definition of "housed" and remove "housed" households from THA waiting lists.*

This proposal is to clarify our policy on when someone is considered "housed". Currently, when someone is housed by THA, either with a HOP subsidy or at one of our properties, including residents housed at a building of their preference, they stay on the property waiting list because they signed up for more than one property.

This report proposes that all clients and residents housed using a THA subsidy, either through a voucher, a unit, or THA project based, will be changed to a status as "housed" and not offered other THA housing assistance. Households that are currently "housed" with any THA assistance can still apply to the waiting list when it is open but they will be removed from the waiting list when they come to the top if they are currently "housed" by THA. They will not be offered other housing from a THA waiting list or offered the option to move to another property unless it is through a reasonable accommodation request.

This proposal will apply to those applicants on the current Consolidated Waiting List as well as new applicants

*7.1.3 Continue consolidated (combined) waiting list for the portfolio and the HOP program.*

THA should continue to have one consolidated waiting list for its managed properties and the HOP Program. A Consolidated Waiting list is easier to manage. It gives applicants a chance to get housing assistance sooner. It speeds the pace of voucher issuance and in that way helps utilization.

THA would offer an applicant who comes to the top of the waiting list a choice of an apartment or a voucher. If the applicant chooses a HOP voucher but cannot use it, he or she would resume his or her place on the waiting list. If an applicant is offered a unit but declines the unit, the applicant can request a HOP voucher if the applicant has not previously declined the offer of a HOP voucher.

*7.1.4 Continue consolidated (combined) waiting list and remove property selection option.*

THA will continue to have one consolidated waiting list. The Consolidated Waiting list is easier to manage, provides an opportunity for applicants to secure housing assistance sooner and controls the pace of voucher issuance. THA will no longer offer property site selection(s) for waiting list applicants. Applicants will be placed on a waiting list based on the bedroom size they qualify for based on household size. THA will offer applicants the first available unit at any property based on the bedroom size appropriate to the size of the applicant's household. When the waiting lists reopen, applicants shall be offered a selection of a unit based on their eligible bedroom size only.

This proposal will apply to those applicants on the current Consolidated Property Waiting List as well as new applicants.

*7.1.5 Limit and redefine why and how many times an applicant can decline a unit.*

Applicants presently have unlimited chances to turn down an offered apartment for "good cause." They may turn down an offer once without good cause. Staff members find that many applicants turn down a unit that would suit their needs because they know they will have a chance at another unit. They also find that applicants turn down a unit because they are in a lease and would be penalized if they move, but THA does not currently consider this to be "good cause".

Tacoma is in a housing crisis with no end in sight. Homelessness is at an all-time high and the City has declared a state of emergency. THA is doing everything within its means to provide affordable, safe and stable housing to as many households as possible. We recommend revising the policy to allow applicants only one chance to decline an offer of an apartment, that one chance must be for "good cause" and that "good cause" is limited to an inability to



accept the offer because the applicant is committed to a lease that the applicant cannot leave without penalty.

If an applicant turns down a unit the first time for a “good cause” they can, (1) wait for another unit, or (2) request a HOP voucher (even if they declined one previously) or (3) ask to be moved to the bottom of the waiting list. A client’s need for reasonable accommodation will not count as a unit turn down.

Under this proposal, THA will remove an applicant from the waiting list who turns down an offer without cause or who, having turned down an offer once for “good cause”, turns down a second offer with or without cause. An applicant may seek the ability to turn down additional offers as part of a necessary and reasonable accommodation of a disability.

This proposal will apply to those applicants on the current Consolidated Waiting List as well as new applicants.

*7.1.6 Adopt the HOP occupancy standards for property waiting list applicants and future THA property residents.*

The Occupancy Standards for determining how many bedrooms a family is eligible for is different for applicants in THA properties than it is for HOP subsidy applicants. The HOP subsidy occupancy allows for two persons per bedroom regardless of age, familial status, and sex. THA’s property occupancy standard is more complex and requires separate bedrooms for adults and children or children of opposite sex. This makes administration and determination of bedroom size confusing for both staff and clients. This is especially the case when we offer a HOP subsidy to a Property Waiting applicant who may qualify for different bedroom sizes depending on which standard is being used.

This report proposes that THA shall adopt the HOP Occupancy Standards for Property Waiting List applicants. This action will reduce administrative burden and provide consistency by adopting one Occupancy Standard across our portfolio and programs.

This proposed policy will apply to those applicants on the current Consolidated Property Waiting List as well as new applicants.

*7.1.7 Change reinstatement policy from 12 months to 6 months*

If a household does not respond to correspondence from THA then they are removed from all THA waiting lists. Under current policies, applicants can request to be reinstated to all waiting lists if they contact THA within twelve months of being removed from the list(s). This proposal is to change our reinstatement policy for those removed from the waiting list from 12 months to six (6) months.

This proposed policy will also apply to those applicants on the current Consolidated Property Waiting List. Which includes those who initially declined a HOP subsidy but later decide they would like one through the reinstatement option. A reinstatement period of up to 6 months is in aligned with what several other housing authorities provide and leaves ample time for an applicant to make a request if they have been dropped from the waiting list.

#### 7.1.8 *Refine pre-resident orientations – “Renter Ready”*

To help improve lease up time, Property Management began developing a program in January 2018 to assist applicants to be prepared to rent once a unit with their bedroom size becomes available. The process will start when a household comes up for a specific bedroom size on the Consolidated Waiting List that matches our anticipated available unit bedroom size. The new program is still being developed and requires refinement. A pool of applicants based on bedroom size is invited to the Pre-Resident Orientation which will follow these basic steps:

- THA will verify the household’s eligibility.
- THA will determine the bedroom size the household is eligible to receive.
- They are shown all available buildings with their approved bedroom size. The applicant can request an in-person tour of the building and / or view the Online Property Virtual Tour when it becomes available

#### 7.1.9 *Applicants must check in quarterly*

In order to improve lease up time on THA units, we will begin requiring waiting list applicants to check in through the Client Online Portal every 3 months. This ensures that THA always has the current contact information and that the client is still eligible for the same bedroom size based on household size and income. It is also an opportunity to engage with a potential tenant and measure their interest and preparedness when a suitable unit does become available. The portal will be designed to provide email reminders and prompts. Clients will be removed if they fail to check within 90 days on the portal. Accommodations will be made for those that need assistance with checking in at one of THA’s sites, offices or by phone. THA will continue to provide a reinstatement policy for an applicant to appeal their removal from the waiting list.

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## 7.2 Long Term Recommendations

Long Term Proposals require a level of follow up. THA does not need to implement them prior to reopening the waiting list. THA should assign these recommendations will be assigned to a PIE Project Manager. That manager will develop a project outline to get them done.

### 7.2.1 *Consider a “fluid” reinstatement time period policy*

If the rental market begins to shift, THA should have a “threshold” in which we would consider going back to a longer reinstatement time frame and easing our turn down policy. A trigger would be put in place to signal that we should adjust our reinstatement policy. This trigger can be based on vacancy rate in the market and our utilization rate. This threshold could be evaluated each year as a component of the payment standard analysis.

### 7.2.2 *Refine online virtual Property Look-Book website*

A new virtual tour website for all THA properties is being developed under the direction of THA’s Communications and Marketing Manager. The project is scheduled to be completed by December 31, 2018.

### 7.2.3 *Contract with a consultant to build an algorithm to predict waiting list opening*

THA will contract with a consultant or work in-house, to build an algorithm that will account for our average time and required number of applicants on the waiting list for no more than a 2 year waiting period. It will be based on bedroom size. When the number of applicants on the waiting list drops to a level that will require accepting names, the waiting list will be reopened to accept a number of applicants that will be offered housing no longer than 2 years. The waiting list reopening will be by bedroom size with no property site selection option (see Proposal 7.1.3).

### 7.2.4 *Complete a Business Process Improvement Analysis*

Conduct a thorough analysis of the waiting list and lease up process for THA properties. Mapping should include a breakdown of each task and step based on the current waiting list model. Time and cost efficiencies should be considered. A process manual shall be developed and considerations for clarification to the Administration Plan and ACOP. Under the direction of the Business Improvement Process Manager, an analysis will be conducted on the entire waiting list and lease up process.

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## APPENDIX B

<b>Survey of Moving to Work Housing Authorities on Property Waiting List Policies and Practices</b> <b>(Results based on 18 MTW PHA's responding to survey = 48.6%)</b>	
Survey Question	Percentage Responded YES
Is your property waitlist site specific?	66.67%
Can applicants indicate a specific property?	66.67%
Do you use a master list with all properties included on it?	44.44%
Do clients select housing by a bedroom count?	61.11%
Is your waitlist currently open?	55.56%
Are clients able to check their status?	77.78%
Are clients required to check-in?	33.33%
Are clients required to update their information?	77.78%
(if: Yes, then: ) How often? <i>(responses were a range of every 2 years through "whenever it changes")</i>	83.33%
Once removed, how long before clients may request to be reinstated? <i>(responses were 10 days to up 2 years)</i>	66.67%
Do you have a priority status option when applying to the waitlist?	66.67%
If you allow applicants to apply to multiple property wait lists, do you remove them from all lists once they are housed?	55.56%
If you allow applicants to apply to multiple property wait lists, do you let them remain on the other lists even if they are housed at one of your properties?	50.00%
Do you allow an applicant to turn down a property and stay on wait list if they are in a current lease? **	50.00%
Do you offer HCV's?	94.44%
Are your HCV's time limited?	11.11%
Is your HCV waitlist open?	33.33%
Do you offer the choice of a housing assistance voucher to folks on the property waitlist?	22.22%
Are your voucher and property waitlist separate?	100.00%
Do you list the client number that is currently being assisted?	11.11%
Have you eliminated property waitlists?	5.56%
Do you have a client portal to check waitlist status?	38.89%
Do you have a client portal for clients to check in?	33.33%
Do you have an online process for waitlist applications?	61.11%
* THA is not included in these results	

# Waitlist Improvements



## Tacoma Housing Authority is considering changes to its Waitlist.

To help decide, we reviewed our property and rental assistance waitlists. We also looked into how other housing authorities, private for-profit, and non-profit housing providers run their waitlists. The recommendations we are proposing comes from those studies.

It's difficult to find a place to live in Tacoma right now. It's even harder for low-income households. People on the waitlist often wait years to be offered a unit or voucher. At Tacoma Housing Authority we work hard to provide affordable, safe and stable housing to as many people as possible.

After we recieve feedback from our clients, we will propose changes to our Board of Commissioners.

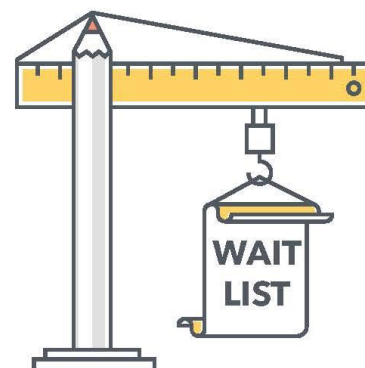
### Our Proposals:

These recommendations would apply to applicants on the current waitlists and to new applicants:

1. Continue to use waitlists.
2. Refine the definition of "housed" and remove households already "housed" by Tacoma Housing from our waitlists.
3. Continue combined waitlists for our properties and our HOP subsidy program.
4. Remove property selection option.
5. Change the rules on people being able to decline a unit.
6. Adopt the HOP occupancy rules for property waitlist applicants and future THA property residents.
7. Change reinstatement policy to get back on the waitlist from 12 months to 6 months.
8. Applicants must check in quarterly.
9. Rebuild how we do our pre-resident orientations.

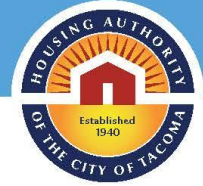
### Questions?

Karen Bunce  
kbunce@tacomahousing.org  
(253) 682-6216



# MTW Housing Survey Results

Survey of Moving to Work Housing Authorities on Property Waiting List Policies and Practices (Results based on 19 MTW PHA's responding to survey = 51%) Results include THA.



## Property Waitlists

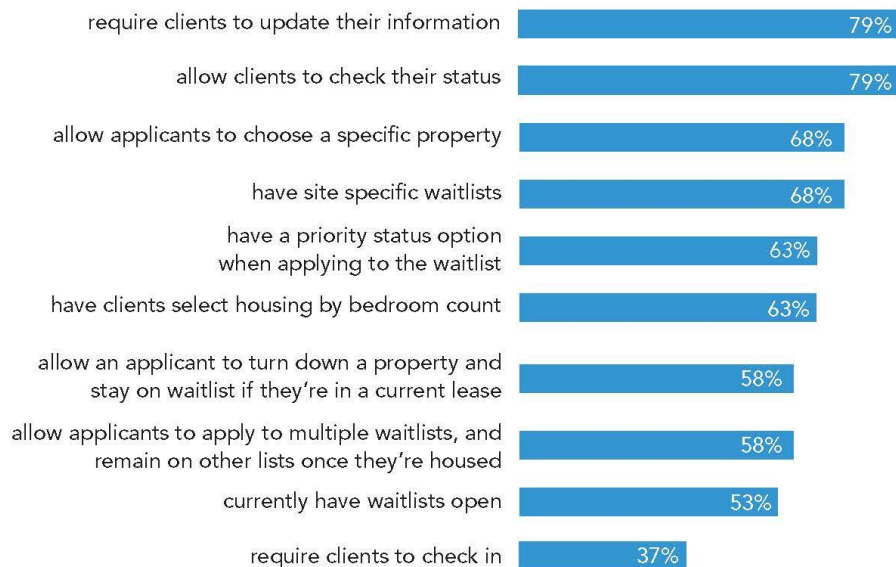
**26%** offer HCVs to clients on their property waitlists

\*includes THA's time limited voucher.



**47%** of MTW Agencies use a master list with all properties included on it.

### Agencies:



**1 of 19** agencies have eliminated property waitlists



### Voucher Waitlists

**89%** offer Housing Choice Vouchers (HCVs)

**52%** have an online process for waitlists applications

**89%** separate property & voucher waitlists.

**31%** use an online portal for clients to apply.

Questions? Micah Tucker | [mtucker@tacomahousing.org](mailto:mtucker@tacomahousing.org) | (253) 207-4412

[tacomahousing.net](http://tacomahousing.net)



## Online Functionality

52% have an online waitlist application process

48% have no online waitlist process



60% also have a client portal

## MTW Aggregate Information

We also combed through the 39 MTW agencies websites and attempted to get a high level view of a few other data points:

Results based on what could be retrieved through each MTW site

Property Waitlist  
Currently Open



HCV Waitlist  
Currently Open



Offer HCV's to  
Clients on  
Property Waitlist



Remove Clients  
from Waitlist  
Once Housed



Agencies with  
Property Masterlist







## Proposed Changes to Tacoma Housing Authority's Property Waitlists

Question	Current Policy or Process	Other Factors to Consider	Proposal(s) [Policies will allow for exceptions when necessary to reasonably accommodate a disabled person.]
<b>1. Should THA continue Property Waiting Lists?</b>	<b>THA Property Waiting Lists:</b> <ul style="list-style-type: none"> <li>• THA offers property waiting lists for eligible applicants to apply to rent a unit at THA subsidized properties.</li> <li>• When the wait list is open, applicants indicate the specific building(s) in which they would like to rent a unit.</li> <li>• At the time of application the applicant indicates the number of bedrooms based on THA's Property Occupancy Standards</li> </ul>	<ul style="list-style-type: none"> <li>• Many private management companies rent to first-come, first-served applicants and do not offer a waiting list.</li> <li>• Wait Lists can offer equity and access for those that are not as "savvy" and would not be able to monitor availability of subsidized housing on a continual basis.</li> <li>• The wait time for your name to come up for the offer of a unit can be years.</li> <li>• You may not be ready, or able, to rent a THA unit when your name comes up on the waiting list.</li> </ul>	<ul style="list-style-type: none"> <li>○ Continue to offer waiting lists for THA subsidized properties.</li> <li>○ Manage THA's Property Waiting Lists so that the wait for the offer of a unit is no longer than 2 years.</li> <li>○ Applicants apply based on bedroom size not based on a specific building or location.</li> </ul>
<b>2. Should THA continue the consolidated wait list?</b>	<b>THA's Consolidated Waiting List:</b> <ul style="list-style-type: none"> <li>• In 2017, THA consolidated our separate property waiting lists into one list and to sort by bedroom count instead of property site choice.</li> <li>• We also approved offering applicants on the consolidated waiting list a Housing Opportunity Program (HOP) Subsidy as they become available.</li> <li>• If an applicant accepts the HOP subsidy and secures housing, they are removed from the consolidated wait list.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidated wait list has helped ease the administrative burden and provided another opportunity to purge the wait list.</li> <li>• Applicants that accepted the offer of a HOP Subsidy were able to secure affordable housing NOW instead of waiting for their name to come up on the property wait list.</li> </ul>	<ul style="list-style-type: none"> <li>○ Continue to manage a consolidated waiting list.</li> <li>○ Continue to offer all applicants a HOP Subsidy when one is available, if the applicant does not want to wait for a THA unit.</li> </ul>

1|THA Property Waiting List Proposed Changes Matrix 2018-08-03

Question	Current Policy or Process	Other Factors to Consider	Proposal(s) <i>[Policies will allow for exceptions when necessary to reasonably accommodate a disabled person.]</i>
3. When should THA remove someone from the waiting list because they are “housed”?	<p><b>THA’s current definition of “housed” and removal from waiting list(s):</b></p> <ul style="list-style-type: none"> <li>A resident is considered “housed” when they are renting a unit at a THA building of their choice.</li> <li>A resident is also considered “housed” when they are receiving a housing assistance voucher, however they can remain on the property waiting list for a unit at a building of their choice.</li> <li>Applicants are only removed from waiting lists if they turn down the offer of a unit more than once or do not meet eligibility requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Tacoma is experiencing a competitive rental market.</li> <li>Low-income households find it difficult to compete in the current rental housing market.</li> <li>Applicants wait years for their turn for an offer of a unit or voucher.</li> <li>A resident or client may already be housed with THA’s assistance in some manner and still be on THA’s waiting list(s).</li> </ul>	<ul style="list-style-type: none"> <li>Refine THA’s definition of “housed” to be if a resident or client is housed or assisted by THA in any manner.</li> <li>THA will remove “housing” applicants from all waiting lists .</li> <li>Applicants can apply to the waiting list if no longer housed by THA (ex: end of HOP Subsidy term)</li> </ul>
4. Should THA revise its turn down policy?	<p><b>THA’s current “turn down” policy:</b></p> <ul style="list-style-type: none"> <li>THA allows households to turn down the offer of a suitable unit unlimited times if it is not in a building of their choice, or other factors that are considered “good cause”.</li> <li>THA allows households to turn down the offer ONCE of a suitable unit in their desired building.</li> <li>Good cause reasons can include job or day care location.</li> <li>Good cause does not include being in a lease in which the applicant would be penalized if they left early.</li> </ul>	<ul style="list-style-type: none"> <li>Tacoma is experiencing a competitive rental market.</li> <li>Low-income households find it difficult to compete in the current rental housing market.</li> <li>Applicants wait years for their turn for an offer of a unit or voucher.</li> <li>Applicants may not be ready or able to lease up when their name comes up because they are in a current lease.</li> </ul>	<ul style="list-style-type: none"> <li>Remove an applicant from the waiting list if he or she declines a unit without good cause.</li> <li>Allow an applicant to decline a unit only once for “good cause”.</li> <li>Revise “good cause” policy to mean only being in a lease in which the applicant would be penalized for breaking.</li> </ul>

2 | THA Property Waiting List Proposed Changes Matrix 2018-08-03

Question	Current Policy or Process	Other Factors to Consider	Proposal(s) <i>[Policies will allow for exceptions when necessary to reasonably accommodate a disabled person.]</i>
5. Should THA adopt one Occupancy Standard?	<p><b>THA has two different Occupancy Standards:</b></p> <ul style="list-style-type: none"> <li>• THA's HOP Subsidy Occupancy Standard is simple, The HOP subsidy occupancy allows for two persons per bedroom regardless of age, familial status, and sex (two heartbeats per room).</li> <li>• THA's Property Occupancy Standard is more complex and requires separate bedrooms for adults and children or children of opposite sex.</li> </ul>	<ul style="list-style-type: none"> <li>• Confusion of guidelines</li> <li>• Landlords do not like that THA has a different standard for renters than for our own properties.</li> <li>• Will help with administration if we continue to have consolidated waiting list for Properties and HOP Subsidies.</li> <li>• The HOP standard will allow THA to house more people in its portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>○ Adopt the HOP Occupancy Standard for all THA properties going forward</li> </ul>
6. Should THA change its reinstatement policy?	<p><b>THA's current Reinstatement Policy:</b></p> <ul style="list-style-type: none"> <li>• THA allows applicants that have been removed from the waiting list to appeal up to 12 months and be reinstated back into the same position on the list.</li> <li>• Reasons for reinstatement can include not receiving notices from THA because they moved and did not notify of a change of address.</li> </ul>	<ul style="list-style-type: none"> <li>• Tacoma is experiencing a competitive rental market.</li> <li>• Low-income households find it difficult to compete in the current rental housing market.</li> <li>• Applicants wait years for their turn for an offer of a unit or voucher.</li> <li>• THA regularly reaches out to applicants to verify contact information.</li> <li>• Paper process for appeals – administratively burdensome.</li> </ul>	<ul style="list-style-type: none"> <li>○ Change reinstatement period for appeal up to 6 months.</li> </ul>

Question	Current Policy or Process	Other Factors to Consider	Proposal(s) <i>[Policies will allow for exceptions when necessary to reasonably accommodate a disabled person.]</i>
7. Should THA require applicants to check in quarterly?	<p><b>THA's current Policy:</b></p> <ul style="list-style-type: none"> <li>• THA encourages applicants to update their contact information with us if there is a change, using a form from our web site.</li> </ul>	<ul style="list-style-type: none"> <li>• Tacoma is experiencing a competitive rental market.</li> <li>• Low-income households find it difficult to compete in the current rental housing market.</li> <li>• Applicants wait years for their turn for an offer of a unit or voucher.</li> <li>• THA regularly reaches out to applicants to verify contact information.</li> <li>• THA has a reinstatement policy in which an applicant can appeal if they were removed from the waiting list because their contact information changed.</li> </ul>	<ul style="list-style-type: none"> <li>○ When the online portal is active – THA will require applicants to check in once a quarter.</li> <li>○ Staff will assist clients with the Portal on computer provided in the lobby if they are unable to access themselves</li> </ul>
8. Other?			



## APPENDIX D



Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
1. Continue to use waiting lists.	Fine with this proposal	Fine with this proposal	Fine with this proposal	To be scheduled	Asked if this will affect RRH? Like the ideas as they will help prevent eviction. Great we are revisiting old policies that are not ideal in today's housing market. Glad we plan to present to the CoC members.  <i>Note: These changes will not apply to RRH</i>	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Agree that we need to continue waiting lists	Agree that we need continue waiting lists	Agree that we need to continue waiting lists. Some asked if we would consider preference for Veterans, disabled or seniors.  Asked questions about the offer of a voucher and that we are not opening voucher W/L at this time.  Asked about talking to current landlord to see if they would take a voucher.  Asked if being there for meeting improved their chances.	Yes =17 No = 0 Yes, by building = 4	YES

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
2. Refine the definition of "housed" and remove "housed" households from THA waiting lists.	Fine with this proposal	1.2.2 – I think there is merit to allowing a family that may already have been assisted to remain on a waitlist for another property they expressed interest in before being placed in their current housing. The other property could be in an area with greater access to opportunity/public accommodations, etc., and applying the lens of equity that is being applied in the umbrella decision to maintain the waitlists, it makes sense to give these families the opportunity to "upgrade" considering you should be able to turn their old unit around in 20 days and offer that to the next family.	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Tess Colby is concerned about removing people with PBVs in PSH.  Continue to let apply - Leave on W/L even if housed until their name comes up – then remove if already housed by THA	Continue to let apply - Leave on W/L even if housed until their name comes up – then remove if already housed by THA	Agreed that this was fine and understood that they would be removed if they are housed with a voucher and decide not to wait for a unit. Those that spoke said they would be grateful for anything as some have been waiting 6 – 7 years. Many talked about their own personal situation and the impact of the rising cost of housing on them. We assured some that asked about being housed at another place that this would not be considered housed by THA.	HOP – stay on Prop W/L=6  Remove from W/L only when in a unit = 5  Remove if receive HOP or Unit = 10	YES - Anyone can apply- Will not be removed until they get to top of list. April will talk to Tess to address her concerns. Pierce County has been asking about Move On vouchers. We will speak with Johnathon about exit vouchers so folks can lease up in other areas of opportunity.

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
3. Continue consolidated (combined) waiting list for the portfolio and the HOP program.	Fine with this proposal	Fine with this proposal	Like that we are discussing offering HOP if they decline a unit	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Like that we are offering a HOP to those on Prop. W/L	Like that we are offering a HOP to those on Prop. W/L	They really appreciate that we are offering a voucher if there is not a unit available. Asked a lot of questions about vouchers. Asked about porting	Yes = 21 No=0	YES- offer HOP if available and applicants have not declined a voucher offer already
	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
4. Continue consolidated (combined) waiting list and remove property selection option.	Fine with this proposal	1.2.4 – For the same reasons as my comment for 1.2.2, I think there is merit to allowing families the option to choose between available units when multiple become available at the same time.	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Marilee is concerned about removing prop selection for families with students in TPS schools for special needs or program	Fine with this proposal	Those that spoke up said this was fine, they would just be grateful for an offer of a unit. They were fine with bedroom count instead of property selection if it would speed up the time for an offer.	Yes= 18 No = 3	YES Units help serve those with most urgent need while a voucher give more choice and those wanting other opportunities.

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
5. Limit and Redefine "Good Cause" to Decline a Unit.	Concerned with limiting one turn down for good cause. What if someone is offered a unit in the same building as the last offer within just a few months – daycare, job, lease issues could not take it. While they like we also offer a HOP subsidy – it is time limited.  <i>Note:</i> <i>Families with someone elderly or disabled are already allowed good cause turn down related to jobs, child care or school.</i>	Fine with this proposal	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Chris asked about our process for those with HIV or other issues of being targeted.  Marilee requested that we also brief TPS on changes and possible impact to families  <i>Note: We will update our TPS liaison and McKenney Vento office.</i>	Find another way to say "good cause" for unit turn down as it can get mixed up with recent discussion on good cause for eviction.  Add a provision for good cause to include school location – special needs etc  <i>Note:</i> <i>We are not adding any other preferences such as a school as the district</i>	Appreciated that we are narrowing down the times someone can decline a unit as it improves their chances. Like that we are adding being a lease as a good cause – asked about how to tell landlord they need to get out of a lease.  Asked if they turn down a unit can they ask for a voucher instead – if they want to stay in current lease-location.	Include being in a lease = 14  Leave as is = 7  Remove if without good cause = 6  Decline only once for good cause = 7  Do not revise = 8	YES Adding being a lease with financial obligation for a period of time as a good cause reason. We are also adding that when it is 1 <sup>st</sup> Good Cause turn down they can 1)Wait for another unit or, 2) Offer a voucher (even if offered one already) or, 3) Ask if want to be moved to bottom of the list.

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

								provides transportation for special Programs			
	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
<b>Proposal</b>	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
6. Adopt the HOP occupancy standards for property waiting list applicants and future THA property residents.	How will we handle neighbors complaining if we change OCC Standards for new residents while there are those that are under old policy?	Fine with this proposal	Rental Assistance called with a question because now that the waiting list is being consolidated there were some question regarding the definition of "family member."  Here's the scenario: Julie received an update form from someone on the waiting list to add two adult males to her household. The relationship to the HOH was unknown at the time. Julie called the HOH to inquire – it is her significant other and her adult	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Seemed fine with this and understood our reasoning.	Seemed fine with this and understood our reasoning.	They seemed to understand this proposal and liked that we want to be consistent. Asked about when they would find out how many bedrooms they qualify for. We talked about what happens in briefings and orientations. Asked a few questions about changes in their household size.	Yes use HOP Occ Std for Prop = 9  Keep diff Occ Stds = 8  Other = 4  1. Depends on age 2. Let tenant specify what works for them 3.	YES  We do not tell folks where they should sleep - these are family decisions  There will be a separate discussion on the transfer list.

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

			son. The question came up because THA never gives a bedroom to someone who isn't a legitimate family member. The occupancy standards are different for THA properties and HOP vouchers. I think it's confusing because since people are being pulled according to bedroom size, the differences in policy in 1.) who is a family member 2.) determining bedroom size is different between programs. This could create issues as people add or subtract "family members" thus changing their eligibility for particular units in THA properties.							Should have the option 4. 2 per bedroom over the age of five	
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Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

Proposal	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
7. Change reinstatement policy from 12 months to 6 months	Consider allowing S & D up to 12 months for reinstatement? – Do not remove from W/Ls  <i>Note: We already offer reasonable accommodations for folks that are removed from the waiting list – even longer than 12 months</i>	Under the new rule, if an applicant doesn't get placed within 2 years what happens to them?  Do they get bumped from the list?  Are they able to get back on the list right away or do they have to wait for a period of time?  <i>Note: They can apply again when the list is open if removed from the waiting list.</i>	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Fine with this proposal and like that we try to give people a chance	Seemed fine with this and like that we try to give people a chance. Especially compared to other HA's that don't have a reinstatement policy	No one questioned this proposal when they realized they were good about checking in because they received the postcards. They agreed that those that don't keep up their contact information would be removed after 6 months as it can increase the time when they get an offer.	Yes, change to 6 months = 10  No, keep it at 12 months = 11	YES  We offer reasonable accommodations for those that miss the deadlines.

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

Proposal	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
8. Refine pre-resident orientations – “Renter Ready”	Fine with this proposal	Fine with this proposal	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Include providers on site at orientations – legal credit etc	Really encourage us to do this and provide advance notice and ways for renters to overcome barriers to leasing up. Asked a lot about owing HA money or previous eviction history for leasing up.	They appreciate that we will help them prepare to rent. They really like the idea of advance notice so they can work on issues or talk their current landlord. Some asked about security deposit assistance and moving items from storage.		YES

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
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	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
9. Applicants must check in quarterly	Asked if we will send an Email reminder when time is coming up & Reminder if missed deadline Will we waive for S & D - mirror a policy to DSHS for supplemental accommodations. Provide a verification that they submitted changes.  <i>Note: We already offer reasonable accommodations for folks that are removed from the waiting list</i>	Fine with this proposal	Appreciate that we are going to require this – portal will be very helpful! Email reminders are good. May need to go to semi-annual if 3 months is too strict and causing too many to miss deadline	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Valeri asked if case managers or others can check in for client – access to portal if they are high need – low functioning.  <i>Note: This is up to the client as it their decision to provide their log in and password to others on their behalf.</i>	Agree this is important – put the responsibility on applicant – like a portal with reminders and making sure they have computer access	Asked if we will send them a written letter if they are being removed. They did not suggest a longer time frame. They like the idea of reminder emails and being able to check to make sure they are still on the waiting list. They like the idea of knowing what number / date we are working on to get an idea of when they will get an offer.  Asked about access on phones, and a method to call in and update information if not computer savvy.	Yes must check in = 9  No, do not remove if don't check in = 12	Once the portal is live we will make sure all the requests for the portal are addressed

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
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	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
10. Consider a "fluid" reinstatement time period policy	Fine with this proposal		Fine with this proposal – see comment under #9	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Really like this – that we will change if need to	Fine with this proposal	Did not discuss		YES
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
11. Refine Online Virtual Property Look-Book Website	Fine with this proposal	In looking at the other recommendations (e.g. 1.2.8 – long term plan item 2) it seems like there is a desire to make the property selection process easier/more streamlined (e.g. Online Property Virtual Tour / LookBook), which is inconsistent with doing away with this option. Is the plan to accept some of the recommendations but not all?	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Fine with this proposal	Fine with this proposal	Did not discuss in AM meeting  PM meeting really liked the idea of an online virtual tour – some said it is hard to get around to view properties. Asked if there is someone that offers this service if they get a voucher.		YES  The Online Virtual Tour will assist Property Management when making an offer of a unit to help clients decide if they will accept the offer.

Waiting List Management for the Portfolio Recommendations - Summary of Community Consultation

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Tacoma Housing Authority  
Summary of Community Consult Feedback for Proposed Waiting List Changes  
As of September 10th, 2018

	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants Residents	Survey Results	
12. Contract with a consultant to build an algorithm to predict waiting list opening	Fine with this proposal	Let's say based on your algorithm the number of allowable families on the waitlist is 150, if 5 families are placed in the month of June does THA place 5 more families on the list right away?  How does THA inform the community of the openings?	Fine with this proposal	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Fine with this proposal	Like that we are targeting no more than 2 years for an offer of housing assistance or unit.	Did not discuss		YES  Specifics to be determined. Comments will be considered in the process.
	LEGAL		STAFF		COMMUNITY PARTNERS				COMMUNITY	Online	Decision
Proposal	NW Justice Project	Fair Housing Center	Rental Assistance	Property Management	Landlord Liaisons	Landlords	Continuum of Care Members	Provider Network	Waiting List Applicants, Clients & Residents	Survey Results	
13. Complete a Business Process Improvement Analysis	Fine with this proposal	Fine with this proposal	Provide an easy to read one-pager with all changes outline just like the handout	To be scheduled	Fine with this proposal	Scheduled to attend September 27 <sup>th</sup> , 2018 meeting	Fine with this proposal	Fine with this proposal	Did not discuss – however two attendees in the am meeting thanked THA for attempting to improve the waiting list process.		YES  Communications will work with staff to develop a one-pager



# TACOMA HOUSING AUTHORITY

## Statements of Vision, Mission and Values

Amended by the THA Board: February 27, 2013

### THA's Vision

THA envisions a future where everyone has an affordable, safe and nurturing home, where neighborhoods are attractive places to live, work, attend school, shop and play, and where everyone has the support they need to succeed as parents, students, wage earners and neighbors.

### THA's Mission

THA provides high quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities become safe, vibrant, prosperous, attractive and just.

### THA's Values

#### Service

Work in service to others is honorable. We will do it honorably, effectively, efficiently, with pride, compassion and respect.

#### Integrity

We strive to uphold the highest standards of integrity and ethical behavior.

#### Stewardship

We will be careful stewards of the public and private financial and environmental resources entrusted to us.

#### Communication

We value communication. We strive to be open and forthcoming with our customers, employees and colleagues, our partners, and our communities. We will listen to others.

#### Diversity of Staff

We value the diversity of our staff. It makes us stronger and more effective.

#### Collegial Support and Respect

The work we do is serious. We seek to create an atmosphere of teamwork, support and respect. We also value a good humor.

#### Excellence

We strive for excellence. We will always seek to improve.

#### Leadership

Everyone at THA, the Board, management and staff, shares the leadership it will take to extend these values throughout THA's work, to fulfill the mission and to advance the vision for our city.



# TACOMA HOUSING AUTHORITY

## Strategic Objectives

Amended by the THA Board: February 27, 2013

### **Housing and Supportive Services**

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.

### **Housing and Real Estate Development**

THA will efficiently develop housing and properties that serve primarily families and individuals unable to find the affordable and supportive housing they need. Its work will promote the community's development. Its properties will be financially sustainable, environmentally innovative, and attractive.

### **Property Management**

THA will manage its properties so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people want to live.

### **Financially Sustainable Operations**

THA seeks to be more financially self-sustaining.

### **Environmental Responsibility**

THA will develop and operate its properties in a way that preserves and protects natural resources.

### **Advocacy and Public Education**

THA will advocate for the value of its work and for the interests of the people it serves. It will be a resource for high quality advice, data and information on housing, community development, and related topics. THA will do this work at the local, state and national levels.

### **Administration**

THA will have excellent administrative systems. Its staff will have skills that make THA highly efficient and effective in the customer service it provides to the public and among its departments. It will provide a workplace that attracts, develops and retains motivated and talented employees.



**TACOMA HOUSING  
AUTHORITY**



**For Release Monday, September 10, 2018**

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**Harvard Kennedy School Names THA-TCC College Housing Assistance Program  
“Top 25 Innovations in Government for 2018”**

TACOMA, WA – The Harvard Kennedy School Ash Center for Democratic Governance and Innovation has named Tacoma Housing Authority and Tacoma Community College’s *College Housing Assistance Program (CHAP)* as one of the [“Top 25 Innovations in American Government for 2018.”](#)

Started in 2014, the THA-TCC [CHAP](#) provides rental assistance for up to 150 TCC students per year who experience homelessness or who are at serious risk of homelessness. Most students in the program are parents. The program supports them with rental assistance for up to three years or until graduation, whichever comes first. To qualify, they must demonstrate adequate progress toward a degree. The joint program accepts applications each year, and when accepted, students receive on-campus support to ensure they successfully find housing and are on track with college. The program also extends to TCC students who begin their studies while in prison, and who come to campus to continue their studies. Most are mothers reuniting with children, and often, face the toughest housing challenges. This partnership supports some of the most vulnerable students in our community, and its results have been positive for the students and the community.

**BACKGROUND OF CHAP**

The TCC general student population, in comparison to the student population at other colleges, is older, more likely to be the first in the family to attend college, more likely to be low-income, more likely to be working and more likely to be parents. TCC welcomes these students warmly. A TCC degree is transformational in their lives and is a major milestone to adult prosperity.

Yet a growing number of enrolled TCC students are homeless. In 2014, TCC surveyed its students. At the time, 100 students reported that they were homeless or at risk of becoming homeless. Students experiencing homelessness are much less likely to finish college.

*“A college can offer wonderful programs and support services, but if students don’t have a place to go home to at night, chances are they won’t be finishing their programs,”* said Mary Chikwinya, TCC Vice President for Student Affairs. *“CHAP gives students who are among the most likely to drop out a way to stay and finish.”*

That data prompted the TCC and THA partnership. They began with a pilot cohort of 47 homeless TCC students, 76 percent of whom were parents. THA provided them with rental assistance. TCC provided the on-campus support. TCC and THA then tracked metrics for the next two years for the cohort and for another 100 homeless students who applied for assistance but did not fit in the cohort. The results were very encouraging:

- **Retention and Graduation Rates:**  
**60 %** of pilot cohort students graduated or remained enrolled; in comparison only **16 %** of the other homeless or near-homeless students remained enrolled in school.
- **Grade Point Average**  
The cohort students earned an average **3.05 GPA**, higher than the overall TCC GPA of **2.97**.

The CHAP is one of fifteen initiatives in THA's Education Project. This project seeks to spend housing dollars, not just to house people, but also to get two other things done: to help them succeed as “parents, students, wage earners and builders of assets”; and to help public schools and colleges, like TCC, educate low-income students.

### **SCALING –UP CHAP**

These metrics from the initial cohort encouraged THA and TCC to expand the program. In 2016, the imperative to expand became critical. In that year, the University of Wisconsin HOPE Lab surveyed TCC students about their basic needs. This was part of a national survey of community college students. *See, Hungry and Homeless in College (Wisconsin HOPE LAB 2017)* That study found 27 percent of TCC students reported an experience of homelessness in the 12 months prior to answering the survey; 69 percent reported an experience within that time of serious housing instability, such as eviction for nonpayment of rent.

In response to this data and the alarming picture of what TCC students face, THA and TCC scaled up CHAP. The CHAP now pays to house 150 homeless or near homeless TCC students each year, most of whom are parents. More research will continue. Principal Investigator Sara Goldrick-Rab of Temple University will conduct a third party evaluation of CHAP, funded by the Kresge Foundation.

*“This partnership with TCC not only houses needy families but does so in a way that helps them get a college degree,”* said Michael Mirra, THA Executive Director. *“In that way it promotes their lasting success and prosperity, and that of their children. It also helps TCC succeed at its critical educational mission. This partnership with TCC is a very good use of a THA housing dollar.”*

NOTE: The program model presumes that THA’s rental assistance will allow these TCC students to find housing in reasonable proximity of the campus. That is getting harder to do in Tacoma’s new rental market, one of the tightest in the nation. In response, THA is purchasing apartments and properties around the TCC campus.

### **About Tacoma Community College**

Since opening its doors in 1965, TCC has provided a high-quality, affordable education to more than 500,000 people. Serving Tacoma, Gig Harbor, the Key Peninsula, online students and the women’s prisons, TCC educates about 13,000 students annually. Many TCC students are the first in their families to attend college. 58 percent receive financial aid, 13 percent have children, and 48 percent work while attending school.

100 percent committed to student success, TCC continually finds innovative ways to help students. Since launching its Open Educational Resources initiative in 2011, TCC has saved students collectively more than \$5 million on textbooks. Designated an Achieving the Dream Leader College, TCC provides a model for other schools seeking to engage students and boost completion rates. TCC is also one of 67 colleges selected nationally to participate in the Department of Education’s Second Chance Pell pilot program, providing access to education for incarcerated individuals. Designated as Military Friendly College®, TCC is proud to serve Pierce County’s military community. In fall 2018, the college will open a food pantry on campus to support students experiencing food insecurity.

### **About Tacoma Housing Authority**

Established in 1940, Tacoma Housing Authority provides high-quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities develop equitably. THA develops and manages real estate and provides rental housing. In partnership with thousands of private landlords, it helps families pay the rent in the private rental market. It delivers supportive services to help families succeed as “tenants, parents, students, wage earners and builders of assets who can live without assistance”. THA seeks to do its work in ways that help our community be an “attractive place to live, work, attend school, shop and play,” and that help Tacoma be “safe, vibrant, prosperous, attractive and just.” For more information about THA and its work, especially its Education Project, go to [www.tacomahousing.org](http://www.tacomahousing.org).





**TACOMA HOUSING AUTHORITY**

**ADMINISTRATION  
REPORTS**



# **TACOMA HOUSING AUTHORITY**

## **FINANCE**





# TACOMA HOUSING AUTHORITY

## **Motion**

Adopt a consent motion ratifying the payment of cash disbursements totaling \$4,990,306 for the month of August, 2018.

**Approved: September 26, 2018**

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Dr. Minh-Anh Hodge, Chair

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of August 2018**

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Account					
Accounts Payable Checks	Check #'s	92,240	-	92,390	
Accounts Payable EFTs	EFTs	24	-	27	
Business Support Center				394,885	Program Support
Moving To Work Support Center				84,151	
Moving To Work Buildings (used by Support Center)				58,183	
Tax Credit Program Support Center				25,540	
Section 8 Programs				181,366	Section 8 Operations
Hillsdale Heights				1,458	Properties
KeyBank Building				36	
Mr Mac Building				75	
Outrigger				3,862	
Salishan 7				38,589	
Salishan Common Areas				2,020	
Hillside Terrace 1800 Court G Development				8,872	Development
Bay Terrace II				3,352	
Hilltop Redevelopment				1,463	
Bus Development Activity				601	
CSA Program - Business Activities				880	Client Support
Community Services MTW Fund				14,954	
Education Private Grants (Gates, etc.)				1,382	
COT-Landlord Incentives				13,410	
AMP 6 - Scattered Sites				138,593	Public Housing
AMP 7 - HT 1 - Subsidy				3,971	
AMP 8 - HT 2 - Subsidy				5,014	
AMP 9 - HT 1500 - Subsidy				1,053	
AMP 10 - SAL 1 - Subsidy				13,162	
AMP 11 - SAL 2 - Subsidy				14,163	
AMP 12 - SAL 3 - Subsidy				11,888	
AMP 13 - SAL 4 - Subsidy				12,531	
AMP 14 - SAL 5 - Subsidy				108	
AMP 15 - SAL 6 - Subsidy				13,823	
THA SUBTOTAL				1,049,386	
Hillside Terrace 1 through 1500				39,861	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				2,313	
Alberta J Canada Bldg				-	
Arlington Youth Campus				82,116	
Renew Tacoma Housing				8,424	
Salishan I - through Salishan 6				9,446	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				142,160	1,191,547
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	482,491	-	482,522	16,800
	EFTs	110		117	2,797,405
Payroll & Payroll Fees - ADP					984,554
TOTAL DISBURSEMENTS					4,990,306

TACOMA HOUSING AUTHORITY			
CASH POSITION - August 2018			
Account Name		Current Balance	Interest
HERITAGE BANK			
Accounts Payable		1,119,889	0.45%
Section 8 Checking		2,585,074	0.45%
THA Affordable Housing Proceeds-Salishan		3,441,676	0.45%
THA Scattered Sites Proceeds		4,452,355	0.45%
FSS Escrows		146,074	0.45%
CSA Escrows		100	0.45%
Note Fund Account		101	0.45%
Credit Card Receipts		130	0.45%
Key Bank Security Deposits		4,012	0.45%
THA Investment Pool		333	0.45%
THDG - Tacoma Housing Development Group		694,415	0.45%
Salishan 7 Operations		1,713,811	0.45%
Salishan 7 Security Deposit		27,593	0.45%
Salishan 7 Replacement Reserve		262,811	0.45%
Salishan 7 Operating Reserve		201,201	0.45%
Highland Crest Operations		412,811	0.45%
Highland Crest Replacement Reserve		200,383	0.45%
Highland Crest Security Deposit		39,797	0.45%
Outrigger Operations		178,513	0.45%
Outrigger Replacement Reserve		102,721	0.45%
Outrigger Security Deposit		27,442	0.45%
Prairie Oaks Operations		89,813	0.45%
Prairie Oaks Replacement Reserve		18,671	0.45%
Prairie Oaks Security Deposit		2,962	0.45%
Payroll Account		9,865	0.45%
HOME STREET BANK			
James Center North Operations		246,680	0.00%
James Center North Security Deposit		57,058	0.00%
WASHINGTON STATE			
Investment Pool		\$ 100	1.80%
<b>1. TOTAL THA CASH BALANCE</b>		<b>\$ 16,036,393</b>	
Less:			
<b>2. Total MTW Cash Balance</b>		<b>\$ 726,000</b>	
<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	
2.09 Less Total Minimum Operating Reserves		\$ 726,000	
<b>2.1. MTW Cash Available (Lines 2-2.09)</b>		<b>\$ -</b>	
<b>3. MTW Cash Held By HUD</b>		<b>-</b>	

# TACOMA HOUSING AUTHORITY

## CASH POSITION - August 2018

<b>4. Non MTW Cash Restrictions/Obligations</b>			
<i>4.1 Non MTW Operational Restrictions</i>			
4.10 HUD Restricted - Lot and Property Sales		\$	7,894,031
4.101 Area 2B Sales Proceeds (Afford Hsg)	3,441,676		
4.102 Scattered Sites Proceeds (Afford Hsg)	4,452,355		
4.20 THA Property Accounts Reserved		\$	2,115,511
4.201 Security Deposit Accounts	158,864		
4.202 Highland Crest Operations Reserves	332,000		
4.203 Highland Crest Replacement Reserves	200,383		
4.204 James Center North Operations Reserves	194,000		
4.205 James Center North Capital	229,835		
4.206 Outrigger Operations Reserve	171,600		
4.207 Outrigger Replacement Reserves	102,721		
4.208 Prairie Oaks Operations Reserves	64,250		
4.209 Prairie Oaks Replacement Reserves	58,671		
4.210 Salishan 7 Reserves	340,375		
4.211 Salishan 7 Replacement Reserves	262,811		
4.30 Rental Assistance Reserves		\$	426,711
4.301 Mod Rehab Operating Reserves	94,756		
4.302 VASH, FUP & NED HAP Reserves	170,107		
4.303 FSS Escrows	161,848		
4.40 Prepaid Grants		\$	889,940
4.401 Gates Foundation	195,525		
4.402 THDG	694,415		
4.50 BFIM Buyout LOC Collateral-Potential Tax Credit Loss		\$	2,500,000
<b>4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)</b>		<b>\$</b>	<b>13,826,193</b>
<b>4.70 Agency Contracted or Budgeted Commitments Remaining</b>		<b>\$</b>	<b>160,516</b>
4.701 Salishan/Maintenance Shop remodel	51,041		
4.702 Alberta Canada Tenant Improvements	77,874		
4.703 BFIM Buyout	31,601		
<b>4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)</b>		<b>\$</b>	<b>13,986,709</b>
<b>5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)</b>		<b>\$</b>	<b>1,323,684</b>
<b>6. Development Payments - Project Reimbursement upon closing</b>		<b>\$</b>	<b>246,375</b>
6.01 Arlington Heights	243,706		
6.02 Marine View Court (1800 Block)	2,669		



**TACOMA HOUSING AUTHORITY**

**CLIENT SUPPORT  
& EMPOWERMENT**



# TACOMA HOUSING AUTHORITY

**DATE:** September 26, 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

Client Support and Empowerment has had a busy month. Three staff attended the national Prosperity Summit in Washington D.C. exploring the racial wealth gap and learning about tactics and tools to disrupt racist systems.

In our ongoing effort to develop new, illustrative and more useful key performance indicators, the Prosperity Summit was helpful in that staff were able to see how organizations around the country measure their own progress and success with clients. A particularly interesting point was that clients at different points in their lives define success quite differently. For example, seniors hope to age in place; chronically homeless adults look for housing stability -rather than unsupported housing; and, workable adults want to live independently without support, most wanting to own their own homes. All in all, it is clear that Client Support and Empowerment is charged to connect clients with targeted and appropriate services and resources, assist them in increasing their income and/or savings, and to help stabilize the most challenged clients. The expectation is to have finalized new measurements to present to the board by the November board meeting.

The staff of Client Support and Empowerment took part in a two hour training focused on trauma-informed care. Staff learned how trauma impacts brain development and physiological response systems, how to notice when someone has been triggered and how to/not to intervene, and how to recognize their own trauma responses. This should allow Client Support and Empowerment staff to mitigate crises and to have more tools to

manage crises when they happen. The hope is to provide this training four times per year and to make it available to all Tacoma Housing Authority (THA) staff.

Work continues with Arlington Drive, though the process to pick a provider for the young adult apartments has slowed down a bit. The deadline for agencies to respond to the Request for Proposals was extended three weeks, until September 24<sup>th</sup>, to provide more time for interested agencies to have adequate time to submit their best work. It is still the expectation that there will be a finalist chosen by early November and with approximately two years until services start it was determined that this extended timeline would help to ensure we have the most qualified agency on board.

Finally, we will find out tomorrow morning whether or not Pierce County has been selected as an Anchor Community. The Anchor Community Initiative is a coordinated statewide effort to end youth and young adult homelessness by 2022 and four communities were selected in this initial round. Four communities will be selected as the first Anchor Communities throughout the state of Washington, and if selected, Pierce County would benefit in many ways. This is a high profile initiative both in the state, but also nationally as Washington is seen as a leader in the effort to progressively end youth and young adult homelessness. THA played a strong role in the application and interview processes to become an Anchor Community and would participate heavily as a member of the core team moving forward. This has exciting implications for Arlington Drive and for our community.

### 3. CLIENT SUPPORT & EMPOWERMENT

#### 3.1 NUMBER OF PEOPLE AND HOUSEHOLDS SERVED

##### Program Entries, Exits, and Unduplicated Number of Households Served

August 2018	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Number Served (Month)	Unduplicated Number Served (YTD)
Case Staffing (Eviction Prevention Services)	5	4	34	45
Family Self Sufficiency (FSS)	9	1	200	224
General Services	2	0	82	121

<b>August 2018</b>	<b>Program/ Caseload Entries this Month</b>	<b>Program/ Caseload Exits this Month</b>	<b>Number Served (Month)</b>	<b>Unduplicated Number Served (YTD)</b>
Hardship	0	0	0	0
Housing Opportunity Program (HOP) Case Management	4	2	40	62
Children's Savings Account (CSA) K-5th Grade	1	0	76	76
Children's Savings Account (CSA) 6th - 12th Grade	3	0	66	66
Elementary School Housing Assistance Program (ESHAP)	0	0	36	36
Senior & Disabled	6	13	58	111
<b>DEPARTMENT TOTAL</b>	<b>30</b>	<b>20</b>	<b>592</b>	<b>741</b>

### 3.2 PROGRAM UPDATES

THA staff co-hosted several events within the last month, engaging the community, clients, and stakeholders. Two of those events are summarized below.

#### **Kid's Night Out:**

ESHAP Families enjoyed an evening at the ballpark watching Rainiers baseball via a generous donation from United Way Pierce County. Every ESHAP family received enough tickets for the whole family to attend, and each ticket came with a free meal so everyone in the family could also enjoy some ballpark food. In total, 145 tickets were distributed for this fun evening!

#### **Sue's Tech Kitchen:**

The United Way Pierce County also provided the opportunity for 17 families to attend Sue's Tech Kitchen at the Broadway Theater. Sue's Tech Kitchen is a tech-fueled wonderland for the mouth and the mind. Envisioned by bestselling author and



serial entrepreneur Randi Zuckerberg, designed by a NASA scientist, and featuring technologies from all corners of the modern imaginations, Sue's Tech kitchen offers a STEM-inspired adventure for the whole family that empowers kids to engage with tomorrow's technologies and revolutionizes family dining in the process.



**TACOMA HOUSING AUTHORITY**

**RENTAL ASSISTANCE**



# TACOMA HOUSING AUTHORITY

**DATE:** September 26, 2018

**TO:** THA Board of Commissioners

**FROM:** Julie LaRocque  
Director of Rental Assistance

**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

Rental Assistance (RA) has reached out to all of our landlords to meet and discuss Tacoma Housing Authority (THA) programs and answer questions they may have regarding special programs. The Landlord Engagement Specialist (LES) has contacted landlords through mass email communication. Based on the responses, a meeting is scheduled for September 27th at the Salishan Family Investment Center (FIC). It is open to all landlords who work with THA and its clients. This will provide an opportunity for THA to communicate updated policies/procedures, receive feedback related to potential improvements that THA can facilitate or strive for, and discuss opportunities to improve the success clients have as tenants. In addition to the LES, staff from Rental Assistance will also attend this meeting to meet the landlords and answer questions.

The LES is also a participant in the Rental Housing Association regional meetings to provide insight and gather further knowledge regarding a landlord's needs. This has been an opportunity to get the face of THA out to landlords that may now consider voucher holders as tenants. The relationship with landlords has been improving significantly as they now have a single point-of-contact for concerns they have. We have facilitated two meetings with property management groups to familiarize them with the initial leasing process with THA clients. This has been both beneficial for landlords to be aware of the new Source of Income Discrimination law, and for our tenants to now have landlords that are more receptive to our clients. We have also met with the Washington Multi-Family Housing Association to facilitate a similar training for their South Puget Sound members. This will be hosted at Salishan in October.

Attached to this report is an outline for the project we have developed to increase voucher utilization. We have completed a great deal of work on this project. In addition to the landlord engagement work mentioned earlier, we issued a Request for Proposals (RFP) for Project Based Vouchers (PBV) and Property Based Subsidies (PBS). The results of those RFPs are being submitted as resolutions for this month's board packet. These awards will result in over 100 new households being added to the voucher program (utilization) by the end of the year.

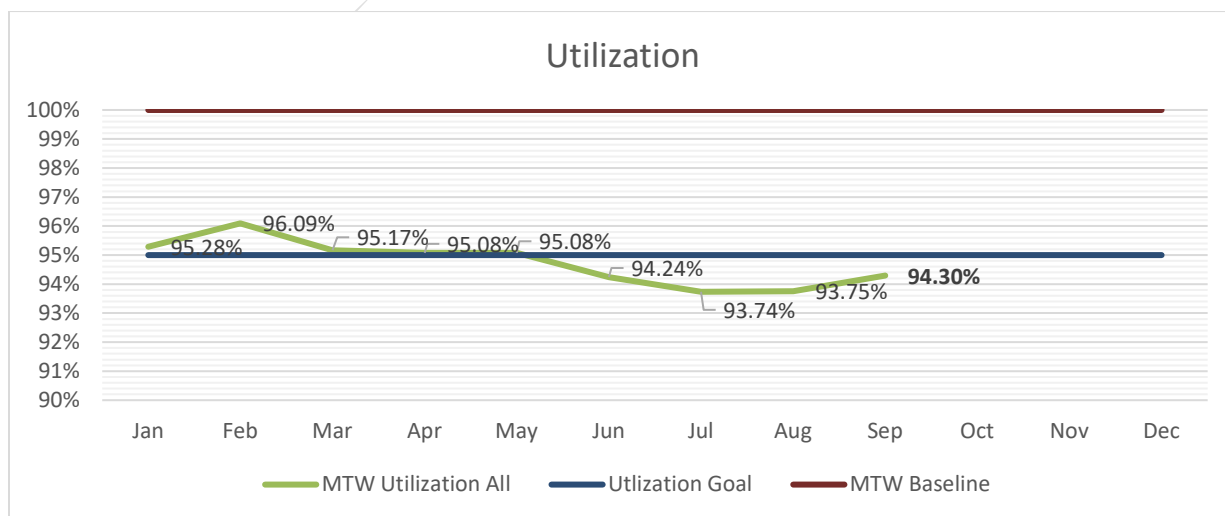
The remaining tasks on the project outline primarily relate to continued landlord engagement strategies. Recommendations on these items will be shared with the board in the fall and during the 2019 budget process.

### 3. RENTAL ASSISTANCE AND LEASING

#### Utilization Report

Housing Choice Voucher utilization is reported at **94.3%** for the month of August 2018. This number now includes projected data for Rapid Rehousing funds based off the most recent report from the City. We've taken the average utilization for the six complete months of data and applied that going forward. As new numbers are reported by the City, the chart below will be updated retroactively.

The chart below shows a slight improvement regarding our struggle with utilization. We have seen a small improvement over the last two months. The Rental Assistance department has made this its priority with supporting LES, our landlords, as well as our shoppers. RA and Client Support and Empowerment have scheduled 1-on-1 meetings with THA shoppers starting with the clients that have been shopping the longest. Staff discusses the market, makes referrals and gives them advice based on their barriers.



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

The Veterans Administration Supportive Housing (VASH) program continues to be underutilized. We have met with the Veterans Affairs (VA) as well as neighboring Housing Authorities (HA) to discuss this problem. The problem remains the same. The VA is unable to make referrals due to staffing issues. The VA also states that areas such as Tacoma and King County also have to deal with the tough market. The VA staff we deal with on a regular basis feel the frustration as well. Recently Housing and Urban Development (HUD) contacted THA to ask about these problems and shared that the problem is wide spread with the VA.

Rental Assistance has scheduled meetings with other partners that are under performing.

Program Name	Units Allocated	Units Leased	Shoppers	Percentage Leased
VASH (Veterans Administration Supportive Housing)	177	139	38	79%
NED (Non Elderly Disabled) Vouchers	100	90	10	90%
FUP (Family Unification Program)	50	42	8	84%
CHOP (Child Welfare Housing Opportunity Program)	20	15	5	75%
McCarver Program	50	38	12	76%
CHAP (College Housing Assistance Program)	150	46	104	31%
<b>TOTAL</b>	<b>547</b>	<b>370</b>	<b>177</b>	<b>68%</b>

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

Project-Based Properties	Units Allocated	Units Leased	Percentage Leased	Vacancy Comments
Bay Terrace 1 & 2	72	70	97%	Property Management Department
Eliza McCabe Townhomes	10	10	100%	
Flett Meadows	13	13	100%	
Guadalupe Vista	38	37	97%	Vacancy One – Pending approval
Harborview Manor	145	143	99%	Vacancy One – Pending lease Vacancy Two – Waiting for referral

Hillside Gardens	8	8	100%	
Hillside Terrace 1500	12	12	100%	
Hillside 2	13	12	92%	Property Management Department
Nativity House	50	48	96%	Vacancy One –Waiting on referral from Coordinated Entry Vacancy Two – Waiting on referral from Coordinated Entry
Pacific Courtyard	23	20	87%	Vacancy One – Pending Lease Vacancy Two – Pending Lease Vacancy Three – Waiting for referral
New Tacoma Phase II	8	8	100%	
Salishan 1-7	340	334	98%	Property Management Department
Tyler Square	15	14	93%	Vacancy One – Pending Inspection
<b>TOTAL</b>	747	729	98%	



## Tacoma Housing Authority

Project Database

### PROJECT OUTLINE

**Project Number:** RA-2017-012  
**Project:** Voucher Utilization Rate Improvement  
**Date:** September 14, 2018  
**Deadline:** December 31, 2019  
**Project Manager:** Adam Ydstie  
**Status:** Open

Task or Objective	Who	Deadline	Status
<b>1. RESEARCH AND GATHER INFORMATION</b>	April Black	05/1/2018	Closed
1.1 Projected HAP Contract Funding	Ken Shalik	05/19/2017	Closed
1.1.1 HAP Percentage Allocation for 2017.	Ken Shalik	05/19/2017	Closed
1.1.2 Projected HAP Funding for 2018	Ken Shalik	05/19/2017	Closed
1.2 Review Allocations and Strategies at other HAs	Adam Ydstie	05/17/2017	Closed
1.3 Current and Projected Voucher Utilization Rates and Costs	Greg Claycamp	05/19/2017	Closed
1.3.1 HOP Utilization	Greg Claycamp	05/24/2017	Closed
(a) Shopper demographics	Jennifer Watts+	05/24/2017	Closed
(b) Days Shopping	Jennifer Watts+	05/24/2017	Closed
(c) Voucher Return Rate	Jennifer Watts+	05/24/2017	Closed
(d) HOP Program Evaluation and Possible Rent Reform	April Black	05/19/2017	Closed
1.3.2 Project Based Vouchers	Greg Claycamp	05/17/2017	Closed
1.3.3 RAD Choice Mobility Vouchers	Greg Claycamp	05/17/2017	Closed
1.3.4 Special Programs	Julie LaRocque	05/26/2017	Closed

**Project:** Voucher Utilization Rate Improvement  
**Date:** September 14, 2018  
**Deadline:** 12/31/2019 12:00:00 AM  
**Project Manager:** Adam Ydstie

(a) Elementary School Housing Program (ESHAP)	Julie LaRocque	05/17/2017	Closed
(b) College Housing Assistance Program (CHAP)	Julie LaRocque	05/19/2017	Closed
(c) Family Unification Program (FUP)	Julie LaRocque	05/19/2017	Closed
(d) Children's Housing Opportunity Program	Greg Claycamp	05/26/2017	Closed
(e) Other Special Programs	Julie LaRocque	05/19/2017	Closed
1.3.5 PCCC Rapid Rehousing	April Black	05/19/2017	Closed
1.3.6 Other	Julie LaRocque	05/19/2017	Closed
(a) RAs and Other Transfers	Julie LaRocque	05/19/2017	Closed
(b) Ports	Julie LaRocque	05/19/2017	Closed
1.4 Percentage of HAP THA Directs to Non-Voucher Purposes	Greg Claycamp	05/24/2017	Closed
1.4.1 Administration	Ken Shalik	05/24/2017	Closed
1.4.2 Portfolio Capital Costs	Ken Shalik	05/24/2017	Closed
1.4.3 Community Services Operations	Greg Claycamp	05/19/2017	Closed
1.4.4 Security Deposit Assistance Program	Greg Claycamp	05/24/2017	Closed
(a) One-Time Assistance Available to All Subsidy Recipients	Greg Claycamp	05/24/2017	Closed
(b) Incorporation into HAP PUPY Calculation	Greg Claycamp	05/24/2017	Closed
1.4.5 Landlord Liaison	Greg Claycamp	05/19/2017	Closed
(a) Stand-Alone Position v. Deployment Within Team	Greg Claycamp	05/19/2017	Closed
(b) Landlord Incentives	Greg Claycamp	05/19/2017	Closed
1.5 Market Conditions	Greg Claycamp	05/19/2017	Closed
1.5.1 FMRs and Adjustments to Payment Standards	Eric Lane	05/19/2017	Closed



**Project:** Voucher Utilization Rate Improvement  
**Date:** September 14, 2018  
**Deadline:** 12/31/2019 12:00:00 AM  
**Project Manager:** Adam Ydstie

1.5.2	Competitive Challenges	Jessie Beck	05/24/2017	Closed
Challenges	(a) Shopper-Related	Jessie Beck	05/24/2017	Closed
	(b) Discriminatory Practices by Landlords	Jessie Beck	05/24/2017	Closed
	(c) Jurisdiction Flexibility with PCHA	Greg Claycamp	05/26/2017	Closed
<b>2.</b>	<b>GENERAL PLANNING</b>	April Black	05/1/2018	Closed
2.1	Percentage of HAP Directed to Non-Voucher Purposes, 2017 and 2018 (!)	Greg Claycamp	05/24/2017	Closed
2.1.1	Administration	Ken Shalik	05/24/2017	Closed
2.1.2	Portfolio Capital Costs	Ken Shalik	05/24/2017	Closed
2.1.3	Client Services Operations	Greg Claycamp	05/22/2017	Closed
	(a) Security Deposit Assistance Program	Greg Claycamp	05/17/2017	Closed
	(b) Landlord Liaison	Greg Claycamp	05/17/2017	Closed
<b>3.</b>	<b>Adopt utilization target</b>	April Black	03/30/2018	Closed
3.1	CONSULTATION	Eric Lane	03/29/2018	Closed
3.1.1	Residents/Program Participants	Aley Thompson	03/29/2018	Closed
3.1.2	Prospective Residents/Prospective Participants	Aley Thompson	03/29/2018	Closed
3.1.3	Landlords	Aley Thompson	03/29/2018	Closed
3.1.4	Governmental Staff Officials	Aley Thompson	03/29/2018	Closed
	(a) City of Tacoma	Aley Thompson	03/29/2018	Closed
	(b) Pierce County Community Connections	Aley Thompson	03/29/2018	Closed
	(c) Pierce County Housing Authority	Aley Thompson	03/29/2018	Closed
3.1.5	Business Groups	Aley Thompson	03/29/2018	Closed
	(a) Participating Landlords	Aley Thompson	03/29/2018	Closed

**Project:** Voucher Utilization Rate Improvement  
**Date:** September 14, 2018  
**Deadline:** 12/31/2019 12:00:00 AM  
**Project Manager:** Adam Ydstie

(b) Potential Landlords	Aley Thompson	03/29/2018	Closed	
3.1.6 Community Partners to THA	Aley Thompson	03/29/2018	Closed	
3.2 BOC adopts 2018 budget with 95% utilization target	April Black	12/31/2017	Closed	
3.3 MTW Plan Amendment	April Black	03/30/2018	Closed	
3.3.1 Draft public comment documents for MTW Plan amendment	April Black	01/15/2018	Closed	
3.3.2 Michael approval of amendment public comment documents	Michael Mirra	01/19/2018	Closed	!
3.3.3 Post amendment to website	April Black	01/19/2018	Closed	
3.3.4 Conduct public hearings	April Black	02/16/2018	Closed	
3.3.5 Consult with community partners (link to HOP evaluation consultation)	April Black	02/19/2018	Closed	
3.3.6 Consult with elected officials (link to HOP evaluation consultation)	April Black	02/19/2018	Closed	
3.3.7 Prepare MTW amendment based on feedback from staff and community	April Black	02/22/2018	Closed	
3.3.8 BOC study session	April Black	02/23/2018	Closed	
3.3.9 BOC approval of Plan amendment	April Black	02/28/2018	Closed	
3.3.10 Submit Plan to HUD	April Black	03/12/2018	Closed	
3.3.11 Post submitted Plan to website	April Black	03/15/2018	Closed	
3.3.12 HUD approval of amendment	April Black	03/30/2018	Closed	
3.3.13 Post approved Plan to website	April Black	03/30/2018	Closed	
<b>4. Explore Project and Property Based Subsidy Options</b>	Aley Thompson	03/29/2018	Closed	
4.1 Project Based Vouchers	Aley Thompson	03/29/2018	Closed	
4.2 Property Based Subsidies	Aley Thompson	03/29/2018	Closed	

**Project:** Voucher Utilization Rate Improvement  
**Date:** September 14, 2018  
**Deadline:** 12/31/2019 12:00:00 AM  
**Project Manager:** Adam Ydstie

4.3 Issue RFP and Award Subsidies (see sep project)	Aley Thompson	03/29/2018	Closed
<b>5. Deploy Landlord and Tenant Strategies to increase Utilization</b>	Eric Lane	11/2/2018	Open
5.1 Landlord Engagement Options	Eric Lane	11/2/2018	Open
5.1.1 Landlord Incentives	Eric Lane	11/2/2018	Open
(a) Signing bonuses	Eric Lane	11/2/2018	Open
(b) Pay for days leasing delayed due to pending HQS inspection	Eric Lane	11/2/2018	Open
(c) Mitigation Fund	Eric Lane	11/2/2018	Open
(d) Forgive debts to THA in exchange for renting vacancies to voucher holders	Eric Lane	11/2/2018	Open
5.1.2 Tenant Readiness	Eric Lane	11/2/2018	Open
(a) Security Deposit Assistance	Eric Lane	11/2/2018	Open
(b) Renter Readiness Classes	Eric Lane	11/2/2018	Open
(c) Assist tenants with past rent and utility debts	Eric Lane	11/2/2018	Open
(d) Pay screening fees	Eric Lane	11/2/2018	Open
5.1.3 Reactivate Landlord Advisory Committee	Eric Lane	11/2/2018	Open
5.1.4 Hire Landlord Engagement Specialist	Eric Lane	11/2/2018	Open
5.1.5 Improve timeliness of payments	Eric Lane	11/2/2018	Open
5.1.6 Housing Specialist follow-up and support	Eric Lane	11/2/2018	Open
5.1.7 Targetted admissions	Eric Lane	11/2/2018	Open
(a) Admit households below 50% AMI versus 30% AMI	Eric Lane	11/2/2018	Open
5.2 Adopt recommendations for resource allocation in 2019	Julie LaRocque	11/2/2018	Open
5.2.1 Present scenarios to program staff for recommendations	Julie LaRocque	11/2/2018	Open
5.2.2 Present scenarios to Cabinet for recommendations	April Black	11/2/2018	Open

**Project:** Voucher Utilization Rate Improvement  
**Date:** September 14, 2018  
**Deadline:** 12/31/2019 12:00:00 AM  
**Project Manager:** Adam Ydstie

5.2.3 Approval of recommendations	Michael Mirra	11/2/2018	Open	!
5.2.4 Final recommendations reflected in 2019 agency budget	April Black	11/2/2018	Open	
<b>6. IMPLEMENTATION</b>	Julie LaRocque	12/31/2018	Open	
6.1 Complete Research	Julie LaRocque	12/31/2018	Open	
6.2 Complete Internal Planning	Julie LaRocque	12/31/2018	Open	
6.3 Complete External Consultation	Julie LaRocque	12/31/2018	Open	
6.4 Draft Memorandum	Eric Lane	12/31/2018	Open	
6.4.1 HAP Allocation Recommendation	Eric Lane	12/31/2018	Open	
6.4.2 Voucher Utilization Recommendation	Eric Lane	12/31/2018	Open	
6.4.3 Landlord Incentives Recommendations	Eric Lane	12/31/2018	Open	
6.5 Asset Management Committee Approves Memo Recommendations (!)	Sandy Burgess	12/31/2018	Open	
6.6 Executive Director Approves Memo Recommendations (!)	Julie LaRocque	12/31/2018	Open	!
6.7 Board Approves Recommendations (1)	Julie LaRocque	12/31/2018	Open	
<b>7. EVALUATION</b>	April Black	12/1/2019	Open	
7.1 Review Allocation Management for Voucher and Non-Voucher HAP Budgets	April Black	12/1/2019	Open	
7.2 Review Voucher Utilization Rates and Costs	April Black	12/1/2019	Open	
7.3 Evaluation by External Partners Consulted in Planning	April Black	12/1/2019	Open	
<b>8. CLOSING</b>	Julie LaRocque	12/30/2019	Future	
8.1 Project Records in Order	Eric Lane	12/30/2019	Open	
8.1.1 Shadow Drive	Eric Lane	12/30/2019	Open	
8.1.2 Project Paper File and Binders	Eric Lane	12/30/2019	Open	
8.2 Library Transfers	Eric Lane	12/30/2019	Open	



**TACOMA HOUSING AUTHORITY**

**PROPERTY MANAGEMENT**



# TACOMA HOUSING AUTHORITY

**Date:** September 26, 2018

**To:** THA Board of Commissioners

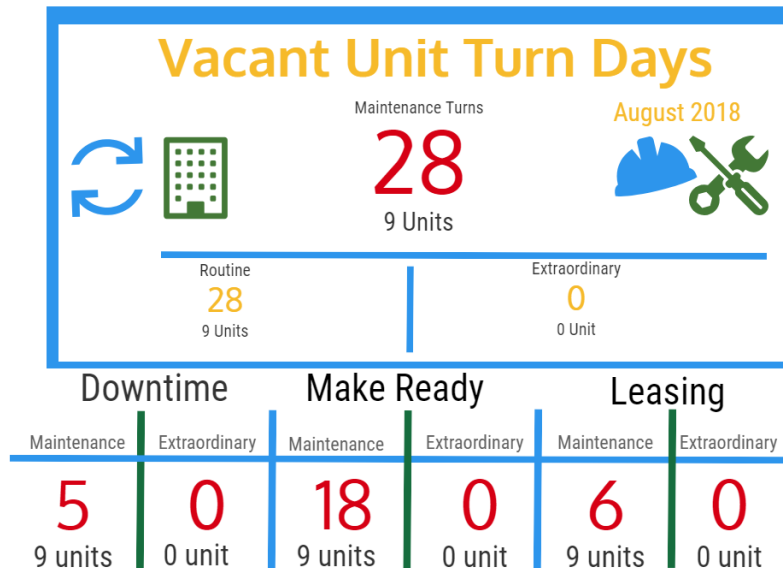
**From:** Frankie Johnson  
Director of Property Management

**Re:** Property Management Monthly Board Report

## 1. OCCUPANCY OVERVIEW

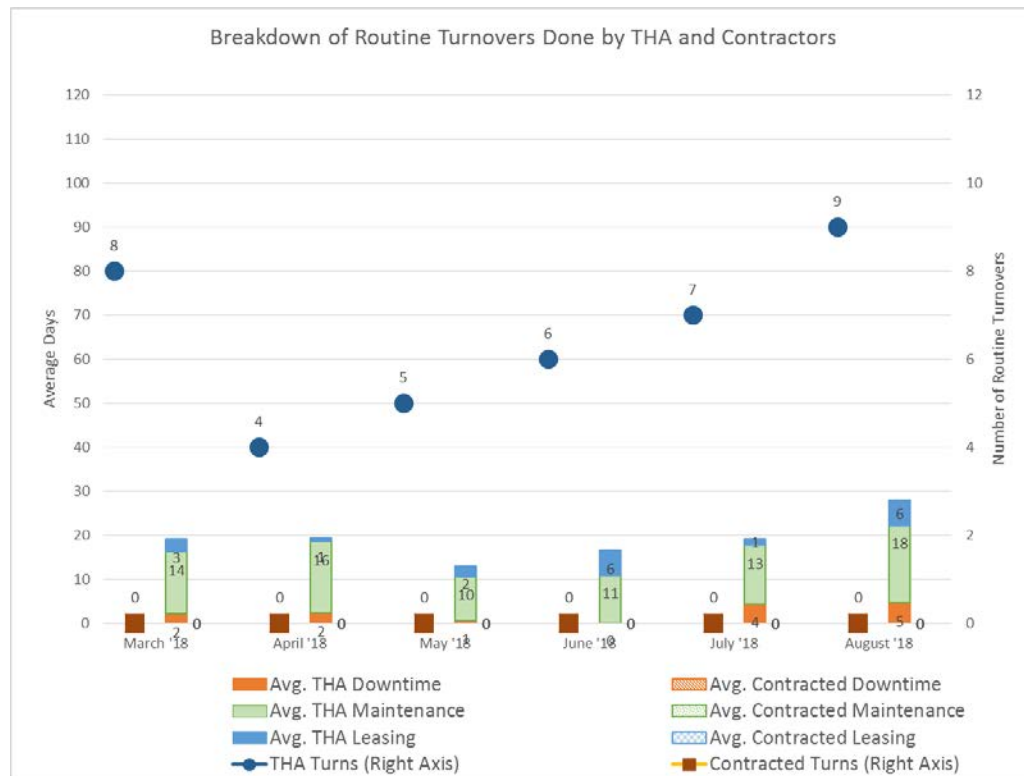
### 1.1 Occupancy

PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MONTH OCCUPIED	% YTD OCCUPIED
All Hillside/Bay Terrace	206	1	0	205	99%	99%
Family Properties	118	0	0	118	100%	100%
Salishan	631	8	0	623	99%	99%
Senior/Disabled	353	3		350	99%	99%
All Total	1,308	12	0	1,296	99%	99%



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

## 1.2 Vacant Unit Turn Status



Today's Date 9/13/2018

Select End Month & Year	August	8	2018
	July	7	2018
	June	6	2018
	May	5	2018
	April	4	2018
Beginning Month	March	3	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	August	9	9	0	27.9	4.7	17.6	5.7
2018	July	7	7	0	19.0	4.3	13.4	1.3
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
		All Contracted Turnover Information						
Year	Month	Total Number of Turns	Contracted Turns	Total Meth Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2018	August	9	0	0	0.0	0.0	0.0	0.0
2018	July	7	0	0	0.0	0.0	0.0	0.0
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

The average unit turn time for the month of August was 28 days for nine (9) 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, pest control, temporary hotel holds or moves relating to a Reasonable Accommodation.

**Routine Unit Turns extending beyond 25 days:**

- 2302 6<sup>th</sup> Avenue #118: Four (4) unit offers before leasing
- 2302 6<sup>th</sup> Avenue #111: Three (3) unit offers before leasing

**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 the Month of August 2018

Property Name		Priority			
		Routine	Urgent	Emergency	Grand Total
6th Ave Apartments	Total Work Orders	28	1		29
Bay Terrace Phase One	Total Work Orders	13		2	15
Bay Terrace Phase Two	Total Work Orders	9	1		10
Bergerson Terrace	Total Work Orders	17	8		25
Dixon Village	Total Work Orders	11	3	2	16
E.B. Wilson	Total Work Orders	39	3		42
Fawcett Apartments	Total Work Orders	25	1		26
Hillside Terrace 1500 Block	Total Work Orders	5			5
Hillside Terrace Ph 1	Total Work Orders	4	1		5
Hillside Terrace Ph II	Total Work Orders	6			6
Ludwig Apartments	Total Work Orders	8	1		9
North G St	Total Work Orders	19	4		23
North K St	Total Work Orders	24	3		27
Salishan Five	Total Work Orders	37	2	1	40
Salishan Four	Total Work Orders	37	1		38
Salishan One	Total Work Orders	43			43
Salishan Seven	Total Work Orders	28	1		29
Salishan Six	Total Work Orders	54	4	1	59
Salishan Three	Total Work Orders	46			46
Salishan Two	Total Work Orders	67			67
Wright Ave	Total Work Orders	34	1		35
<b>Grand Total</b>	<b>Total Work Orders</b>	<b>554</b>	<b>35</b>	<b>6</b>	<b>595</b>

In the month of August, 100% of emergency work orders were completed within 24 hours; maintenance staff completed 554 non-emergency work orders with a total of 3,108 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  
For Month Ending August 2018**

Property Name	Priority			Grand Total
	Routine	Urgent	Emergency	
6th Ave Apartments	99	0	1	<b>100</b>
Bay Terrace Phase One	8	0	0	<b>8</b>
Bay Terrace Phase Two	28	1	0	<b>29</b>
Bergerson Terrace	43	0	0	<b>43</b>
Dixon Village	1	0	0	<b>1</b>
E.B. Wilson	4	0	0	<b>4</b>
Hillside Terrace 1500 Block	33	0	0	<b>33</b>
Hillside Terrace Ph 1	1	0	0	<b>1</b>
Hillside Terrace Ph II	12	1	0	<b>13</b>
Ludwig Apartments	2	0	0	<b>2</b>
North G St	32	1	0	<b>33</b>
North K St	21	0	0	<b>21</b>
Salishan Five	35	0	0	<b>35</b>
Salishan Four	34	2	0	<b>36</b>
Salishan One	153	0	0	<b>153</b>
Salishan Seven	30	0	0	<b>30</b>
Salishan Six	30	0	2	<b>32</b>
Salishan Three	36	0	2	<b>38</b>
Salishan Two	58	0	0	<b>58</b>
Wright Ave	10	0	0	<b>10</b>
<b>Grand Total</b>	<b>670</b>	<b>5</b>	<b>5</b>	<b>680</b>

**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.

For the previous six (6) months, property management has maintained less than twenty (20) days from key-to-key. The twenty-eight (28) day average for August was impacted heavily by multiple applicants in leasing and transfers.



**TACOMA HOUSING AUTHORITY**

**REAL ESTATE DEVELOPMENT**



# TACOMA HOUSING AUTHORITY

**DATE:** September 26, 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 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 Minority Business Enterprise (MBE) firm. THA and TAC Build are negotiating the Purchase and Sale Agreement; it should be executed by the end of September. Closing is anticipated by the end of January 2019 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.

The number of units will be reduced from 70 to 64. This measure is proposed to limit the financing gap which will increase as construction costs continue to climb.

Revised Distribution by BR and Set Aside

	<b>1-BR</b>	<b>2-BR</b>	<b>TOTAL</b>
Low Income	24	14	38
Homeless	8	5	13
Disabled	8	5	13
<b>TOTAL</b>	<b>40</b>	<b>24</b>	<b>64</b>

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

**Financing**

The total development cost is currently budgeted at \$18,657,241 and is fully funded. The 2018 tax credit allocation of \$1,424,413 is projected to generate an estimated \$11,992,241 in equity. An award of \$1,850,000 from the Washington State Department of Commerce Housing Trust Fund has also been made. The below table reflects all projected development sources.

<b>Residential Source Name</b>	<b>Residential Source Type</b>	<b>Committed Amount</b>
Permanent Tax-Exempt Loan	Private	\$2,625,000
Tax Credit Equity	Private	\$11,992,241
UDAG Grant	TCRA	\$300,000
HTF	State – Housing Trust Fund	\$1,800,000
Sponsor Financing	Sponsor	\$1,850,000
	<b>Total</b>	<b>\$18,567,241</b>

**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.

In response to the Request for Proposals for a GC/CM contractor staff received three proposals: 1. Absher Construction, 2. Marpac and 3. Charter Construction. Staff has determined all three proposals to be responsive.

Resolution No. 2018-09-26 (7) requesting authorization for THA's Executive Director to negotiate and enter into a pre-construction services and construction contract will be presented at the September 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. A triple net lease is a [lease](#) agreement that designates the tenant as being solely responsible for all the costs relating to the property being leased, in addition to the rent fee applied under the lease. The structure of this type of lease requires the lessee to pay the net amount for three types of costs, including net real estate taxes on the leased asset, net building insurance and net common area maintenance.
- The tenant has completed their improvements and opened 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 has executed their lease.
- Listing Brokers are generating interest for the remaining vacant spaces and numerous prospective tenants have toured the space.
- THA staff are helping to activate the empty store front along Mildred by using it as a field office for outreach and planning meetings.

##### **Predevelopment**

Ankrom Moisan Architects has compiled a draft existing conditions report. This report outlines the current surrounding land uses, traffic pattern, and businesses in the area.

Community outreach includes targeted stakeholder interviews, maintaining an advisory group and conducting open house meetings for those interested in the project in addition to meeting and surveying potential redevelopment partners. There was good attendance for the first advisory group meeting held August 20<sup>th</sup>.

Numerous partner agencies and neighborhood representatives attended, as well as

adjacent building owners and local business representatives. Initial feedback was positive for increased transit oriented residential density and mixed use design and construction. Attendees were interested in the context of the site as it relates to the surrounding area and how future development might be phased in a sensitive way.

The Urban Land Institute (ULI) report has been finalized. Hard copies have been mailed to THA Board of Commissioners and a link to the document is on THA's James Center North web page. The ULI recommendations have been reviewed by THA staff and are being incorporated into planning as applicable.

Enterprise Community Partners chose James Center North as one of the projects to be included in the 2018 Affordable Housing Design Leadership Institute. In addition to educational webinars, the institute convening provided feedback from designers across the country regarding design options related to the James Center North redevelopment master plan.

Efforts continue 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.

Planning will continue over the next eight months and will conclude with development phasing recommendations, financial analysis, a summary of community input and design options.

### **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.

## **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
26	\$5,417,848.23	\$5,417,848.23	\$683,560.00	\$1,023,059.16	\$3,711,228.84
Units Listed	Market Value	List Price	Rehab Costs	Sales Costs Estimated	Projected Proceeds
7	\$1,895,000.00	\$1,895,000.00	\$315,340.66	\$170,550	\$1,409,109.34
Units in Construction	Scope Preparation	Occupied			
0	0	1			



5814 Swan Creek – Sold



3.2.3 Rehabilitation Work on Scattered Site Units and Sold:

- The work on the last 3 remaining scattered sites is now complete. All available houses (a total of 7) have been listed and are on the market. 6750 East B Street has sold for \$219,000.00 and is now occupied by the new home owner. Twenty- six houses sold, 7 houses remain. Sales have slowed down considerably and we have lowered the price on two units.
- 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) and its proposal for the Portland Community Center. 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**

Rehabilitation work is underway, construction is currently 79% 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. This project is behind schedule.

### **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 from 2163 funds and another \$435,945 in CDBG funds is coming from Pierce County.

The state legislature allocated \$4.29M to support the development of the Arlington Drive Project. At this time, staff expect 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.

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. CWC has asked THA to be its development consultant. THA staff is drafting a Memorandum of Understanding (MOU) which will outline roles and responsibilities.

#### **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 and have completed funding applications for City and County CDBG funds on behalf of KWA.

##### **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 3<sup>rd</sup>; proposals were due August 3<sup>rd</sup>. A resolution authorizing the executive director to enter into an agreement for A&E services with the selected team is included in the board packet. 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. Foster's Creative produced a short film titled "Neat Little Rows"-- the work is an examination of loneliness, and the ways in which community can fight the curse of isolation. The story showcases local actors portraying the everyday lives of Hilltop residents, and serves as a catalyst for conversations around housing and development in a rapidly changing environment. The final filming of the documentary was done Thursday March 22<sup>nd</sup> at Tacoma Community Arts. THA received the final version of the video and it is on THA's website. The film was submitted

to the Hilltop Street Fair's Short Film contest and was recognized with the Best Overall Film award.

THA partnered with Latino Arts Mercado and the Urban Market for the 3<sup>rd</sup> Annual Hilltop Pop Up Street Sale that took place on September 8<sup>th</sup> and 10<sup>th</sup> at People's Park where 40 vendors participated. In addition, the first design was selected for the Design the Sign contest. Submissions are still being accepted on a rolling basis.

#### **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.

THA has held two workshops on developing a Community Land Trust. This conversation has grown out of the monthly meetings discussed in the previous paragraph. Kathleen Hosfeld, ED of Homestead Community Land Trust and Julie Brunner, OPAL Community Land Trust/Grounded Solutions have conducted the workshops. Attendees have included Habitat for Humanity, Rebuilding South Sound, Pierce County Housing Authority, Homeownership Center of Tacoma, Korean Women's Association, Sound Outreach, Hilltop Urban Gardens, Affordable Housing Consortium, Hilltop Action Coalition, Forterra, City of Tacoma staff and THA staff. Next steps are likely to include doing public meetings in the community, both in Tacoma and around the County, to education people and to gauge interest.

### **5. Renew Tacoma Housing, LLLP**

**5.1** Staff continue to work through the tasks associated with closing out this project. It is now anticipated that all the close-out requirements and approvals necessary to release the second equity installment will be completed in the fall of 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***

##### **K Street:**

We continue to wait for Department of Ecology (DOE) to issue the *No Further Action* letter for K Street. DOE required some additional soil vapor intrusion testing. The testing is complete and we are waiting for test results. We have reinforced the critical nature of getting the No Further Action letter 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* (NFA) letter for Wright Street. We received notification that DOE is requiring some additional soil vapor intrusion testing. The testing is complete and we are waiting for test results. We have reinforced the critical nature of getting the NFA letter 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.



**TACOMA HOUSING AUTHORITY**

**NEW BUSINESS**

# Resolution 1



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (1)

**Date:** September 26, 2018  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Project Based Voucher Housing Assistance Payments Contract: Pacific Courtyard

*This resolution would authorize the renewal of the Project Based Voucher Housing Assistance Payments contract (PBV HAP) for Metropolitan Development Council's (MDC) property Pacific Courtyard.*

### Background

Tacoma Housing Authority (THA) has been subsidizing MDC's Pacific Courtyard through PBV assistance since March, 2005. The project currently provides housing to twenty-three (23) formerly homeless families. The original PBV contract expired in 2015 and was extended for two years to allow THA, MDC, Pierce County and other Pacific Courtyard funders' plan to transition the property from transitional housing to another model.

In February, 2017, THA's Board considered and approved Resolution 2017-02-22(3). This Resolution provided that in order for THA to continue to provide PBV assistance to Pacific Courtyard for up to 10 more years, MDC had to meet the following conditions:

- Provide permanent supportive housing or some version of it that we can recognize as including meaningful supportive services for special needs populations that THA does not provide; AND
- Provide some preference for THA households whose need for those services causes them to fail in our housing program, such as the high need families in the McCarver Program;

*OR*

- We would consider extending the PBV contract for other low-income families only if by doing so we (i) promote their economic integration into market rate housing or neighborhoods or (ii) promote the construction of affordable housing or (iii) preserve affordability that would otherwise be lost.

THA agreed to a one (1) year extension of this project based upon the previously cited Resolution. The understanding between THA and MDC was that MDC would convert these units



to permanent supportive housing, or face the prospect of losing THA assistance for the 23 units. This Resolution expired on February 28, 2018.

In February, 2018, MDC confirmed to THA that the 23 units were not yet converted to permanent supportive housing. When THA asked for a timeframe when this final conversion would occur there was no response from MDC. THA made multiple efforts since 2015 to engage MDC in a thoughtful process of how to continue PBV assistance to these units at Pacific Courtyard. THA has done this to ensure compliance with policies and regulations, and to further its mission of providing housing to low-income families in the community.

Due to MDC's failure to meet the conditions of the 2017 resolution, the THA Board adopted Resolution 2018-03-28(2). In this Resolution, the Board authorized the termination of the PBV HAP Contract between THA and MDC for Pacific Courtyard effective September 30, 2019. This timeframe gave MDC six months as a last chance to comply with the conversion requirements, and one additional year, if needed, in order to give proper notice to tenants that the PBV HAP Contract would terminate and THA's assistance would cease.

In the following six months, MDC has worked diligently to convert its housing model to permanent housing as required in order to maintain the current subsidy of the 23 units at Pacific Courtyard. In a letter dated August 20, 2018, MDC confirmed that it received approval from all required funders to convert the transitional housing units to permanent affordable housing for homeless households. MDC will work with Rapid Rehousing to identify extremely low-income households that require a subsidy to sustain permanent housing. In addition, MDC will provide individualized case management services to the residents in the 23 identified units to support greater stability. The conversion of these units will occur by October 1, 2018, and affected residents have already been notified.

THA is satisfied that MDC has fulfilled its obligation under the previous PBV HAP contract, as well as the requirements outlined in previous Board Resolutions. Specifically, MDC has converted all units to permanent housing with supportive services, and set aside five (5) units with preference for THA households who experience significant challenges in THA's other programs. In addition, the renewal of this PBV HAP contract preserves housing in our community that would otherwise be lost, as MDC would not have another funding source to maintain the affordability of these 23 units. Therefore, THA proposes to renew the PBV HAP Contract with MDC for the 23 units located at Pacific Courtyard, and not terminate the contract as requested and approved in Board Resolution 2018-03-28 (2).

### **Recommendation**

Authorize the renewal of THA's PBV HAP Contract with MDC for ten (10) years. With this renewal, THA will provide project-based housing assistance for 23 units at Pacific Courtyard. All other terms of the original HAP Contract will remain in effect.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2018-09-26 (1)** **(Renewal of Project Based Voucher Contract: Pacific Courtyard)**

**WHEREAS**, THA has provided project based voucher assistance to MDC's Pacific Courtyard since 2005; and

**WHEREAS**, THA provides PBV assistance to 23 units at Pacific Courtyard; and

**WHEREAS**, MDC has met the requirements set forth by THA to renew the PBV HAP contract; and

**WHEREAS**, MDC has succeeded in converting the 23 units at Pacific Courtyard to permanent housing as required by THA; now, therefore, be it

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

The Board authorizes the renewal of the PBV HAP Contract between THA and MDC for Pacific Courtyard for a period of ten (10) years.

**Approved:     September 26, 2018**

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Dr. Minh-Anh Hodge, Chair

# **Resolution 2**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (2)

**Date:** September 26, 2018  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Hilltop Parcels Architectural & Engineering (A&E) Services

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*This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to negotiate and execute a contract for architectural and engineering services for THA's Hilltop parcels.*

### Background

On July 3, 2018, THA staff issued a Request for Qualifications (RFQ) from firms interested in providing A&E services for the redevelopment of THA's Hilltop parcels.

We posted the RFQs on Washington Electronic Business Solutions, (WEBS) and THA's website.

Ten (10) firms responded to the RFQ by the date of August 3, 2018. All proposals were responsive and responsible. A review team comprising of THA staff reviewed and scored the proposals. One community member participated in three of the interviews (Panelist 4). The committee completed the first stage of the review process and determined that five (5) firms would advance to the second stage of the review with oral interviews. A maximum of 100 points were available. Points were organized into four primary sections, with proposals scored on several factors, including:

Scoring Section 1 is: Organizational and Staff Capacity (30 Points)

Scoring Section 2 is: Relevant Experience and Past Performance (25 Points)

Scoring Section 3 is: Approach and Response to Scope of Services (25 Points)

Scoring Section 4 is: Interview and references (20 Points)

After the oral interviews, the evaluation team voted unanimously in favor of proceeding with contract negotiations with the firm of Mithun Architects. The evaluation scores are as noted below:

## Proposal Scoring Table

	Panelist 1					Panelist 2					Panelist 3					Panelist 4					AVERAGE				
Firm Name	A	B	C	D	Total	A	B	C	D	Total	A	B	C	D	Total	A	B	C	D	Total	A	B	C	D	Total
Schemata Workshop	28	23	23	18	92	25	24	20	18	87	25	23	22	18	88	30	20	25	20	95	27	23	23	18.5	91
Mithun	28	23	23	20	94	25	22	24	19	90	30	23	20	19	92	25	25	25	15	90	27	23	23	18	92
GGLO	28	23	23	18	92	25	25	25	19	94	30	20	20	16	86	15	20	20	10	65	25	22	22	16	84
Hewitt Pyatok	28	23	23	18	92	25	24	23	18	90	25	20	20	16	81						26	22	22	17	88
SMR Architects	27	22	23	17	89	25	25	22	18	90	30	20	20	16	86						27	22	22	17	88
Ankrom Moisan	28	21	23		72	22	20	20		62	25	20	20		65						25	20	21	0	66
WPA	28	20	23		71	25	22	20		67	22	20	18		60						25	21	20	0	66
LRS Architects	28	20	23		71	22	20	20		62	22	18	20		60						24	19	21	0	64
Casey and Dechant	28	20	23		71	24	20	15		59	22	20	18		60						25	20	19	0	63
Blue Architecture Interiors	27	20	20		67	15	10	20		45	18	15	15		48						20	15	18	0	53

## Recommendation

Based on the above scores, staff recommends awarding a contract to the firm of Mithun Architects to perform A&E services for the development of THA's Hilltop Parcels in the amount not-to-exceed \$250,000. If staff is unable to negotiate a contract with the highest ranking firm of Mithun Architects, authorize THA's Executive Director to negotiate and award a contract with the second highest ranking firm of Schemata Workshop.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2018-09-26 (2)** **(THA's Hilltop Parcels A&E Services)**

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

**WHEREAS**, On July 3, 2018, Tacoma Housing Authority (THA) staff issued a Request for Qualifications (RFQ) from firms interested in providing architectural and engineering services for the redevelopment of THA's Hilltop Parcels; and

**WHEREAS**, The RFQ was posted on the Washington Electronic Business Solutions and THA's websites; and

**WHEREAS**, Ten (10) firms submitted proposals by the deadline of August 3, 2018; all were deemed responsive and responsible; and

**WHEREAS**, An evaluation team, comprised of THA staff reviewed and scored the proposals according to evaluation criteria listed in the RFQ; and

**WHEREAS**, The evaluation team voted unanimously in favor of awarding a contract to the firm of Mithun Architects; now, therefore, be it

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

The Executive Director is authorized to negotiate, and if those negotiations are successful, to execute a contract with Mithun Architects for the architectural and engineering services for the redevelopment of THA's Hilltop Parcels in an amount not-to-exceed of \$250,000. If those negotiations are not successful he is authorized to negotiate and execute a contract with the second highest ranking firm of Schemata Workshop.

**Approved: September 26, 2018**

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Dr. Minh-Anh Hodge, Chair

# **Resolution 3**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (3)

**Date:** September 26, 2018

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Approval of Tacoma Housing Authority's 2019 Moving to Work Plan

*This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to submit the Housing Authority of the City of Tacoma's Fiscal Year 2019 Moving to Work (MTW) Plan. The new plan would seek HUD approval of one new change: "Modify Housing Quality Standards (HQS) for Initial Inspections" to simplify the inspection process for initial inspections of units receiving THA's rental subsidy."*

### Background

Each year, THA may propose to HUD that THA undertake new MTW activities intended to meet the statutory goals of the MTW program:

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

MTW "activities" are best described as new things THA wishes to do that require waiving HUD regulations. This year, the Policy, Innovation & Evaluation (PIE) team consulted with THA staff and community members. PIE met with each department director and staff to understand the agency's MTW needs and priorities. Rental Assistance and Client Support and Empowerment teams were consulted at their regularly scheduled department meetings. An additional "open call" meeting was scheduled for all THA staff to drop-in if interested. Results of the consultation process informed which new activity ideas and/or revisions to existing activities would be included in the MTW Planning memo to THA's Cabinet for inclusion in the 2019 planning process. PIE also hosted community meetings.

While many of staff's suggestions would not require further MTW flexibility, staff voiced the desire to take another look at many of THA's existing activities and their policy implications. Examples include portability policies, reviewing income eligibility at admission, serving special populations and the Family Self-Sufficiency program pay points. Revisions to these policies will



require further research and are not being presented to the Board at this time. Each policy will be evaluated separately as time and department capacity allow. The discussion did elicit one proposal. This resolution would authorize THA to include it in the 2019 MTW that THA would submit to HUD for HUD's approval.

### **Modify THA's HQS Standards for Initial Inspections**

The 2019 MTW Plan proposes to modify THA's Housing Quality Standards (HQS) for initial inspections of housing that THA's rental assistance would subsidize. This would simplify the inspection process for initial inspections. The proposed activity will permit landlords to self-certify in cases where fail items are non-life threatening. THA will determine whether a fail item is life threatening or not using a prescribed list that THA will develop for the purpose. THA will develop this list in using the city code and in consultation with THA's Landlord Advisory Group. The list will account for lead-based paint requirements due to its significant impact on the health of young children. Other housing authorities, such as King County Housing Authority, are implementing similar activities as a way to respond to landlord's request to make renting to voucher holders simpler. The goal of this proposed change is to make it simpler for landlords to rent to voucher holders.

During a recent HUD site visit, the PIE team shared this proposal with HUD staff. HUD reminded THA of its obligation to ensure units meet HQS and to be mindful of lead paint exposure in units built before 1978. In order to do so THA will continue to conduct internal audits for quality control and the unit will be subject to its annual inspection. In addition to any items that pose an imminent risk to the life and safety of the resident, THA will continue to include all lead-based paint requirements as part of this prescribed fail list.

Any changes to the MTW Plan that are approved by the board and HUD will be updated in THA's Administrative Plan.

The draft plan can be viewed by following this link:

[http://www.tacomahousing.net/sites/default/files/2019\\_draft\\_moving\\_to\\_work\\_plan.pdf](http://www.tacomahousing.net/sites/default/files/2019_draft_moving_to_work_plan.pdf)

### **Community and Staff Consultation**

During the planning process, there was a wide range of community and staff input. The activity that is included in the Plan arose from feedback THA received from its property owner partners during a large consultation we undertook in fall 2017 where there was strong support for more lenient inspections.

In addition to the property owner feedback, staff brainstorming sessions and two public meetings were held in August. After receiving approval from the Cabinet to proceed with the public hearing process, THA has taken the following actions to receive feedback:

- Staff planning sessions.
- Public comment notice and draft MTW Plan made available on THA's website.
- One afternoon and one evening Public Hearing for current residents and all interested parties on August 15<sup>th</sup>.
- PIE introduced the new proposed activity during a HUD MTW site visit.

No public comments were received during the public comment period.

### **Recommendation**

Approve Resolution 2018-09-26 (3) authorizing THA's Executive Director to submit the Housing Authority of the City of Tacoma's Fiscal Year 2019 Moving to Work (MTW) Plan.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (3)

### Certifications of Compliance

**Annual Moving to Work Plan  
Certifications of Compliance**

**U.S. Department of Housing and Urban  
Development, Office of Public and  
Indian Housing**

### **Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan\***

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (01/01/2019), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

(1)The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.

(2)The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.

(3)The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).

(4)The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.

(5)The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.

(6)The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's

jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.

(7)The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.

(8)The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

(9)In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.

(10)The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

(11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

(12)The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

(13)The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

(14)The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

(15)The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

(16)The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW

PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

(17)With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

(18)The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

(19)The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

(20)The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.

(21)The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

(22)All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

Housing Authority of the City of Tacoma  
**PHA Name**

WA005  
**PHA Number/HA Code**

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Dr. Minh-Anh Hodge  
**Name of Authorized Official**

Chair  
**Title**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

# **Resolution 4**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (4)

**Date:** September 26, 2018  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Approval of Project Based Voucher Contracts

*Tacoma Housing Authority (THA) issued a Request for Proposals for Project Based Vouchers. This resolution will award Project Based Vouchers to Pioneer Human Services' Rialto Apartments and Korean Women's Association's Hotel Olympus.*

### Background

On August 7, 2018, THA issued a Request for Proposals (RFP) for up to 50 project-based vouchers. THA received two responses for these vouchers. Proposals were scored based on:

- Owner experience
- Extent to which services for special populations are provided onsite
- Extent to which the project further THA's goal of deconcentrating poverty and expanding housing and economic opportunities
- Overall project viability
- Percentage of assisted units in the property—the lower the percentage the higher the score
- Additional points were awarded for projects serving households below 30% area median income (AMI), working households and serving special needs populations.

The following page includes a summary of the proposals and their rankings.



Respondent	Project Name	Brief Project Description	Request	Ranking
Pioneer Human Services	Rialto Apartments	The property is located in downtown Tacoma at 311 S 9 <sup>th</sup> Street. The property serves low-income households with criminal histories. The property provides on-site case management and support services. These vouchers will be used to serve existing households with incomes below 50% AMI	13 vouchers	1
Korean Women's Association	Hotel Olympus	The property is located in downtown Tacoma at 815 S Pacific Avenue. The property will provide case management to the tenants of the site with a focus on access to benefit programs, education and employment services. These vouchers will be used to serve existing households with incomes below 50% AMI. The additional revenue for the property will help KWA invest money into this aging property that was built in 1809.	49 vouchers	2
		<b>TOTAL:</b>	<b>62 vouchers</b>	

At this time, the RFP review committee recommends awarding project based vouchers to both projects. These two projects were the most viable and most in line with THA's strategic mission, vision and values. Even though we only released 50 vouchers for bid, I recommend committing to both projects for a total of 62 vouchers. The award would result in 62 households receiving rental subsidies and will increase THA's overall voucher utilization by that number.

With the approval of this resolution, THA will begin negotiating contracts Pioneer Human Services and Korean Women's Association. The contract terms will be up to fifteen (15) years.

### Recommendation

Approve Resolution 2012-9-26 (4) authorizing THA's Executive Director to execute Project Based Voucher (PBV) Housing Assistance Payment (HAP) contracts with Pioneer Human Services and Korean Women's Association.





# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2018-09-26 (4) (Approval of Project Based Voucher Contracts)**

**WHEREAS**, Tacoma Housing Authority (THA) has held a competitive process for project based vouchers; and

**WHEREAS**, Pioneer Human Services was the highest scoring respondent and will be awarded thirteen (13) project based vouchers; and

**WHEREAS**, Korean Women's Association was the second highest scoring respondent and will be awarded forty-nine (49) project based vouchers; and

**WHEREAS**, The effective date of each contract will be up to the discretion of the Executive Director; and

**WHEREAS**, Each contract will be negotiated with the property and will be in effect for up to fifteen years (15); 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 execute Project Based Voucher (PBV) Housing Assistance Payment (HAP) contracts with Pioneer Human Services and Korean Women's Association.

**Approved:** September 26, 2018

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Dr. Minh-Anh Hodge, Chair

# **Resolution 5**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (5)

**Date:** September 26, 2018

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Approval of Project Based Subsidy Contract

*Tacoma Housing Authority (THA) issued a Request for Proposals for Property Based Subsidies. This resolution will award Project Based Vouchers to CWD Investments' Highland Flats Apartments (formerly known as the Tiki Apartments) to provide housing extremely low-income households with a preference for homeless or near homeless TCC students and other TCC students.*

### Background

On August 7, 2018, THA issued a Request for Proposals (RFP) for up to 200 property-based subsidies. THA received one response for these vouchers. Proposals were scored based on:

- Owner experience
- Units set aside for households below 30% area median income (AMI) receive 3 points each;
- Units set aside for households below 40% AMI receive 2 points each;
- Units set aside for households below 50% AMI receive 1 points each;
- Units set aside for households with a student attending Tacoma Community College receive additional points; and
- Units set aside for households with a student attending Tacoma Public Schools receive additional points.

At this time, the RFP review committee recommends awarding property-based subsidies to the only respondent. This award is for 62 units at Tiki Apartments. This is a market-rate property that is currently vacant and undergoing significant rehabilitation. Upon completion the owner will rename the property. All units will be filled with tenants earning below 30% of area median income based on the size of the household, with a first preference for students at Tacoma Community College.

The basic components of this award include:

- Units will be filled in the following priority order:
  1. Households that have been issued a College Housing Assistance Program (CHAP) voucher by Tacoma Housing Authority;
  2. Households that are homeless and eligible for CHAP under TCC screening criteria but have not been issued a voucher;
  3. Other households that are eligible for CHAP under TCC screening criteria but have not been issued a voucher;
  4. Households that are TCC students earning below 30% area median income;
  5. If a unit cannot be filled by a qualified TCC student within 14 days of a unit vacancy/availability then the owner will advertise to the general public and lease to a qualified tenant earning at or below 30% of area median income.
  6. If, at any time during this contract, TCC is unable to provide sufficient referrals to fill vacancies at this property, THA and the owner may work with other post-secondary institutions, including University of Washington-Tacoma and Bates, to establish a referral system to the property.
- Tenant rents are fixed regardless of the tenant's actual income. For this property, tenant rents will be \$420 for a one-bedroom and \$504 for a two-bedroom. 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 HOP program but tied to a property rather than assigned to a tenant;
- The subsidies to the owner will be set on an annual basis rather than varying month-to-month based on tenant rent calculations. The subsidy will be based on the difference between the market value of the unit and the tenant rent. This provides a stable and predictable and easy to administer income stream for the owners and predictable expenses for the housing authority. The value of this subsidy contract will be approximately \$570,000 per year;
- 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.

With the approval of this resolution, THA will begin negotiating the contract with CWD Investments. The contract term will be seven (7) years long. The basic components of the contract will include:

- Tenant protections for the occupants of the property
  - Leases cannot be terminated without good cause
  - Tenants are eligible for a HOP subsidy if the contract with the owner terminates
- Leases at the property cannot be renewed more than three consecutive lease terms. This builds in time for an occupant to attend TCC and complete a degree or certificate program without having a firm requirement that they maintain student status after they move in. If an occupant does not attend TCC, this contract term will ensure adequate unit turnover to serve more TCC students in need of housing;
- The terms of the annual subsidy payment;
- A requirement that the property maintain 95% occupancy;
- Monthly reporting to ensure THA meets its Moving to Work reporting requirements that are required as a condition of providing this type of subsidy;
- Units must pass Housing Quality Standards (HQS) inspections; and
- Tenant screening criteria.

### **Recommendation**

Approve Resolution 2018-09-26 (5) authorizing THA's Executive Director to execute Property Based Subsidy contract with CWD Investments.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2018-09-26 (5) (Approval of Property Based Subsidy Contract)**

**WHEREAS**, Tacoma Housing Authority (THA) has held a competitive process for property-based subsidies; and

**WHEREAS**, CWD Investments was the highest scoring respondent and will be awarded subsidies for sixty-two (62) units; and

**WHEREAS**, the effective date of each contract will be up to the discretion of the Executive Director; and

**WHEREAS**, each contract will be negotiated with the property and will be in effect for up to seven (7); 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 negotiate, and if those negotiations are successful, to execute a Property Based Subsidy payment contract with CWD Investments for the Highland Flats Apartments (formerly known as the Tiki Apartments).

**Approved:** September 26, 2018

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Dr. Minh-Anh Hodge, Chair

# **Resolution 6**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2018-09-26 (6)

**Date:** September 26, 2018  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** 1800 Hillside Terrace GC/CM Contractor

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*This resolution would authorize the Executive Director to negotiate and execute a contract for preconstruction and construction services for 1800 Hillside Terrace.*

### Background

On June 21, 2018, staff solicited proposals for a GC/CM Contractor to provide pre-construction and construction services for the redevelopment of 1800 Hillside Terrace. Advertisements for the Request for Proposals (RFP) and related Addenda were posted to Washington Electronic Business Solutions (WEBS) and THA's website. Proposals were due August 28, 2018.

On August 28, 2018, staff received three (3) proposals from qualified contractors. Staff assembled a proposal review committee.

An evaluation team, comprised of three (3) THA staff, reviewed and scored the proposals according to the evaluation criteria listed in the RFP. The committee completed the first stage of the review process and determined that two proposers would advance to the second stage of the review - the oral interviews. A maximum of 100 points were available. Points were organized into six primary sections, with proposals scored on several factors, including:

1. Firm Experience (15 Points);
2. Record of Safety (15 Points);
3. GCCM Project Team (15 Points);
4. Project Approach (20 Points)
5. Fee Proposal (15)
6. Utilization plans for Targeted Business, Section 3 and Incorporation of Apprenticeship/Training Programs (20)



After the oral interviews the evaluation team voted unanimously in favor of recommending Marpac Construction to the HA Executive Director. The evaluation scores are as noted below:

Project: 1800 Hillside Terrace																									GCCM Scoring																			
GCCM																																												
Firm	Panelist 1							Panelist 2							Panelist 3							Average																						
	1	2	3	4	5	6	T	1	2	3	4	5	6	T	1	2	3	4	5	6	T	1	2	3	4	5	6	T																
Absher	15	10	15	18	10	14	82	15	12	12	15	10	12	76	15	13	13	18	15	15	89	15	12	13	17	12	14	82																
Marpac	15	15	15	20	15	15	95	15	12	15	18	18	15	93	15	15	15	18	20	13	96	15	14	15	19	18	14	95																
Charter	15	10	15	20	20	10	90	12	15	10	18	15	10	80	13	13	14	18	18	13	89	13	13	13	19	18	11	86																

Staff recommends Marpac Construction to provide pre-construction and construction services for the development of up to 70 new affordable housing units at 1800 Hillside. Marpac Construction has demonstrated a qualified team of professionals that are dedicated to achieve the project budget and timeline.

## Recommendation

Approve Resolution 2018-09-26 (6) authorizing THA's Executive Director to negotiate and if those negotiations are successful, execute a contract with Marpac Construction not-to-exceed \$100,000 for pre-construction services of the 1800 Hillside Terrace project, and a Guaranteed Maximum Price (GMP) for the construction at the conclusion of the bidding phase in the early summer of 2019.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2018-09-26 (6) (1800 Hillside Terrace GC/CM Contractor)**

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 (THA) is committed to developing new affordable housing in the City of Tacoma; and

**WHEREAS**, THA is seeking to redevelop the site known as the 1800 Hillside Terrace with up to 70 new affordable housing units; and

**WHEREAS**, On June 21, 2018, THA solicited proposals for a GC/CM contractor to provide pre-construction and construction services; and

**WHEREAS**, On August 28, 2018, THA received three (3) qualified and responsive Proposals; and

**WHEREAS**, An evaluation team, comprised of three (3) THA staff, reviewed and scored the proposals according to the evaluation criteria listed in the RFP; and

**WHEREAS**, The evaluation team recommends Marpac Construction to provide preconstruction and construction services with a negotiated Guaranteed Maximum Price (GMP); now, therefore, be it

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

The Executive Director is authorized to negotiate, and if those negotiations are successful, execute a contract with Marpac Construction not-to-exceed \$100,000 for pre-construction services of the 1800 Hillside Terrace project, and a Guaranteed Maximum Price (GMP) for the construction at the conclusion of the bidding phase in the early summer of 2019

**Approved:** September 26, 2018

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Dr. Minh-Anh Hodge, Chair