



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**April 28, 2010**





# TACOMA HOUSING AUTHORITY

Michael Mirra  
*Executive Director*

## BOARD OF COMMISSIONERS

Ken Miller, Chair  
Janis Flauding, Vice Chair  
Dr. Arthur C. Banks  
Greg Mowat  
Stanley Rumbaugh

## DIXON VILLAGE TOUR BOARD OF COMMISSIONERS

WEDNESDAY, April 28, 2010  
3:30 – 4:00 PM

Followed by

## REGULAR MEETING BOARD OF COMMISSIONERS

**WEDNESDAY, April 28, 2010**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Regular Meeting on **Wednesday, April 8, 2010 at 4:00 p.m.**

The meeting will be held at:

Dixon Village Community Room  
5420 South Stevens  
**Tacoma, WA 98405**

The site is accessible to persons with disabilities. Persons requiring special accommodations should contact Christine Wilson at (253) 207-4421, before 4:00 p.m. the day before the scheduled meeting.

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I, Christine Wilson, certify that on or before Friday, April 23, 2010, I FAXED, the preceding PUBLIC MEETING NOTICE to:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5123
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	fax: 206-674-1713
KSTW-TV/Channel 11	602 Oaksdale Avenue SW Renton, WA 98055-1224	fax: 206-861-8915
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 resident organizations with notification requests on file  
Christine Wilson, Executive Administrator



# TACOMA HOUSING AUTHORITY

## AGENDA REGULAR MEETING BOARD OF COMMISSIONERS

April 28, 2010, 4:00 PM

(Dixon Village, 5420 S Stevens, Community Room)

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
  - 3.1 Minutes of March 24, 2010 Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **ADMINISTRATION REPORTS**
  - 6.1 Finance and Administration
  - 6.2 Real Estate Management and Housing Services
  - 6.3 Real Estate Development
  - 6.4 Community Services
  - 6.5 Human Resources
7. **OLD BUSINESS**
8. **NEW BUSINESS**
9. **COMMENTS FROM THE COMMISSIONERS**
10. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
11. **EXECUTIVE SESSION**
12. **ADJOURNMENT**

# MEETING MINUTES



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, March 24, 2010

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L Street, Tacoma, WA at 4:00 PM on Wednesday, March 24, 2010.

### 1. CALL TO ORDER

Chairman Miller called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:00 PM.

### 2. ROLL CALL

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

#### PRESENT

#### ABSENT

#### Commissioners

Ken Miller, Chairman

Janis Flauding, Vice Chair

Greg Mowat, Commissioner

Stanley Rumbaugh, Commissioner (arrived at 4:10)

Arthur Banks, Commissioner

#### Staff

Christine Wilson, Executive Administrator

Ken Shalik, Finance Director

Michael Mirra, Executive Director

Nancy Vignec, Community Services Director

Barbara Tanbara, Human Services Director

Tina Hansen, Interim RED Director

April Davis, REMHS Director

Chairman Miller declared there was a quorum present @ 4:01 PM and proceeded.

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

Chair Miller asked for any corrections to or discussion of minutes for the regular meeting of the Board of Commissioners of Wednesday, March 24, 2010. Commissioner Mowat moved to adopt the minutes, Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

**4. GUEST COMMENTS**

None

**5. COMMITTEE REPORTS**

HOPE VI Community Task Force – Interim Director Hansen provided the report. She reported that she has met with Commissioner Banks. They determined that we would not use the same group that we used for Salishan as the geographic area is different. In addition, the Construction Oversight Committee will continue to be separate from the Task Force as they have different missions.

Finance Committee – Commissioner Mowat reported that he met with finance staff and our May financials may look better than originally reported. We are making good progress.

**6. ADMINISTRATIVE REPORTS**

**Finance Administration**

Commissioner Flauding moved to ratify the payment of cash disbursements totaling \$4,387,362 for the month of February, 2010, Commissioner Mowat seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

Director Shalik referred the board to his report. Discussion ensued related to the agency reserves. Chair Miller asked Director Shalik what amount of unrestricted reserves we should have on hand. Director Shalik indicated \$3.5M would be a comfortable level. Chair Miller asked if the cabinet addresses the level of unrestricted reserves. Director Shalik stated this issue is discussed at the cabinet level. Chair Miller stated that he would like to have a better comfort about our lack of reserves. Director Shalik responded that we walked into this financial situation with our eyes wide open. Commissioner Rumbaugh stated that while he was back in Washington, D.C. congressional staff indicated the 2011 HUD budget will more than likely be deferred until after the November elections. Director Shalik then moved into the VisualHomes update. The software company has decided to provide updates three times per year allowing enough time to properly vet issues that arise. He stated that he is comfortable with our relationship with VisualHomes and can see a commitment on their part to work with us and our issues. Director Shalik requested that the VisualHomes report be provided to the board quarterly. Chair Miller asked Director Shalik to clarify his comment about a VisualHomes slow down of service. Director Shalik clarified that a slow down on the annual releases provides proper vetting on the software updates, thus, improving customer service. Chair Miller requested that next month's resolution table have a column outlining the resolved issues and also requested an update on the desk manual process mapping.

### **Real Estate Management and Housing Services**

Property Manager Pat Patterson referred the board to Director Davis' report. He pointed out the work order table emphasizing that staff has worked diligently to improve the completion of the work orders. Commissioner Rumbaugh recalled problems with the appliances reported at a recent meeting. PM Patterson reported that both the appliance parts and tenant education using the appliances needed improvement. Further discussion ensued regarding information to be included in the monthly report.

### **Real Estate Development**

Interim Director Hansen referred the board to her report. She updated the board on the ARRA projects and read a thank you letter from a G Street tenant thanking THA for their care moving residents out during construction and back in. Chair Miller asked for an Education, Training, and Retail, and Center update. Director Hansen noted that possible partners have diminished due to the economy. Chair Miller asked what level of priority attention the project was receiving from staff and what should the board expect to hear in the future. Interim Director Hansen stated there is an ongoing discussion at the cabinet level. Commissioner Miller asked whether the weak economy as an explanation of our difficulties was allowing staff to overlook other opportunities. Commissioner Rumbaugh referenced the realities of the economy and financing challenges. Interim Director Hansen stated she will have her staff look outside of the box for opportunities and will continue to discuss with the cabinet. She recounted recent discussions about the upcoming closure of the East Side Boys & Girls Club. Commissioner Rumbaugh asked about the number of jobs created by the



ARRA stimulus funding. She will provide those numbers. Chair Miller mentioned to Director Vignec that there may be an opportunity for a jobs story.

### **Community Services**

Director Vignec referred the board to her report. Commissioner Mowat asked her to track participants entering into apprenticeship programs. Director clarified her report on the numbers provided for our employment and education goals.

#### **7. NEW BUSINESS**

There were no resolutions offered for consideration.

#### **8. COMMENTS FROM COMMISSIONERS**

None

#### **9. COMMENTS FROM THE EXECUTIVE DIRECTOR**

ED Mirra was out of town for this meeting.

#### **10. EXECUTIVE SESSION**

Chair Miller announced a 15 minute executive session for the purpose of a review of personnel performance evaluation review. This executive session, session began at 5:40 PM and adjourned at 5:55 PM. No action was taken.

#### **11. ADJOURNMENT**

There being no further business to conduct, Commissioner Flauding moved to adjourn, Commissioner Rumbaugh seconded the motion. Meeting adjourned at 5:56 PM.

### **APPROVED AS CORRECT**

**Adopted:** April 28, 2010

\_\_\_\_\_  
Ken Miller, Chair



HOPE VI Community Task Force  
*Commissioner Banks*

Finance Committee  
*Commissioner Mowat*



# ADMINISTRATION REPORTS

FINANCE  
AND  
ADMINISTRATION



# TACOMA HOUSING AUTHORITY

## **Motion**

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,491,676 for the month of March 2010.

Approved: April 28, 2010

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Ken Miller, Chairman



# TACOMA HOUSING AUTHORITY

**Date:** April 28, 2010

**To:** THA Board of Commissioners

**From:** Ken Shalik  
Director of Finance and Administration

**Re:** Finance & Administration Department Monthly Board Report

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## 1. FINANCIAL STATEMENT COMMENTS

I present the March, 2010 disbursement report for your approval.

The Finance Department is submitting the financial statement for the month of February, 2010. February ended up with an operating surplus of \$365,578 for the month, and 83,735 year to date. The current projection for FY ending 06/30/10 is for an operating deficit of approximately \$214,733 as opposed to a budgeted operating deficit of \$1,007,762. Including our transfer to Development projects and Reserve Appropriations, we are projecting a \$390,286 surplus at year end.

There are three issues regarding the budget I would like to point out. The first deals with the interest for the Salishan Area 3 loan. We “were” to start making interest payments out of operations in March. Due to the language of the bond issue, the interest payments are still being made out of the unspent funds in the bond issue. We are in the process of renegotiating (restructuring) the loan and determining how interest payments will be made. I have reduced the projected actual amount on line 56 to reflect what is currently occurring. As just stated, we are in the process of working with Citibank to restructure the Area 3 loan. We are working with our finance advisors, (CSG), and our legal representatives for our real estate deals (Foster Pepper). There will be both Contract Services (line 31) and Legal costs (line 28) that we will incur before the end of the year that are not budgeted. I have not identified the amount at this time, so have not included them in my Projected Actual totals. The third issue has to do with transitioning to MTW. This is another area that we will have costs associated with before the end of the year that will affect the budget, but has not yet been determined.

## 2. INVESTMENTS

Surplus funds had been invested in Heritage checking, Money Market accounts and the Washington State Investment Pool. There is no change in the current Washington state collateralization policy and rates remain at .5%. The Washington State Investment pool meets the state requirements with interest rates a little higher than .2%.



**3. INFORMATION TECHNOLOGY/SOFTWARE IMPLEMENTATION**

THA’s relationship with VisualHOMES continues to improve. Over the past few months they have made a concerted effort to reduce the number of open support requests. This effort is a result of significant contributions by THA’s IT Analyst, Jennifer Minogue and Lorraine Jones of Visual Homes. Since Lorraine has become our Visual Homes Project Manager she has helped reduce the number of outstanding issues from forty five to nineteen in 4 months while addressing twenty one new issues, bugs and/or enhancement requests. Additionally, she has analyzed and helped develop new specifications for an improved Tax Credit module. This module enhancement encompasses 5 outstanding THA Tax Credit modification requests and improves the overall functionality of the module by incorporating the tax credit application software and data into our main line VisualHOMES application. It should be noted whenever a new module is implemented, we will see a temporary increase in bug requests as a result of modifying the software to fit our agencies specific needs..

**Significant Software Initiatives Underway**

- Testing of Purchase Requisitions – PRQ .net
- Planning for LRTran07 Upgrade
- Analysis and Review of Tax Credit Upgrade Module
- THA Analysis and Review of Grants Processing and Reporting

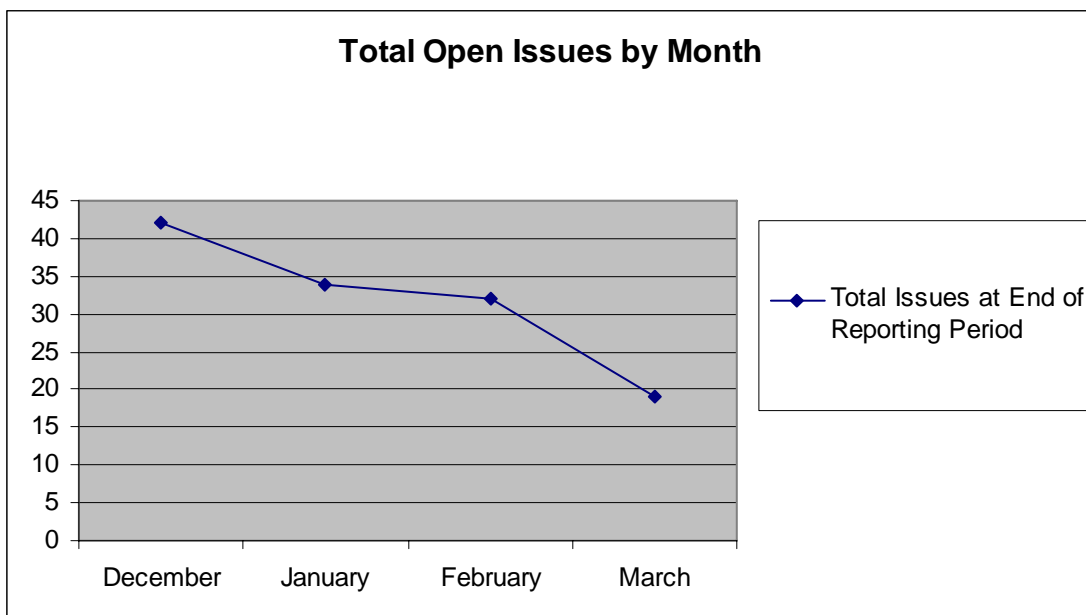
**Significant Mile Stones**

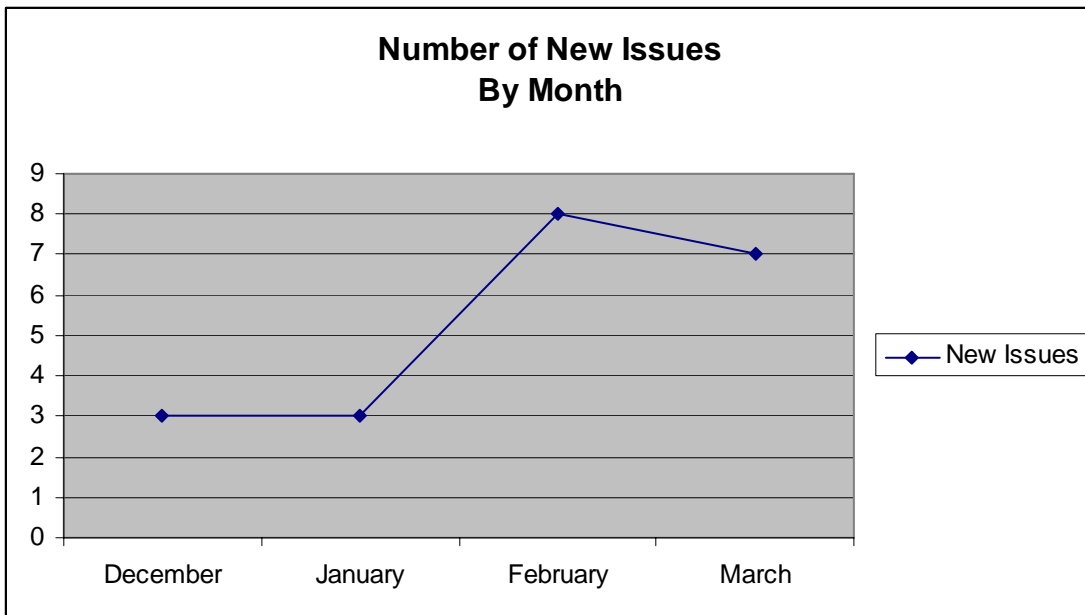
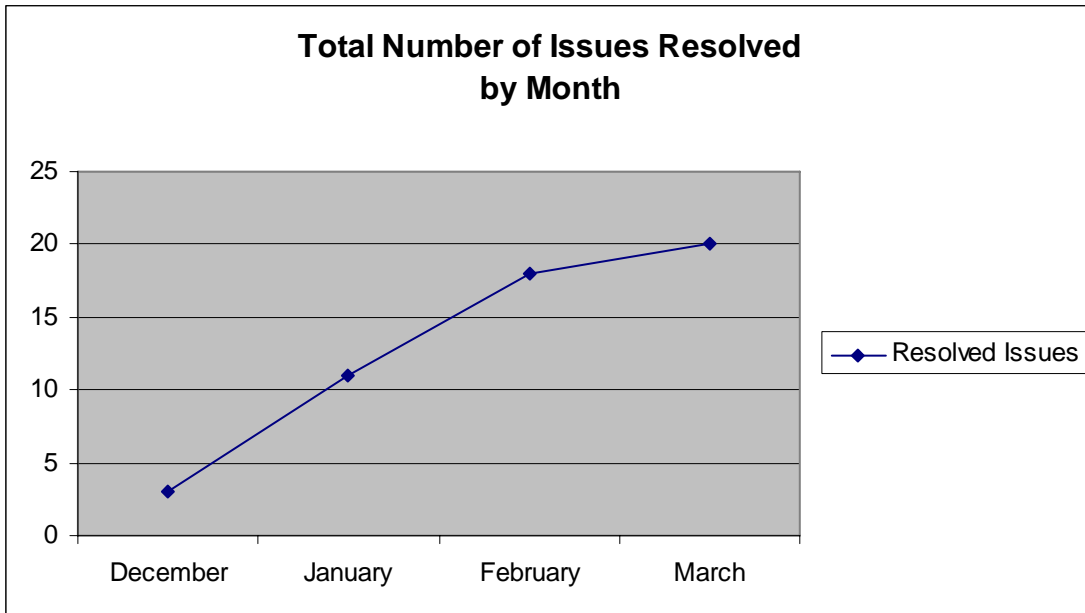
- 58% Reduction of Outstanding Issues in last 4 months

**Outstanding Issues List Matrix**

<b>Current Month Scorecard</b>	<b>Priority</b>				
	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Critical</b>	<b>Total</b>
Support issues brought forward	5	15	11	1	32
+ New issues this period	4	2	1	0	7
- Total Issues resolved this period	<u>6</u>	<u>6</u>	<u>7</u>	<u>1</u>	<u>20</u>
<b>= Outstanding issues– end of period</b>	<b>3</b>	<b>11</b>	<b>5</b>	<b>0</b>	<b>19</b>
% of Outstanding resolved this period	66%	35%	58%	100%	51%
Bug report submitted	1	1	2	0	4
Modification needed	1	10	3	0	14
Training required	0	0	0	0	0
Upgrade available	0	0	0	0	0
Action required from THA	0	0	0	0	0
Under VH review	0	0	0	0	0
In VH development	1	0	0	0	1
In THA testing	0	0	0	0	0
<b>Total Outstanding Issues</b>	<b>3</b>	<b>11</b>	<b>5</b>	<b>0</b>	<b>19</b>

- **Total Support Requests Beginning Number** – This is the beginning number from the prior months ending numbers.
- **New this Month** – Issues, bugs and modifications requests submitted this month.
- **Bug Report Submitted** – Bugs are considered errors within the current functionality. Please note enhancements to current functionality should not be categorized as bugs.
- **Modification Needed** – This category should include all requests for new functionality or enhancement of current functionality
- **Training Required** - A lack of understanding in the software has resulted in need for THA to schedule training. Issues in this category need to be addressed with staff training.
- **Upgrade Available** - The solution to the reported issue has already been resolved in a new release. THA needs to schedule an upgrade with VisualHOMES Support.
- **Action Required from THA** – VisualHOMES has requested additional information to provide clarification of the reported issue
- **Under VH Review**– VisualHOMES support staff handles issues related to minor system bugs, data issues and training. When in this category, the issue is being worked on.
- **In VH Development** – Issues (Bugs and/or Approved Modifications) in development will be addressed in future releases (builds) or added to technical specs of future enhancements.
- **In THA Testing** - VisualHOMES has tested and delivered the requested changes to THA for Acceptance Testing. THA will test the required changes and provide documented feedback/approval.
- **Total Issues Resolved** – Issues in the category have been resolved and a solution implemented by VH and THA.
- **Total Outstanding Issues** – Issues yet to be resolved or awaiting modification of software by Visual Homes Development Team. This will be next months beginning number.
- **Percentage by Priority** – Percentage of total issues by priority still to be resolved.





**4. ASSET MANAGEMENT AND COMPLIANCE**

We are continuing to move forward in our compliance, asset management and procurement efforts.

**5. YEAR-END UPDATE**

The State Auditor's Office completed the FY 2009 audit during the last week of March and has scheduled the Exit Conference for April 30<sup>th</sup>. While the auditors were very satisfied with the progress made in the Finance Department, they were required to report an audit finding for one of THA's tax credit entities (Salishan Four) for the period that ended December 31, 2008. The audit of Salishan Four for CY 2008 was conducted by Finney, Neill & Company and while it did not include an audit finding, it included a letter to THA (SAS 112/Management Letter) that disclosed what was deemed a material weakness. The State Auditors included a review of the CY 2008 audits in the FY 2009 audit of THA and were by Governmental Auditing Standards required to report this management letter as a finding.

The issue that caused the Salishan Four SAS 112 Letter was the fact that THA provided Finney, Neill & Company with an unadjusted trial balance that did not include approximately \$18 million in capital assets and the related depreciation of about \$255 thousand, as well as about \$40 thousand in management fees. This was due to THA taking the same approach it had in prior years when new projects came online; THA always relied on the auditors to complete the recording of the capital asset and management fee activities. With the passing of newer, more stringent audit standards (SAS 112), the auditors were required to report to THA this issue as a material weakness in a management letter. Unfortunately, Finney, Neill & Company never communicated these stricter audit standards to THA, other than after the fact with the SAS 112 Letter.

The State Auditor's wrapped up the financial statement audit before the March 31<sup>st</sup> deadline and THA successfully submitted the audit report to both REAC and the Federal Audit Clearinghouse. In a few months, THA should find out if REAC accepts the submission as is or seeks further clarifications.

**6. BUDGET**

FY 2011 initial budget documents have been returned to the Finance department and have been entered into the agency wide budget spreadsheets. The cabinet is now in the middle of budget discussions and negotiations, working with their respective staffs to bring the budget into balance.

**7. DESK MANUAL PROJECT**

The desk manual project is moving along well. To date, we have mapped four major agency processes and are on schedule to finalize the mapping sessions for all major processes by the end of June. The process maps provide a clear picture of how we currently operate and where we are able to make improvements and increase efficiencies. Jeri Seamands, our Technical Writer, will fill the Board in with more detail during her presentation at the Board meeting in May.

**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

		February, 2010				Thru 06/30/2010		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
<b>OPERATING RECEIPTS</b>								
1	Tenant Revenue - Dwelling rent	217,015	1,713,151	1,612,253	6.26%	2,569,727	2,418,379	6.26%
2	Tenant Revenue - Other	6,295	48,139	32,333	48.88%	72,209	48,500	48.88%
3	HUD grant - Section 8 HAP reimbursemen	2,613,204	20,108,436	20,259,172	-0.74%	30,162,654	30,388,758	-0.74%
4	HUD grant - Section 8 Admin fee earned	200,550	1,719,661	1,658,454	3.69%	2,519,492	2,487,681	1.28%
5	HUD grant - Public Housing subsidy	176,642	1,767,448	1,688,760	4.66%	2,476,172	2,533,140	-2.25%
6	HUD grant - Community Services/HOPE	44,681	434,173	613,036	-29.18%	651,260	919,554	-29.18%
7	HUD grant - Capital Fund Operating Reve	36,615	180,636	226,135	-20.12%	320,954	339,203	-5.38%
8	Management Fee Income	163,321	1,179,548	1,156,564	1.99%	1,769,322	1,734,846	1.99%
9	Fee For Service Income	11,118	151,270	161,437	-6.30%	226,905	242,155	-6.30%
10	Other Government grants	2,351	94,308	64,667	45.84%	104,308	97,000	7.53%
11	Investment income	7,145	36,277	40,417	-10.24%	54,416	60,625	-10.24%
12	Fraud Recovery Income - Sec 8	4,603	19,014	11,667	62.98%	28,521	17,500	62.98%
13	Other Revenue- Developer Fee Income	500,000	880,000	1,182,578	-25.59%	1,773,867	1,773,867	0.00%
14	Other Revenue	9,752	284,575	213,987	32.99%	326,863	320,980	1.83%
15	<b>TOTAL OPERATING RECEIPTS</b>	<b>3,993,292</b>	<b>28,616,636</b>	<b>28,921,459</b>	<b>-1.05%</b>	<b>43,056,667</b>	<b>43,382,188</b>	<b>-0.75%</b>
<b>OPERATING EXPENDITURES</b>								
<b>Administrative Expenses</b>								
16	Administrative Salaries	246,525	2,104,263	2,235,162	-5.86%	3,156,395	3,352,743	-5.86%
17	Administrative Personnel - Benefits	99,186	768,530	838,273	-8.32%	1,152,795	1,257,409	-8.32%
18	Accounting & Audit Fees	20,710	49,791	46,604	6.84%	69,906	69,906	0.00%
19	Management Fees	134,604	973,457	1,014,899	-4.08%	1,535,186	1,522,349	0.84%
20	Advertising	1,530	6,191	8,667	-28.57%	9,287	13,000	-28.57%
21	Data Processing Expenses	19,717	117,919	163,134	-27.72%	251,879	244,701	2.93%
22	Office Supplies	5,453	58,486	71,975	-18.74%	87,729	107,962	-18.74%
23	Publications & Memberships	3,041	33,766	26,417	27.82%	43,149	39,625	8.89%
24	Telephone	7,107	62,602	69,667	-10.14%	93,903	104,500	-10.14%
25	Postage	2,873	25,465	32,273	-21.09%	38,198	48,409	-21.09%
26	Leased Equipment & Repairs	3,219	33,106	38,373	-13.73%	49,659	57,560	-13.73%
27	Office Equipment Expensed	1,927	24,202	63,933	-62.14%	36,303	95,900	-62.14%
28	Legal	0	70,506	61,733	14.21%	95,759	92,600	3.41%
29	Local Milage	543	6,511	15,154	-57.03%	9,767	22,731	-57.03%
30	Staff Training/Out of Town travel	3,930	74,366	119,517	-37.78%	141,549	179,275	-21.04%
31	Contract Services	18,366	194,726	259,746	-25.03%	367,089	389,619	-5.78%
32	Other administrative expenses	9,784	90,136	88,767	1.54%	135,204	133,150	1.54%
33	Due diligence - Development projects	0	0	33,333	-100.00%	25,000	50,000	-50.00%
34	Contingency	0	0	1,667	-100.00%	0	2,500	-100.00%
35	<b>Total Administrative Expenses</b>	<b>578,515</b>	<b>4,694,023</b>	<b>5,189,293</b>	<b>-9.54%</b>	<b>7,298,754</b>	<b>7,783,939</b>	<b>-6.23%</b>

	February, 2010				Thru 06/30/2010			
	CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE	
<b>Tenant Service</b>								
36	Tenant Service - Salaries	64,319	508,283	485,792	4.63%	762,425	728,688	4.63%
37	Tenant Service Personnel - Benefits	25,121	192,821	177,710	8.50%	289,232	266,565	8.50%
38	Relocation Costs	22,788	69,926	63,333	10.41%	104,889	95,000	10.41%
39	Tenant Service - Other	18,370	228,969	325,401	-29.63%	343,454	488,102	-29.63%
40	<b>Total Tenant Services</b>	<b>130,598</b>	<b>999,999</b>	<b>1,052,237</b>	<b>-4.96%</b>	<b>1,499,999</b>	<b>1,578,355</b>	<b>-4.96%</b>
<b>Project Utilities</b>								
41	Water	6,461	66,532	66,342	0.29%	99,798	99,513	0.29%
42	Electricity	27,853	124,300	153,577	-19.06%	186,450	230,365	-19.06%
43	Gas	5,928	42,099	52,562	-19.91%	63,149	78,843	-19.91%
44	Sewer	32,718	195,783	180,336	8.57%	293,675	270,504	8.57%
45	<b>Total Project Utilities</b>	<b>72,960</b>	<b>428,714</b>	<b>452,817</b>	<b>-5.32%</b>	<b>643,071</b>	<b>679,225</b>	<b>-5.32%</b>
<b>Ordinary Maintenance &amp; Operations</b>								
46	Maintenance Salaries	48,235	458,275	466,532	-1.77%	687,413	699,798	-1.77%
47	Maintenance Personnel - Benefits	15,944	159,451	155,116	2.79%	239,177	232,674	2.79%
48	Maintenance Materials	8,478	108,594	113,830	-4.60%	162,891	170,745	-4.60%
49	Contract Maintenance	42,557	572,673	590,552	-3.03%	859,010	885,828	-3.03%
50	<b>Total Routine Maintenance</b>	<b>115,214</b>	<b>1,298,993</b>	<b>1,326,030</b>	<b>-2.04%</b>	<b>1,948,490</b>	<b>1,989,045</b>	<b>-2.04%</b>
<b>General Expenses</b>								
51	Protective Services	29,930	118,604	124,280	-4.57%	177,906	186,420	-4.57%
52	Insurance	21,731	142,134	133,091	6.79%	213,201	199,636	6.79%
53	Other General Expense	51,221	494,735	570,357	-13.26%	742,103	855,536	-13.26%
54	Payment in Lieu of Taxes	0	8,391	6,500	29.09%	12,587	9,750	29.09%
55	Bad Debt - Tenant Rents	0	6,114	12,333	-50.43%	18,500	18,500	0.00%
56	Interest Expense	14,341	218,061	400,524	-45.56%	467,092	600,786	-22.25%
57	<b>Total General Expenses</b>	<b>117,223</b>	<b>988,039</b>	<b>1,247,085</b>	<b>-20.77%</b>	<b>1,631,388</b>	<b>1,870,628</b>	<b>-12.79%</b>
58	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,014,510</b>	<b>\$ 8,409,768</b>	<b>\$ 9,267,461</b>		<b>\$ 13,021,701</b>	<b>\$ 13,901,192</b>	
<b>Nonroutine Expenditures</b>								
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	0	14,697	50,000	-70.61%	62,046	75,000	-17.27%
60	Casualty Losses	0	0	16,667	-100.00%	25,000	25,000	0.00%
61	Sec 8 HAP Payments	2,613,204	20,108,436	20,259,172	-0.74%	30,162,654	30,388,758	-0.74%
62	<b>Total Nonroutine Expenditures</b>	<b>2,613,204</b>	<b>20,123,133</b>	<b>20,325,839</b>	<b>-1.00%</b>	<b>30,249,700</b>	<b>30,488,758</b>	<b>-0.78%</b>
63	<b>TOTAL EXPENDITURES</b>	<b>3,627,714</b>	<b>28,532,901</b>	<b>29,593,300</b>	<b>-3.58%</b>	<b>43,271,400</b>	<b>44,389,950</b>	<b>-2.52%</b>
64	<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>365,578</b>	<b>83,735</b>	<b>(671,841)</b>	<b>-112.46%</b>	<b>(214,733)</b>	<b>(1,007,762)</b>	<b>-78.69%</b>
<b>Reserve/Capital Affecting Operations</b>								
65	THA transfer to development projects	(423,063)	(2,031,383)	(2,833,600)	-28.31%	(3,857,240)	(4,250,400)	-9.25%
66	Reserve Appropriations	443,814	2,329,719	3,520,478	-33.82%	4,462,259	5,280,717	-15.50%
67	<b>THA SURPLUS/(DEFICIT)</b>	<b>386,329</b>	<b>382,071</b>	<b>15,037</b>		<b>390,286</b>	<b>22,555</b>	

**TACOMA HOUSING AUTHORITY**  
**CASH BALANCES - March 31, 2010**

Account Name	Current Balance	Interest	
<b>HERITAGE BANK</b>			
Accounts Payable	\$ 3,984,763	0.500%	
Section 8 Checking	1,893,048	0.500%	
THA Investment Pool	282	0.500%	
THA LIPH Security Deposits	87,238	0.500%	
THDG - Tacoma Housing Development Group	10,461	0.500%	
LF - Windstar	12,053	0.500%	
LF - Stewart Court	123,496	0.500%	
LF - Stewart Ct Security Deposit Account	14,003	0.500%	
LF - SF 9Homes Alaska	152,899	0.500%	
LF - SF 9Homes Alaska Sec Dep Acct	14,501	0.500%	
LF - SFH No. Shirley	11,858	0.500%	
LF - SFH N Shirley Security Deposit Acct	1,034	0.500%	
LF - Wedgewood Homes	37,314	0.500%	
LF - Wedgewood Homes Security Deposit Acct	14,762	0.500%	
General Fund Money Market	3,480,690	0.500%	
<b>WASHINGTON STATE</b>			
Investment Pool	\$ 814,972	0.280%	
<b>US BANK</b>			
Payroll Account	\$ 6,953		
<b>CHASE</b>			
IDA Account	94,069	0.01%	
<b>TOTAL THA CASH BALANCE</b>	<b>\$ 10,754,397</b>		
<b>LESS:</b>			
<b>Restrictions:</b>			
HAP Reserves	\$ 1,079,490		
Section 8 Voucher Operating Reserves	-		
FSS Escrows	232,892		
Mod Rehab Operating Reserves	119,177		
PH Operating Reserves	3,912,376		
Security Deposit Accounts	125,688		
Salishan Sound Families - 608	277,010		
IDA Accounts - 604,605,611	94,069		
THDG - 048	10,461		
Wedgewood Operating Reserve	-		
<b>Agency Liabilities:</b>			
Windstar Loan - 042	338,834		
Local Fund Debt Service	235,223		
Citibank Loan for Area 3	3,300,000		
(\$3.3 million due Citibank Jan, 2011 if lots not sold)			
ABHOW Lease Option (Contingent until ABHOW breaks ground)	1,070,000		
<b>Total Restrictions</b>	<b>\$ 10,795,221</b>		
<b>THA UNENCUMBERED CASH</b>		<b>\$ (40,824)</b>	
<b>Agency Current Commitments:</b>			
	Commitment	Expended	Balance
Salishan Infrastructure (Area 2B) (532)	\$ 4,075,000	\$ 2,434,880	\$ 1,640,120
Habitat for Humanity Loan	135,000	135,000	-
Salishan Education & Training - On hold	234,000		-
Salishan 5 (905) - Not needed for Sal 5			-
Salishan 6			
Salishan 7			
Other Development Projects			
<b>Total Current Commitments outstanding</b>			<b>\$ 1,640,120</b>
<b>Advances until Funding Source determined</b>			
Salishan 7			\$ 511,528
<b>Total Advances</b>			<b>\$ 511,528</b>



REAL ESTATE MANAGEMENT  
AND  
HOUSING SERVICES



# TACOMA HOUSING AUTHORITY

Date: April 28, 2010  
 To: THA Board of Commissioners  
 From: April Davis  
 Director of Real Estate Management and Housing Services  
 Re: Department of Real Estate Management and Housing Services Monthly Board Report

## 1. HUD 5-YEAR AND ANNUAL PLAN

THA received confirmation from HUD that THA will no longer be required to submit an Annual Plan. The Annual Moving-to-Work (MTW) Plan will replace the Annual Plan for FY2011 forward.

Any revisions to the Annual MTW Plan that was prepared for THA's MTW application will go through a public review process and be presented to the Board of Commissioners for approval.

## 2. PROPERTY MANAGEMENT DIVISION

### 2.1 Physical Inspection Assessment Sub-System (PASS)

THA has received from HUD its PASS score for the following Asset Management Projects (AMP):

PASS INSPECTION REPORT				
AMP	Properties	Inspection Date	Score	Performance (High/Std/Troubled)
1	K Street, G Street, EB Wilson	11/21/2008	92	High
2	6th Ave, Wright, Fawcett	10/27/2008	86	Standard
3	Ludwig, Bergerson, Dixon	10/23/2008	93	High
4	Hillside 1800, Hillside 2500	3/6/2009	84	Standard
6	LIPH Scattered Sites	10/27/2008	70	Standard
7	Hillside 1 Tax Credit	1/27/2009	97	High
8	Hillside 2 Tax Credit	1/27/2009	99	High
9	Hillside 1500 Tax Credit	1/27/2009	99	High
10	Salishan 1 Tax Credit	1/28/2009	94	High
11	Salishan 2 Tax Credit	5/5/2009	75	Standard
12	Salishan 3 Tax Credit	TBD		
13	Salishan 4 Tax Credit	TBD		
14	Salishan 5 Tax Credit	TBD		
15	Salishan 6 Tax Credit	TBD		

**2.2 Performance Report Summaries:**

*2.2.1 Public Housing Information Center (PIC) reporting:*

THA's reporting rate for accurately submitting public housing program participation data (50058) to HUD is at 99% HUD requires a housing authority to accurately submit at 95% or better.

*2.2.2 Occupancy:*

Unit occupancy is reported for the first day of the month. This data is for the month of March 2010.

<b>OCCUPANCY SUMMARY REPORT</b>					
PROGRAM	UNITS AVAILABLE	UNITS VACANT	UNITS OCCUPIED	% MTH OCCUPIED	% YTD OCCUPIED
AMPs 1-6	594	21	573	96.5%	97.5%
Tax Credit Units	602	22	580	96.3%	96.6%
Local fund units	119	12	107	89.9%	89.0%
<b>All Total</b>	<b>1315</b>	<b>55</b>	<b>1260</b>	<b>95.8%</b>	<b>97.1%</b>

*Vacancy Unit Turn (PHAS/MASS Indicator #1):*

- (a) To earn maximum points for this sub-indicator housing authorities must complete unit turns at an average rate of 20 days or less per AMP.

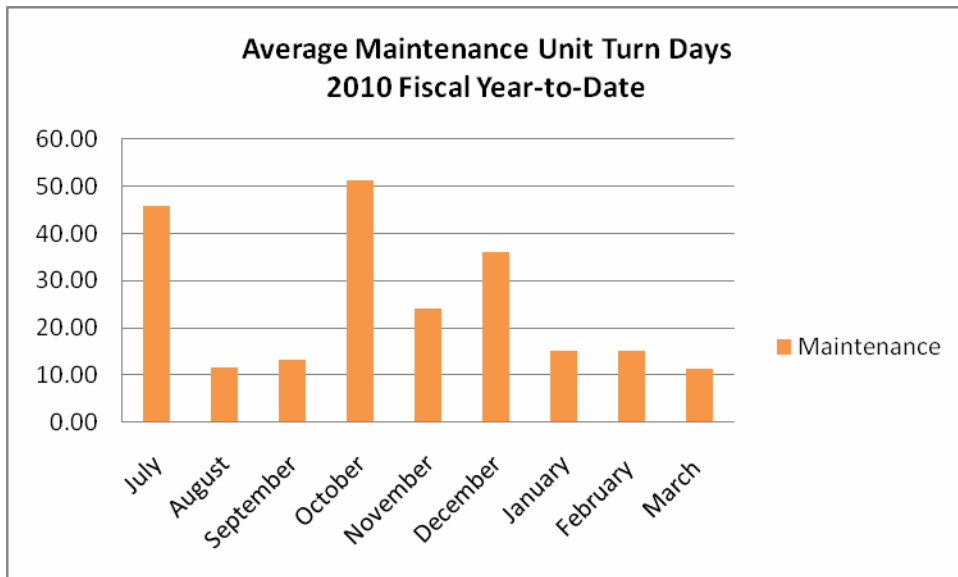
For the fiscal year, the average unit turns across all AMPS was 45.2 days per turn. Management continues to track this data on a monthly basis. Improvement has been noted month to month. Total turn time is not reflected in this calculation until unit is occupied.

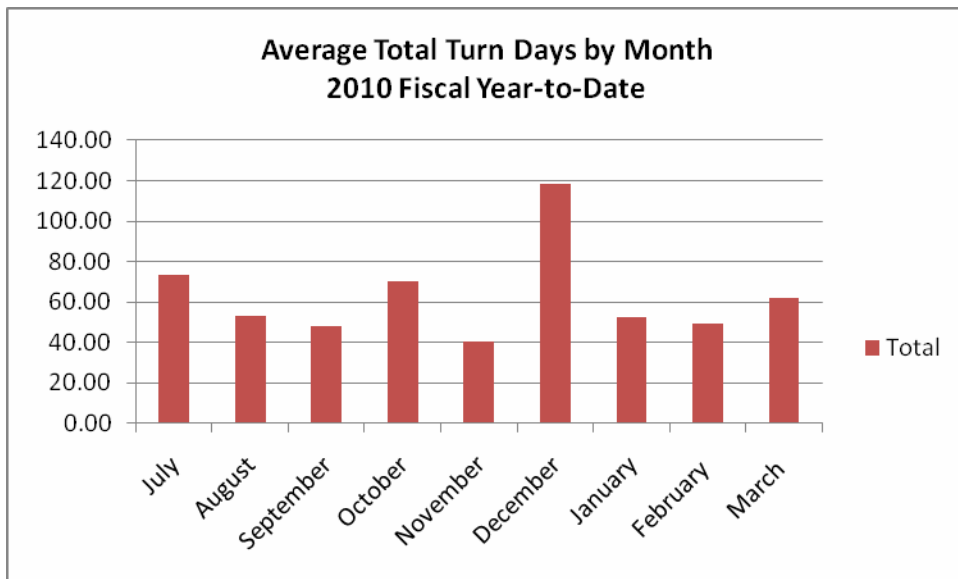
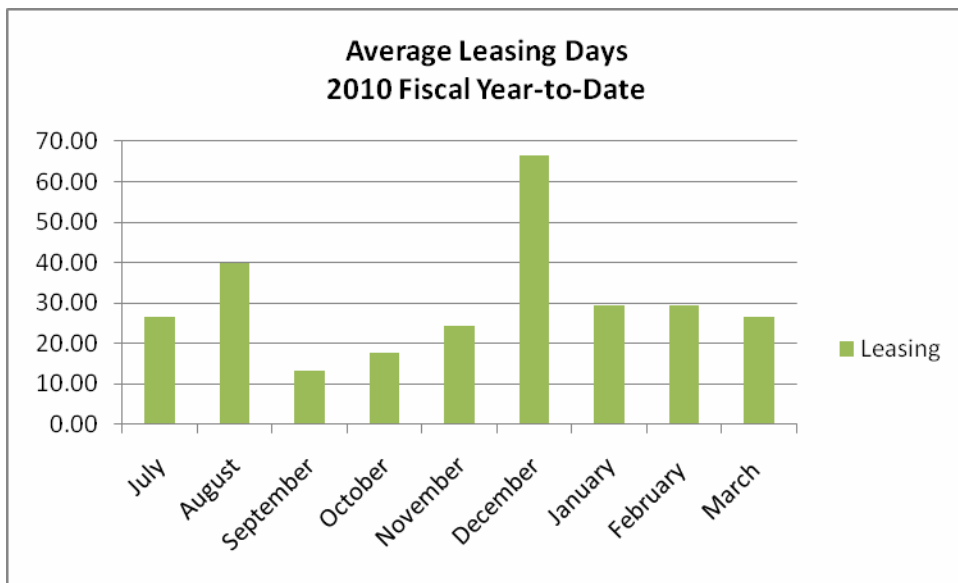
<b>March 2010 FYTD VACANT UNIT TURN REPORT (MASS #1)</b>							
AMP # *	Units Turned	Down Time	Make Ready	Lease Up	Days to Turn	Exempt Days	Avg Turn
AMP 1	14	4	79	508	591		42.21
AMP 2	27	16	231	896	1143		42.33
AMP 3	30	45	629	637	1331		43.70
AMP 4	14	15	312	298	625		44.64
AMP 6	7	8	253	84	345		49.29

March 2010 FYTD VACANT UNIT TURN REPORT (MASS #1)							
AMP # *	Units Turned	Down Time	Make Ready	Lease Up	Days to Turn	Exempt Days	Avg Turn
AMP 7	4	68	24	158	250		62.50
AMP 8	2	88	0	49	137		68.50
AMP 9	0	0	0	0	0		0
AMP 10	0	0	0	0	0		0
AMP 11	4	0	42	10	52		13
AMP 12	0	0	0	0	0		0
AMP 13	4	79	77	164	320		80
Amp 14	0	0	0	0	0		0
AMP 15	0	0	0	0	0		0
<b>TOTALS</b>	<b>106</b>	<b>323</b>	<b>1647</b>	<b>2804</b>	<b>4794</b>		<b>45.2</b>

\*Please refer to the table in Section 2.1 for a list of the properties associated with each AMP.

Below are trend reports for maintenance unit turn time (reflected as “make ready” in the chart above), average leasing days and average days to turn a unit.





2.2.3 Work Order Report (PHAS/MASS Indicator #4):

The work order report accounts for two separate performance indicators in work order management, time to complete emergency work orders and average time to complete non-emergency work orders (routine). The performance indicators are recorded per AMP. HUD requires housing authorities to complete at least 99% of its annual emergency work orders within 24 hours.

April 2010 Board of Commissioners Meeting  
 REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY  
 REPORT  
 Page 5

In the month of March, all emergency work orders were completed within 24 hours.

**Work Order Completion Table:**

WORK ORDER COMPLETION REPORT (PHAS/MASS #4)								
AMP # *	Emergency				Non Emergency			
	March 2010		FYTD		March 2010		FYTD	
	# Completed	% Completed in 24 hrs	# Completed	% Completed in 24 hrs (99% HUD Std)	# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
AMP 1	2	100	31	100%	44	2.32	373	4.61
AMP 2	2	100	11	100%	36	5.94	310	4.31
AMP 3	5	100%	54	100%	42	3.57	410	10.79
AMP 4	3	100%	35	100%	56	1.52	295	20.92
AMP 6	1	100	15	100%	20	4.15	128	15.98
AMP 7	0	0	0	N/A	2	1.50	25	5.28
AMP 8	0	NA	0	N/A	1	4	15	9.33
AMP 9	0	NA	0	N/A	1	3	3	6.33
AMP 10	0	NA	0	N/A	4	5	72	47.32
AMP 11	0	NA	0	N/A	9	8.56	61	45.18
AMP 12	0	NA	0	N/A	8	26.38	63	31.22
AMP 13	0	NA	0	N/A	8	6.75	73	29.99
AMP 14	0	NA	0	N/A	4	3.5	26	6.5
AMP 15	0	N/A	4	100%	2	0	13	3.92
Non-AMP	0	NA	4	100%	2	0	126	2.72
TOTALS	13	100%	155	100%	239	4.28	1993	13.48

\*Please refer to the table in Section 2.1 for a list of the properties associated with each AMP.

**Outstanding Work Orders Table:**

Outstanding Work Orders as of March 31, 2010					
AMP #	Open Emergency WO	Days Open	Open Non-Emergency	<25 Days open	>25 Days open
AMP 1	0	0	3	3	0
AMP 2	0	0	5	4	1
AMP 3	0	0	7	7	0
AMP 4	0	0	3	3	0
AMP 6	0	0	1	1	0
AMP 7	0	0	1	1	0
AMP 8	0	0	5	2	3
AMP 9	0	0	6	0	6
AMP 10	0	0	14	5	9
AMP 11	0	0	25	6	19
AMP 12	0	0	15	7	8
AMP 13	0	0	13	4	9
AMP 14	0	0	9	6	3
AMP 15	0	0	8	5	3
Non-AMP	0	0	4	1	3
TOTALS	0	0	119	55	64

**2.3 Salishan Association**

*2.3.1 Salishan Association Board:*

(a) Budget

The Board of Directors has approved a budget for 2010 and copies of the budget have been mailed out to all of the homeowners. Dues for the THA-owned units will increase by \$41 per month. The increase in dues for THA units will now include landscaping and security services; whereas these services were previously paid for out of the Salishan LLC budgets in addition to association dues. Dues for homeowners will increase by \$15 per month. Increases will be effective April 2010. The Association received a petition disputing the increase. The Board reviewed the concerns and

responded in writing to the homeowners. The Board also provided a detailed budget review during its annual meeting.

The Board has solicited bids to cover all landscape within Salishan. During the April 19, 2010 Salishan Association Annual meeting homeowners voted for the new landscaping company. Chhan's Law and Garden was unanimously selected. Chhan's will be starting May 1<sup>st</sup>.

Homeowners also adopted the rental cap for Salishan. The revised covenants will be legally filed this month.

## **2.4 Community Development and Safety**

### *2.4.1 Salishan Association:*

- (a) The Tacoma Community Based Services (CBS) kick-off meeting was held on February 24<sup>th</sup> at First Creek Middle School. As part of the follow up to that kick-off, we have scheduled an Open Forum for Monday, April 19<sup>th</sup> for all Salishan residents. We will be discussing the local gangs in the area, age groups of these gangs and drugs. A representative from the Tacoma Police Department facilitating this meeting.
- (b) Pomegranate volunteers joined Salishan volunteers for three days of work during the month of March. The volunteers spent a day cleaning up Courtyard Park and the next two days were spent cleaning up "The Gathering Place."

### *2.4.2 Comprehensive Health & Education Foundation (CHEF) Funding:*

Hip Hop Classes for youth and adult Zumba classes are now being offered on a weekly basis. We have about 15 people attending each of the classes and have added another Zumba class during the week due to the high demand and popularity of the class. Non-residents are charged a small fee to participate. Proceeds will go toward youth sports in Salishan.

## **3. RENTAL ASSISTANCE DIVISION**

### **3.1 Performance Report Summary:**

#### *3.1.1 Public Housing Information Center (PIC) reporting:*



THA's reporting rate for accurately submitting HCV program participation data (50058) to HUD is at 97%. HUD requires a housing authority to accurately submit at 95% or better.

*3.1.2 Housing Choice Voucher (HCV) Utilization:*

Housing Choice Voucher utilization is reported at 94% for the month of January and 98% for calendar year to date. Budget utilization is reported at 97% for calendar year to date.

HCV UTILIZATION SUMMARY REPORT					
Voucher			HAP		
	Month			Month	
Voucher Allocation	3,543		Budget	2,556,618	
Voucher Leased	3,452		Actual	2,415,289	
% Utilized	97%		% Utilized	94%	



REAL ESTATE

DEVELOPMENT



# TACOMA HOUSING AUTHORITY

DATE: April 28, 2010  
TO: THA Board of Commissioners  
FROM: Tina Hansen  
Interim Director of Real Estate Development  
RE: Real Estate Development Department Monthly Board Report

---

## 1. SALISHAN/HOPE VI

### 1.1 Phase II Construction

#### 1.1.1 Area 2A

- *Education, Training and Retail Center:* Staff recently prepared a revised estimate of construction costs based on current pricing.

<i>Acquisition costs</i>	<i>1,203,000</i>
<i>Construction costs</i>	<i>8,094,501</i>
<i>Development costs</i>	<i><u>1,232,000</u></i>
<i>Total Costs</i>	<i>10,529,501</i>

The revised construction costs estimate is a reduction of \$1,193,898, and includes \$1,390,451 for basic tenant improvements that would not be needed if the library was the only tenant. Staff continues to pursue parties that have been interested for some time including KWA, Tacoma Community College, and Cottesmore Childcare. Financially challenging times has been a common response for many prospective tenants. Staff is also pursuing newer prospects including Evergreen State College and The Woods Coffee. Staff continues to pursue grants and other funding opportunities as well and is meeting weekly to discuss opportunities for ETRC funding, tenants, and creative alternatives.

#### 1.1.2 Area 3

- *Lot Sales:* The sale of (9) building lots to Habitat for Humanity closed on December 10, 2009. Habitat is underway with the construction of all nine homes, and is near completion of the first three. Staff is pursuing numerous builders for additional lot sales including Habitat, Homeownership, DR Horton, Pulte-Centex Polygon, Bennett, and others, as well as Pierce County MBA and

local smaller builders.

*1.1.3 Area 2B*

- *Infrastructure:* The Joint Utility Trench (JUT) will be completed the end of April. The contaminated soils have all been removed and all areas of contamination have been remediated in block 28 in lots 17-18. Parametrix, the engineer of record supervised all remediation activities. The Pierce County Health Department is the agency responsible for regulation of the remediation.
- *Salishan 7:* Current program plans include (90) project-based Section 8 rental units and (1) unrestricted manager's unit. Walsh Construction continues excavation of the foundations in block 28. The foundation footings and walls have been poured in block 24 and the footings are being formed and poured in block 28, lots 19-23. The floor slabs have been poured in block 25 and have started in block 24. Framing is underway in block 25, lots 10-13.

*1.1.4 Arlington Rd*

Staff continues to reevaluate the best use and development of the Arlington Road property.

**1.2 Financial**

*1.2.1 Salishan Five:* Staff is working on placed in service materials for the Finance Commission and the Trust Fund. Once the cost certification is received from the accountant THA will be able to request the third capital contribution (\$2,213,157). THA should be able to request this in the next 30-45 days.

*1.2.2 Salishan Six:* As Salishan Six is now completed and occupied, staff requested the next equity installment and is working on the placed in service requirements. Salishan Six will be placed into an investment fund. Staff has been provided the due diligence list from the investor to enable this transaction. Due to significant cost savings in Salishan Six THA has been working with the investor to insure THA receives all of the equity committed to the project.

*1.2.3 Salishan Seven:* The contract manager from the Housing Trust Fund conducted a site visit on April 14; she was impressed with what she saw. This was her first visit to Salishan. THA learned that it was awarded

\$5,000 from the Home Depot Foundation to help cover some of the administrative/compliance costs associated with registering for LEED certification.

*1.2.4 Area 3 Citi Bank Loan:* Staff recently received an appraisal of the building lots in Salishan Area 3 and is coordinating internally and working with CSG Financial Advisors in planning for and negotiating with Citibank to restructure the existing loan. Staff, CSG, and Citibank met at THA on April 12 to discuss the loan. This was our first meeting with all 3 parties present. Discussions included loan terms (maturity date, interest rate, collateral, guarantee, etc.), legal interpretation of contract documents, and marketing strategy. We also visited Salishan and a competing plat (Rehe). Both THA staff and CSG thought it was a good first meeting, and that we made progress. Our next meeting with all three parties will be a teleconference on April 20.

### **1.3 Construction Oversight Committee**

The April Construction Oversight Committee (COC) was held as scheduled on April 8 2010. The committee was updated on all elements of Salishan as well as the Hillside Terrace Hope VI progress. The next meeting is scheduled for June 10, 2010.

## **2. PUBLIC HOUSING PROJECTS**

### **2.1 Scattered Sites**

*2.1.1 Disposition:* Staff recently received the appraisals for the scattered site properties. Next step in the disposition process is to forward an "Offer of Sale" letter to the residents and begin Homeownership counseling. With the recent decrease in property values (current appraised market values of the scattered sites are 20% lower than the 2007 assessed value), the current market conditions, the site based management in place, relocation costs (approx \$1500 per household), the allocation of Cap funds, and other opportunities for the properties now (MTW), we have taken another look at the implication, purpose and value of the disposition. Staff is preparing a recommended to the Executive Director to stop the disposition process at this time.

### **2.2 1800/2500 Hillside Terrace**

*2.2.1 Financing:* Staff submitted the HOPE VI application on November 12, 2009. Staff anticipates award notices by HUD anytime.

2.2.2 *Architecture:* Schematic design from the limited design scope was completed by GGLO at the end of March 2010.

2.2.3 *Construction:* Staff entered into a Pre-Construction Services Agreement with Absher Construction for Not-to-Exceed \$75,000. Staff has issued a Limited Notice to Proceed for schematic design drawing review and cost estimate. The design reviews and schematic design estimates will be completed by the end of April 2010.

### 3. **CAPITAL FUNDS & AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) CAPITAL FUNDS**

3.1 **Planning/Bidding:** All Plans, Specifications and Bidding have been completed.

#### 3.2 **Capital Fund Construction:**

3.2.1 *Capital Funds:* The G Street Repipe project is nearing completion; painting of the hallways finishes up the end of April and grab bars that were added for resident safety are being installed. The project will close out in May.

#### 3.3 **ARRA Construction**

3.3.1 *AMP 1:* Tatley-Grund, the General Contractor has begun demolition of the existing vinyl siding and windows, and installation of new windows. Additional asbestos was discovered in exterior caulking, testing was performed and the asbestos hazard was found to be minimal, which will greatly reduce additional abatement costs to THA.

3.3.2 *AMP2:* Wright street residents were relocated to offsite temporary housing April 12<sup>th</sup> and Christensen Inc., the General Contractor started abatement of the common area flooring. Abatement work was delayed a few days due to hidden conditions requiring changes in the abatement procedures. Corrective measures have been submitted and approved and work is progressing.

3.3.3 *AMP3:* Construction Enterprise & Constructors has begun planning for the project. THA received the schedule of values for the work and a detailed schedule of activities was issued on April 19<sup>th</sup>. The work will begin early May 2010.

3.3.4 *Asphalt Removal & Replacement (AMPs 1, 2, & 3): AMP 1:* Northwest

Asphalt performed asphalt repairs at Bergerson Terrace, April 9<sup>th</sup> and are moving to Dixon Village and Ludwig on April 15<sup>th</sup>. Sealcoating and Striping will start in June., depending on the weather. Asphalt repairs will be completed at the other sites after the current building construction at each site is finished. This is tentatively scheduled for July and August.

3.3.5 Construction will be completed well ahead of the expenditure deadline.

### **3.4 Grants**

3.4.1 NSP 1: Staff continues to finalize the use of approximately \$780,000 in the first round of funding by the City of Tacoma. By the end of April THA will own 5 houses: 6514 E. Portland; 1902 E. 58<sup>th</sup>; 2323 S Ash; 2115 S Ainsworth; and 222 E. 62<sup>nd</sup>. Most of the homes need minor work. THA expects them to ready for re-sale within 60 days of acquisition. The work for the minor repair of the first home was awarded and the work will be underway in April.

3.4.2 *Salishan HOPE VI*: As was mentioned previously, with the turnover of the Salishan Six units THA has completed its development obligations under the HOPE VI grant. Real Estate Development, Community Services and Finance worked together to compile the HOPE VI Grant close out material which was due to HUD March 30, 2010. The only item that has not been submitted is the Abt evaluation report. It is expected this will be ready by the end of the month.

## **4. M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING**

4.1 The Salishan Hope VI Construction Oversight Committee met on April 8, 2010. Salishan M/WBE utilization numbers incorporate site activity in Area 1, Area 2a and 2b, and Area 3. To date, the total minority and women-owned business (M/WBE) subcontracting equals about Thirty-five percent (35%) of total contract dollars awarded. Twenty-five percent (27%) of all contract dollars have been awarded to MBE firms, and ten percent (8%) to WBE firms. Forty percent (37%) of all contracts have been awarded to Tacoma based companies, and forty-nine percent (46%) have been awarded to Pierce County based companies. Section 3 results to date total 178. The project goal was 125. The next meeting is scheduled for April 8, 2010.

4.2 G Street Re-pipe Project: WG Clark, has a MBE Participation of 2%

4.3 ARRA AMP 1: Tatley –Grund, has one Section 3 employee who was previously on unemployment and may be hiring one more employee who is also on unemployment,



next month.

**5. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES**

The following are the obligated and expenditures as of April 7, 2010

<b>Grant</b>	<b>Total Grant</b>	<b>Obligated</b>	<b>% Obligated</b>	<b>Expended</b>	<b>% Expended</b>	<b>Obligation Start Date</b>	<b>Obligation End Date</b>	<b>Disbursement End Date</b>
2007 CFP (P)	\$2,909,072	\$ 2,909,072	100%	\$2,897,100	99%	09/13/07	09/12/09	09/12/11
2008 CFP (P)	\$1,849,412	\$1,809,059	98%	\$1,265,117	68%	6/13/08	06/12/10	06/12/12
2008 CFP (1 <sup>st</sup> R)	\$1,351,655	\$1,351,655	100%	\$1,064,030	77%	6/13/08	06/12/10	06/12/12
Sal. HOPE VI (Revitalization)	\$35,000,000	\$35,000,000	100%	\$35,000,000	100%	04/26/01	12/31/10	12/31/10
2009 CFP	\$2,410,953	\$531,92147	22%	\$422,300	.18%	9/15/09	9/14/11	9/14/13
2009 CFP (1 <sup>st</sup> R)	\$703,863	\$708,863	100%	0	0	9/15/09	9/14/11	9/14/13
2009 CFP (2 <sup>nd</sup> R)	\$54,932	\$54,932	100%	0	0	9/15/09	9/14/11	9/14/13
2009 CFP (3 <sup>rd</sup> R)	\$2,724	\$00.00	0%	0	0	4/12/10	4/12/09	4/12/13
CFRG*	\$4,096,616	\$4,096,616	100%	\$631,158	.15%	3/18/09	3/17/10	3/17/12

\*ARRA Capital Fund Recovery Grant



# COMMUNITY SERVICES



# TACOMA HOUSING AUTHORITY

Date: April 28, 2010  
To: THA Board of Commissioners  
From: Nancy Vignec  
Community Services  
Re: Monthly Board Report

## STRATEGIC OBJECTIVE: ASSISTANCE

THA will provide high quality housing and supportive services. Its supportive services will help people succeed as residents, neighbors, parents, students, and wage earners who can live without assistance. It will focus this assistance to meet the greatest need.

### 1. 2010 GOALS

Fifteen different major funding sources support the Community Services department's staff and activities. Most of these funding sources identify performance measures and goals. This report groups the various funding sources' annual goals by service area. It summarizes progress toward attaining annual goals during the month of March and for the calendar year 2010.

#### 1.1 Employment

The CS department offers employment services through its case workers and through a contract with Goodwill Industries. The case workers refer clients to local vocational training programs and then track their progress. The Goodwill employment specialist enrolled 6 public housing clients in his job preparation program during the month of March. Two clients were placed in jobs in March and both experienced an increase in earned income.

Activities	Month	YTD	Annual Goal	% of Goal
Clients enrolled in vocational training program	1	5	20	25%
Clients completed vocational training program	1	2	12	17%
Clients enrolled in employment readiness soft skills program	6	21	52	40%
Clients completed employment readiness soft skills program	1	1	44	2%
Job Placement	2	11	60	18%
Earned Income Increased	2	10	30	33%
Entered Apprenticeship	0	0	2	0%

## 1.2 Education

Bates continues to offer GED classes at the FIC. Standard class size is 18. During the month of March 16 participants attended GED classes. A total of 35 participants have attended since January 1, 2010.

Activities	Month	YTD	Annual Goal	% of Goal
Participants attending Bates GED classes	16	35	18	194%
Completes one or more GED tests	0	0	3	0%
Attains GED	0	0	3	0%

## 1.3 Family Self-Sufficiency Program

THA's Family Self-Sufficiency (FSS) program is a five year employment and savings incentive program funded by HUD and the City of Tacoma. Two participants graduated and three new participants joined the program during the month of March.

Status	Month	YTD	Annual Goal	% of Goal
Current Participants	125	130	153	85%
Graduates	2	4	5	80%
Removed/Voluntarily Withdrawn	1	1	n/a	n/a
New Contracts Signed	3	10	10	100%
Escrow Balance	\$290,493.02			

## 1.4 Life Skills and Parenting Classes

THA contracts with Bates Technical College for Life Skills and Parenting classes and parenting support groups. Two more participants enrolled in the parenting class that began in February. Five participants graduated from the Bates Parenting Support group in March. Exodus Housing's domestic violence support group is scheduled to begin in April.

Activities	Month	YTD	Annual Goal	% of Goal
Life Skills Enrollment	2	9	20	45%
Life Skills Completion	5	5	15	33%
Parenting Enrollment	2	9	25	36%
Parenting Completion	5	5	20	25%

### 1.5 Asset Building

The department provides financial literacy, credit counseling, homeownership counseling and individual development accounts to help THA clients build assets and prepare to become homeowners.

Activities	Month	YTD	Annual Goal	% of Goal
Financial Literacy Enrollment	8	12	120	10%
Financial Literacy Completion	1	3	72	4%
Credit Counseling Enrollment	0	0	17	0%
Credit Counseling Completion	0	1	10	10%
Homeownership Counseling	11	13	17	76%
Individual Development Account Participants	31	31	30	103%
Qualified Withdrawals	2	3	30	10%
Home Purchase	0	0	10	0%
Other Asset Purchases	1	2	20	10%

### 1.6 Neighborhood Networks and VITA

THA has Neighborhood Networks computer labs at Bergerson Terrace, Dixon Village, Salishan and Hillside Terrace. AmeriCorps members assigned to the computer labs are responsible for outreach and computer lab programming. Each lab has scheduled times for adult activities and for youth activities, including resume writing, research, and homework assistance.

Geoff Wuehrmann, one of our Americorps volunteers, has been working on making our computer labs at the Family Investment Center, Hillside Terrace, Bergerson Terrace, and Dixon Village a greater asset to our student residents. He opens the labs after school on a regular schedule for students to come in and work on their homework, do research, and access college resources. We are partnering with Tacoma Public Schools Instructional Technology Department to provide students with access to school materials online such as websites which support the social studies and math materials they use in school. We are also planning community events at the sites which will bring in families for information about how to enrich learning in the home. We will partner with the Tacoma Branch of the NAACP's education committee to bring in speakers on language development, parent networking, and working effectively with schools. This summer we hope to have free lunches at the four sites provided by The Food Connection. Geoff and Michael Power are working on providing learning activities for children when they come in for lunch.

THA hosts a VITA site at the FIC on Thursdays and Saturdays beginning February 11<sup>th</sup> and continuing through April 15<sup>th</sup>.

Activities	Month	YTD	Annual Goal	% of Goal
Computer Lab Participation	45	68	150	45%
VITA Tax Returns for THA clients	23	51	125	41%
EITC Received (PH only)	7	16	85	19%

### 1.7 Youth Activities

THA contracts with Girl Scouts of Western Washington to provide a youth mentoring program for Hillside Terrace, Bergerson Terrace and Salishan. There are 120 troop members including 70 THA residents. Northwest Leadership Foundation provides youth tutoring and after school programming at Lister Elementary school during the 2009/2010 academic year. There are currently 19 THA residents attending this activity.

Activities	Month	YTD	Annual Goal	% of Goal
Youth tutoring	19	19	35	54%
80% or better on computer skills post-test	0	0	25	0%
GPA improved .5 or more	0	0	15	0%
Life skills/financial literacy completed	0	0	75	0%
80% or better on life skills/financial literacy post-test	0	0	45	0%
Summer Program Enrollment	0	0	55	0%
Youth mentoring (PH only)	46	48	45	107%
Youth mentoring ongoing more than six months	17	30	40	75%
Youth Section 3 employed	0	0	4	0%

### 1.8 Senior and Disabled Services

The Senior and Disabled Services Program Specialist serves the 350 residents of THA's senior apartment buildings. The Specialist links residents with services to help them succeed as tenants. The services help elderly residents age in place. These services include COPES, housekeeping, transportation, social resources and home delivered meals. Tacoma Art Place offers arts and crafts on site at the senior buildings on a weekly basis.

Activities	Month	YTD	Annual Goal	% of Goal
Unduplicated client contacts	89	169	260	65%
Referrals	1	9	55	16%
Unduplicated situation/wellness counseling	22	46	150	31%
Assistance with correspondence for Entitlement Programs	2	8	40	20%

**1.9 Families in Transition (FIT)**

The Community Service Department's FIT program is funded by Washington Families Fund and Sound Families grants. FIT caseworkers help participants succeed as tenants, parents and wage earners.

	WFF/Sound Families		Hillside Terrace		Tax Credit	
Total Current Caseload	20		4		6	
	Month	YTD	Month	YTD	Month	YTD
Entrances	2	4	0	0	1	1
Graduations	1	1	0	0	0	0
Exits	0	0	0	0	0	0
Terminations	0	1	0	0	0	0



# HUMAN RESOURCES



# TACOMA HOUSING AUTHORITY

Date: April 19, 2010  
To: THA Board of Commissioners  
From: Barbara Tanbara, HR Director  
Re: April HR Department Board Report

## 1. EMPLOYEE RELATIONS

**1.1. Employee Opinion Survey (EOS):** We received the EOS results and sent the results out to all employees in mid-March. Using the results and focusing on those areas where THA has the greatest need for change, the Cabinet met twice to brainstorm improvement ideas. The results showed that THA needs to:

- Set priorities and communicate those priorities regularly to staff
- Ensure that all department have the necessary resources to do the work we ask of them
- Recognize our employees for their work, improve accountability and management of staff performance
- Improve training and advancement opportunities for staff
- Improve communications by allowing employees to have more input into all decisions that impact them
- Look for ways to improve communication and teamwork between departments

In our action planning, we are looking for ideas to address our issues that are (1) possible for THA to implement within a reasonable time frame; (2) are cost effective, and (3) that we have the ability to change. At this time, each department is taking the Cabinet's improvement ideas back to their departments for their comments on our ideas and for their additional ideas how to improve the agency.

Our goal is for the entire agency to own the improvement plan. It is not just for HR to do or for the Cabinet members to do, but will take the time, commitment and energy of all THA staff to implement. We will also have parts of our response plan built into the June THA Staff Retreat agenda so that we can (1) report on our progress to-date and (2) ask for our employees' assistance implementing improvement ideas and projects.

**1.2. THA Employee Newsletter** – our Employee Newsletter was just published for May. The next edition is in August.

**1.3. Grievances and Complaints** - For CYTD 2010, we have no union grievances, no City of Tacoma Human Rights/EEOC complaints and no lawsuits.

## 2. LABOR RELATIONS

**2.1.** THA is in the process of setting up Labor-Management Committee meetings for both OPEIU and Trades Council. Both groups have some issues that we want to work together on to improve working conditions and solve outstanding problems. The Trades Council meeting is scheduled for the end of the month and this week we plan to set the schedule for the OPEIU meeting.

These meetings fit right into the request from THA employees to have more input into decisions that impact them.

**2.2. New Building & Grounds Technician position:** We received an unfavorable response to our proposal from the union. We have had more talks about the proposal and will meet with Mark Martinez this week to go over a couple additional points. We expect a resolution to this issue very soon.

## 3. PERFORMANCE MANAGEMENT

**Executive Director's 2010 Performance Evaluations** – The Executive Director's performance evaluation and revised employment agreement have been completed and forwarded to Ken Miller for finalization. The changes agreed to in last month's Board Executive Session were incorporated into the documents.

## 4. STAFFING

**4.1. NeoGov system implementation** - THA's HR Department is in the process of implementing an internet-based employment application and applicant tracking system through NeoGov. NeoGov designs products exclusively for the public sector. Over 15,000 users, including many municipalities and housing authorities, currently utilize NeoGov's Insight product for recruiting, applicant tracking, selection and testing. This software-as-service product will create a highly-efficient, paperless job application and tracking system for THA's employment processes.

What does this mean to THA applicants, employees and hiring managers? More efficient employment processes will save time, provide more current, and accurate information to HR staff, THA hiring managers, and applicants, about the status of all THA recruitment efforts.

Current NeoGov Insight users note a multitude of significant positive outcomes, including:

- o decreased cost-per-hire;
- o decreased time to hire;
- o accurate and timely metrics and reports on where the best candidates are coming from, enabling use of more productive sources;

- improved applicant pre-screening and filtering technology, reducing time hiring managers and others spend interviewing candidates;
- streamlined job requisition creation and approval processes eliminates several days in the hiring process;
- applicant pre-screening capabilities helps speed the process by which high-interest candidates are reviewed;
- manager access to qualified job applicants much sooner;
- increased new hire productivity from day one, since new employees are better matched with appropriate skills and experience;
- reduced employee turnover and increased employee productivity through more effective applicant screening methods;
- considerable reduction in use of paper (creates paperless processes).

Job applicants and potential applicants will appreciate the opportunity to register their interest in particular job categories through online “job interest cards.” This process enables NeoGov to send potential applicants emailed notifications as soon as THA posts job opportunities in their areas of interest.

In summary, NeoGov will help HR service our employees, hiring managers, and applicants more efficiently and professionally. Saving a few tons of paper doesn’t hurt either! We plan to roll out the new process within the month and will be training all those who do hiring on the new system.

**4.2. Director of Real Estate Management Search** – We decided to delay the search for the new Director of Real Estate Development until after the budget process. We will be in a better position to determine the requirements of the position at that time. Tina Hansen has agreed to continue in the role of Interim Director of Real Estate Development.

**4.3. THA Recruitment/Turnover Report** - I have included the *2010 Recruitment/Turnover Report* through March. In the first three months of the year, three employees have separated and one was laid off due to the end of their Sunset period. That puts annualized turnover at 10.9%. By this time last year, we had lost already eight employees, so we have cut turnover in half thus far. We still hope that this year’s annualized turnover will come in at or below 10%.

## 5. TRAINING

**Cabinet Leadership Development project:** Waldron and Company has assigned three executive coaches to THA who are working with a couple Cabinet members each to create a development plan for each of us. The coaches collected feedback from our peers and employees to aid in pinpointing those areas where we can make improvement in our leadership. Coaching on the development plans will occur over a few months.

The next step will be a 2-day meeting at which time we will work on making the Cabinet a more effective leadership team through (1) teamwork; (2) clarifying roles within the Cabinet; and (3) taking advantage of each person's strengths.

We are looking for money in our budget next year to expand this project and take it to our managers and supervisors.

## 6. BUDGETS

**Budget's impact on staffing:** Like so many public and private entities, THA is facing a budget deficit. Since labor and benefit costs are the largest single expense for us, the HR department is working with the Cabinet to examine possibilities for costs savings in these areas. While no decisions have been made, we are examining the options of lay-off's, furloughs and/or no salary increases. We also are examining our benefit costs in light of the opener that occurs this year with both unions. All of these choices have an important impact on our staff and will be carefully considered and discussed before we decide on a path. I already have meetings scheduled with our unions to bring them up to date on our thinking and to call for their feedback and expertise to help with these tough choices.

## 7. BENEFITS

**Benefit Broker RFP:** Due to other department priorities, we have decided to delay this project to next calendar year. Our union contract negotiations are next year, so this will fit well with those negotiations.

## 8. DESK MANUALS

**Process Mapping:** The HR Department was the first department to partner with our Technical Writer to create a Process Map for our Recruitment/Hiring/Orientation process. With the help of participants from all levels and departments, we laid out the current process and looked for ways to improve what we already have in place. The draft process map has gone out to all departments for their feedback and will be formatted into our Desk Manual project and shared with all employees.

## THA Recruitment-Turnover Report 2010

\*data reflects regular employees only

	Jan	Feb	March	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec	YTD	Annualized
<b>Total # Employees</b>	<b>110</b>	<b>110</b>	<b>110</b>										<b>110</b>	<b>110</b>
Voluntary Separation	1	1	1										<b>3</b>	<b>3</b>
Involuntary Separation													<b>0</b>	<b>0</b>
Retirement													<b>0</b>	<b>0</b>
<b>Total Separations w/out Lay-Off &amp; Sunset</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>12</b>
End of Sunset Assignment	1												<b>1</b>	<b>1</b>
Lay-Off													<b>0</b>	<b>0</b>
<b>Total All Separations</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>16</b>
<b>Turnover Rate w/out Lay-off's</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.9%</b>										<b>2.7%</b>	<b>10.9%</b>
<b>Total Turnover Rate</b>	<b>1.8%</b>	<b>0.9%</b>	<b>0.9%</b>										<b>3.6%</b>	<b>14.5%</b>
<b>2009 T/O Rate w/out Lay-Off's</b>	<b>0.9%</b>	<b>1.8%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>2.6%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>15.0%</b>
<b>2009 Total Turnover Rate</b>	<b>0.9%</b>	<b>1.8%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>1.7%</b>	<b>2.6%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>		<b>16.8%</b>

### Hires/Promotions

New or Different Positions	0	0	1										<b>1</b>	
Replacement due to Separation	0	0	1										<b>1</b>	
Replacement due to Promotion/ Transfer	1	0	1										<b>2</b>	
Sunset Positions	0	0	0										<b>0</b>	
<b>Total</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	

# NEW BUSINESS

No resolutions for April 28, 2010



# EXECUTIVE DIRECTOR REPORT



# TACOMA HOUSING AUTHORITY

Michael Mirra  
*Executive Director*

Date: April 19, 2010  
To: THA Board of Commissioners  
From: Michael Mirra  
Executive Director  
Re: Executive Director's Report: April 2010

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This is my monthly report for April 2010. It supplements the Departments' reports.

## 1. WASHINGTON STATE 2010 LEGISLATIVE SESSION

I am pleased to confirm, with some additional detail, the good news I shared on April 12<sup>th</sup> by email about three results from the recently concluded Washington State legislative session.

### 1.1. Salishan

The 2010 Supplemental Capital budget contains \$1 million for Salishan's "infrastructure and housing." This will be very useful to the construction presently underway in Phase III, Area 2B. As the Board knows, our original, very plausible, expectation had been to make enough money on the land sales in Phase II, Area 3 to pay back the Citibank loan, and pay for the Area 2B infrastructure. That has not quite worked out. This required us to seek other sources of financing for Area 2B. The \$2.5 million from the City and this \$1 million from the state has allowed us to continue the construction.

Such an appropriation would be a notable achievement in any year. It is especially so this year when the budget discussion was so difficult for the legislature. This success happened because of some very fine work and very good judgment by many people. I would particularly like to thank Commissioner Rumbaugh for his work to help the Governor understand our need. I thank Tina Hansen and Roberta Schur their always timely and always astute information and advice. Most of all, we have Senator Regala and the Governor and the entire state delegation to thank, which we have done. The main reason for this achievement, however, is the continuing appeal and success of the Salishan Redevelopment and its importance to Tacoma. And for that, we can thank the entire staff and Board.

**1.2. CPARB**

The legislature also passed our long sought bill exempting public housing authorities from the project oversight jurisdiction of the Capital Project Advisory Review Board (CPARB) when we build with HUD money. Our bill had passed the House but it then died in the Senate for lack of time. Unexpectedly, the Senate revived it on the floor tonight by attaching it to another bill. For this success we have Senator Regala to thank in the Senate and Representatives Dammeier and Haigh in the house. This took a lot of work by people from many PHAs in the state. It was this year's legislative priority for the Association of Washington Housing Authorities (AWHA).

**1.3. Housing Trust Fund**

The legislature appropriated \$30 million for the state Housing Trust fund. This also was a significant achievement in such a budget year. Of that amount, \$25 million is for workforce housing. We are trying to determine if it had help us restart Hillsdale Heights.

**2. THA's EDUCATION PROJECT**

The Board has heard previous reports of THA Education Project. I append a new summary description. This project continues to attract quite favorable attention. On April 15<sup>th</sup>, we hosted a visit of HUD officials from Washington, D.C. and Seattle. They came to discuss THA's newly earned Moving to Work (MTW) status. The main purpose of their visit was to discuss what we now must do and the MTW contract we must negotiate with HUD. The officials made clear that our Education Project, which we incorporated into our MTW plan, was an important reason why HUD chose THA in the MTW competition.

We still need money to get this project done. On April 29<sup>th</sup>, Commissioner Miller, Michael Power, Nancy Vignec and I will visit with senior officials of the Bill & Melinda Gates Foundation. We are asking the Foundation to fund the project for three years. I append my recent letter to David Bley of the Foundation in advance of our visit.

In a related development, the Gates Foundation has invited me to join its officials, and others, to visit with HUD and Department of Education officials in D.C. during the week of May 3<sup>rd</sup>. THA's Education Project will likely be an occasion to showcase the innovation of the Puget Sound public housing authorities.

**3. ADVOCACY AWARD TO THA**

On April 6, 2010 I attended the annual dinner and awards ceremony of the Washington Low Income Housing Alliance (WLIHA). The Alliance is the premier statewide advocate for affordable housing. THA has been a member for the last five years. We also have donated substantial sums of money to the Alliance. The Washington State Housing Finance Commission requires recipients of tax credits to make a donation to the community for each award of tax credit. The amount is calculated from the value of the tax credits. From the first tax credit financing round at Salishan, THA has given half its donation to the Alliance. This has amounted to about \$25,000 each year. (We give the other half to the Tacoma-

Pierce County Affordable Housing Consortium.) These donations have greatly strengthened these two important advocacy organizations.

At the dinner on April 6th, the Alliance honored THA with its 2010 Sustaining Partner Award “for visionary support of affordable housing in Washington State.” We received an engraved red ruby slipper (because there’s no place like home). It was an honor to receive this award on behalf of the staff and the Board in front of a room filled with people from nearly every affordable housing organization, state legislators, local government officials, funders, and Senator Patty Murray. Senator Murray also received a red ruby slipper thanking her for the wonderful work she has done.



# TACOMA HOUSING AUTHORITY

## THA's Education Project: A Summary

April 14, 2010

### 1. PURPOSE OF THA'S EDUCATION PROJECT AND PROPOSITIONS TO TEST

THA seeks to help the children it houses succeed in school. THA seeks to do this for two reasons. **First**, this project directly supports THA's strategic mission to help people succeed not just as tenants but as "parents, students and wage earners." THA wants families to come to its housing and prosper. In this way, it wants its housing programs to be transformational for families. It wants this especially for the children. **Second**, educational outcomes are a useful proxy for other important outcomes that are harder to measure. For example, THA helps parents improve their parenting skills, overcome domestic violence, and address drug or alcohol affliction. These efforts are important, but measuring their effect can be hard. Their effect, however, can show in the improving school outcomes of the children in those households. A family is likely doing well on these other metrics if its children are reading on grade level.



THA is not a parent. It is not a school. Clearly, however, parents and schools need help. The community has a necessary supportive role to play. THA's Education Project seeks to determine THA's role and then to incorporate it into THA's operations.

THA's Education Project seeks to test **three** propositions:

- **that** THA, and other public housing authorities, in how it provides housing and supportive services to needy families, can improve school outcomes for their children;
- **that** THA, and other public housing authorities, should find out the effective ways to do this;
- **that** THA should then embed these strategies into its normal program operations as part of the appropriate mission of an alert and engaged public housing authority. Doing this will test the flexibility of mainline federal housing and service programs. (THA's new status as a Moving to Work agency will help.)

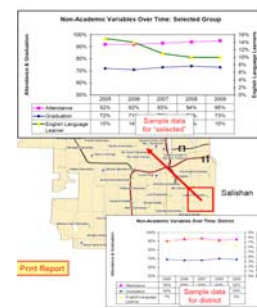
## 2. ELEMENTS OF THA'S EDUCATION PROJECT

THA, and other public housing authorities, has influence over school outcomes of the children it houses in several ways. THA provides valuable housing assistance and supportive services to their families. Providing this assistance already intrudes THA into the details of these families' affairs. This positions THA to ask not only what families need for their success but what they need to do for it. THA is also the property owner of extensive communities that can stage local educational initiatives. Children are in school for six hours of the day for nine months of the year; they are in these communities for the rest of the time. Surely, THA has an influence to exercise.

THA will explore its influence, and how to exercise it, in the following ways:

### 2.1 Data Collection and Performance Measures

THA will identify performance measures to assess educational outcomes. It will establish the data system with the Tacoma School District to track outcomes for THA students. This system will track and display outcomes and trends by several factors, including THA population of students as a single group, THA students in discrete THA communities or programs, THA students attending particular schools, THA students by grade, and THA students by cohorts reflecting the time they have spent in THA housing or housing programs. It will also compare THA students with non-THA low-income students in Tacoma.



### 2.2 McCarver Elementary School Project



McCarver Elementary serves Tacoma's poorest population. It has the largest populations of homeless students in the district. It has a high turnover rate of students (2008-2009 its turnover rate was 115%.) This turnover rate arises from poverty and housing instability.

THA will seek to commit Housing Choice Vouchers to McCarver Elementary School to stabilize its population. THA's status as a Moving to Work agency gives it the program flexibility to do this. THA and the School District will then measure the effect on school outcomes.

### 2.3 Educational Services in THA Communities

THA communities can be a good staging ground for important educational services.

New Salishan: Lister Elementary School



Like other services, educational services are more effective if they are available as a part of the local, walking neighborhood. THA's communities offer that chance. For example, THA's community of New Salishan has Lister, Roosevelt and Blix elementary schools and First Creek Middle School either within its borders,

next door or just down the street. Other educational services will include:

- New Salishan’s Education, Training and Retail Center, which will have a public library, a child care provider, and programming design to take a youth or adult wherever they are in their educational and training and push them further.



- THA’s summer camp at Lister Elementary School
- Early Head Start and Head Start at New Salishan and Hillside Terrace
- Computer labs at THA family communities
- Mentoring and tutoring programs

## 2.4 Campaign of Expectations that Children Will Succeed in School

School success depends in part on what students feel people expect of them. A community can be a useful source of expectation. This is most likely in a discrete community of families that already identifies itself in positive ways. THA’s housing communities provide that chance. For example, THA will seek to embed the expectation in New Salishan that its children shall read on grade level and graduate from high school. This campaign of expectations will include the following efforts:

- Each year, THA will seek to sign up every eligible THA student for Washington State’s College Bound Scholarship Program

7 <sup>th</sup> , 8 <sup>th</sup> and 9 <sup>th</sup> Graders Enrolled in the Washington State College Bound Scholarship Program 2008-2009			
	Number Eligible	Number Signed Up	Percent
Washington State	91,304	41,994	46%
Tacoma Public Schools	2,298	1,764	77%
THA Residents	804	670	83%

*All numbers are estimates*

- Make sure every THA student has a library card
- Incorporate educational expectations into THA’s individual case management plans for its service families
- Public educational campaigns and events, e.g,
  - ~ “Reach Out and Read” program at THA offices
  - ~ “Lights On for Study” campaign
  - ~ “Show Me the Math” campaign
  - ~ Read Across America on Dr. Seuss Day
- Linking continued housing assistance with families’ participation in school
- Celebrate graduations from elementary school, middle school and high school, and college send-offs.

## **2.5 Matching Housing Assistance with Schools and Educational Programs**

THA seeks to match its housing assistance in ways that leverage school performance or educational resources. Two examples:

- *Front Door Project* (THA provides rental assistance to homeless families identified by the Tacoma and Sumner School Districts)
- *College Success Foundation* (THA will seek to provide rental assistance to families who need housing to take advantage of CSF's programming.)

## **2.6 Other Related Activities**

- Children's Individual Development Accounts (IDAs)
- Girl Scout Troops in THA communities
- Community gardening for families and children
- Community art (e.g, Turkey Dragon project)
- THA as a full partner to other organizations, e.g, Tacoma Public Schools, College Success Foundation, NAACP, MDC, Tacoma 360).

## **2.7 Siting of THA's new Multi-Family Communities to Match School Needs**

In Tacoma, families with school age children are moving out of the north and west end of the city to the east or south. Many are moving out of town. This is happening because housing is not affordable for low-income young families. In this way, Tacoma may be on the same trajectory as Seattle, Portland and San Francisco. As a result, Tacoma has elementary schools in the wrong places. Some are under capacity and others are overcapacity.

THA can help if it can build its multifamily developments in the north and west part of town. This will help the School District in three ways:

- It will help to fill up schools that are partially empty
- It will help to economically integrate those schools
- It will help to racially integrate those schools.

For these reasons, THA will seek to coordinate its development efforts with the School District.








# TACOMA HOUSING AUTHORITY

Michael Mirra  
*Executive Director*

## BOARD OF COMMISSIONERS

——  
Ken Miller, Chair  
Janis Flauding, Vice Chair  
Greg Mowat  
Stanley Rumbaugh  
Dr. Arthur C. Banks

April 16, 2010

By email: david.bley@gatesfoundation.org

Mr. David Bley  
Director, Pacific Northwest Program  
Bill & Melinda Gates Foundation  
P.O. Box 23350  
Seattle, WA 98102

Re: April 29<sup>th</sup> visit to discuss THA's Education Project

Dear David:

I hope this finds you well. My THA colleagues and I look forward to our visit with you on April 29<sup>th</sup> at 1 PM. I am coming with three other people from THA:

- Ken Miller, Chair, THA Board of Commissioners
- Nancy Vignec, Director, THA Community Services Department
- Michael Power, Manager, THA Educational Programs

We are coming to discuss THA's ambitious Education Project. I enclose a copy of the agenda we propose for our meeting. It allows for an overview discussion that may lead to further discussions if you are interested. I also enclose a revised summary of the Education Project. You may find its first page particularly useful. We will also be bringing some additional material.

We wish to know if the Bill & Melinda Gates Foundation can fund this project for three years. That would cost about \$1.13 million dollars. In addition, over those first three years, THA would contribute about \$1.06 million in housing dollars, with an on-going commitment of at least \$530,000 in housing dollars each further year of the project. The School District would contribute its services as well. Please note that we must first get HUD approval for this. Yesterday, we met with HUD officials from D.C. headquarters. They are enthusiastic and encouraging about our Education Project. We think their approval is very likely if we can fund the project's staffing and other needs. Our need for this funding brings us to you.

We expect that such a request would entail further discussion beyond our visit on April 29<sup>th</sup>. Perhaps at our meeting you can tell us if you would like to have that discussion and how we can proceed with it.

We also have an urgent request to present on April 29<sup>th</sup>. I mentioned it to Kollin, and perhaps to you. It pertains to Michael Power, whom you will meet on April 29<sup>th</sup>. Michael is the manager of

THA's Educational Programs. I enclose his resume. As his resume shows, he is an important part of our plans, especially during this design phase over the next year. Michael is particularly important to the data systems we will build this year with the School District that will allow us to track performance measures for our project. Michael came to us from the Tacoma Public Schools where he was Assistant Superintendent of Schools. He has a Ph. D. in Education. He has the policy expertise, data expertise and school district experience we need. It is unusual for a public housing authority to have such capacity on staff. It is unusual for someone with such expertise to leave the educational mainstream and join a public housing authority. The willingness of THA and Michael to work together denotes the new paths we mean to explore with the Education Project and the conceptual lines we must cross to get it done.

The urgency arises because we do not have the money to commit to Michael's position beyond June 30<sup>th</sup> of this year. As a result, he must look for employment for the next school year. He is looking now. We need to commit to him now at least for another year so we do not lose him back to the educational establishment. This is our urgency. Our question to you is whether the Foundation can commit \$226,000 that would allow us in turn to commit to Michael and to the core expenses of his work for the year, including the effort to build the data systems. We do not need the funds immediately, but we do need to know right away if we will have them so Michael can stop looking for another position. We hope you can tell us on April 29<sup>th</sup> if this is possible.

We are excited about our Education Project. It offers important possibilities for THA and the families it serves. It pertains directly to the redevelopment of the MLK corridor in Tacoma that you and I have discussed. It will help other public housing authorities and school districts better understand the relationship they should have with each other. It will inform national housing and education policy. For example, it relates directly to the topics you, I and others will be discussing in D.C. the first week in May.

THA's Education Project will have us explore innovative approaches for both housing and education. We would be proud to have the Gates Foundation explore them with us.

Cordially,

TACOMA HOUSING AUTHORITY



Michael Mirra  
Executive Director

Enclosures

cc: David Werthheimer  
Kollin Min