



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

October 22, 2014



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

Stanley Rumbaugh, Chair
Dr. Arthur C. Banks, Vice Chair
Janis Flauding
Rose Lincoln Hamilton
Minh-Anh Hodge

REGULAR MEETING BOARD OF COMMISSIONERS

WEDNESDAY, October 22, 2014

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular Meeting on **Wednesday, October 22, 2014 at 4:45 PM**

The meeting will be held at:

**902 South L. Street
Tacoma, WA**

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.

I, Christine Wilson, certify that on or before October 17, 2014, I FAXED/EMAILED, 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	emailed to tips@q13fox.com
KSTW-TV/Channel 11	1000 Dexter Avenue N #205 Seattle, WA 98109	fax: 206-861-8865
Tacoma News Tribune	1950 South State Tacoma, WA 98405	fax: 253-597-8274
The Tacoma Weekly	PO Box 7185 Tacoma, WA 98406	fax: 253-759-5780

and other individuals and resident organizations with notification requests on file

Christine Wilson
Executive Administrator



TACOMA HOUSING AUTHORITY

**AGENDA
REGULAR MEETING
BOARD OF COMMISSIONERS
October 22, 2014, 4:45 PM
902 South L. Street**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
 - 3.1 Minutes of September 24, 2014 – Regular Meeting
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Real Estate Management and Housing Services
 - 7.3 Real Estate Development
 - 7.4 Community Services
 - 7.5 Administration
 - 7.6 Human Resources
- 8. NEW BUSINESS**
 - 8.1 2014-10-22 (1), Reconstruction of Salishan Units
 - 8.2 2014-10-22 (2), Approval of Collective Bargaining Agreement with Pierce County, Washington Building and Trades Council
 - 8.3 2014-10-22 (3), Project Based Voucher Renewal-Eliza McCabe
 - 8.4 2014-10-22 (4), Project Based Voucher Renewal-Flett Meadows Apartments
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. EXECUTIVE SESSION (if any)**
- 11. ADJOURNMENT**

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, September 24, 2014

(The italicized font indicates quorum changes gained/lost/or maintained in the document).

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L. Street, Tacoma, WA at 4:45 PM on Wednesday, September 24, 2014.

1. CALL TO ORDER

Vice Chair Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:48 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Stanley Rumbaugh, Chair	
Arthur C. Banks, Vice Chair	
Janis Flauding, Commissioner	
Minh-Anh Hodge, Commissioner	Rose Lincoln Hamilton, Commissioner
Staff	
Michael Mirra, Executive Director	
Dennesha McCurry, Administrative Coordinator	Christine Wilson, Executive Administrator
	Ken Shalik, Finance and Administration Director
Julie LaRocque, Rental Assistance & Leasing Manager	April Black, REMHS Director
Barbara Tanbara, Human Resources Director	
Greg Claycamp, Community Services Director	
Kathy McCormick, RED Director	
Todd Craven, Administration Director	

Vice Chair Banks declared there was a quorum present @ 4:49 and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Vice Chair Banks asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, August 27, 2014. Commissioner Flauding moved to adopt the minutes, Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Vice Chair Banks asked for any corrections to or discussion of minutes for the Special Session of the Board of Commissioners for Wednesday, August 27, 2014. Commissioner Flauding moved to adopt the minutes, Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

None

Chair Rumbaugh arrived at 4:56pm and proceeded to Chair the meeting.

5. COMMITTEE REPORTS

Real Estate Development Committee – None

Finance Committee – None

Citizen Oversight Committee – None

6. ADMINISTRATIVE REPORTS

Executive Director

ED Mirra directed the board to his report and provided an update on both the Congressional House and Senate budget discussions and how the various versions of the budget could affect Tacoma Housing Authority.

Other uncertainties that may affect our Agency include Congress's need to raise the debt ceiling in the Spring and the expiration on New Year's Eve 2015 of the two year budget deal. At that time, sequestration is set to resume.

Finance

Chair Rumbaugh reminded the Board that financial statements are now reported quarterly.

Chair Rumbaugh called to adopt a consent motion ratifying the payment of cash disbursements totaling \$5,321,530 for the month of August. Vice Chair Banks moved to ratify the payment of cash disbursements. Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Real Estate Management and Housing Services

Julie LaRocque, Rental Assistance & Leasing Manager reported on the unit turn rate, which was 23 days for the month of August and opened the floor for questions. Chair Rumbaugh confirmed that the turn rate is 120 days when meth contaminated units are rolled in. He asked, how many contaminated units remain to be remediated. The response was that 28 units are pending remediation and six units are planned for turnover after the approval of a pending walk-on resolution. Chair Rumbaugh asked about the plan to reduce meth use in units. Executive Director Mirra replied that THA tries to be vigilant with its tenant screening. He noted that there is no reliable way to detect and prectect drug use. He reviewed THA's plans to offer drug treatment through MDC to all persons on THA's waiting list and when a household comes to the top of the waiting list.

Rental Assistance reported that they are currently working on 300 files for HOP vouchers and commented that a lot of families are shopping for housing right now.

Real Estate Development

Director McCormick directed the board to her report.

She reports that the LASA pavillion construction is going well and is on time and within budget. THA's procurement process and contracting is good. Director McCormick addressed the increased cost estimates for the 902 HVAC system improvement. The

board asked for more information before approving it. Director McCormick will provide HVAC comparisons at the October meeting.

Director McCormick reported that Roberta Schur, Senior Project manager has accepted another position and will be leaving THA.

Community Services

Director Claycamp directed the board to his report.

Director Claycamp gave an update on the McCarver program. The program will receive notification of an award from the Gates foundation for \$100,000 for the coming year, with another \$500,000 over the following five years. This award will be used to build partnerships with Tacoma Public Schools in 2015. A notable improvement to the McCarver program was the hire of Jean Brownell, Manager of Educational programs. Jean brings to the McCarver program a much needed background as a third party evaluator and technical advisor. THA, on behalf of itself, the Seattle Housing Authority, the King County Housing and Home Forward, has issued an RFP for a provider of social research.

Director Claycamp informed the Board that his management team will be meeting with Tammy Brown of United Way to talk about increasing our collaboration. United Way is excited about the direction THA have taken in our employment and early childhood development programs.

Commissioner Flauding inquired about mental health services in Salishan and partnerships with outside agencies coming in to help residents. Director Claycamp responded that our clients are not always connected to services and at times reluctant to engage.

Administration

Director Craven, directed the Board to his report. He provided an update on the software procurement RFP. THA received six proposals with all vendors giving presentations. The selection committee has met and agreed upon two vendors for further consideration.

Tablets have been issued to maintenance with some hiccups, but overall it is going well.

We received our tax credit insurance renewal which takes into account new rates since the meth claims; the increase was 24%. The insurance for the THA owned property increased by 11%.

Human Resource

Human Resource manager, Kate O'Farrell provided a brief update on the current status of Trades negotiations. Highlighted activities included the collective bargaining with the Trades Council for the next contract. Staff hopes to present a new contract to the Board in October following union approval.

7. OLD BUSINESS

None.

8. NEW BUSINESS

8.1 RESOLUTION 2014-9-24 (1), APPROVAL OF THA'S 2015 MOVING TO WORK PLAN

Annual Moving to Work Plan

U.S. Department of Housing and Urban Development

Certifications of Compliance with Regulations:

Board Resolution to Accompany the Annual Moving to Work Plan Amendment

Certifications of Compliance

Office of Public and Indian Housing

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan Amendment for the PHA fiscal year beginning 1/1/2015, 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 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 PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment 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 Amendment;
3. The 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.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The 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.
7. The 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

8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The 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.
10. The 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.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the 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.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The 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 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The 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.
18. 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 PHA in its Plan and will continue to be made available at least at the primary business office of the 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)

Name of Authorized Official

Title

Approved: September 24, 2014

Stanley Rumbaugh, Chair

Commissioner Flauding 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: September 24, 2014 _____
Stanley Rumbaugh, Chair

8.2 RESOLUTION 2014-9-24(2), APPROVAL OF TENANT ACCOUNT RECEIVABLE WRITE-OFFS

WHEREAS, Tacoma Housing Authority (THA) provided housing services to Public Housing and Housing Choice Voucher participants who discontinued housing assistance with debt owing to THA.

WHEREAS, Tacoma Housing Authority (THA) provided housing assistance payments to property owners in excess to the amount the owner is entitled to receive and the owner has not repaid this amount to THA.

WHEREAS, each individual included in this tenant account write off has been notified of their debt and given the opportunity to pay prior to this resolution.

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

1. THA staff is authorized to “write off” the following accounts and send these debts to an external collection agency to pursue collection action:

Collection Status	Project	Client #	Balance
W/Off Collect	Section 8	00005119	\$1,760.00
		00014424	\$1,400.00
		146236	\$ 32.00
		Subtotal	\$3,192.00
	6th Ave		
		00000605	\$384.51
		Subtotal	\$384.51

Bergerson Terrace

00001056	\$252.84
00005066	\$525.90
Subtotal	\$778.74

Scattered Sites

139009	\$ 2,757.10
143747	\$ 201.17
xx001021	\$ 2,748.62
xx001092	\$ 2,502.35
xx001095	\$43,228.60
xx001171	\$ 315.00
Subtotal	\$51,468.84

Write off-No Collection	Section 8	141301	\$ 613.85
		Subtotal	\$ 613.85

GRAND TOTAL: \$56,721.94

* Uncollectable accounts where tenant is deceased or old balance under \$30.00

** Uncollectable accounts due to Bankruptcy filing or old balance under \$30.00

Approved: September 24, 2014

Stanley Rumbaugh, Chair

Commissioner Flauding 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: September 24, 2014 _____
Stanley Rumbaugh, Chair

8.3 RESOLUTION 2014-9-24 (3), ARCHITECTURAL & ENGINEERING (A&E) SERVICES FOR 1120/1124 MARTIN LUTHER KING JR. WAY, TACOMA, WA

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

Whereas, On August 1, 2014 Tacoma Housing Authority (THA) Staff issued a Request for Qualifications (RFQ) from firms interested in providing architectural and engineering services for 1120/1124 Martin Luther King Jr. Way, Tacoma, WA;

Whereas, The RFQ was posted on the Washington Electronic Business Solutions and THA's website on August 1, 2014.

Whereas, Nine firms submitted proposal by the deadline of August 28, 2014, 8 were deemed responsive;

Whereas, an evaluation team, composed of three (3) THA staff reviewed and scored the proposal according to evaluation criteria listed in the RFQ;

Whereas, the evaluation team voted unanimously in favor of proceeding with contract negotiations with BLRB Architects.

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

The Board authorizes the Executive Director to negotiate and award a Contract for the Architectural and Engineering Services for predevelopment services needed for 1120/1124 Martin Luther King Jr. Way, Tacoma, WA project in an amount not-to-exceed of \$ 225,000 for the predevelopment phase of work to BLRB Architects. If staff is unable to negotiate a contract with the highest ranking firm, the Board authorizes the Executive director to negotiate and award a contract with the second highest ranking firm of SMR.

Approved: September 24, 2014

Stanley Rumbaugh, Chair

Commissioner Flauding 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: September 24, 2014 _____
Stanley Rumbaugh, Chair

Vice Chair Banks departed at 6:38 pm and quorum was maintained.

8.4 RESOLUTION 2014-9-24 (4), AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO AN INTERLOCAL AGREEMENT WITH KING COUNTY HOUSING AUTHORITY IN ORDER TO ACQUIRE REAL ESTATE DEVELOPMENT FINANCIAL SERVICES.

Whereas, the Tacoma Housing Authority seeks to secure a consultant to assist in the Real Estate Financial Services; and

Whereas, THA has previously utilized inter-local, cooperative purchasing agreements with in- and out-of-state public agencies; and

Whereas, the King County Housing Authority uses open and competitive procurement policies that are substantially the same as THA's; and

Whereas, the real estate financial services needed by THA is available through the King County Housing Authority through a competitively bid contract with J.H. Brawner & Company (JHB); and

Whereas, Chapter 39.34 RCW The Interlocal Cooperation Act permits public agencies to cooperate and exercise joint powers in carrying out their public purposes, including the purchase of goods and services; and

Whereas, the THA routinely enters into Intergovernmental Cooperative Purchasing Agreements with other public agencies in order to reduce the cost of contracts and supplies; and

Whereas, the KCHA has used competitive bidding procedures which are substantially the same as THA's to obtain a reasonable and fair price for the Real Estate Financial Services needed by THA and is willing to enter into an Intergovernmental Cooperative Purchasing Agreement allowing THA to piggyback on their existing contract at a comparable price.

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

The Executive Director is authorized to sign an Intergovernmental Cooperative Purchasing Agreement with the King County Housing Authority substantially in the form attached for the purpose of securing the services of Mr. Jim Brawner's firm to provide financial analysis and real estate development services.

Approved: September 24, 2014

Stanley Rumbaugh, Chair
Board of Commissioners

Michael Mirra, Secretary

Commissioner Flauding motioned to approve the resolution. Commissioner Hodge seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: September 24, 2014 _____
Stanley Rumbaugh, Chair

8.5 RESOLUTION 2014-9-24 (5), RECONSTRUCTION OF SIX UNITS AT WRIGHT STREET

WHEREAS, Tacoma Housing Authority (THA) staff issued a Invitation to Bid (ITB) from contractors off the Small Works Roster interested in providing a bid for the put back of six units at Wright Street, on April 25, 2014;

WHEREAS, the bids were due on September 18, 2014;

WHEREAS, THA received two (2) and reviewed for responsive and reasonableness;

WHEREAS, After the reviewing the bids, both bids were deemed to be responsive and reasonable, with Rainbow International having the lowest responsible and responsible bid;

WHEREAS, THA has provided budget authority within each of the Asset Managed Projects (AMP) to allow for the reconstruction of these units and to bring them back online;

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

1. the Executive Director is authorized to negotiate a contract with Rainbow International Restoration, and , if those negotiations are successful, to executive a contract in the amount of \$120,313.98 for the Reconstruction of Six Units at Wright Street. If those negotiations are not successful, the Executive Director is authorized to reprocure a new contract.

Approved: September 24, 2014 _____
Stanley Rumbaugh, Chair

Finance Committee
Commissioner Lincoln Hamilton

Real Estate and Development Committee
Commissioner Rumbaugh

Citizen Oversight Committee
Commissioner Banks

ADMINISTRATION REPORTS

EXECUTIVE DIRECTOR REPORT



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Date: October 10, 2014
Re: Executive Director's Report

This is my monthly report for October 2014. The departments' reports supplement it.

1. STRATEGIC PLANNING

I am very pleased to attach a draft of the performance measures staff is preparing for the board's consideration. I hope to have a proposal for the board's consideration in November. I send you this draft now because it is pretty close to the one I will submit next month and I would like you to have the time between now and then to review it, even if the final version differs a bit.

A review of our strategic planning elements would be helpful. The board may recall this chart. It shows the hierarchical directives that govern our work:

	What the Board Chooses:	Status
	THA's Statement of Vision	Done
	THA Mission Statement	Done
	Strategic Objectives	Done
	Performance Measures for each strategic objectives	Almost done <i>(the Board chose the performance measures but not yet the targets)</i>
	What the Staff Chooses	
	Strategies to try to attain each strategic objective	Not Done
	Performance measures for each strategy	Not Done
	Projects, with performance measures	Ongoing
	Job objectives	Ongoing

In February 2013, the Board revised THA's vision statement and mission statement. It also revised THA's seven strategic objectives. Each of them appears in the attached document at the start of a section. So there are seven main sections. The board then adopted performance measures for each strategic objective. In doing so, the board allowed staff to revise them for further board consideration. We are doing that with this draft. The performance measures appear in the attached draft following each strategic objective. The draft groups the performance measures by theme. For each performance measure, the chart will show baselines, when available, and targets. We will refine this draft and present it to the board in November for its consideration and adoption.

The draft also shows the strategies staff will use to try and accomplish the board's performance measures. Each strategy also shows its own performance measures.

Although the board does not adopt those strategies, they show in the draft to inform the board and to give the board a chance to redirect us.

Once the board adopts these directives and the staff settles on its strategies, we will ask Todd Craven to turn them into a digital dashboard. This dashboard, which our web site will host, will display this information at varying levels of detail for a varied THA and public audiences. This dashboard should change board meetings. For example, the board may wish to display its higher levels of detail during a board meeting so we can spend our time discussing what is working and what is not and how should we respond. This will be especially useful at budget time.

2. MTW: UPDATE ON CONTRACT EXTENSION

The last several months, I reported on the negotiations with HUD over HUD's proposal to change the terms of the MTW contracts before it will agree to extend them to 2028. The negotiations have begun between HUD and the negotiating committee of seven (7) MTW housing authorities. That committee represents all 39 MTW housing authorities, including THA. This is such an important matter that I will continue to report on those negotiations, even if the only news to report is the continued negotiations.

This month our negotiators report some signs of HUD flexibility but no deal yet.

3. POSSIBLE RE-ORGANIZATION

The board may recall that we asked a consulting firm called TCAM to look over our property management function and recommend ways to improve it. In August, the board received a copy of its recommendations, along with our plan to consider them. As I noted then Sandy Burgess, our asset manager, is leading the staff discussions that will have us decide which recommendations to adopt, with one exception. I will lead the discussion on the recommendation that we make property management its own department. Those discussions are underway. I enclose my memo to the cabinet setting out the factors and questions that will influence my decision about the recommendation. I will be meeting with staff from each of the affected departments for further discussion. I hope to make a decision by Thanksgiving.

Please note that April, Greg and I will participate in the board meeting by telephone. We will be in Washington, D.C..



TACOMA HOUSING AUTHORITY

THA PERFORMANCE MEASURES for STRATEGIC OBJECTIVES
[Adopted by THA Board: February 27, 2013]

and

DRAFT BASELINE AND TARGETS FOR PERFORMANCE MEASURES
DRAFT STRATEGIES
DRAFT PERFORMANCE MEASURES FOR STRATEGIES

October 13, 2014; v 22

Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405
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1. 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.

Performance Measures: Housing and Supportive Services Strategic Objective										
1.1 NUMBER AND TYPE OF PEOPLE AND HOUSEHOLDS SERVED										
1.1.1 INCREASE NUMBER OF HOUSEHOLDS AND PERSONS RECEIVING THA HOUSING OR RENTAL ASSISTANCE The number of households and persons receiving THA’s housing or rental assistance, including rapid rehousing assistance, rental assistance through THA’s Education Project, rental assistance that other organizations provide with THA funds and project based units owned by other organizations. (Project based voucher tenants in THA properties will count as THA tenants and not recipients of rental assistance.	1.1.1 INCREASE NUMBER OF HOUSEHOLDS AND PERSONS RECEIVING THA HOUSING OR RENTAL ASSISTANCE									
		THA Tenants (including all properties that THA owns or manages and project based voucher tenants in THA properties)			Recipients of THA Rental Assistance (including project based vouchers in non-THA properties, rapid rehousing, Education Project, FUP, NED, VASH)			Total		
		2013 Baseline	Target	Result to date	2013 Baseline	Target	Result to date	2013 Baseline	Target	Result to date
	# of households	1,164	1,200		3,605	3,650		4,769	4,850	
	# of persons	1,835	2,000		9,515	9,600		11,350	11,600	
	# of seniors	1,298	?		?	?		?	?	
	# of children	?	?		?	?		?	?	
	# of disabled persons	2,717	?		?	?		?	?	

Performance Measures: Housing and Supportive Services Strategic Objective					
1.2 SERVING THE NEEDIEST					
1.2.1 VARIOUS INCOME LEVELS FOR TACOMA HOUSEHOLDS As % of Tacoma-Pierce County AMI NOTE: These data are not performance measures. They provide a comparison for THA’s household income.	1.2.1 VARIOUS INCOME LEVELS FOR TACOMA HOUSEHOLDS As % of Tacoma-Pierce County AMI				
	Median	30% Median	50% Median	Poverty Line	80% Median
	?	?	?	?	?
1.2.2 INCOME AND EARNED INCOME OF HOUSEHOLDS PARTICIPATING IN ALL THA HOUSING PROGRAMS These data are not performance measures. If these income levels are low that might denote success at focusing on the neediest or lack of success in helping them prosper. Instead, these data give context to the performance measures in the following sections.	1.2.2 INCOME AND EARNED INCOME OF HOUSEHOLDS PARTICIPATING IN ALL THA HOUSING PROGRAMS			% of Tacoma-Pierce County AMI	
		Average Income	Median Income		
	All Households	\$14,002			
	Workable				
	Seniors/Disabled				

Performance Measures: Housing and Supportive Services Strategic Objective

**1.2.3
DEMOGRAPHICS OF
THA'S CLIENTS AT
THEIR ENTRY TO THA
FUNDED PROGRAMS**
[includes all households
receiving THA assistance,
whether directly or from
another organization that
THA funds.]

1.2.3 DEMOGRAPHICS OF THA'S CLIENTS AT THEIR ENTRY TO THA FUNDED PROGRAMS <i>[includes all households receiving THA assistance, whether directly or from another organization that THA funds.]</i>						
	Number of Households			% of Total Households		
	2013 Baseline	Target	Results to Date	2013 Baseline	Target	Results to Date
HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN HOUSING PROGRAMS: Income Bands						
≤ 30% AMI	?	?	?	?	80%	?
> 30% and ≤ 50% AMI	?	?	?	?	15%	?
> 50% and ≤ 80%AMI	?	?	?	?	5%	?
STATUS OF HOUSEHOLDS AT THE START OF PARTICIPATION IN HOUSING PROGRAM						
Homeless families with children	32	50	?	<1%	?	?
Homeless adults without children	?	?	?	?	?	?
Homeless youth	?	50	?	?	?	?
Homeless veterans*	83	100	?	<1%	?	?
Persons coming out of corrections*	?	?	?	?	?	?

Performance Measures: Housing and Supportive Services Strategic Objective					
1.2.4 COMPARABLE DIVERSITY OF PERSONS IN ALL THA SUPPORTED PROGRAMS	1.2.4 COMPARABLE DIVERSITY OF PERSONS IN ALL THA SUPPORTED PROGRAMS				
		% of City	% of Low-Income Pop. of City	Baseline	Target
	RACES & ETHNICITIES				
	Black	11.2%	22.3%	37.1%	?
	White	64.9%	48.2%	46.7%	?
	Asian & Pacific Islander	9.4%	8%	10.7%	?
	Hispanic	11.3%	14.5%	8%	?
	Native Americans	1.8%	3%	1.7%	?
	None Selected	1.2%	4%	3.8%	?
	LIMITED ENGLISH PROFICIENT GROUPS				
	Vietnamese	?	?	1.46%	?
	Cambodian	?	?	0.9%	?
	Spanish	8%	?	.26%	?
	Russian	?	?	2%	?
	Korean	?	?	0.11%	?
	PERSONS OVER 62 and older	14.1%		11.6%	?
	PERSONS WITH DISABILITIES	15.1%		24.3%	?
	CHILDREN (<18 years of age)	?	?	?	?
	HOUSEHOLDS WITH CHILDREN	?	?	?	?

Performance Measures: Housing and Supportive Services Strategic Objective							
1.3 CHANGES IN EARNED INCOME AND ASSET ACCUMULATION							
1.3.1 CHANGE IN EARNED INCOME OF WORK-ABLE THA HOUSEHOLDS	1.3.1 CHANGE IN EARNED INCOME OF WORK-ABLE THA HOUSEHOLDS						
		% Average Income Change			% Median Income Change		
		Baseline Change	Target Increase Over Previous Year	Results to Date	Baseline Change	Target Increase Over Previous Year	Results to Date
	After 1 Year	?%	?%	?%	?%	?%	?%
	After 2 Year	?%	?%	?%	?%	?%	?%
	After 3 Year	?%	?%	?%	?%	?%	?%
	After 4 Year	?%	?%	?%	?%	?%	?%
	After 5 Year	?%	?%	?%	?%	?%	?%
	Upon Leaving THA Program	?%	?%	?%	?%	?%	?%
		Average Household Income/Median Income/% AMI					
		Baseline		Target		Results	
	After 1 Year	?/?/?		?/?/?		?/?/?	
	After 2 Year	?/?/?		?/?/?		?/?/?	
	After 3 Year	?/?/?		?/?/?		?/?/?	
	After 4 Year	?/?/?		?/?/?		?/?/?	
	After 5 Year	?/?/?		?/?/?		?/?/?	
	Upon Leaving THA Program	?/?/?		?/?/?		?/?/?	
1.3.2 % THA Work-Able Tenants Paying By Bank or Credit Union Check	1.3.2 % THA Work-Able Tenants Paying By Bank or Credit Union Check						
	Baseline		Target		Results to Date		
	?		50%				

Performance Measures: Housing and Supportive Services Strategic Objective										
1.4 EDUCATIONAL OUTCOMES										
1.4.1 % CHANGE IN SCHOOL ACHIEVEMENT OF THA STUDENTS (THA tenants and voucher participants)	SCHOOL PERFORMANCE OF STUDENTS IN TACOMA AND THA STUDENTS [These data are not THA performance measures. They provide context and baselines for the performance measures in 1.4.1]									
	% Performing on Grade Level						Graduation Rates			
	Math			Reading						
	All TPS	Low-Income TPS	THA	All TPS	Low-Income TPS	THA	All TPS	Low Income TPS	THA	
	53%	43%		64%	55%		68%	59%	?	
	1.4.1 % CHANGE IN SCHOOL ACHIEVEMENT OF THA STUDENTS (THA tenants and voucher participants)									
	Time in THA Programs	% at Grade Level for Reading			% at Grade Level for Math			Graduation Rates		
		Baseline Change	Target Increase Over Previous Year	Results to Date	Baseline Change	Target Increase Over Previous Year	Results to Date	Baseline Change	Target Increase Over Previous Year	Results to Date
	After 1 Year	?%	5%	?%	?%	5%	?%	?%	5%	?%
	After 2 Year	?%	5%	?%	?%	5%	?%	?%	5%	?%
	After 3 Year	?%	5%	?%	?%	5%	?%	?%	5%	?%
	After 4 Year	?%	5%	?%	?%	5%	?%	?%	5%	?%
	After 5 Year	?%	5%	?%	?%	5%	?%	?%	5%	?%
	Upon Leaving THA Program	?%	5%	?%	?%	5%	?%	?%	5%	?%

Performance Measures: Housing and Supportive Services Strategic Objective		
1.5 SUCCESSFUL EXITS		
1.5.1 % of SUCCESSFUL EXITS FROM THA HOUSING PROGRAMS NOTE: An exit is successful if it occurs for reasons other than eviction, termination or departure after service of an eviction notice, and, for house-holds subject to the 5-year time limit, an exit is successful if upon exit the household's monthly income is at least twice the FMR for its family size	1.5.1 % of SUCCESSFUL EXITS FROM THA HOUSING PROGRAMS	
	Baseline	Target
	?	?

Strategies for Housing and Supportive Services, with Performance Measures				
1.1 INCREASE THE NUMBER OF HOUSEHOLDS SERVED				
1.1.1 Submit competitive applications for all available HUD vouchers	THA will apply for all available vouchers from HUD.	1.1.1 APPLICATIONS FOR COMPETITIVE VOUCHERS, ANDE RESULTS		
		Baseline	Target	Results to Date
		# of vouchers available	?	?
		# of vouchers applied for	?	?
		# of vouchers received	?	?
1.1.2 Building or purchasing housing.	THA will increase the size of its portfolio of housing by building or purchasing housing.	See below Section 2		
1.1.3 Assist non-profits to develop housing.	THA will assist other nonprofits to build or finance housing service low-income housing	See below Section 2		

Strategies for Housing and Supportive Services, with Performance Measures			
1.1.4 Rent reform to serve more households by “thinning the soup”.	THA will lower the value of its rental subsidy to increase the number of households served and to manage budget cuts without terminating any household’s rental assistance.	1.1.4(a) NUMBER OF HOUSEHOLDS RECEIVING RENTAL ASSISTANCE UNDER RENT REFORM <i>[include all rental assistance programs other than regular HCV, i.e. HOP, rapid re-housing, education project]</i>	
		Baseline	Target
		0	300
		1.1.4(b) NUMBER OF HOUSEHOLDS SERVED THROUGH RENT REFORM ABOVE WHAT THE VOUCHER PROGRAM WOULD HAVE SUPPORTED <i>[include all rental assistance programs other than regular HCV, i.e. HOP, rapid re-housing, education project]</i>	
		Baseline	Target
		?	?
		1.1.4(c) NUMBE OF HOUSEHOLDS TERMINATED TO MANAGE BUDGET CUTS	
		Baseline	Target
		0	0

Strategies for Housing and Supportive Services, with Performance Measures					
1.2 SERVE THE NEEDIEST HOUSEHOLDS					
1.2.1 Rent reform will remain focused on the neediest households	Rent reform will keep THA’s rental assistance programs focused on serving the neediest households with demographics comparable to the HCV population. This will include programs to serve populations generally shut out of HUD’s mainline programs such as homeless families, homeless youth without families, chronically homeless adults and persons who need permanent supportive housing.	1.2.1 PERSONS SERVED BY RENT REFORM COMPARED TO HCV <i>[includes all recipients of THA rental assistance, i.e. HOP, rapid rehousing, PBV at other organizations, education population.]</i>			
			Baseline HCV Population	Target for Rent Reform	Results to Date
		INCOME UPON ENTERING PROGRAM		≥ HCV Population	
		Average Income	?		?
		Median Income	?		?
		RACES & ETHNICITIES			
		Black	37.1%		?
		White	46.7%		?
		Asian & Pacific Islander	10.7%		?
		Hispanic	8.0%		?
		Native Americans	1.7%		?
		None Selected	3.8%		?
		LIMITED ENGLISH PROFICIENT GROUPS			?
		Vietnamese	1.46%		?
		Cambodian	0.90%		?
		Spanish	0.26%		?
		Russian	2.00%		?
		Korean	0.11%		?
		PERSONS 62 and older	11.60%		?
PERSONS WITH DISABILITIES	24.30%	?			
HOUSEHOLD SIZE	?	?			
HOMELESS FAMILIES	?	?			
HOMELESS YOUTH	?	?			
HOMELESS ADULTS	?	?			

1.2.1 Rent reform will remain focused on the neediest households

Rent reform will keep THA's rental assistance programs focused on serving the neediest households with demographics comparable to the HCV population. This will include programs to serve populations generally shut out of HUD's mainline programs such as homeless families, homeless youth without families, chronically homeless adults and persons who need permanent supportive housing.

1.2.1 PERSONS SERVED BY RENT REFORM COMPARED TO HCV [includes all recipients of THA rental assistance, i.e. HOP, rapid rehousing, PBV at other organizations, education population.]			
	Baseline HCV Population	Target for Rent Reform	Results to Date
INCOME UPON ENTERING PROGRAM		≥ HCV Population	
Average Income	?		?
Median Income	?		?
RACES & ETHNICITIES			
Black	37.1%		?
White	46.7%		?
Asian & Pacific Islander	10.7%		?
Hispanic	8.0%		?
Native Americans	1.7%		?
None Selected	3.8%		?
LIMITED ENGLISH PROFICIENT GROUPS			?
Vietnamese	1.46%		?
Cambodian	0.90%		?
Spanish	0.26%		?
Russian	2.00%		?
Korean	0.11%		?
PERSONS 62 and older	11.60%		?
PERSONS WITH DISABILITIES	24.30%		?
HOUSEHOLD SIZE	?		?
HOMELESS FAMILIES	?		?
HOMELESS YOUTH	?	?	
HOMELESS ADULTS	?	?	

Strategies for Housing and Supportive Services, with Performance Measures				
1.2.2 Rent reform, and the savings it provides, will allow assisted households an adequate degree of housing stability and choice.	THA's rent reform, although providing a reduced subsidy in comparison with the HCV program, will give assisted households an adequate degree of housing stability and choice in comparison to the HCV voucher and the unsubsidized population. It will do this with the rental assistance that replaces the HCV program and with the programs the rent reform savings allows THA to fund, e.g, rapid rehousing.	1.2.2(a) COMPARABLE TURN-IN RATES OF HOP HOUSEHOLDS		
			Non-HOP Voucher Population	
			HOP	
			Baseline	Target
				Results to Date
		Turn-in Rate	??%	??%
		Turn in Rate By Household Size	??%	≤ voucher rate
		Turn in Rate By Race	??%	??%
		1.2.2(b) COMPARABLE RENT BURDEN OF HOP HOUSEHOLDS		
			Baselines	
			HCV program rent burden	Unsubsidized households at ≤30% AMI
		Average Rent Burden	?	?
		Median Rent Burden	?	?
		Rent Burden of TANF Families	?	?
		Rent Burden of Seniors/Disabled Households	?	?
		1.2.2(c) COMPARABLE HQS FAILURES OF HOP HOUSEHOLDS		
			Non-HOP Voucher Population	
			HOP	
			Baseline	Target
				Results to Date
		HQS Inspection Failure Rate	??%	≤ voucher rate

Strategies for Housing and Supportive Services, with Performance Measures					
1.2.2 [continued]		1.2.2(d) CONTRACT WITH PIERCE COUNTY FOR RAPID RE-HOUSING			
		Rates of Stabilization	Baseline	Target	Results to Date
		Stabilization in Permanent Housing			
		• upon exit from program	?	85%	
		• 6 months after exit	?		
		• 12 months after exit	?		
		• 18 months after exit	?		

Strategies for Housing and Supportive Services, with Performance Measures								
1.3 CHANGE IN EARNED INCOME AND ASSET ACCUMULATION								
1.3.1 Rent reform to spur increased earnings and asset accumulation	THA will calculate rent to reward work and to encourage households to increase earnings and accumulate assets.	1.3.1(a) COMPARABLE % CHANGE IN EARNED INCOME OF WORK-ABLE HOP HOUSEHOLDS						
		% Average Income Change				% Median Income Change		
		Baseline		Target Increase Over Previous Year	Results to Date	Baseline		Target Increase Over Previous Year
		Non-HOP Voucher Clients	HOP Baseline Change			Non-HOP Voucher Clients	HOP Baseline Change	
		After 1 Year	?%	?%	?%	?%	?%	?%
		After 2 Year	?%	?%	?%	?%	?%	?%
		After 3 Year	?%	?%	?%	?%	?%	?%
		After 4 Year	?%	?%	?%	?%	?%	?%
		After 5 Year	?%	?%	?%	?%	?%	?%
		Upon Leaving Program	?%	?%	?%			?%
		1.3.1(b) FIVE-YEAR HOP TIME LIMIT						
					HOP			
					Baseline	Target	Results to Date	
		Average AMI Bracket for Exiting Households						
		Median AMI Bracket for Exiting Households						
		Average Number of Hardship Extensions Requested Yearly						
		• Summarize reasons for requests						
		Average Number of Hardship Extensions Granted Yearly						
		• Summarize reasons for granting requests						

Strategies for Housing and Supportive Services, with Performance Measures															
1.3.2 Increase participation in CS programs	Increase the number of households receiving THA community services.	1.3.2 UNDUPLICATED RECIPIENTS OF COMMUNITY SERVICES WITHIN ALL THA SUPPORTED PROGRAMS													
		2013 Total THA Persons and Households Receiving Housing or Housing Assistance		Persons						Households					
				2013 Baseline		Target		Results to Date		2013 Baseline		Target		Results to Date	
				Persons	Households	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total
		11,350	4,769	?	?	?	?	?	?	?	?	?	?	?	?
1.3.3 Encourage households to increase asset accumulation	1.3.3(a) Engage THA clients in financial literacy and asset-building programs	1.3.3(a) UNDUPLICATED RECIPIENTS OF FINANCIAL LITERACY AND ASSET BUILDING PROGRAMS													
		Baseline				Target				Results to Date					
		?				?				?					
	1.3.3(b) Family Self-Sufficient Program	? [add metrics of the FSS programs]													

Strategies for Housing and Supportive Services, with Performance Measures						
1.4 IMPROVE EDUCATIONAL OUTCOMES						
1.4.1 College Bound Scholarship Enrollment	THA will enroll its 8 th graders every year in the state's College Bound Scholarship Program.	1.4.1 COLLEGE BOUND SCHOLARSHIP ENROLLMENT OF THA 8TH GRADERS				
			State	TPS	Baseline	Target
		2009	55%	77%	83%	100%
		2010	68%	90%	91%	100%
		2011	75%	100%	100%	100%
		2012	77%	100%	100%	100%
		2013	81%	100%	100%	100%
		2014			100%	100%
		2015			100%	100%
		<i>[and following years]</i>				

Strategies for Housing and Supportive Services, with Performance Measures						
1.4.2 Children’s Savings Accounts	Savings Accounts for the Children of Salishan	1.4.2 SAVINGS ACCOUNTS FOR THE CHILDREN OF SALISHAN				
			Other Low-Income Children at Same Schools	Baseline	Targets	Results to Date
		Enrolled Children				
		• Lister Elementary School				
		• First Creek Middle School				
		• Lincoln High School				
		• Total				
		Account Deposits (By school and total) (By year and total)				
		• Average family deposit				
		• Median family deposit				
		• Total family deposit				
		• Average THA deposit				
		• Median THA deposit				
		• Total THA deposit				
		First Creek and Lincoln H.S. Milestones				
		• % milestones met				
		GPA				
		Reading Scores				
		Math Scores				
		H.S. Graduation Rates				
		Enrollment in Post-Secondary Program				

Strategies for Housing and Supportive Services, with Performance Measures									
1.4.3 FSS Educational Incentives	FSS Educational Benchmarks	1.4.3 FSS Education Milestones							
		Baselines			Targets			Results to Date	
		Total FSS Clients	# of FSS Clients with Educational Milestones	% of Educational Milestones Met	\$ Paid	# of FSS Clients with Educational Milestones	% of Educational Milestones Met	\$ paid	
		?	?	?	?	?	?	?	?
1.4.4 Matching Housing Assistance with Schools and Educational Institutions	THA will match its housing assistance with the efforts of Tacoma public schools and post-secondary educational institutions. It will house or help to house homeless households during the enrollment of their children in public school. It will house or help to house homeless students during their enrollment in college or technical school.-	1.4.4(a) Elementary School Housing Program							
		Metrics for Each Elementary School (McCarver and others)			Other Low- Income Children at Same Schools	Baseline	Targets	Results to Date	
		Annual student mobility rate							
		Annual teacher mobility rate							
		Student attendance rates							
		Student discipline rates							
		Student reading scores							
		Student math scores							
		Household income							
		Household rent burden							
		Parent education and training							
		1.4.4(b) Tacoma Community College Housing Assistance Program							
			All TCC Students	All Homeless TCC Students	Baseline	Targets	Results to Date		
		GPA				≥ All TCC Students			
		Graduation rates							

Strategies for Housing and Supportive Services, with Performance Measures		
1.4.5 Reach and Read	THA will distribute children's books in all of its offices as part of its version of Reach Out and Read.	<ul style="list-style-type: none">● Number of books taken by visitors to THA per month.

DRAFT

2. HOUSING AND REAL ESTATE DEVELOPMENT STRATEGIC OBJECTIVE

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

Performance Measures: Housing and Real Estate Development Strategic Objective			
2.1 SIZE AND QUALITY OF THA's PORTFOLIO OF PROPERTY AND WHOM IT SERVES			
2.1.1 NUMBER AND TYPE OF THA UNITS	2.1.4 NUMBER AND TYPE OF THA UNITS		
		Baseline	Target
			Results to Date
	Total Number of Units	1,335	Add 70 units per year
	Units affordable and reserved for households at these income:		
	• ≤ 30% AMI	1,071	
	• 30% to 50% AMI	216	add 3
	• 51% to 60% AMI	48	
	• 61% to 80% AMI	?	add 67
	Units with these # of bedrooms:		
	• Studios	0	
	• 1 BR	449	
	• 2 BR	305	add 26
	• 3 BR	359	add 30
	• 4 BR	50	add 14
	• 5 +BR	24	
	Units affordable and reserved for households with the following special needs:		
	• seniors/disabled	353	
	• homeless families		add 15
	• homeless adults		
	• persons needing permanent supportive housing		
	• persons coming from corrections		

Performance Measures: Housing and Real Estate Development Strategic Objective		
2.1.2 RATING OF THA's PORTFOLIO NOTE: Class B properties have a 15 to 30 year remaining useful life in all major building systems NOTE: These measures denote the financial sustainability of the added properties. A Class B or better designation shows sustainability. A Class C or lower does not.	2.1.3 RATING OF THA's PORTFOLIO	
	Baseline	Target
	Baseline will be determined after completion of Capital Needs	100% of THA properties at B Level Rating or Better

Performance Measures: Housing and Real Estate Development Strategic Objective			
<p>2.1.3 THE TOTAL NUMBER OF UNIT-YEARS IN THA’S PORTFOLIO.</p> <p>NOTE: The unit-years for a property denotes the number of units in the property multiplied by the years of service that the property will provide at the standards of quality THA seeks for its properties without needing funds beyond its ordinary maintenance budget and the replacement reserves assigned to that property.</p> <p>NOTE: THA can increase its total unit-years in various ways. It can build or buy new units or rehabilitate old ones. Its total unit-years can decrease by an unaddressed decline in the condition of a property, or by a sale of a property.</p>	2.1.1 TOTAL NUMBER OF UNIT-YEARS IN THA’S PORTFOLIO		
	Baseline	Target	Results to Date
	?	?	?

Performance Measures: Housing and Real Estate Development Strategic Objective			
2.1.4 CHANGES IN UNIT-YEARS OF A THA APARTMENT/HOME	2.1.2 CHANGES IN UNIT-YEARS OF A THA APARTMENT/HOME		
		Baseline	Target
	Changes to THA total unit-years	?	?
	Average unit year of a THA unit	?	?
	Average unit year of units added or removed from THA portfolio	Average unit-year of a THA unit	Increase baseline

Performance Measures: Housing and Real Estate Development Strategic Objective			
2.1.5 RECOGNITION, AWARDS, DESIGNATIONS/	2.1.5 RECOGNITION, AWARDS, DESIGNATIONS/		
		Baseline	Target
	Design		
	Environmental responsibility		All new projects shall meet: <ul style="list-style-type: none">• Evergreen Standards• LEED Silver or higher
	Affordability		
	Construction Innovation		

Performance Measures: Housing and Real Estate Development Strategic Objective								
2.2 EFFICIENCY OF THA'S REAL ESTATE DEVELOPMENT								
2.2.1 COST EFFICIENCY OF DEVELOPMENT	2.2.1 COST EFFICIENCY OF DEVELOPMENT							
		Standards				Baselines	Targets	Results to Date
		Affordable Housing Industry	Private Development	HUD	WSHFC	Housing Trust Fund		
	Average cost per square foot purchased							
	Average cost per square foot developed							
	Average cost per unit purchased							
	Average cost per unit developed							
	Average cost per unit-year purchased							
	Average cost per unit-year developed							

Performance Measures: Housing and Real Estate Development Strategic Objective		
2.2.2 DEVELOPMENT COSTS LEVERAGE RATIO NOTE: <div><div>THA Contribution to Development Costs</div><div>=</div><div>Leverage Ratio</div><div>Total Development Costs</div></div>	2.2.2 DEVELOPMENT COSTS LEVERAGE RATIO	
	Baseline	Target
	?	?

Performance Measures: Housing and Real Estate Development Strategic Objective			
2.3 THA WILL HELP ITS COMMUNITIES BE HEALTHY AND VIBRANT			
2.3.1 DEVELOP HEALTHY AND VIBRANT COMMUNITIES	2.3.1 DEVELOP HEALTHY AND VIBRANT COMMUNITIES		
		Baseline	Target
	Results to Date		
	Locate THA’s new developments in areas inside Tacoma that the PSRC rates as areas of “high opportunities”.	?	?
	Walking distance to parks, schools, grocery stores, public transit and other community amenities promoting health	?	?
	On-site parks, playground equipment, services, schools, community space and other amenities promoting healthy lifestyle choices	?	?
	Incorporation of art and art activities	?	?

Performance Measures: Housing and Real Estate Development Strategic Objective			
2.4 ASSISTING DEVELOPMENT OF AFFORDABLE HOUSING BY OTHER ORGANIZATIONS			
2.4.1 ASSISTING DEVELOPMENT OF HOUSING FOR OTHER ORGANIZATIONS The number of affordable square feet, housing units and Class B or better developments that THA helped other organizations to finance or develop or fix-up through one of the following ways: <ul style="list-style-type: none">• project basing vouchers or other subsidy type• development services	2.4.1 ASSISTING DEVELOPMENT OF HOUSING FOR OTHER ORGANIZATIONS		
		Baseline in Units	Target
	THA Subsidy to Development (project based vouchers or other subsidies)	?	?
	Development Services	?	?
	Total	?	?

Strategies For Housing And Real Estate Development, with Performance Measures											
2.1 INCREASE AND IMPROVE SIZE AND QUALITY OF THA’s PORTFOLIO OF PROPERTY SERVING A WIDE VARIETY OF NEEDS											
2.1.1 Build and Purchase	THA intends by new development and purchase of existing housing to expand its housing portfolio and provide rental housing that is affordable to households earning 80% or less of the Area Median Income. This housing will also serve higher income households to provide These units will have diversity in rental rates, target populations and the bedroom mix depending on location, market demand and goals established for the individual projects.	2.1.1 NUMBER AND TYPE OF THA UNITS DEVELOPED OR PURCHASED									
			Baseline			Targets			Results		
			Built	Purchased	Total	Built	Purchased	Total	Built	Purchased	Total
		Total Number of Units									
		Units affordable and reserved for households at these income:									
		• ≤ 30% AMI									
		• 30% to 50% AMI									
		• 51% to 60% AMI									
		• 61% to 80% AMI									
		• > 81% AMI									
		Units with these # of bedrooms:									
		• Studios									
		• 1 BR									
		• 2 BR									
		• 3 BR									
		• 4 BR									
		• 5 +BR									
		Units affordable and reserved for households with the following special needs:									
		• seniors/disabled									
		• homeless families									
		• homeless adults									
		• persons needing permanent supportive housing									
		• persons coming from corrections									

Strategies For Housing And Real Estate Development, with Performance Measures					
2.1.2 Improve quality of THA’s housing portfolio	THA developments will be based on an authentic and respectful community engagement process, be environmentally responsive, financially sustainable, use materials with a long life and meet high standards for design. All development will achieve Evergreen Standards. Projects will reflect goals identified in sub-area/neighborhood plans and those gleaned through the community engagement process. Upon	2.1.2 IMPROVE QUALITY OF THA’s PORTFOLIO			
			Baseline	Target	Results to Date
		Class designation		All new THA’s developments and purchases achieve a residential rating of Class B or better.	
		City’s Planning Directives		All new THA’s developments will satisfy: <ul style="list-style-type: none">• City’s comprehensive plan• sub-area/neighborhood plans	
		Useful Life		All THA’s properties developments have a useful life of 20+ years.	
		Environmental Designation		All THA’s developments will satisfy:: <ul style="list-style-type: none">• Evergreen Standards• LEED Silver or more• LEED Neighborhood	
		Resident meaningful participation in THA design decisions as shown by their responses to survey		Score of 4 or higher out of 5.	
		Resident children’s meaningful participation in THA design decisions.			
		Include artists in the design process.		All THA developments will have an artistic element	
		Community councils and neighbor meaningful participation in THA design decisions as shown by their responses to survey		Score of 4 or higher out of 5	

Strategies For Housing And Real Estate Development, with Performance Measures				
2.1.3 Improve quality of life for THA's residents.	THA will use local or development, education services, health initiatives, pedestrian and bicycle friendly design and creativity as core organizing principles for all new development and major redevelopment activities. Each new development and redevelopment strategy will evaluate the opportunities within the neighborhood and/or the needs of potential residents for health, education and related services and engage them in the design process.	2.1.3 IMPROVE QUALITY OF LIFE FOR THA's RESIDENTS		
			Baseline	Target
		Locate THA's new developments in areas inside Tacoma that the PSRC rates as areas of "high opportunities".		
		Survey of tenants' satisfaction with their lives at THA's properties	?	Score of 4 or higher out of 5
		Survey of health status of THA's communities	?	?
		Survey of THA's community's access to fresh food, schools, transit options, health, education, and recreation	?	?

Strategies For Housing And Real Estate Development, with Performance Measures						
2.1.4 Add a mix of uses to THA's developments	THA will add non-residential square footage to its properties so that space is available for service providers, community groups and potentially retail/commercial users. Space may include retail/commercial, community room, offices, libraries, clinics or fitness centers NOTE: Do not count THA's uses for offices, maintenance and storage.					
		2.1.4 MIXED USES				
		Square Footage of Non-Residential Space in THA's Housing Developments <i>[Not including space for THA offices, maintenance and storage]</i>				
		<table><tr><th>Baseline</th><th>Target</th><th>Results to Date</th></tr><tr><td>?</td><td>Include at least 250 square feet of non-resident uses in each development</td><td>?</td></tr></table>	Baseline	Target	Results to Date	?
Baseline	Target	Results to Date				
?	Include at least 250 square feet of non-resident uses in each development	?				

Strategies For Housing And Real Estate Development, with Performance Measures				
2.2 IMPROVE EFFICIENCY OF THA’s REAL ESTATE DEVELOPMENT				
2.3 THA WILL HELP ITS COMMUNITIES BE HEALTHY AND VIBRANT				
2.4 ASSISTING DEVELOPMENT OF AFFORDABLE HOUSING BY OTHER ORGANIZATIONS				
2.4.1 Assisting Development of Affordable Housing by Other Organizations	THA will assist other organizations in expanding the supply of affordably priced housing in Tacoma. It may do this through the use of Project Based Vouchers, offering development services and/or entering into partnerships to create additional housing.	2.2.1 UNITS OF AFFORDABLE HOUSING THA DEVELOPED FOR OTHER ORGANIZATIONS		
		Baseline	Target	Results to Date
		?	?	?

3. 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.

Performance Measures: Property Management Strategic Objective							
3.1 EFFICIENCY OF THA’S PROPERTY MANAGEMENT							
3.1.1 OPERATING COSTS PER UNIT PER YEAR (PUPY)	3.1.1 OPERATING COSTS PER UNIT PER YEAR (PUPY)						
		Baselines		Targets		Results to Date	
	Entire Portfolio	?		?			
	<i>[each property]</i>	?		?			
3.1.2 RENT COLLECTED AS % OF MAXIMUM RENT CHARGED	3.1.2 RENT COLLECTED AS % OF MAXIMUM RENT CHARGED						
		Baselines		Targets		Results to Date	
	Entire Portfolio	?		95%			
	<i>[each property]</i>	?		95%			
3.1.3 NET CASH FLOW	3.1.3 NET CASH FLOW						
		Baselines		Targets		Results to Date	
		With THA Subsidy	Without THA Subsidy	With THA Subsidy	Without THA Subsidy	With THA Subsidy	Without THA Subsidy
	Entire Portfolio	?	?	?	Positive cash Flow	?	?
	<i>[each property]</i>	?	?	?	Positive cash Flow	?	?

Performance Measures: Property Management Strategic Objective			
3.2 QUALITY OF THA’s PROPERTIES			
3.2.1 REAC SCORES	3.2.1 REAC SCORES		
		Baselines	Targets
	Average for Entire Portfolio	?	?
	[each property]	?	?
3.2.2 UNMET CAPITAL NEEDS	3.2.2 UNMET CAPITAL NEEDS		
		Baselines	Targets
	Entire Portfolio	?	?
	[each property]	?	?

Performance Measures: Property Management Strategic Objective			
3.2.3 SURVEY OF RESIDENTS OR A SAMPLING OF RESIDENTS ON THEIR RATING OF THE FOLLOWING ON A SCALE OF 1 TO 5: <ul style="list-style-type: none"> How safe they feel within the property How safe they feel within the neighborhood How they rate THA and its management and staff as a landlord <ul style="list-style-type: none"> ~ maintenance ~ courtesy ~ responsiveness ~ fair treatment How they rate the property as a place to live Would they choose to live in the property if they did not need its affordable rents 	3.2.3 SURVEY OF THA TENANTS		
		Baselines	Targets
			Results to Date
	Average for Entire Portfolio	<ul style="list-style-type: none"> add results of 2013 tenant survey In May/June 2012, the Tacoma-Pierce County Health Dept. helped conduct of survey regarding safety: <ul style="list-style-type: none"> How safe they feel within the property? 327 residents responded; 54% responded positively How safe they feel within the neighborhood? 328 residents responded, 38% responded positively The remaining items will need to be incorporated into a future survey before a baseline is established 	10% increase
	<i>[each property]</i>	?	?

Performance Measures: Property Management Strategic Objective			
3.2.5 CUSTOMER ORGANIZING AND CONSULTATION The number of boards, councils or equivalent organizations of tenants, voucher holders or voucher landlord that for the year are functioning as indicated by the following: <ul style="list-style-type: none"> • regular meetings • participation in THA decision making 	3.2.5 THA FUNCTIONING ADVISORY BOARDS		
	Baseline	Target	Results to Date
	1 tenant council 1 Landlord council	3 tenant council or equivalents 1 landlord council 1 rental assistance council	

Strategies for Property Management, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
3.1 IMPROVE EFFICIENCY OF THA's PROPERTY MANAGEMENT					
3.1.1 Improve use of contracted services.	Use the RFP process to outline billing structures (i.e. Overtime, routine service/flat rate, etc.) and a scope of service that focuses on preventive care. Negotiate prices during the selection/contracting process.	<ul style="list-style-type: none"> • Less overtime charges • Fewer call outs for emergencies (because preventive work is being completed) 	?	15-20% reduction in cost	
3.1.2 Reduce utility costs	<p>Work with a consultant to reduce garbage costs and increase tenant recycling</p> <p>Limit access to outdoor water faucets.</p> <p>Complete an energy audit</p> <p>Explore rebate options</p>	<ul style="list-style-type: none"> • Reduction in garbage costs • Reduction in water/sewer costs • Completion of energy audit • Increase in energy rebates accessed by THA 	?	?	
3.1.3 Streamline maintenance functions	Develop an “approval for repair” list to allow maintenance to repair additional items when they are already in a unit responding to a work order. Create electronic forms	<ul style="list-style-type: none"> • Decrease in total work orders generated • Hours saved double-entering data 	?	?	

Strategies for Property Management, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
3.1.4 Plan for capital replacements	Use capital rather than operating funds for capital replacements.	<ul style="list-style-type: none"> Decrease in operating expenses Increase in capital expenses for capital needs 	?	?	
3.1.5 Improve rent collection	<p>Set on-time rent incentives for both staff and residents such as a drawing for all residents that pay rent by the 3rd of the month (by property) and monetary or leave incentives for staff at sites with the highest percentage of rent collection.</p> <p>Institute a late fee with additional per day fees for late rent.</p> <p>Implement an online rent payment option</p> <p>Provide rent statements to all tenants.</p>	<p>Increased percentage of on-time rent payments</p> <p>Increased percentage of monthly rent collection</p>	?	?	

Strategies for Property Management, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
3.1.6 Improve rent potential	<p>Survey the market to compare THA’s unsubsidized rents to the market</p> <p>Match unsubsidized tax credit units with tenants with incomes that will allow tax credit max rent for the unit.</p>	<ul style="list-style-type: none">● Schedule annual rent increases and mindfully set new tenant rents● Charge maximum allowable rent in all subsidized units● Create a rent increase and new occupant rent structure that is based on the property’s vacancy rate (ie. Where vacancy rate is less than 2% increase rents by \$25 every 6 mos until rent is 90% of market, charge new tenants 90% of market rent; where vacancy is between 3-5% increase rents by \$15 every 6 months until rent is 85% of market, charge new tenants 85% of market rent; where vacancy is more than 5% increase rent \$10 every 6 months until rent is 85% of market, charge new tenants 85% of market)	?	?	

Strategies for Property Management, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
3.2 IMPROVE QUALITY OF THA's PROPERTIES					
3.2.1 Improve preventive maintenance	Improve preventive maintenance through: <ul style="list-style-type: none"> • annual inspections • quarterly inspections of problem units • daily walk of properties 	Maintenance expenses per unit	?	?	
3.2.2 Improve tenant compliance with REAC rules	Improve tenant compliance with rules that affect REAC scores. E.g, <ul style="list-style-type: none"> • charge a fee for disconnecting alarms and detectors • tenant training 				
3.2.3 Improve preparation for REAC	Improve preparation for REAC: <ul style="list-style-type: none"> • complete pre-REAC inspections • complete pre-REACH work orders 	Improve REAC scores			
3.2.4 Improve staff training and qualifications	Improve staff training in UPCS and/or REAC				
3.2.5 Incentives for improved scores	Provide incentives for a staff and residents at sites where scores are notably increased or scores are over 90.	Number of incentives provided	?	?	

Strategies for Property Management, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
3.2.6 Complete a capital needs assessment	Complete a capital needs assessment and prioritize needs every 5 years Incorporate the assessment into the budget process	Decrease the amount of capital needs on an annual basis	?		
3.2.7 Survey residents at all opportunities	<ul style="list-style-type: none"> • Include the survey in annual review packets • Conduct work order follow up calls • Have surveys available at all office locations • Have a dedicated compliment or complaint line • Survey partners and vendors regarding their experience with THA • Use secret shoppers 	Increase in response	?	?	
3.2.8 Use survey results to adjust operations	Regularly report on and analyze tenant survey results and adjust operations to improve satisfaction	Increase in positive responses to each question	?	?	

Strategies for Property Management, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
3.2.9 Reduce the number and percentage of tenancies that end with an involuntary termination.		The # and % of tenancies that end in involuntary terminations.	?	?	?
3.2.10 Educate tenants to improve healthy practices	<ul style="list-style-type: none"> • Non-toxic cleaning options • Recognizing and cleaning mold • Controlling pet dander • Maintaining heating vents/filters 	Improvement in indoor air quality	?	?	
3.2.11 Organize tenants and homeowners to improve their communities					
3.2.12 Host more activities that involve children	Activities that involve children will bring more parents to the table. -Consider more reading programs.	Increase in number of customers that participate in events	?	?	

4. FINANCIALLY SUSTAINABLE OPERATIONS

THA seeks to be more financially self-sustaining.

Performance Measures: Financial Sustainable Operations Strategic Objective							
4.1 FINANCIAL MANAGEMENT							
4.1.1 OPERATING SURPLUS/DEFICIT <ul style="list-style-type: none">1. Recurring operating expenses vs. recurring incomes2. End of year variance to budget	4.1 OPERATING SURPLUS/DEFICIT						
		Baselines		Targets		Results to Date	
	Balance of Recurring operating expenses and recurring income	Balance		Surplus		?	
	End of year variance from budget	Income – 3% variance. Expense – 5% variance in 2012		Actuals within 10% of budget		?	
4.1.2 RESERVES: Minimum and Maximum <ul style="list-style-type: none">Operating reserves: number of months of operating cash availableMTW ReservesNon-MTW Reserves	4.2 RESERVES						
		Baselines		Targets		Results to Date	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	Portfolio	?	?	4 months expenses	?		
	Other Operations	?	?	1 month expense	?		
	Non-MTW Reserves	?	?	\$ 2.5 million	?		

Performance Measures: Financial Sustainable Operations Strategic Objective			
4.1.3 DEBT SERVICE RATIO <u>Total income</u> Total current liabilities	4.1.3 THA FUNCTIONING ADVISORY BOARDS		
	Baseline	Target	Results to Date
	2.23	1.15	
4.1.4 VALUE OF THA’S LAND and PROPERTY <ul style="list-style-type: none"> • Average value per housing unit • Total value of all land and property 	4.1.4 VALUE OF THA’S LAND AND PROPERTIES		
		Baselines	Targets
	Average value per housing unit	\$153,018	?
	Total value of al land and property	\$191,578,854	?
4.1.5 CHANGE IN INCOME	4.1.5 CHANGE IN INCOME		
	Income Relative to Prior Years	Baselines	Targets
	Total Income	\$45.2 million	5% increase yearly
	Total MTW Operating Income	\$41.4 million	5% increase yearly
	Total Non-MTW Operating Income	\$3.8 million	5% increase yearly

Performance Measures: Financial Sustainable Operations Strategic Objective			
4.2 RAISING GRANT MONEY			
4.2.1 DIVERSIFYING AND RAISING GRANT MONEY	4.2.1 DIVERSIFYING AND RAISING GRANT MONEY		
	Baselines	Targets	Results to Date
4.3 EARNING MONEY			
4.3.1 NON-HUD INCOME GENERATION	4.3.1 NON-HUD INCOME GENERATION		
		Baselines	Targets
			Results to Date
	OPERATING INCOME:	14.4%	?
	<u>Non-HUD Operating Income</u> Total Operating Income X 100		
	TOTAL INCOME:	12.2%	?
	<u>Non-HUD Income</u> Total Income X 100		

Strategies for Financial Sustainability, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
4.1 FINANCIAL MANAGEMENT					
4.1.1 Improve culture of financial accountability	Create a culture of financial accountability within agency	<ul style="list-style-type: none"> • Empower departments and individuals to make decisions to create efficiencies and reduce costs. • Create targets for operational and development activities. • own budgeting to include a spend and use mentality after budget is adopted. • Use information to determine whether staff is meeting financial goals as part of performance evaluations where applicable. 	2014	<ul style="list-style-type: none"> • Knit budget into performance of all areas of agency • Increased understanding of staff as to job objectives and financial sustainability. • Monitor financial indicators of agency departments. • Starting 2015, include financial performance as a measurement in performance evaluations 	
4.1.2 Multi-year planning documents	Create multi-year planning documents for strategic planning.	<ul style="list-style-type: none"> • Multi-year budget projections to be used to determine priorities and planned uses of funds for future years to ensure financial sustainability. 	2014 Budget	<ul style="list-style-type: none"> • Rolling base projections used as a decision making tool, and the basis for commencement of annual budget process. 	
4.1.3 Increase transparency of financial information		<ul style="list-style-type: none"> • Easily accessible financial reporting that allows staff to make management decisions. 	Current reporting capabilities	Financial reporting that is easily discernable and readily accessible to staff. The new software will do this.	

Strategies for Financial Sustainability, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
4.2 RAISING GRANT MONEY					
4.2.1 Increase fundraising	THA will increase its application and receipt of funds.	Non-formula dollars received from HUD			
		Grants from others sources			
4.3 EARNING MONEY					
4.3.1 Earn income from rental properties	THA will build or purchase rental properties that earn a profit.	<ul style="list-style-type: none">			
4.3.2 Sell Services	THA will sell its services to other organizations, e.g, real estate development services; real estate management services; relocation services.	<ul style="list-style-type: none">Revenue earnedCost of services to THATime and money required to support and maintain applications THA sellsNumber of potential customers			
4.3.3 Sell Products	THA develops software for its own purposes. It will determine their market value and sell them as appropriate.				

5. ENVIRONMENTAL RESPONSIBILITY

THA will develop and operate its properties in a way that preserves and protects natural resources			
Performance Measures: Environmental Responsibility Strategic Objective			
5.1 GREEN REAL ESTATE DEVELOPMENT			
5.1.1 DEVELOP ENVIRONMENTALLY RESPONSIBLE PROPERTIES	5.1.1 DEVELOP ENVIRONMENTALLY RESPONSIBLE PROPERTIES		
		Baseline	Target
	Designation for THA’s new developments of LEED silver or higher		
	THA’s new developments meet the evergreen standards		
5.1.2 COMPACT COMMUNITIES	5.1.2 PERCENT OF MAXIMUM ALLOWABLE BUILDABLE SQUARE FOOTAGE AND DWELLING UNITS PER ACRE IN NEW THA DEVELOPMENTS		
		Baselines	Targets
	% of Maximum Allowable Buildable Space in New THA Developments		
	• Buildable Dwelling Units Per Acre	?	100% (Maximize zoning)
	• Buildable Square Footage		

Performance Measures: Environmental Responsibility Strategic Objective			
5.1.3 CREATIVE AND HEALTHY PLACEMAKING <ul style="list-style-type: none">Walking distance to parks, schools, grocery stores, jobs, public transit and other community amenities promoting health.On-site parks, playground equipment, services, schools, community space and other amenities promoting healthy lifestyle choices.Interface with local arts and cultural projects and programs	5.1.3 CREATIVE AND HEALTHY PLACEMAKING		
	Performance Measures	Baseline	Target
	Meet Evergreen Standards		All developments: Evergreen Standards
	Earn LEED Neighborhood Designation		All developments: LEED Neighborhood Designation
Results to Date			
?			

Performance Measures: Environmental Responsibility Strategic Objective							
5.2 GREEN REAL ESTATE MANAGEMENT							
5.2.1 REDUCE ENERGY AND RESOURCE CONSUMPTION	5.2.1 REDUCE ENERGY AND RESOURCE CONSUMPTION						
		Baselines		Targets		Results to Date	
		Per bedroom	Per square foot of admin. space	Per bedroom	Per square foot of admin. space	Per bedroom	Per square foot of admin. space
		Electricity	Will determine during PNA	15% reduction			
		Water		2% reduction			
		Sewer		?	?		
		Garbage		10% reduction			
		Paper		10% reduction			
		Fuel		2% reduction			
	5.2.2 PURCHASE GREEN PRODUCTS	5.2.2 Percent of Expenditures on Products Used to Purchase Products Certified by the EPA to be Low in Volatile Organic Compounds					
				Baselines	Targets	Results to Date	
Total THA		?	?				
Maintenance		?	50%				
Janitorial		?	100%				
Administrative		?	100%				

Performance Measures: Environmental Responsibility Strategic Objective			
5.2.3 HEALTHY INDOOR AIR Measure of indoor air quality.	5.2.3 INDOOR AIR QUALITY MEASUREMENTS		
		Baselines	Targets
	Average for Entire Portfolio	?	?
	<i>[each property]</i>	?	?

Strategies for Environmental Responsibility, with Performance Measures					
Strategies			Baseline <i>[if available]</i>	Target	Results to Date
5.1 BUILD OR PURCHASE GREEN BUILDINGS					
5.2 MAINTAIN GREEN BUILDINGS AND VEHICLES					
5.2.1 Upgrade THA properties for energy efficiency	Upgrade windows Upgrade building envelope				
5.2.2 Improve energy efficiency of THA vehicles					
5.2.3 Educate THA Tenants and Staff	Educate tenants and THA staff to: <ul style="list-style-type: none"> ● decrease the use of energy and resources, ● to increase reuse ● to increase recycling. 				
5.2.4 Implement non-smoking policy	Implement the THA non-smoking policy	All non-smoking addendums are signed	?	?	

6. ADVOCACY and PUBLIC EDUCATION

THA will advocate for the value of THA’s 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 level.

Performance Measures: Advocacy and Public Education Strategic Objective			
6.1 PUBLIC REGARD FOR THA			
6.1.1 SURVEY OF PUBLIC PARTNES Personal interviews with elected officials and senior staff of the City of Tacoma, Pierce County and the elected officials and their staff for the local delegation to the Washington State legislature and the Congress; The regard for THA’s work overall and for its advocacy and public education work in particular as shown in scores from 1 to 5 and comments from the following periodic surveys	6.1.1 A FUNCTIONING ADVISORY BOARDS		
	Baseline	Target	Results to Date
	4	4	4
	4.1 out of 5 [for overall work]		
	4 out of 5 [for advocacy and public education work]		
	[These grades are from a Survey-Monkey of stake-holders and officials, August 2011]		
6.1.2 SURVEY OF PARTNERS, FUNDERS COMMUNITY LEADER AND FRIENDS OF THA Electronic survey of non-profit partners; funders; and community leaders and other “friends of THA”.	6.1.2 A FUNCTIONING ADVISORY BOARDS		
	Baseline	Target	Results to Date
	Not available	4	

Performance Measures: Advocacy and Public Education Strategic Objective			
6.2 THA AS AN EFFECTIVE ADVISOR			
6.2.1 ADVISORY PANELS THA shall be an authoritative source of advice and information for policy makers on housing and community development topics. THA’s effectiveness in this work shall be evident by its appointment to most of the advisory groups convened locally on topics and by persons or groups that matter to THA. Effectiveness of participation in these advisory groups as evidenced by (i) brief survey of the appointment authority and advisory group members to grade THA on a scale of 1 to 5, and (ii) THA’s own assessment	6.2.1 ADVISORY PANELS		
		Baselines	Targets
	% of Panels	90%	85%
	Survey re Effectiveness of Participation	Not available	4 out of 5
Results to Date			
?			
?			

Performance Measures: Advocacy and Public Education Strategic Objective				
6.3 THA AS EFFECTIVE ADVOCATE FOR THE VALUE OF ITS WORK AND PEOPLE IT SERVES				
6.3.1 ADVOCACY EFFORTS Participation in the local and state focused advocacy efforts affecting public policy on housing, community development, poverty and related matters. Effectiveness of THA’s participation in these efforts as evidenced by (i) brief survey of the other members of the effort for a grade on a scale of 1 to 5, and (ii) THA’s own assessment. THA’s assessment of the extent of success of the advocacy efforts.	6.3.1 ADVOCACY EFFORTS			
		Baselines	Targets	Results to Date
	% of Focused Advocacy in which THA Participated	70%	80%	
	Survey re Effectiveness of Participation	3.8 [This is the average grade THA assigns to its efforts on recent , closed, advisory groups projects.]	4 out of 5	?
	Success	4 out of 5	4 out of 5	

Strategies for Advocacy and Public Education, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
6.1 PUBLIC REGARD FOR THA					
6.1.1 Improve Communication with Public	Improve THA's communication of its work and successes with public leaders, community partners, funders, and the public.	# of visits to THA's web site			
		# of friends of THA's Facebook			
		# of positive media mentions of THA			
		Of media mentions, the % that THA considers to be positive.			

Strategies for Advocacy and Public Education, with Performance Measures					
			Baseline [if available]	Target	Results to Date
6.1.2 Promote THA Access To “Supporters”	Increase the number of customers, local, state and federal legislators and officials within important THA can consider reliably accessible to it and interested and supportive of its work:	Number of persons within each of the following groups that THA can consider reliably accessible to it and interested and supportive of its work. <ul style="list-style-type: none">• THA tenants, voucher holders and voucher landlords• City Council of Tacoma• City of Tacoma staff• Pierce County Council• Pierce County staff• Local delegation to the Washington State legislature• State of Washington Executive• Local congressional delegation and staff• Local philanthropy• Regional philanthropy• National philanthropy• Local business• Tacoma Hilltop• Tacoma Eastside• Downtown Leadership• Neighborhood Councils and community groups• Faith community• Labor community	<ul style="list-style-type: none">• City Council of Tacoma (9)• City of Tacoma staff (5)• Pierce County Council (2)• Pierce County staff (2)• Local Delegation to Wash. State legislature (8)• Washington Executive (0)• Local congressional delegation and staff (6)• Local philanthropy (2)• Regional philanthropy (2)• National philanthropy (0)• Local business (1)• Tacoma Hilltop (2)• Tacoma Eastside (2)• Downtown Leadership(1) <p>Total: 42</p>	40 total; at least one in each group listed in the performance measure	

Strategies for Advocacy and Public Education, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Results to Date
6.2 MAINTAIN AND IMPROVE THA's EFFECTIVENESS AS AN AUTHORITATIVE SOURCE OF ADVICE AND INFORMATION TO POLICY MAKERS					
6.2.1 Serve on Select Advisory Panels					
6.2.2 Creation and Maintenance of Library and Data Systems Useful to Policy Makers					
6.3 MAINTAIN AND IMPROVE THA's PARTICIPATION IN ADVOCACY EFFORTS FOR THE VALUE OF ITS WORK AND FOR THE LOW-INCOME PEOPLE WHOM THIS WORK SERVES					
6.3.1 Participate in Select Advocacy Efforts					
6.3.2 Enlist Clients and Landlords in Advocacy Efforts	THA will enlist persons from the following groups in its advocacy efforts: (i) THA tenants; (ii) Salishan homeowners; (iii) THA voucher holders; (iv) low income Tacoma residents who need THA's housing; and (v) THA voucher landlords.	Percentage of advocacy efforts with effective participation of (i) THA tenants; (ii) Salishan homeowners; (iii) THA voucher holders; (iv) low income Tacoma residents; and (v) voucher landlords.	No THA tenant, THA voucher holder or voucher landlord participated in THA's advocacy efforts.	20% of THA's advocacy efforts enjoy active support from persons in one of the three groups	
6.3.3 THA Board Participation In Advocacy	Enlist THA Commissioners in Advocacy Efforts	The extent of participation by THA Board members in the focused advocacy efforts identified above	0	2 commissioners will participate in an advocacy effort.	

7. 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.

Performance Measures: Administration Strategic Objective			
7.1 AGENCY OPERATIONAL EFFICIENCY			
7.1.1 OPERATING EFFICIENCY PERCENTAGE Costs of Depts. of Admin., <u>Finance, HR and Executive</u> Total Operating Expenses X 100 <i>(does not include HAP or capital expenditures)</i>	7.1.1 OPERATING EFFICIENCY		
	Baseline	Target	Results to Date
	17.9%	?	
7.1.2 ADMINISTRATIVE COSTS PER HOUSEHOLD SERVED Total THA administrative budget <i>(not including housing or rental assistance)</i> Total number of households served <i>(THA tenants, recipients of rental assistance, from THA or THA funded partners from Annual MTW Report)</i>	7.1.2 ADMINISTRATIVE COSTS PER HOUSEHOLD SERVED		
	Baseline	Target	Results to Date
	\$550	\$500	

Performance Measures: Administration Strategic Objective			
7.1.3 HOUSEHOLD SERVED PER FTE The number of households served by each THA Full Time Equivalent staff person: <ul style="list-style-type: none"> • Total • Tenants • Households receiving rental assistance whether directly from THA or from an organization that THA funds. 	7.1.3 HOUSEHOLD SERVED PER FTE		
		Baselines	Targets
	Total		
	Tenants		
	Recipients of Rental Assistance (including recipients served by other organizations that THA funds)		
7.1.4 COMMUNITY SERVICE COSTS PER CLIENT (Cost for direct service staff, contractors and cash grants) <ul style="list-style-type: none"> • average cost per person receiving community services • average cost per person in THA's employment programs gaining new or better employment 	7.1.4 COMMUNITY SERVICE COSTS PER CLIENT		
		Baseline	Target
	Average cost per household receiving community services	\$1,087	\$1,111
	Average cost per person receiving community services	?	?
	Average cost per person in THA's employment program who gained new or better employment	\$4,6753	\$3,763

Performance Measures: Administration Strategic Objective			
7.2 STAFF PERFORMANCE AND INVESTMENTS			
7.2.1 EMPLOYEE SATISFACTION <ul style="list-style-type: none">• Scores on the THA employee satisfaction survey• Rate of response on the THA employee satisfaction survey	7.2.1 EMPLOYEE SATISFACTION		
		Baselines	Targets
	Overall Score on THA Employee Satisfaction Survey	74	76
	Rate of Response on THA Employee Satisfaction Survey	91%	91%
7.2.2 STAFF TURNOVER, ATTENDANCE RATES, AND FILED L&I CLAIMS, UNION GRIEVANCES AND CLAIMS OF DISCRIMINATION	7.2.2 STAFF TURNOVER, ATTENDANCE RATES, AND FILED L&I CLAIMS, GRIEVANCES AND CLAIMS		
		Baselines	Targets
	Staff Turnover Rates		
	Attendance Rates		
	L&I Claims		
	Union Grievances		
	Claims of Discrimination		

Performance Measures: Administration Strategic Objective			
7.3 AUDIT RESULTS			
7.3.1 AUDIT SCORES BY OUTSIDE ENTITIES re THA PROPERTIES AND PROGRAMS	7.3.1 AUDIT SCORES		
		Baselines	Targets
			Results to Date
	State of Washington Auditor		
	WSHFC		
	HUD		
	Department of Commerce		
	Investors		
	Other		

Strategies for Administration, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Result
7.1 IMPROVING AGENCY OPERATIONAL EFFICIENCIES					
7.1.1 Increase Efficiencies w/in Administrative Area	There is always room for improvement. Within the Administration Department, improving help desk processing and systems, reducing time to configure and distribute equipment, and designing ways to manage other requests outside the help desk system will help other departments to be able to process their own work quicker and easier.	<ul style="list-style-type: none"> - Time to process help desk requests - Number of HD requests processed daily - Time to configure and deploy new standard equipment - Time to order/procure IT equipment - Time to analyze and troubleshoot issues, major/minor - Customer satisfaction related to IT responsiveness 		Overall reduction in time to serve internal customers and increase in customer satisfaction	QUARTERLY

Strategies for Administration, with Performance Measures					
			Baseline [if available]	Target	Result
7.1.2 Increase Operational Efficiency through strong Administrative Systems	<p>Increasing performance, decreasing downtime, and increasing access and usability of its systems and infrastructure will help other departments operate more efficiently.</p> <ul style="list-style-type: none"> • Design systems geared toward efficiency • Significantly reduce or eliminate the use of paper throughout the agency • Ensure systems, servers, and other IT infrastructure performing well • Use electronic forms to facilitate intra-agency communication • Use electronic forms to process work from clients and partners • Make technology decisions based on mobility and efficiency 	<ul style="list-style-type: none"> - Customer satisfaction and usability survey - Cost to develop new systems - Copier/toner costs - Time required to access information - Amount of data entered by clients versus staff - Transparency of information - Monthly downtime per server - Time to process server requests - Number of data packet requests per day - Time lost due to server downtime and number of employees affected - Number and consistency of forms - Time required to create forms - Number of employees able to work remotely - Time required to process standard procedures - Number or percent of employees with email access - Number of operational employees who perform the majority of their work without the use of paper 		Overall increase in satisfaction, reduction in costs, and reduction in operational staff time to complete administrative tasks.	QUARTERLY

Strategies for Administration, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Result
Merge THA with Other Non-MTW PHA's	Merging with other PHA's will add efficiency by reducing the need for multiple departments performing the same or similar tasks. Taking over another PHA will likely allow THA to expand the reach of its MTW flexibilities.	<ul style="list-style-type: none">- Amount of control retained by THA- Political will or stomach for such a move <p>[Note this item is listed for discussion purposes due to the increased efficiencies it would bring and may likely be removed prior to Board adoption]</p>	N/A	N/A	N/A

Strategies for Administration, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Result
7.2 STAFF PERFORMANCE AND INVESTMENT					
7.2.1 Provide Competitive Salaries and Benefits	A THA Benefit Committee comprised of all levels of employees will advise and assist HR in benefit decisions	<ul style="list-style-type: none"> - The Benefit Committee will meet and give their input into any possible changes to benefits - The Benefit Committee members will be asked to take information back to their dept and ask for feedback - Changes will be negotiated with OPEIU to the degree necessary - Final changes will be communicated to all impacted employees 			
7.2.2 Staff Training and Investment		-			
7.2.3 Reward high performing staff by linking pay with performance	Variable Pay will be part of the strategy to attract and retain top performers	<ul style="list-style-type: none"> - Variable Pay will be utilized annually per guidelines - Variable Pay will be reviewed annually to determine whether changes would benefit. - VP reports will be distributed to Directors to help them track their awards and budgets - An annual report will be sent to Directors with the final results - The final report will be discussed with OPEIU to update them and to solicit their input 			

Strategies for Administration, with Performance Measures					
			Baseline <i>[if available]</i>	Target	Result
7.3	MAINTAIN AND IMPROVE AUDIT SCORES				

DRAFT



TACOMA HOUSING AUTHORITY

To: Cabinet; Sandy Burgess
From: Michael Mirra
Date: September 20, 2014
Re: Proposal for REMHS Reorganization

Michael

I will schedule for our next cabinet meeting a first discussion on whether we should reorganize our property management function and, if so, some other functions. I will ask Sandy to join us.

Making property management into its own department is one of the many recommendations in TCAM's recent report to THA. Our effort to consider all the TCAM recommendations is the subject of *Property Management TCAM Report: Review of Recommendations and Action*, Project No. EX-2014-7. As we discussed and as the outline for that project shows, Sandy leads our consideration of all the TCAM recommendations except one. I lead our discussion of whether property management should be its own department.

The project outline shows the discussions I mean to convene to help us assess this recommendation and to help me decide. I mean to consult with property management staff, Sandy, the union representatives, and other executive directors. I will also confer with some of our commissioners. I would like to start the discussions with the cabinet at its next meeting. I write now to give some structure to that cabinet discussion that I hope will help us.

Please note that, at the next cabinet meeting, I will not be making a decision and I do not ask the cabinet for a recommendation. I mainly wish a discussion and I expect to mostly listen and take notes. As the project outline shows, this is only the first of several discussions with many people. And it is the first of the cabinet discussions I will likely need before I decide. I hope that this tentative aspect of the discussion will make it a freely flowing canvas of the possibilities. To help you further feel easy with this discussion, allow me to report at least this much of my discussions with other organizations on this question: there is clearly no one right answer. Public housing authorities and other organizations that we all respect highly show different ways to organize this work. They have all experimented and continue to experiment with their own structure. For this reason, please do not worry that your view will be out of step with any prevailing orthodoxy or dominant new thinking on these questions. As far as I can tell, there is none.

I look forward to the discussion.

1. SOME IMPORTANT CRITERIA

The following criteria will influence my decision. I recommend them to you as you develop your own views on the question.

- **Effectiveness of the property management function**

I am looking for that organizational arrangement that will make our property management function most effective and cost-effective. I trust that we do not need any discussion about the importance of that function. We have made some very good progress. We have more work to do. In my consideration of the various organizational arrangements, I will try to judge which one gives us the best chance of success at this hard work.

- **Effectiveness of our rental assistance programs**

Our rental assistance programs constitute another part of the present Real Estate Management and Housing Services Department (REMHS). They too are vital to THA. Measured by the dollars spent and people served, rental assistance is the largest part of the department. Our rental assistance programs are also increasing in variety and importance, *e.g.* McCarver Elementary School Housing Program; T.C.C. Housing Assistance Program, THA's rapid re-housing investment. These initiatives constitute some of THA's most important efforts to try new ways of serving people. Our rental assistance programs have their own performance measures to meet. We need an organizational structure that best ensures the effectiveness and cost-effectiveness of this work.

- **Effectiveness of our housing policy planning**

REMHS does most of our housing policy planning. This work accounts for much of our innovative search for ways to serve more people better. This work designs our MTW activities.

- **Coordination**

Property management, rental assistance and housing policy are closely related. All of them also are closely related to other parts of THA. All of them, for example, must coordinate tightly with community services and real estate development for purposes of program design and delivery. Rental assistance is also the largest source of funding. Under our MTW flexibility, it funds not only rental assistance, but also property management, community services, real estate development and administration. The Finance, Administration and HR departments all exchange expectations with each part of the present REMHS department. I seek an organizational structure that makes this coordination most likely and most effective.

- **Effect on Executive Director**

I must also be mindful of how any structure affects the executive director. I seek a structure to relieve the executive director, whether me or my successor, of the need to focus on operational matters. The main way the executive director does this is by choosing the right people as department directors. Another way is to reduce, not increase, the executive director's direct reports. For that reason, I ask that we include in the discussion whether we need a deputy executive director.

- **Avoiding Too Much Management**

I seek a structure that does not burden THA with excessive management, layers of responsibility, or "silos".

2. SOME ADDITIONAL QUESTIONS

Here are some more questions that may help spur our discussion.

- **Don't we already have a structure that provides the focus on property management that TCAM recommends?**

I understand TCAM recommends a separate property management department to put that function under the focused direction of someone who has no other responsibilities. I agree with this. I also think we already have such a person. It is our portfolio manager. I look forward to understanding how a separate property management department furthers this focus. If we need two people with that exclusive focus, we could give the portfolio manager an assistant.

- **What is a reasonable span of responsibility?**

REMHS is THA's largest department, measured in most any way: number of staff, number of clients, dollars, range of programs and responsibilities. Perhaps this span of responsibility is too broad to be manageable. I know several cabinet members and others feel this way. I note, however, that some of these same voices this time last year urged me to add community services to REMHS. Before that, I was asked to add compliance and some asset management responsibilities. If there is a guiding principle at work among all these recommendations, it would help me to understand it. I also note that creating a separate real estate management department does not narrow the span of responsibility. It just moves it upstream to the executive director or a deputy.

- **Should rental assistance be its own department as well?**

Deciding whether real estate management should be its own department necessarily poses the same question for rental assistance. If we create a separate real estate management department, should we create a separate rental assistance department?

- **If we create yet another department, should we also get a deputy executive director?**

If we create one or more separate departments out of REMHS, I would like to resume the discussion of whether we should have a deputy executive director. You may recall the various factors we have discussed governing that separate question:

Some reasons to have a deputy ED	Some reasons not to
The right deputy would spare the executive director from focusing on operational matters. This would free him or her to focus on strategic planning, fund raising, and community partnerships.	The line is blurry between operations on the one hand and strategy, funding and community partnerships on the other hand. This will mean that the line between what a deputy does and what an executive does will be blurry as well. This is manageable but it does mean yet another relationship to manage.
A deputy can help solve operational challenges, perhaps because he or she will have a capacity or expertise we presently lack.	The department directors have the primary responsibility for department operations and operational challenges. An organization should not use a deputy executive director to relieve or deflect that responsibility.
In any case, a deputy would add another oar in the water that would help, especially since we are so lean.	A deputy executive director adds another management layer. Some people, including staff and partners, may ask whether it would make THA more bureaucratic and less nimble, more top heavy, and less focused on services.
Part of the executive director's job is to find his or her successor. A deputy executive director's position can test someone for that possibility.	Some department directors would not wish to report to someone other than the executive director.
	A deputy executive director adds a notable expense to the agency's overhead. [So does adding additional department directors.]
The right deputy can be an undoubted asset.	The wrong deputy would be trouble.

- **What reorganization would best withstand the resumption of sequestration in 2016?**

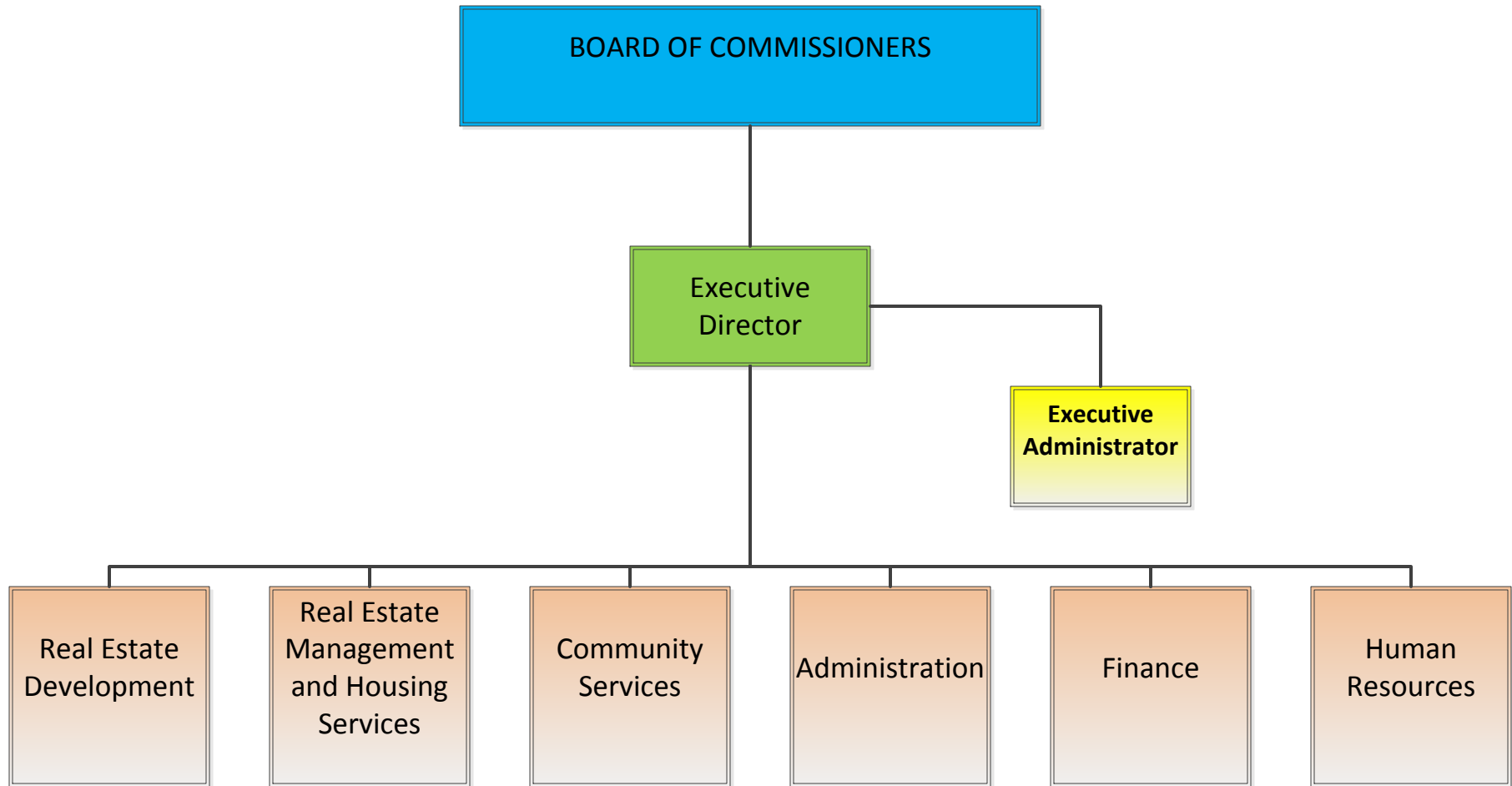
Let us remember that, unless congress changes course, sequestration is due to resume on January 1, 2016. We need a structure to help us best manage the resulting \$3 million budget cut.

3. SOME POSSIBLE RE-ORGANIZATIONS

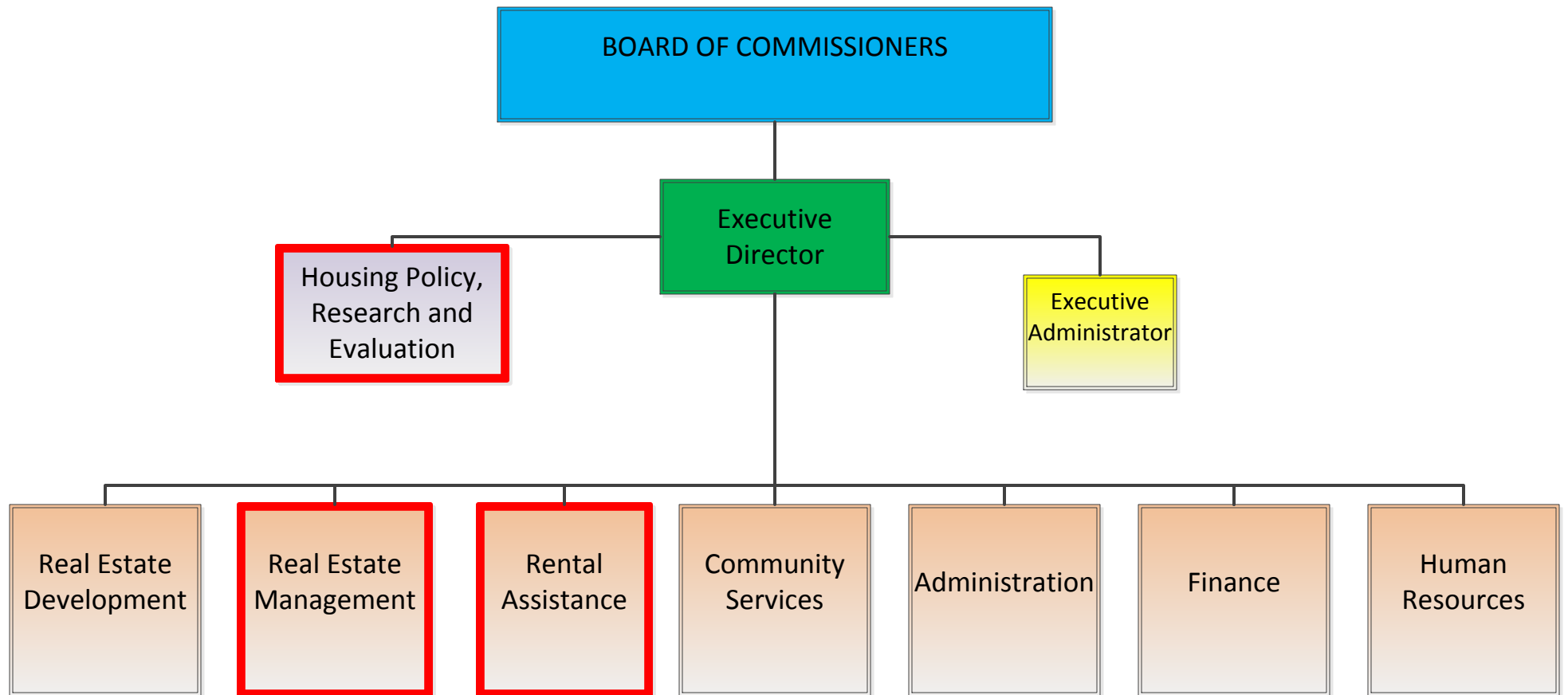
I attach a chart depicting our present structure, and four charts depicting alternatives. Please allow me to share these with you without making you think I favor any one of them. I offer them mainly to help spur our discussion.

THA POSSIBLE REORGANIZATION – **PRESENT STRUCTURE**

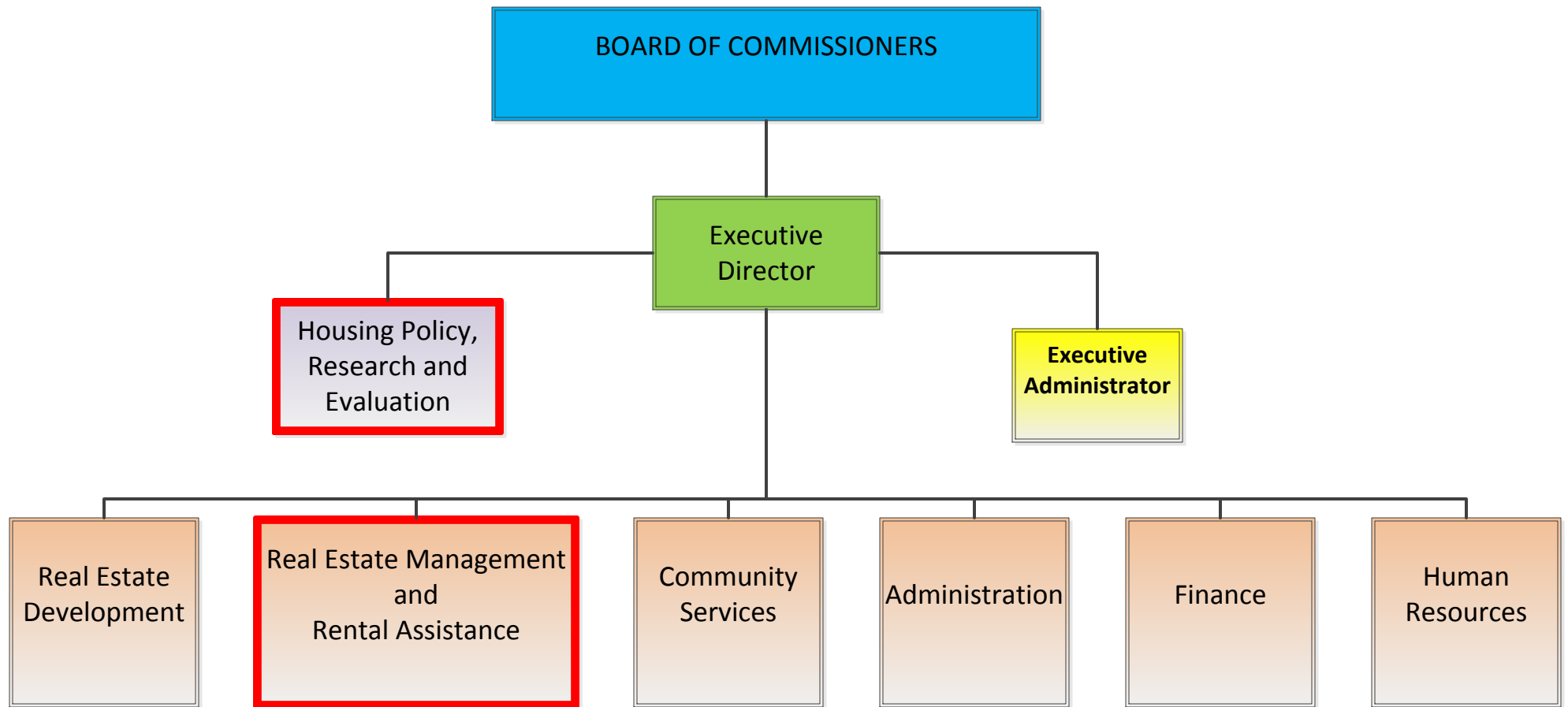
September 20, 2014



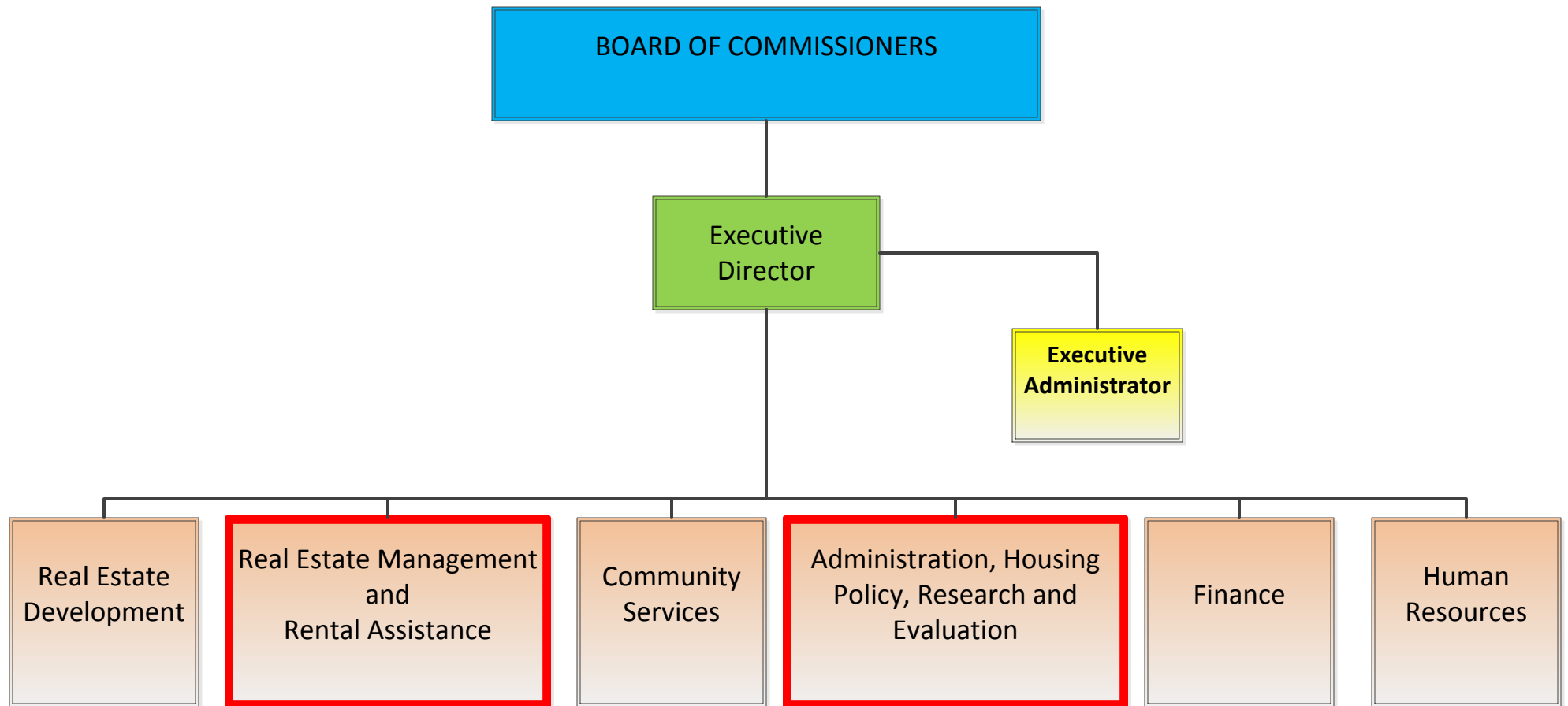
THA POSSIBLE REORGANIZATION – **ALTERNATIVE 1**
September 20, 2014



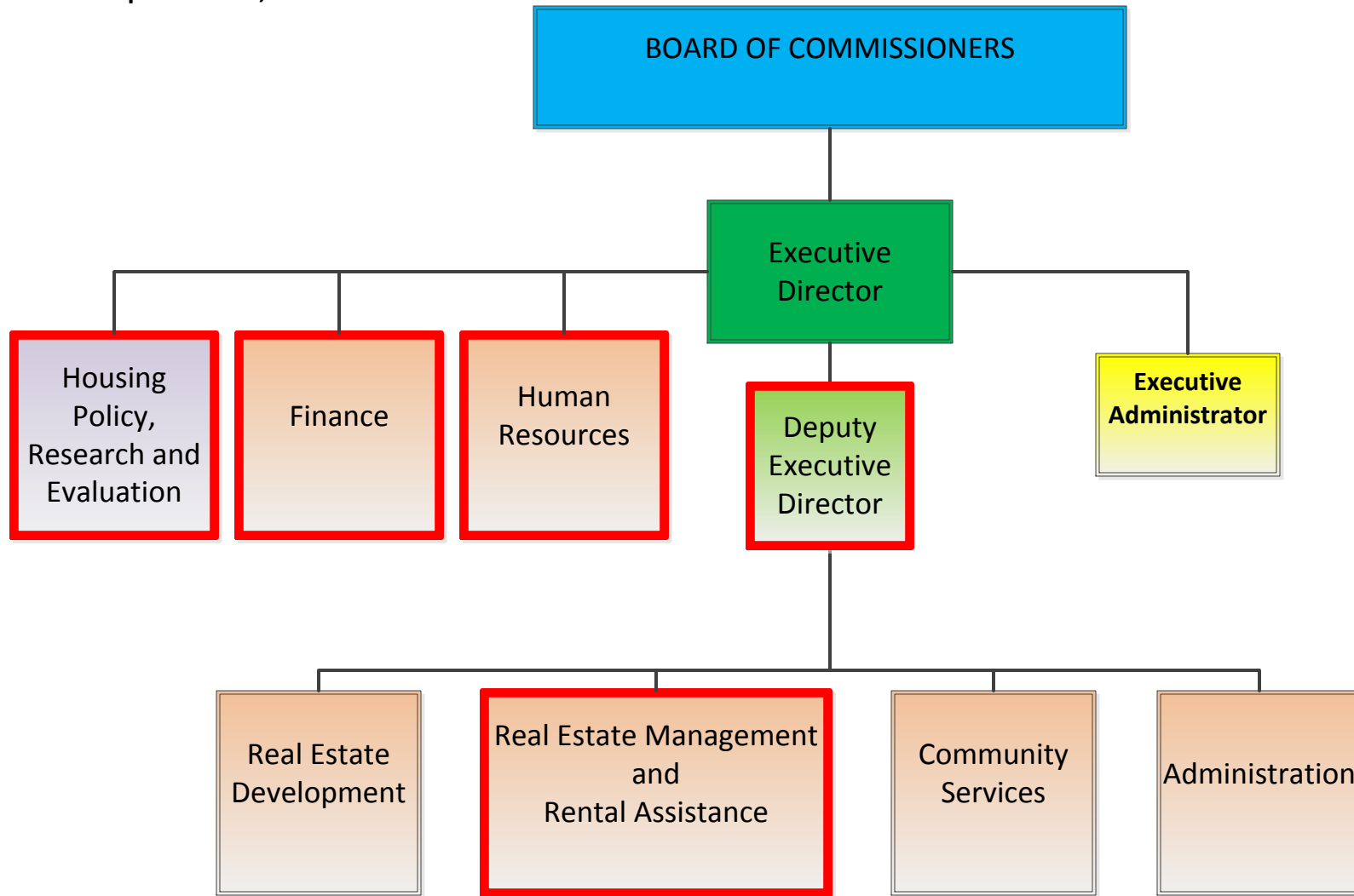
THA POSSIBLE REORGANIZATION – **ALTERNATIVE 2**
September 20, 2014



THA POSSIBLE REORGANIZATION – **ALTERNATIVE 3**
September 20, 2014



THA POSSIBLE REORGANIZATION – **ALTERNATIVE 4**
September 20, 2014



FINANCE

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of September, 2014

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Account					
Low Rent Module Checks	Check #'s	2,777	- 2,777	16	
Accounts Payable Checks	Check #'s	83,269	- 83,436		
Business Support Center				277,855	Program Support
Moving To Work Support Center				46,534	
Section 8 Programs				63,175	Section 8 Operations
SF Non-Assisted Housing - N. Shirley				2	Local Funds
SF Non-Assist Housing - 9SF Homes				31,138	
Wedgewood				375	
Salishan 7				13,388	
Tacoma Housing Development Group				1,110	
Salishan Developer Fee				2,176	Development
AG Hsg Recovery Grant				1,415	
Development Activity				3,718	
Prairie Oaks (LASA)				251,084	
CS General Business Activities				80	Community Service
SAFE				1,385	
CS Special Fund				145	
Weyerh. Homeless Grant				385	
Community Services MTW Fund				15,773	
Gates Ed Proj Grant				290	
WA Families Fund				9,086	
AMP 1 - No K, So M, No G				32,764	Public Housing
AMP 2 - Fawcett, Wright, 6th Ave				31,101	
AMP 3 - Lawrence, Orchard, Stevens				13,139	
AMP 4 - Hillside Terr - 1800/2500				4,779	
AMP 5 - Salishan Common Areas				527	
AMP 6 - Scattered Sites				42	
AMP 7 - HT 1 - Subsidy				20	
AMP 8 - HT 2 - Subsidy				5,171	
AMP 9 - HT 1500 - Subsidy				4	
AMP 10 - SAL 1 - Subsidy				11,100	
AMP 11 - SAL 2 - Subsidy				10,598	
AMP 12 - SAL 3 - Subsidy				8,209	
AMP 13 - SAL 4 - Subsidy				11,765	
AMP 14 - SAL 5 - Subsidy				13,467	
AMP 15 - SAL 6 - Subsidy				12,430	
Allocation Fund				101,488	Allocations-All Programs
THA SUBTOTAL				975,737	
Hillside Terrace 1 through 1500				1,356	Tax Credit Projects - billable
Bay Terrace				194	
Salishan I - through Salishan 6				849	
Salishan Association - Operations				1,163	
TAX CREDIT SUBTOTAL (Operations - billable)				3,562	979,298
Section 8 Checking Account (HAP Payments)					
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	481,358	- 481,385	26,037	
	ACH	65,838	- 67,286	2,430,088	\$ 2,456,125
Payroll & Payroll Fees - ADP					\$ 522,467
Other Wire Transfers					
Local Funds Semi-Annual Bond Payment - Heritage				211,291	
					\$ 211,291
TOTAL DISBURSEMENTS					\$ 4,169,181



TACOMA HOUSING AUTHORITY

Date: October 22, 2014

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

There will be no financial statement for this month's report. We are commencing quarterly statements for the March, June, September and December financial statements. They will be provided two months after the end of the quarter. In reviewing the financials for the month of August, I do not see any major anomalies to be concerned about at this time.

2. INVESTMENTS

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank currently remain at .40%. The Washington State Local Government Investment Pool currently provides a return rate of .11%.

3. AUDIT

THA met the September 30 deadline for completion of the financial audit and its submission in the HUD REAC system. Thank you to both the state auditors and the Finance staff for making this happen.

4. BUDGETS

We budget worksheets have been returned to finance and have been compiled. We have entered the negotiation stage. The Board Study session for the 2015 budget is scheduled for November, 14.

5. YEAR END CLOSING UPDATE

There is nothing to report.

TACOMA HOUSING AUTHORITY

CASH POSITION - September 2014

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	\$ 1,219,890	0.40%
Section 8 Checking	7,543,415	0.40%
THA Investment Pool	288	0.40%
THA LIPH Security Deposits	88,894	0.40%
THDG - Tacoma Housing Development Group	84,833	0.40%
LF - SF 9Homes Alaska	66,902	0.40%
LF - SF 9Homes Alaska Sec Dep Acct	5,115	0.40%
LF - SFH No. Shirley	23,275	0.40%
LF - SFH N Shirley Security Deposit Acct	1,003	0.40%
LF - Wedgewood Homes	457	0.40%
Salishan 7	1,331,402	0.40%
Salishan 7 Security Deposit	26,276	0.40%
Salishan 7 Replacement Reserve	115,906	0.40%
Salishan 7 Operating Reserve	198,118	0.40%
Payroll Account	5,804	0.40%
General Fund Money Market	535,804	0.40%
IDA Account	13,747	0.40%
WASHINGTON STATE		
Investment Pool	\$ 1,627,091	0.10%
1. TOTAL THA CASH BALANCE	\$ 12,888,219	
Less:		
2. Total MTW Cash Balance	\$ 6,406,810	
<i>Less MTW Reserve Commitments</i>		
2.01 2nd Phase Hillside Terrace Redevelopment	\$ 2,420,000	
2.02 Renovation/Remodel of 2nd Floor of Admin Building	680,687	
2.03 Renovation/Remodel of Salishan FIC Building	300,000	
2.04 RAD Conversion Costs - Capital Contributions to Projects	1,000,000	
2.05 Software Conversion for Operational Platform (VH)	600,000	
2.06 Education Projects - McCarver & Others	310,000	
2.07 Exigent Health & Safety Issues (Meth Remediation)	73,463	
2.10 Total Reserve Commitments	\$ 5,384,149	
<i>Add MTW Reserves Not Yet Received from HUD</i>		
2.11 Undisbursed CFP funds for RAD Conversion	1,000,000	
2.20 Total Undisbursed Reserves held by HUD	\$ 1,000,000	
<i>Less Minimum Operating Reserves</i>		
2.21 Public Housing AMP Reserves (4 months Operating Exp.)	1,130,000	
2.22 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.30 Total Minimum Operating Reserves	\$ 1,856,000	
3. MTW Cash Available (Lines 2 - 2.10 + 2.20 - 2.30)	\$ 166,661	

TACOMA HOUSING AUTHORITY

CASH POSITION - September 2014

4. Non MTW Cash			
<i>Other Restrictions:</i>			
4.01 FSS Escrows	\$	112,985	
4.02 VASH, FUP & NED HAP Reserves		125,913	
4.03 Mod Rehab Operating Reserves		165,285	
4.04 Security Deposit Accounts		126,593	
4.05 Salishan Sound Families - 608		80,657	
4.06 IDA Accounts - 604		13,747	
4.07 Gates Foundation - 612, 614 & 623		178,597	
4.08 WA Families Fund - 674, 713		39,213	
4.09 Wedgewood Replacement Reserve		788,425	
4.10 Bond Financed Single Family Homes Reserve		90,000	
4.11 Salishan 7 Reserves		739,024	
4.12 THDG - 048		84,833	
4.20 Total - Other Restrictions		\$	2,545,271
<i>Agency Liabilities:</i>			
4.30 Windstar Loan - 042		306,298	
4.40 Total - Agency Liabilities		\$	306,298
4.45 Development Draw Receipts for Pending Vendor Payments		\$	186,697
4.50 Development Advances/Due Diligence Commitments ¹		\$	70,000
5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.50)		\$	3,108,267
6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)		\$	3,373,143
7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
Salishan Campus (PY exp plus 2014 budget)	\$ 196,174	\$ 126,174	\$ 70,000
¹ Total Current Commitments outstanding			\$ 70,000
Agency Advances that resulted in reduced amount of Unencumbered Cash (line 6)			
Hillside Terrace Redevlpmnt - HTF, HOME, CDBG and COT Funds	\$	-	
Total Agency Advances	\$	-	

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: October 22, 2014

To: THA Board of Commissioners

From: April Black

Director of Real Estate Management and Housing Services

Re: Department of Real Estate Management and Housing Services Monthly Board Report

1. PROPERTY MANAGEMENT DIVISION

- Occupancy:*

Unit occupancy is reported for the first day of the month. This data is for the month of September. The high vacancy rate is attributable to THA's meth strategy.

OCCUPANCY SUMMARY REPORT					
PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% Month OCCUPIED
All Hillsides	62	1	0	61	98.4%
Family Properties	145	8	7	137	94.5%
Salishan	631	15	0	616	97.6%
Senior/Disabled	353	17	0	336	95.2%
All Total	1,191	41	7	1,150	96.6%

- Vacant Unit Turn:*

On page four (4) there is a table with all of the units turned in fiscal year 2014. Seven (7) units were turned and rented in the month of September. The average unit turn time for the month of September was **22.5 days for six(6) clean units**. The average unit turn time for all units, clean and meth contaminated, for the year 2014 as of September 2014 was 125 days; an increase from 120 days year-to-date in August.

Two (2) of the units that were turned in September tested positive for meth and needed to be remediated. These units took an average of 141 days. This average has been high for the past months because the average includes public housing units that had been set as a lower priority than tax credit units through 2013. Once the units were finally addressed some had been vacant for over a year and needed to be bid using new processes. The backlog of these units should be complete by the end of the year.

As of October 7, 2014, 135 of the 360 units that have been tested for contamination have tested positive for methamphetamine. Our hot rate for 2014 is currently at 13%.

THA will start contracting the field testing of our vacated units in the month of October. A 24 hour turnaround of the test results will be part of the expectation as well as the required documentation.

1.1 Vacant clean unit turn status

For clean units, the average turn days for the month of September were 22.5 days (6 units). Weekend days as part of our key to key goal still remain challenging (e.g. two weekends in a 20 day period would account for 4 days in the average, though they were not work days). Despite this obstacle we continue to hover around 20 days.

Below is a breakdown of each unit that exceeded 20 days.

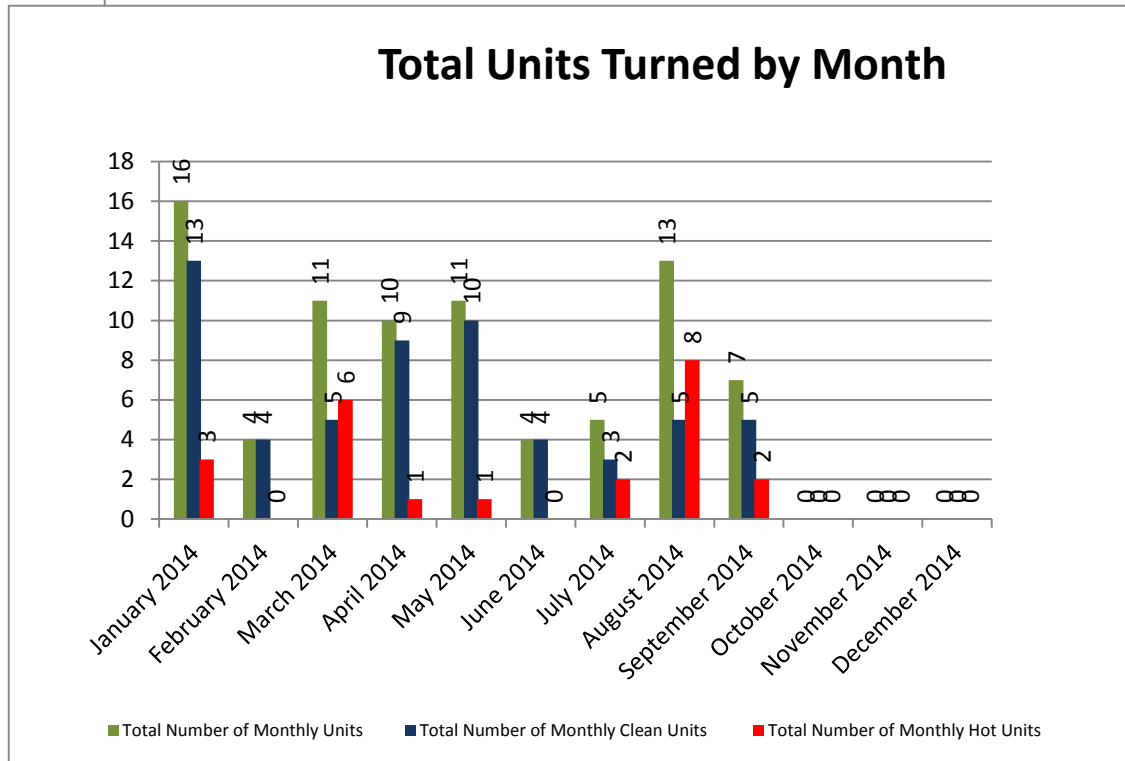
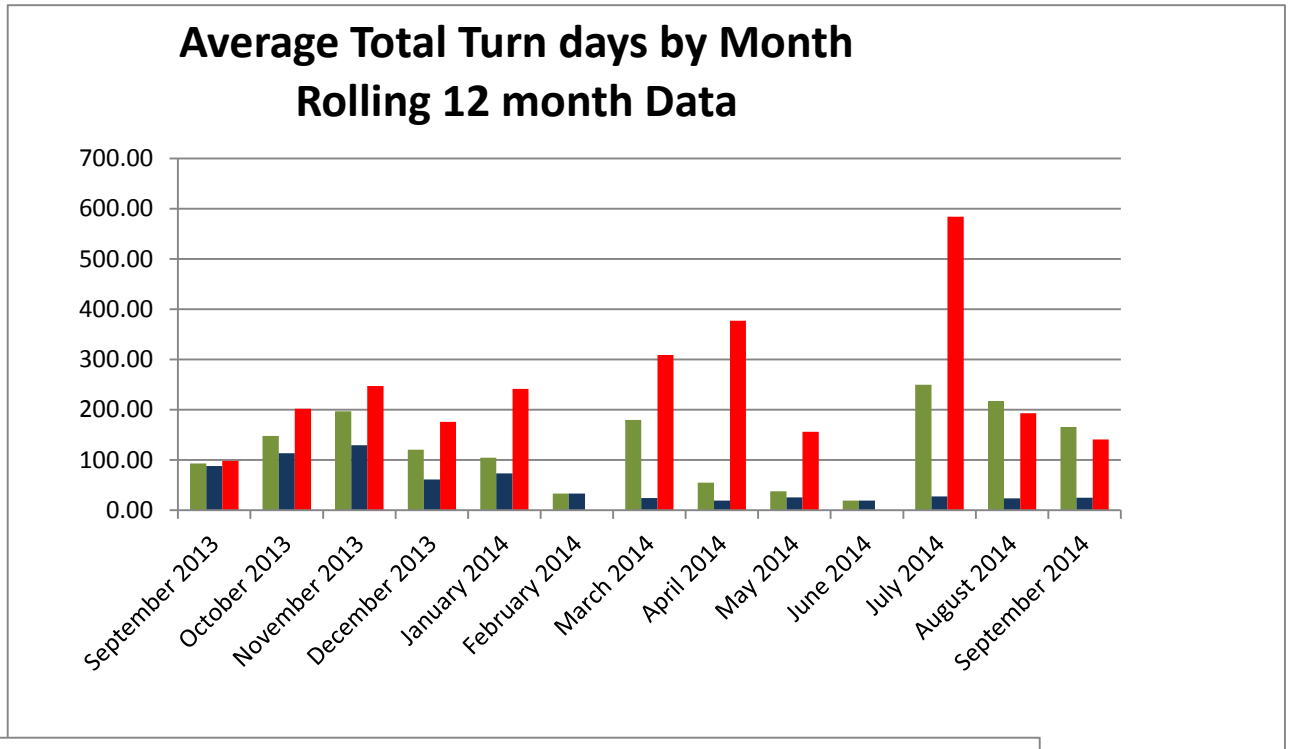
- AMP 2, 2302 6th Ave #215 (28 days). The tenant in this unit was granted a Reasonable Accommodation Transfer into another THA unit. THA policy allows for 3 days for the exiting tenant to return the keys to their unit. Tenant was delayed in getting remaining items out of her unit which caused a delay to start the unit turn. There was also a delay in testing the unit for meth due to a holiday and THA staff being out on vacation. THA is negotiating a contract that would have all of our units tested by a 3rd party contractor to avoid these types of delays in the future.
- AMP 14 2004 East 41St (59days). This is an ADA unit. THA has made the decision to make every attempt to house a family that needs the amenities that this unit provides. The unit was offered to 3 families before it was finally accepted. The first family was a THA transfer that was discovered to be over income after the EIV report was conducted. The 2nd family could not come up with the appropriate move in funds to accept the unit. These type of circumstances can cause delays in leasing up the units in our Tax credit properties due to the possible lengthy verification process that needs to be done.

1.2 Contaminated unit turns

As of October 7, 2014 there were 41 vacant units in THA's portfolio. Of these units:

- 22 are not contaminated
- 8 are awaiting testing
- 11 are in remediation/reconstruction
- 3 units are on hold for rehab/water intrusion
- 7 units were completed by contractor and returned to sites

The tables below shows the calendar year trend in average unit turn days each month and the number of units turned by month:



October 22, 2014 Board of Commissioners Meeting
 REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
 REPORT

Page 4

Work Orders: In the month of September, all emergency work orders were completed within 24 hours. In September, maintenance staff completed 266 non-emergency work orders and a total of 3,217 for the calendar year. The annual average number of days to complete a non-emergency work order is 8.20.

**Work Order Summary by Portfolio
 For the Month of September, 2014**

Completed Work Orders								
Portfolio	Emergency				Non-Emergency			
	Month	YTD			Month	YTD		
	# Completed	% Completed In 24 Hrs	# Completed	% Completed In 24 hrs (39% HUD Std)	# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
All Hillside								
BAY TERRACE	1	100.0%	1	100.0%	5	0.80	12	0.58
HILLSIDE TERRACE 1500 Block	0	0.0%	3	100.0%	9	3.78	85	2.68
HILLSIDE TERRACE PH I	1	0.0%	3	66.7%	7	0.71	84	2.48
HILLSIDE TERRACE PH II	0	0.0%	2	100.0%	7	3.14	80	5.73
	2	50.0%	9	88.9%	28	2.32	261	3.45
Family Properties								
BERGERSON TERRACE	4	100.0%	10	100.0%	23	0.91	212	7.00
DIXON VILLAGE	0	0.0%	1	100.0%	10	3.90	94	5.53
MARKET RATE SFR	0	0.0%	0	0.0%	3	2.00	35	8.11
SCATTERED SITES	0	0.0%	2	100.0%	14	10.43	93	9.87
	4	100.0%	13	100.0%	50	4.24	434	7.39
Salishan								
SALISHAN I	0	0.0%	4	50.0%	22	55.91	175	20.97
SALISHAN II	1	100.0%	2	100.0%	13	63.08	151	18.30
SALISHAN III	0	0.0%	1	0.0%	7	37.00	145	14.70
SALISHAN IV	0	0.0%	1	100.0%	10	23.90	280	14.21
SALISHAN V	0	0.0%	2	100.0%	11	54.45	244	14.02
SALISHAN VI	0	0.0%	1	0.0%	6	35.17	149	16.15
SALISHAN VII	0	0.0%	0	0.0%	21	34.57	227	13.68
	1	100.0%	11	63.6%	90	45.38	1,371	15.67
Senior / Disabled Properties								
6TH AVE	2	100.0%	17	100.0%	11	2.82	207	3.41
E.B. WILSON	1	100.0%	13	100.0%	17	4.88	252	3.64
FAWCETT APARTMENTS	1	100.0%	4	100.0%	35	8.83	141	5.60
LUDWIG APARTMENTS	0	0.0%	6	100.0%	6	4.17	122	5.70
NORTH G ST	2	100.0%	6	100.0%	5	2.80	126	6.44
NORTH K ST	2	100.0%	4	100.0%	16	0.38	135	4.16
WRIGHT AVE	1	100.0%	22	100.0%	8	1.63	168	5.49
	9	100.0%	72	100.0%	98	4.91	1,151	4.70
Agency Totals:								
	16	93.8%	105	95.2%	266	18.20	3,217	9.63

Open Work Order Summary by Portfolio

For the Month of September, 2014

		Emergency		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
All Hillside						
BT	BAY TERRACE (TC)	1	0	0	0	0
HT1	HILLSIDE TERRACE PH 1	1	0	4	4	0
HT1500	HILLSIDE TERRACE 1500 Block	0	0	0	0	0
HT2	HILLSIDE TERRACE PH II	0	0	7	7	0
		2	0	11	11	0
Family Properties						
020	BERGERSON TERRACE	4	0	6	5	1
022	LOW RENT SCATTERED SITES (19)	0	0	61	33	28
023	DIXON VILLAGE	0	0	3	3	0
044	NORTH SHIRLEY	0	0	1	0	1
		4	0	71	41	30
Salishan						
SAL1	SALISHAN ONE LLC (PH)	0	0	33	26	7
SAL2	SALISHAN TWO LLC (PH)	1	0	28	14	14
SAL3	SALISHAN THREE LLC (S8)	0	0	28	11	17
SAL4	SALISHAN FOUR LLC (S8)	0	0	22	11	11
SAL5	SALISHAN V LLC (PH)	0	0	181	158	23
SAL6	SALISHAN SIX LLC (PH)	0	0	40	31	9
SAL7	SALISHAN SEVEN	0	0	42	22	20
		1	0	374	273	101
Senior / Disabled Properties						
006	NORTH K ST	2	0	5	5	0
008	E.B. WILSON	1	0	8	6	2
009	FAWCETT APARTMENTS	1	0	12	5	7
010	WRIGHT AVE	1	0	7	7	0
012	LUDWIG APARTMENTS	0	0	8	8	0
013	NORTH G ST	3	0	6	5	1
014	8TH AVE	2	0	8	5	3
		10	0	54	41	13
Agency Totals:		17	0	510	366	144

RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 95.4% for the month of September 2014. We are continuing to issue HOP subsidies to bring this average up by the end of year. We continue to have briefings and have a large number of shoppers looking for units.

Good news for the VASH program. THA has been awarded 13 additional VASH vouchers and 10 Project Based VASH vouchers. The PB vouchers will be used at Randal Townsend, a newly renovated MDC property with extensive services for the tenants. It should be a great use of the PB vouchers and the services from Randal Townsend along with the VA will be great for the Veterans.

The VA has made good progress filling the current allocations for VASH. They are preparing to begin leasing up the new allocations in October.

Below is a breakdown of the utilization of our special programs:

Program Name	Units Allocated	Units Leased	Number of shoppers*
Veterans Administration Supportive Housing (VASH)	145	129	7 shoppers 5 referrals and 4 more needed for 100% lease up
Non-Elderly Disabled Vouchers (NED)	100	88 (including 13port outs)	6 shoppers 6 referrals needed
Family Unification Program (FUP)	50	46	3 referrals being processed and 1 more needed
McCarver Program	50	35	

* "Shoppers" are households that have been approved for the program and are searching for housing.

REAL ESTATE

DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: October 22, 2014

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

1.1.1 *Area 2A, Community Core Development*

The Board approved the general Master Plan Concept at its June 2012 meeting. Staff is reviewing the Master Plan Concept and may suggest some revisions based on current community needs and opportunities and propose an alternative plan for the Salishan Core. Recently, staff met with representatives of the Tacoma Library and discussed programming options that could include life long learning and job training, youth activities and electronic library services. Staff will continue this discussion with the Library representatives and others to identify possible programming options for the Salishan Core, particularly those that will generate revenue to offset development expenses. This coordination with the city will be important to ensure complementary community uses for the Eastside neighborhood and Salishan.

1.1.2 *Area 3 Lot Sales*

DR Horton has four models open. DR Horton is pleased with the level of interest. To date, 11 low income households have been approved to purchase homes at Salishan. During the 2nd quarter, DR Horton closed on 25 houses, 4 of which were sold to low income buyers. During the third quarter, DR Horton closed on thirty (30) houses, five (5) of which were sold to income eligible households. .

1.1.3 *Area 2B*

In keeping with Resolution 2014-6-25(1) authorizing the sale staff is working with DR Horton to execute the documents needed to sell the remaining 76 lots to be developed as owner occupied housing. The Purchase and Sale Agreement was signed and a disposition amendment was submitted to HUD for approval of the sale. Disposition approval was received and THA and DR Horton should close on the transaction by the end of October.

Arlington Road

THA received an unsolicited Letter of Interest for the parcel known as Arlington Road. This is an approximately 5-acres site located at the north end of Salishan along Portland Avenue. THA continues to negotiate with the prospective purchaser as outlined in the resolution approved by the board in April, 2014. Pursuant to that letter we signed a non-binding letter of interest for the sale. THA is negotiating a Purchase and Sale Agreement with the buyer. Final terms will be brought to the Board for its approval before it is executed.

2. PUBLIC HOUSING PROJECTS

2.1 Bay Terrace Phase I

Summary of Project Activities. Phase I Restructuring - All of the documents required to meet the obligations of the CFCF grant award are being reviewed by HUD. These documents reflected the mutually agreed upon changes between THA, Enterprise Community Investments, Inc. and Chase Bank. At this time, it appears that the loan THA will make to the project to fund a public housing reserve will be paid from non-MTW funds. It is anticipated that this loan will be repaid once conversion to RAD is complete.

2.1.3 *Construction.*
None to report.

2.1.4 Lease-Up and Operations.
All Phase I units are leased and the project has entered the lease up stabilization period. A conversion to permanent financing is scheduled for early February 2015.

2.1.5 Community Meetings.
None to Report

2.2 Bay Terrace – Phase II

Phase II Proposal: Staff has developed and reviewed several Phase II programs in preparation for a 9% tax credit application to be submitted in January 2015. A program incorporating the following unit mix is the focus of an architectural concept study and contractor pricing. The current development budget for this project is projected to be \$22 Million, which will provide 80 units in a mix of one, two and three bedrooms. This will also include community spaces that are complementary to Phase I.

	type	# units	LIHTC targeted income	sq ft/unit
<i>2500 Block</i>				
PBV	1 BDRM	13	30%	650
PBV	2 BDRM	11	30%	850
PBV	3 BDRM	8	30%	1,200
PBV	1 BDRM	10	40%	650
PBV	2 BDRM	11	40%	850
PBV	3 BDRM	3	40%	1,200
Tax Credit	1 BDRM	8	60%	650
Tax Credit	2 BDRM	11	60%	850
Tax Credit	3 BDRM	5	60%	1,200

Total PBV Section 8 Units	56
Total TC Units	24
Total Market Rate Units	0
	80

2.2.1 *Financing.*

Staff has begun studying options for the Phase II financing. It appears that the project could generate approximately \$14 Million in tax credits and carry close to \$4 Million in debt. This leaves a financing gap of approximately \$4 Million. Staff will seek a combination of revenue sources to close this gap, including Housing Trust Fund dollars and HOME funds from the City of Tacoma.

On October 17, 2014, staff submitted a funding application to the Tacoma Community Redevelopment Authority (TCRA) requesting \$1Million in HOME funds.

This proposal is tentative pending approval of the Asset Management Committee and the Executive Director.

3. **Bergerson Terrace**

The work is currently scheduled to be completed in two phases:

The First Phase of work is related to the first floor units which are showing signs of water damage due to leaky pipes. Casey Dechant Architects is in the final phases of the Scope of Work and Budget. Bid documents will be available for the Invitation to Bid on October 22nd.

Work will include: Removal of fixtures and cabinets, removal and disposal of flooring. Sanitary sewer pipe and drain lines will be replaced and electrical will be upgraded to meet current code. Cabinets and fixtures will be reinstalled and new flooring placed.

Staff has identified that 14 units will require this work now, due to their current condition and the remaining 22 in the second Phase.

The Second Phase of work will be completed when THA does its RAD conversion for the Property. THA is currently in the process of completing Physical Needs Assessments of all its Public Housing properties. The Second Phase will incorporate items identified in this assessment as well as the remaining 22 first floor units.

4. OTHER PROJECTS

4.1 AG Program

6607 E K Street sold and will close the end of October.

Bid documents have been completed for 1910 E. 59th Street and the ITB will be issued October 10th.

6615 S Puget Sound project Scope and Specifications are being prepared and we will issue bid documents within the next 30 days.

4.2 LASA Supportive Housing Project

THA issued a Notice to Proceed effective June 9, 2014 to Pavilion Construction. The estimated construction time frame is nine (9) months.

Estimated Project Schedule

Begin relocation activities	July 2013 Completed
Submit for Building Permit	September 2013 Completed
Issue ITB for Contractor	October 2013 Completed
Award Contractor Contract	November 2013-Completed
Financial closing	June 2014-Completed
Construction Start	June 2014
Complete Construction	March 12, 2015

4.2.1 Construction

The foundation, fire sprinkler and plumbing rough-ins are finished and the slab on grade is done. The framing of the first floor is complete and 50% finished on the second floor. Structural steel is scheduled for delivery the week of October 13th and framing will resume once structural steel is in place.

ROW utility work is scheduled to start in three weeks.

4.3 Construction Management Services for the City of Tacoma

The contract with the City is signed and staff now has three new assignments. Site visits continue to be made and reports are being provided for the three projects.

4.4 Blight Abatement Program

The City of Tacoma's Tacoma Community Redevelopment Agency (TCRA) board has approved THA as one of four (4) developers for this program. This project is currently on hold pending staffing. It is anticipated that we will begin looking for homes after the first of the year.

4.5 THA 902 Administration Building Tenant Improvement Project

Staff is finalizing the design for the project. The project is anticipated to be out to bid late fall with construction starting at the end of the year. Preliminary cost estimates indicate that the cost for a new HVAC system is much higher than the original estimate. Following is a matrix that provides information on the three options and considerations given to the replacement of the HVAC system. Staff will be prepared to answer questions at the board meeting and seek direction as to how to proceed.



TACOMA HOUSING AUTHORITY

Type of System	Cost to install	Energy Efficiency/Annual Operating Cost	Expected life of system	Pro	Con
Individual packaged zone rooftop units. Air is conditioned at the rooftop units and distributed through the building with ductwork and diffusers. Energy Rating SEER 13	\$ 454,200	13.5 year (long) payback, reasons to consider rooftop units are improved efficiency and reduced maintenance. Energy Rebate \$50,000 Annual: \$25,000 Electric Est \$2,500 repairs Over 10 years: \$250,000 operating \$25,000 repairs	15 Years	Fully economized cooling in the winter and shoulder seasons. Economizer cooling utilizes outdoor air to cool when outdoor conditions permit instead of using power to operate compressors. This feature can be used through the winter and much of the shoulder seasons to cool and save electrical energy. Reduced maintenance requirements.	Large roof footprint Highest number of roof penetrations & shafts.
Singular, rooftop handling unit. Air is conditioned at the rooftop unit and supplied to each zone via ductwork routed through a central shaft. Each zone will have a VAV terminal box which independently controls airflow to the zones based on heating/cooling load. Energy Rating SEER 13	\$542,400	28 year (long) payback, reasons to consider VAV are for optimum comfort and reduced maintenance. Rebate \$50,000 Annual: \$27,000 electric Est \$2,500 repairs Over 10 years: \$270,000 operating \$25,000 repairs	15 Years	Fully economized cooling the summer months Optimum zoning for comfort. VAV provides the capability for more discrete zoning and thus greater ability to adjust temperatures to accommodate comfort. VAV systems are considered optimum for comfort. Smaller roof footprint Less ductwork and roof penetrations. Reduced maintenance requirements.	Highest initial installation cost due to type of system. Greater potential for affecting roof structure due to size and mass of system.
Replace existing "pit" system condensing units and fan coils. Reuse existing ductwork if possible (may be undersized and not suitable for use). Energy Rating SEER 13	\$ 318,000	Energy Rebate \$25,000 Annual: \$35,000 electric, \$25,000 repairs Over 10 years: \$350,000 operating \$250,000 repairs	15 Years or less	Lowest installation cost. Can retain some existing ductwork and piping. Less ductwork and roof penetrations	The existing system does not have provisions for economizer cooling which is obliged by the energy code. The upgrades may need to be configured as a repair rather than a renovation to avoid triggering improvements to fully comply with code. New outdoor equipment may not fit in the current "pit" location". Installation in "pit" may void warranty as units run very hot and have poor ventilation clearance in the pit (may also cause shorter life span) and effect the cooling capacity.



TACOMA HOUSING AUTHORITY

5. DEVELOPMENT PIPELINE PROJECTS

5.1 Intergenerational Housing at Hillsdale Heights

The Many Lights Foundation (MLF) continues work on this project. THA staff has assisted with the predevelopment budget for this project and believe that the MLF will apply for predevelopment funding soon. MLF had a successful fund raiser on September 28th and is submitting an application to IMPACT capital for a pre-development loan.

5.2 City-Owned Brown Star Grill Properties on MLK

Staff has started the Schematic Design phase of the project. A series of public and in house design meetings have been scheduled for the months of October and November. The Steering Committee consisting of several community partners had its first meeting on October 16. The next meeting is scheduled for October 23 with a public meeting scheduled for October 28. In house design meetings will take place in November with a follow-up public meeting to be scheduled in December.

5.3 New Look Apartments/Alberta Canada Building Acquisition

Staff has met with representatives of MLKHDA about the possibility of transferring its New Look Apartments and perhaps its other properties to THA.

5.4 The Dome Transit Oriented Development

Staff submitted a response to the RFI issued by the City. Staff has learned that THA's proposal was the only one received by the City and that the City is going to re-issue the notice to select a developer. The City has asked THA to resubmit its proposal with a different income mix; staff is evaluating various financial scenarios to determine if a different rental mix is feasible and responsive to the market.

5.5 Acquisition

Staff continues to look for properties to acquire.

6. M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING

- 6.1** As of August 31, 2014, 20 of 32 new hires (63%) at the Bay Terrace Revitalization Project are Section 3 Hires. M/WBE, and Section 3 goals for said project are provided in Section 2.1.4 of this report.

7. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the schedules as of October 6, 2014 for THA's obligation and expenditure of the public housing capital funds it receives from HUD.

Grant	Total Grant	Obligation Start Date	Obligated	% Obligated	Obligation Deadline	Expended	% Expended	Expended Deadline
2010 CFP	\$2,345,627	7/15/10	\$2,345,627	100%	7/14/12	\$2,345,627	100%	7/14/14
2010 CFP (1 st R)	\$1,216,978	7/15/10	\$1,216,978	100%	7/14/12	\$1,216,978	100%	7/14/14
2011 CFP	\$1,721,353	8/3/11	\$1,721,353	100%	8/2/13	\$334,957	19%	8/2/15
2011 CFP (1 st R)	\$736,455	8/3/11	\$736,455	100%	8/2/13	\$736,455	100%	8/2/15
2011 CFP (2 nd R)	\$549,895	8/3/11	\$549,895	100%	8/2/13	\$549,895	100%	8/2/15
CFCF	\$1,881,652	8/3/11	\$1,881,652	100%	8/2/13	\$1,135,274	60%	8/2/15
2012 CFP	\$1,593,197	3/12/12	\$1,593,197	100%	3/11/14	\$0	0%	3/11/16
2012 CFP (1 st R)	\$1,026,290	3/12/12	\$1,026,290	100%	3/11/14	\$451,334	43%	3/11/16
2012 CFP (2 nd R)	\$128,701	3/12/12	\$128,701	100%	3/11/14	\$80,769	62%	3/11/16
2013 CFP	\$1,319,864	9/9/13	\$0	0%	9/8/15	\$0	0%	9/8/17
2013 CFP (1 st R)	\$322,158	9/9/13	\$287,430	89%	9/18/15	\$232,921	72%	9/8/17
2013 CFP (2 nd R)	\$1,015,495	9/9/13	\$0	0%	9/18/15	\$0	0%	9/8/17
2014 CFP	\$1,590,067	5/13/14	\$0	0%	5/12/16	\$0	0%	5/12/18
2014 CFP (1 st R)	\$277,032	5/13/14	\$0	0%	5/12/16	\$0	0%	5/12/18
2014 CFP (2 nd R)	\$873,158	5/13/14	\$290,178	33%	5/12/16	\$0	0%	5/12/18

8. Consulting and Community Engagement

The discussion with representatives of **Trinity Presbyterian Church, Life Changing Ministries and the Salvation Army** continue. On September 26th, THA staff led a discussion of development partnerships with between the Trinity Groups. Mike Pyatok presented updated options for developing the parcels owned by the three entities. The follow up discussion was lively and productive. Staff has met with representatives of Salvation Army, Life Changing Ministries and Trinity Presbyterian individually to explore more of their development hopes and dreams, concerns about the process and desired next steps. A group meeting will be held on October 17th, at which time additional development options will be discussed and a potential timeline established for the next steps.

The work with the **YWCA** continues. ORB has completed a site massing study that

indicates the YWCA property could be developed as a mixed-use property with approximately 70 units of residential, depending upon the building height. The financial feasibility of different programming options are being evaluated by staff. We are continuing discussions with YWCA staff about partnership strategies and will be leading a discussion with the YWCA Board of Directors about the development options in December. THA staff believe this project could be ready for a tax credit submission in 2016.

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: October 22, 2014

TO: THA Board of Commissioners

FROM: Greg Claycamp
Community Services

RE: Monthly Board Report

STRATEGIC OBJECTIVE: 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.

1. 2014 GOALS

Director's Comments: This month, I would like to highlight two partnerships; our deepening relationship with Tacoma Public Schools and a burgeoning one with United Way of Pierce County.

Tacoma Public Schools (TPS)

There have been a number of notable advances in this partnership.

- Over the Summer, TPS created a new position of THA Liaison within its staff, and appointed Janet Gates-Cortez to the position. In addition to working directly with THA, Janet is CO-Principal at McCarver Elementary and oversees TPS' international Baccalaureate program throughout the District.
- THA and TPS received informal notification that we will be awarded \$100,000 by the Bill and Melinda Gates Foundation to advance our partnership. The award covers the 2015 calendar year. The primary focus of this award will be upon development of a model to expand the McCarver Special Housing Program to three additional elementary schools impacted by poverty and high student mobility. Funding permitting, the grant may also allow research to assist in developing the New Salishan CSA.
- The Gates Foundation intends to release a \$6.5 million in total to support HA-School District collaborations over the next five years.
- THA took delivery of twenty laptops from TPS this month. These computers will replace defunct units in our computer labs at Bergerson and Hillside Terrace. If we can work out software licensing challenges, TPS is offering to provide THA with hundreds of computers annually as the units cycle out of use within the District. We will be able to provide these units to families with children enrolled in TPS, and for use in publicly accessible computer labs at our properties.

United Way of Pierce County

United Way has been a modest funder of THA Support Services for a number of years. In the past few months, leadership at the two organizations have realized that there is a strong synchronicity between the two generation approach to ending generational cycles of poverty being adopted within Community Services and United Way's foci on early childhood development and living wage employment for adults.

United Way is particularly interested in the New Salishan CSA, and would like to explore partnering on the project in a number of ways. These include direct financial support through grants, advocacy on THA's behalf to raise additional funds, and developing supportive services for the parents of children participating in the CSA.

Discussions with United Way are ongoing. We will continue to meet regularly over the next several weeks, with a formal MOU outlining United Way's commitments as a possible outcome.

1.1 Employment

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Clients referred for employment services	45	190	130	146%
Clients who received employment services	41	245	120	204%
Clients enrolled in employment readiness soft skills workshops	12	84	80	105%
Clients completed employment readiness soft skills workshops	6	44	50	88%
Enrolled in job readiness training	3	31	20	155%
Job placement	5	44	45	98%
WorkSource Participants Assisted	1	81	100	81%
Entered Apprenticeship	0	0	3	0%
Work Study/Community Jobs/Internships	4	11	30	37%
Earned Income Increased	2	39	35	111%

1.2 Education

1.2.1 Adult Education Programs

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Participating in ESL classes	1	2	15	13%
Completes one or more ESL levels	1	1	5	20%
Adults enrolled in education program	26	26	25	104%
Adults complete education program	6	6	10	60%
Participants attending GED classes	11	48	200	24%
Completes one or more GED tests	0	0	25	0%
Attains GED	1	1	15	7%
FAFSA applications completed	2	2	10	0%

1.2.2 McCarver Special Housing Program

Program Description: THA's McCarver Elementary School Housing Program seeks to stabilize McCarver Elementary, a low-income school in Tacoma's Hilltop neighborhood. Participating families receive intensive case management services and assistance to help the parents improve their education and employment prospects

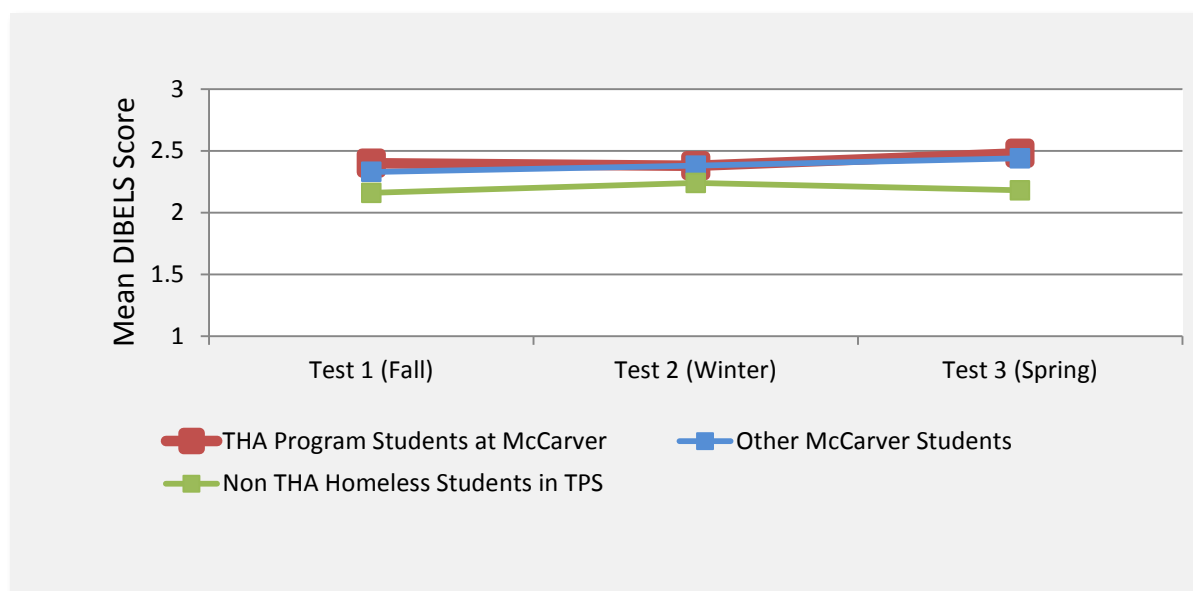
Director's Comment: We are beginning to receive Year Three data for the McCarver Special Housing Project, with a full report anticipated by the end of October. The data will be instrumental in assessing the success of the program so far, as well as challenges and potential revisions to model that will need to be undertaken for expansion.

McCarver continues to receive considerable attention. The school hosted a visit by the WA state House of Representatives' Education Committee on October 6. The Urban Institute is set to release a documentary about the Project, and the Washington Post is currently completing an article.

Activities	Baseline 2010-2011	2011-2012	2012-2013
Turnover rate at McCarver Elementary	107%	96.6%	75.20%
Turnover among Program students	n/a	4.5%	13.30%
Turnover among other McCarver students	n/a	114.2%	89.00%

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Families participating	39	43	50	86%
Able to pay 40% of rent =< 50% of income	25	30	45	67%
Able to pay 40% of rent =< 30% of income	14	17	45	38%
Average school attendance rate	94%	94%	93%	101%
Referrals for discipline (school avg. 27.2%)	23%	23%	25%	109%
% students increase scores on district reading test (K-5)	22%	22%	20%	110%
% students increase scores on district math test (K-5)**	n/a	n/a	20%	n/a
Average increase in state reading test (Gr. 3-5)	24%	24%	20%	120%

MEAN DIBELS READING SCORES OVER THREE TESTS FOR K-5 STUDENTS BY COHORT, (2012-13). 3 = READING AT GRADE LEVEL



** As of the end of the 2012-2013 school year there were few data on standardized tests of math to analyze and compare. We had math scores on only 29 McCarver Program students as of the most recent program evaluation. This number of students is too small to warrant comparisons or further statistical analysis.

Activities	Baseline Fall 2011	At End of July 2014
Average annual household income	\$5232	\$12,080
Median annual household income	Not reported	\$11,892
Employed	7	21
Enrolled in Training Programs	2	5

1.3 Housing Opportunities Program (HOP)

Program Description – Mary Syslo: Community Services continues to work with HOP residents in job search and completing their five year goal plan. Two orientations were held in August at which caseworkers discussed the support available through Community Services to assist HOP clients with their education and employment goals.

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
HOP orientations	1	5	n/a	n/a
Work-able attendees	20	32	120	27%
Attendees requesting CS	25	70	120	58%
Work-able attendees housed	19	32	120	27%
Participants receiving CS	2	16	60	27%

1.4 Families in Transition (FIT)

Program Description – Mary Syslo: 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. FIT participants are homeless at the time they are admitted into the program and placed in housing at Salishan or Hillside Terrace. In order to be admitted to the program, applicants must agree to participate in FIT case management.

	WFF/Sound Families		Hillside Terrace		Tax Credit	
Total Current Caseload	6		3		15	
	Sept. 2014	YTD 2014	Sept. 2014	YTD 2014	Sept. 2014	YTD 2014
Entrances	0	1	0	1	0	1
Graduations	0	5	0	0	0	1
Exits	0	0	0	0	0	1
Terminations	0	0	0	0	0	0

1.5 Case Staffing

Program Description – Mary Syslo: Case staffing is short-term, intensive intervention with households in danger of failing as tenants. Case staffing focuses on helping the family regain housing stability and avert eviction through compliance with their lease. Property management identifies families for case staffing. It is typically limited to 90 days.

Activities	Sept. 2014	YTD 2014	Annual Goal 2014
Number of households referred for services	8	68	27
N. of successful completions (eviction averted)	3	16	12
Number terminated	0	16	n/a
Number withdrawn	0	19	n/a

1.6 MTW Hardship Exemption Casework

Activities	Sept. 2014	YTD 2014	Annual Goal 2014
Number of households referred for services	12	40	n/a
Number of successful completions	3	12	n/a
Number terminated	0	1	n/a

Manager's Comment – Mary Syslo: There are 17 active Hardship referrals that are receiving case management services. 10 families have timed out of their six month hardship. Clients receive hardship status for a full six months and in that time are connected with resources in the community to assist them with barrier

removal and access to educational and employment opportunities. Some clients are ready for employment services while others are connected with organizations to assist them with the Social Security application process. Clients who do not find employment are not counted as successful completions; however their access to case management services and resources proves to be beneficial in moving residents a step closer to maintaining tenancy.

1.7 Family Self-Sufficiency Program

Program Description – Mary Syslo: The THA Family Self-Sufficiency (FSS) program is a five year employment and savings incentive program funded by HUD and the City of Tacoma.

Status	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Current Participants	113	124	153	81%
Graduates	0	8	17	47%
Removed/Voluntarily Withdrawn	0	3	n/a	n/a
New Contracts Signed	1	23	55	42%
Escrow Balance	\$122,684.91			

1.8 Life Skills and Parenting Classes

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Life Skills Enrollment	0	13	20	65%
Life Skills Completion	0	8	10	80%
Parenting Enrollment	0	25	75	33%
Parenting Completion	0	0	65	0%

Manager's Comment – Mary Syslo: Our contract for Life Skills and Parenting classes with Bates Technical College has expired. We will be entering into a new contract for Parenting class after the New Year. In the meantime clients continue to be referred to parenting class in the community.

1.9 Senior and Disabled Services

Program Description – Mary Syslo: THA’s Senior and Disabled Services Program Specialist works closely with Property Management to identify residents who could benefit from her services.

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Unduplicated client contacts	2	60	260	23%
Referrals	9	78	50	156%
Unduplicated situation/wellness counseling	7	75	140	54%
Assistance with correspondence for Entitlement Programs	3	39	40	98%

1.10 Asset Building

In 2014, THA is not directly providing a VITA site, but is providing in-kind support to Associated Ministries as the VITA provider. This arrangement provides the same service at a significantly lower cost to THA, saving \$10-15,000 in MTW outlay annually. We wait this season’s reporting data from Associated Ministries.

1.11 Computer Labs

Program Description: THA has community computer labs at Bergeson Terrace and Hillside Terrace. Part-time temporary After School Program Coordinators provide afterschool tutoring, youth leadership, and adult access to the computers. We are monitoring this concept closely to see if it fits our needs. We will not meet our goal for this year due to not having coordinators at the labs at the beginning of the year. We will reevaluate the goal for computer lab participation based on the participation we see this year.

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Computer Lab Participation (cumulative visits)	231	1332	1200	111%

Project Manager’s Comment – Mia Navarro: We previously reported the computer labs as *not* meeting our stated goal. However, it turns out that we have exceeded our stated goal. It seems there has been some question as to whether the number was duplicated (total number of visits) or unduplicated (total number of people, regardless of how many times they went during the month). The goal and

the data collected are decidedly duplicated numbers. The average *unduplicated* number of people accessing the Bergerson computer lab for August and September was about 50. Most are regular users throughout the month.

1.12 Youth Activities

Activities	Sept. 2014	YTD 2014	Annual Goal	% of Goal
Youth tutoring	69	141	10	1410%
Summer youth programming	0	3017	40	7543%
Youth leadership mentoring	45	301	45	669%

Project Manager's Comment – Mia Navarro: It seems there has also been some confusion as to whether the Youth Activities numbers are supposed to be duplicated (total number of visits) or unduplicated (total number of people, regardless of how many times they participated during the month). Looking at the numbers in past reports, and the numbers I received from our vendors, I theorize that the annual goal was intended to be unduplicated, but the numbers that we collect are duplicated. This explains the extremely high “percent of goal” numbers in this chart.

Brown Bags and Books

THA partnered with St. Leo's Food Connection, the Salishan Association, Write@253, KBTC TV, Tacoma Public Library, and WSU Extension for our summer free lunch and learning program Brown Bags and Books at Salishan.

Summer lunch program partnership with the St. Leo Food connection duplicated totals:

- Bergerson 786 lunches and 977 snacks
- Salishan 3,017 lunches and 1,932 snacks

KBTC and Write@253 summer program partnership at Salishan:

- 256 total for June, July and August
- 85 average per month

ADMINISTRATION



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Todd Craven, Director of Administration
Date: October 22, 2014
Re: October 2014 Administration Department Board Report

Enterprise Software Procurement

Last month, we reported that we were working with two different vendors to try to broker a deal between them that would be able to meet many of the software requirements we identified. We are still working on this, but it looks unlikely that the two will work together in the way we need them to. We have full day demonstrations scheduled with each of these vendors, broken up by agency function. These demonstrations will be very in-depth and help us to better understand the risks and rewards associated with the two options. They are scheduled for early November and the committee is hoping to make a decision shortly after.

RAD Update

Status of THA's Application

As the board is aware, last October, THA submitted an application for a portfolio wide-conversion of its Public Housing units to the Rental Assistance Demonstration (RAD) program. A portfolio-wide conversion is required in order to include THA's most recent tax credit projects in the program. HUD has received applications for conversion of nearly 200,000 Public Housing (PH) units from PHAs across the country. Currently, the maximum number of units allowed by Congressional appropriation is 60,000 units. THA's application does not fall within the current cap of 60,000 units.

Communication with HUD

THA's RAD application is on a waiting list, and is positioned approximately 4,000 units over the current cap. HUD has encouraged THA that it is very likely that THA's RAD application will eventually move forward. The factors leading to this likelihood include:

- Other PHA's failing to meet their milestones for the RAD Conversion and not moving forward to HAP contracts, thus moving THA's application up on the waiting list; and
- The potential that Congress will raise the cap.

HUD has similarly advised all PHAs to move forward and prepare for a RAD conversion if they are well-positioned on the waiting list. Some of this preparation includes completing Physical Conditions Assessments (PCAs) on all PH units. THA has completed these, and while the PCAs will need to be updated, the information is critical for THA as we do capital and reserve planning for preserving the portfolio, regardless of when our RAD conversion begins.

Physical Conditions Assessments (PCAs)

THA has completed PCAs on all units in the portfolio. The results indicate that the immediate need costs and the costs for the capital needs over the first five years are \$6.5 million. Over a 20 year period, with inflation, these costs are projected at nearly \$29 million. Staff are analyzing financing strategies for meeting these needs. Any financing structure will require THA to fill a gap, and we anticipate this gap to require setting aside significant funds in reserves between 2015 and 2017. The Asset Management Committee recommends that the proceeds of sale from the disposition of the 34 scattered sites, and the ten market rate homes be used to fund a portion of the gap for preservation of the portfolio.

Solving the CFCF 26 Public Housing Units Issue on Bay Terrace

Earlier this year, THA was able to negotiate a solution with HUD, allowing THA to place twenty-six PH units in Bay Terrace in order to meet the requirements of the HUD CFCF grant used for a portion of the construction costs for the Community Center at Bay Terrace. This solution involves removing twenty-six of the PH scattered site units from THA's RAD application and placing the eventual HAP contract from the RAD conversion onto the PH housing units at Bay Terrace.

For this reason, staff propose that THA remove at least 26 of the 34 scattered sites from our PH housing portfolio through a de minimis action.

34 Public Housing Scattered Sites

THA's Asset Management Committee is pursuing the possibility of disposing of these scattered site units through Section 32, creating a Homeownership Plan to sell the units as affordable to low income families. We anticipate bringing a formal recommendation and resolution to the Board in November if the disposition proves feasible. The Asset Management Committee proposes selling the 34 scattered site homes, partnering with a PRE (Purchase and Resale Entity) such as the Homeownership Center of Tacoma, HomeSight, Habitat for Humanity or other similar entity, with whom we would share the proceeds of the sale.

This disposition action will create opportunities for homeownership for low income people. Current tenants will be offered the opportunity to purchase the homes if they can qualify or become qualified. In the event they do not qualify to purchase the home, the tenants will be offered a voucher or the opportunity to transfer to another THA unit.

It is important to note that this disposition also means that THA will have less of its 3-, 4-, and 5-bedroom units to serve larger low-income families within the City of Tacoma. The chart below shows the impact this will have on the portfolio as a whole. Note that this chart also includes the market rate homes, which are all 5-bedroom units. However, these units are not designated to serve low income families and selling them will not remove them from Tacoma's overall inventory of larger units.

Bedrooms	Percent of Waitlist	PH Scattered Sites	Market Rate Homes	Added to Portfolio via Bay Terrace	Total Units	% of Portfolio	After Disposition	% of Portfolio
1 Bedroom	45%			26	416	33%	416	34%
2 Bedroom	35%	1		30	389	31%	388	32%
3 Bedroom	14%	25		14	383	30%	358	29%
4 Bedroom	4%	6			52	4%	46	4%
5 Bedroom	1%	2	9		22	2%	11	1%
6 Bedroom	0%		1		1	0%	0	0%

Staff drafted a Homeownership Plan and discussed the potential for and parameters around a partnership for sale of the homes. At this time, we would like to do the following:

- Meet with and engage the residents, sharing the Homeownership Plan and gathering their input and addressing their concerns; and
- Meet informally with various PREs to assess interest in a partnership.

Subsequent activities will include seeking Board approval in November for the following:

- Submit a Section 32 application to dispose of the 34 Scattered Site units;
- Partner with a PRE; and
- Implement a Homeownership Plan.

10 Market-Rate Homes

Staff also are analyzing the feasibility of selling the ten market rate homes and anticipate bringing a resolution to the Board in November asking for the Board's approval to continue working on the sale of these units as they become vacant or the current tenants' leases expire. Two homes are currently vacant and undergoing rehabilitation. Staff would like to seek the Board's approval to list the homes as soon as the rehabilitation is complete, which we anticipate will be December 1, 2014.

Attached are project outlines for both of these two project, the sale of the 10 Market-Rate Homes and 34 Scattered Sites. These project outlines will help the Board understand when your input and/or approval will be required.

This concludes the October 2014 Administration Department report to the Board.



Tacoma Housing Authority

Project Database

PROJECT OUTLINE

Project Number: AD-2014-21

Project: ASSET MGT - SCATTERED SITE SINGLE FAMILY HOME DISPOSITION

Date: October 11, 2014

Deadline: October 30, 2015

Project Manager: Zak deGorgue

Task or Objective	Who	Deadline	Status
1. GENERAL PLANNING			Open
1.1 Determine Timeline for Project and Impact on RAD	Z. deGorgue	8/1/2014	Closed
2. RESEARCH AND GATHER INFORMATION			Open
2.1 Develop Solution to CFCF Scenario	Z. deGorgue		Open
2.1.1 Research Section 32 Disposition	Z. deGorgue	9/1/2014	Closed
2.1.2 Inquire with HUD	Z. deGorgue	8/8/2014	Closed
2.1.3 Run Financial Anaylsis and Impact	Z. deGorgue	10/8/2014	Closed
2.1.4 Asset Managment Committee Recommendation	S. Burgess	9/26/2014	Closed !
2.2 Create Section 32 Homeownership Plan	Z. deGorgue		Open
2.2.1 Determine Role of PRE	Z. deGorgue		Open
(a) Run PRE Transaction Analysis	Z. deGorgue	10/8/2014	Closed
(b) Create PRE Proposal	Z. deGorgue	10/15/2014	Open
(c) Meet With Potential PREs	Z. deGorgue	10/24/2014	Open
(d) Asset Management Committee Recommendation on PRE	S. Burgess	10/31/2014	Open !
(e) Potential MOU with PRE	Z. deGorgue	11/26/2014	Open
2.2.2 Determine Financing Offerings for Residents	Z. deGorgue		Open
(a) Research Section 8 Homeownership	Z. deGorgue	10/31/2014	Open

Project: ASSET MGT - SCATTERED SITE SINGLE FAMILY HOME DISPOSITION
Date: October 11, 2014
Deadline: October 30, 2015
Project Manager: Zak deGorgue

	Task or Objective	Who	Deadline	Status
	(b) Incorporate Typical PRE Financing	Z. deGorgue	10/31/2014	Open
Assistance	(c) Explore Options for Downpayment	Z. deGorgue	10/31/2014	Open
	2.2.3 Draft Homeownership Plan	Z. deGorgue		Open
	(a) Create First Draft	Z. deGorgue	10/31/2014	Open
and Recommendation	(b) Asset Management Committee Review	S. Burgess	11/7/2014	Open !
2.2.4	Provide Asset Mgt Recommendation to Michael Mirra for Approval	M. Mirra	11/10/2014	Open !
2.2.5	Board Resolution to Continue to Consultation	Z. deGorgue	11/26/2014	Open !
3. CONSULTATION				Open
3.1 Residents/Program Participants				Open
3.1.1	Provide Access to Draft Homeownership Plan	Z. deGorgue	12/1/2014	Open
3.1.2	Host At Least 2 Resident Meetings	Z. deGorgue	12/15/2014	Open
3.1.3	Collect Comments and Answer Questions in Writing	Z. deGorgue	12/15/2014	Open
3.2 Elected Officials				Open
3.2.1	Michael Will Meet With Elected Officials	M. Mirra	12/15/2014	Open
3.3 Governmental Staff Officials				Open
3.3.1	Provide Draft to City of Tacoma	Z. deGorgue	11/26/2014	Open
3.4 Advocates				Open
3.4.1	Inform Advocates	Z. deGorgue	12/1/2014	Open
3.5 Staff				Open
3.5.1	Solicit Input from Staff	Z. deGorgue	12/1/2014	Open

Project: ASSET MGT - SCATTERED SITE SINGLE FAMILY HOME DISPOSITION
Date: October 11, 2014
Deadline: October 30, 2015
Project Manager: Zak deGorgue

Task or Objective		Who	Deadline	Status
3.6	Incorporate Comments into Homeownership Plan	Z. deGorgue	12/19/2014	Open
3.7	Obtain Final ED Approval for Section 32 Application	M. Mirra	12/22/2014	Open
4.	IMPLEMENTATION			Open
4.1	Board Resolution for Section 32 Application	Z. deGorgue	12/24/2014	Open !
4.2	Complete Section 32 Application	Z. deGorgue		Open
4.2.1	Finalize Homeownership Plan	Z. deGorgue	12/26/2014	Open
4.2.2	Complete Disposition Application	Z. deGorgue	12/26/2014	Open
4.2.3	Submit Application	Z. deGorgue	12/26/2014	Open
4.3	Submit Bay Terrace RAD Application	Z. deGorgue		Open
4.3.1	Determine Need for Consultant	Z. deGorgue	10/31/2014	Open
4.3.2	Inquire with HUD	Z. deGorgue	10/17/2014	Open
4.3.3	Submit Bay Terrace Application	Z. deGorgue		Open
4.4	Begin Homeownership Counseling	Z. deGorgue	1/1/2015	Open
4.5	Relocate Residents After Approval	Z. deGorgue		Open
4.5.1	Meet With Residents Prior to Approval	Z. deGorgue	1/30/2015	Open
4.5.2	Upon Approval - 90 Day Notice	Z. deGorgue	4/15/2015	Open
4.5.3	Prepare Residents for Purchase	Z. deGorgue	4/15/2015	Open
4.5.4	Determine Relocation Subsidy for Each Household	Z. deGorgue	5/29/2015	Open
4.5.5	Relocate Residents as Vouchers/Units Open	Z. deGorgue	7/15/2015	Open
4.6	Rehabilitate Homes	Z. deGorgue		Open
4.6.1	Rehab Group 1	Z. deGorgue	8/31/2015	Open
4.6.2	Rehab Group 2	Z. deGorgue	9/30/2015	Open

Project: ASSET MGT - SCATTERED SITE SINGLE FAMILY HOME DISPOSITION
Date: October 11, 2014
Deadline: October 30, 2015
Project Manager: Zak deGorgue

Task or Objective		Who	Deadline	Status
4.6.3	Rehab Group 3	Z. deGorgue	10/31/2015	Open
4.7	Sell Homes	Z. deGorgue		Open
4.7.1	Open To Current Residents Only	Z. deGorgue	10/31/2015	Open
4.7.2	Open to THA Portfolio Only	Z. deGorgue	11/13/2015	Open
4.7.3	Open to Public < 80% AMI	Z. deGorgue	11/27/2015	Open
5.	EVALUATION			Open
5.1	Report on Sale to THA Families and Public	Z. deGorgue	1/31/2016	Open
5.2	Lessons Learned	Z. deGorgue	1/31/2016	Open
6.	CLOSING			Open
6.1	Project Records in Order			Open
6.1.1	Shadow Drive			Open
6.1.2	Project Paper File and Binders			Open
6.2	Library Transfers			Open



Tacoma Housing Authority

Project Database

PROJECT OUTLINE

Project Number: AD-2014-22

Project: ASSET MGT - MARKET RATE SINGLE FAMILY HOME DISPOSITION

Date: October 13, 2014

Deadline: October 30, 2015

Project Manager: Zak deGorgue

Task or Objective		Who	Deadline	Status
1. GENERAL PLANNING		Z. deGorgue	10/1/2014	Closed
1.1	Determine Timeline for Project and Impact on RAD	Z. deGorgue	10/1/2014	Closed
2. RESEARCH AND GATHER INFORMATION		Z. deGorgue		Open
2.1 Determine Impact On RAD and Portfolio		Z. deGorgue		Open
2.1.1	Complete Capital Needs Assessment	Z. deGorgue	10/10/2014	Closed
2.1.2	Run Financial Analysis on Sale Proceeds	Z. deGorgue	10/10/2014	Closed
2.1.3	Determine Necessity for RAD	Z. deGorgue	10/24/2014	Open
2.2 Determine Impact on Residents and Neighborhoods		Z. deGorgue		Open
2.2.1	Examine Lease Expirations and Vacancies	Z. deGorgue	10/3/2014	Closed
2.2.2	Research State and Local Government Disposition Regs	Z. deGorgue	10/3/2014	Closed
2.2.3	Asset Management Committee Recommendation	S. Burgess	10/3/2014	Closed !
3. CONSULTATION				Open
3.1 Residents/Program Participants		Z. deGorgue		Open
3.1.1	Public Comment Period	Z. deGorgue	11/26/2014	Open
3.2 Governmental Staff Officials				Open
3.2.1	Inform City of Tacoma	Z. deGorgue	11/26/2014	Open
3.3 Staff				Open

Project: ASSET MGT - MARKET RATE SINGLE FAMILY HOME DISPOSITION
Date: October 13, 2014
Deadline: October 30, 2015
Project Manager: Zak deGorgue

Task or Objective		Who	Deadline	Status
3.3.1	Solicit Input from Staff	Z. deGorgue	11/26/2014	Open
4. IMPLEMENTATION				Open
4.1	Asset Management Committee Recommendation	S. Burgess	10/31/2014	Open !
4.1.1	Executive Director Approval	M. Mirra	10/31/2014	Open !
4.2	Board Approval	Z. deGorgue	11/26/2014	Open !
4.3	Begin Ending Leases Upon Expiration	Z. deGorgue		Open
4.3.1	Notify Residents Leases Won't Renew	Z. deGorgue	12/1/2014	Open
4.4	Rehab Homes			Open
4.4.1	Determine Extent of Rehab Based on Capital Needs	Z. deGorgue	12/1/2014	Open
4.4.2	RED Scope of Work	Z. deGorgue	12/8/2014	Open
4.4.3	Rehab Homes Upon Vacancy	Z. deGorgue		Open
4.5	Sale and Proceeds	Z. deGorgue		Open
4.5.1	Put Homes on Market Upon Rehab Completion	Z. deGorgue	3/31/2015	Open
4.5.2	Analyze Sale Proceeds	Z. deGorgue	4/8/2015	Open
5.	EVALUATION	Z. deGorgue		Open
5.1	Lessons Learned	Z. deGorgue	4/8/2015	Open
6.	CLOSING			Open
6.1	Shadow Drive	Z. deGorgue	4/15/2015	Open
6.2	Project Paper File and Binders	Z. deGorgue	4/15/2015	Open

HUMAN RESOURCES



TACOMA HOUSING AUTHORITY

DATE: October 22, 2014

TO: THA Board of Commissioners

FROM: Barbara Tanbara
Human Resources Director

RE: October Human Resources Board Report

1. ORGANIZATION DEVELOPMENT

THA has undertaken the task of working with our employees and managers to develop a 1-2 year implementation plan for an agency-wide learning and development program. We want THA to become a learning organization. BusinessDictionary.com has a good definition of the "learning organization". It is described as an organization that "acquires knowledge and innovates fast enough to survive and thrive in a rapidly changing environment. Learning organizations (1) create a culture that encourages and supports continuous employee learning, critical thinking, and risk taking with new ideas, (2) allow mistakes, and value employee contributions, (3) learn from experience and experiment, and (4) disseminate the new knowledge throughout the organization for incorporation into day-to-day activities".

It is a lofty goal but one we are ready to embrace. The plan will allow THA to implement learning and development options for managers and line staff. We expect this project to take about six-nine months. As we go along, parts of the plan will begin to be implemented. The final product will include:

- A training needs assessment survey for determining workforce training needs
- A plan for improved onboarding
- A recommendation of soft-skills training
- A recommendation of hard-skills training
- A recommendation for leadership development aimed at current supervisors and individual leaders
- Prioritize an implementation process for the development and learning system

2. LABOR RELATIONS

Our new 2014-2017 Trades Council collective bargaining agreement has been ratified. We negotiated with the union for several months and believe that we have a new contract that will serve THA and its maintenance personnel well into the next three years. Here is a recap:

- a. We have eliminated paying overtime for over 8 hours in one day from the contract. Now all THA hourly employees will be paid overtime only when they work more than 40 hours in one pay week.

This feature benefits THA and its employees. It allows employees to work a more flexible schedule, leaving early one day for personal or medical reasons and making it up on another day in the same pay week. This helps preserve sick and annual leave especially for those who have need for those hours. For THA, it aids in controlling overtime expenses when it is necessary to have an employee stay an extra two hours to finish a project they are working on at the end of the day. If the supervisor does not want to pay overtime, the employee can be given time off on another day.

- b. The CBA allows for an expansion of regular work schedules. The previous contract called for “normal shift hours” between the hours of 6:00 am and 7:00 pm. The new contract removes that restriction and allows more flexibility in setting schedules.
- c. This CBA will see the introduction of Variable Pay for Trades Council employees in 2015. We will partner with employees and the union to create a Variable Pay program that rewards top performance. This will be in place by 2015.
- d. Our On-Call program has formally been in place for several years now. Our maintenance crew rotates with the on-call phone and are available for after-hours problems in the units we manage. In order to save time and money (and trips in the middle of the night), maintenance personnel have been trained how to “triage” frequently recurring problems, e.g. plugged toilet, etc. We agreed to increase the pay for nighttime on-call “triage” duties. Employees are now compensated for (a) up to 30 minutes per day of work time that is not call out time (e.g. “triage time” talking on the phone with a client or others to resolve the problem) and (b) the inconvenience of being on-call.
- e. Like our OPEIU and non-represented staff, the maintenance crew will receive up to a 3% salary increase retroactive to July. The amount paid is dependent on when the maintenance worker was hired.
- f. Finally, effective next month, maintenance personnel will begin contributing monthly to the cost of their healthcare premiums.

3. BENEFITS

We were very pleased to have received one of the lowest healthcare plan premium increases for our OPEIU and non-represented staff (4.5%). This means that (1) we will continue to have a very strong employee healthcare plan; (2) that we will not be reducing benefits as we have had to do for the last four years; and (3) will have only minor increases in cost sharing. I meet with OPEIU to discuss cost sharing this month.

4. GRIEVANCES / EEOC COMPLAINTS

We recently received a discrimination complaint from the Equal Employment Opportunity Commission (EEOC). I have examined the complaint and am working to respond. At this point, I do not see that this complaint reflects discriminatory actions on THA's part.

Most recent or ongoing Grievances or Human Rights Complaints	Date	Result
EEOC / Human Rights & Human Services Department	Sept 2014	Writing Response
OPEIU Grievance	July 2012	Settled
Trades Council Grievance	July 2012	Withdrawn

5. 2014 STAFFING

5.1. 2014 Hires to date:

- 3 Maintenance Specialists
- Promoted one of our Accounting Specialists to a Senior Accountant position
- Promoted one of our Case Workers to Program Specialist
- 1-Education Program Manager
- 1-Communications and Marketing Specialist
- 1-Compliance Auditor
- 1-Project Manager in Community Services
- 1-Supply Chain Analyst
- 1-Desktop Support Specialist
- 2 Senior Office Assistants and 1 Office Assistant

5.2. 2014 Recruitment and Turnover Report

We have been very fortunate this year to bring in some top quality candidates; to date we have hired, promoted or transferred 17 employees. Whenever a position becomes available we take the time to examine whether the position is the correct one for the new opportunity and make adjustments where it makes sense.

And as I mentioned previously, with the upturn in the economy, we have lost some valuable employees to other opportunities and/or relocation. We also have had 3 involuntary terminations this year. As a result our annualized turnover is trending at 11% for the year. That is above our turnover goal of 10%. I take this goal very seriously and am working to reduce turnover when we can.

THA Recruitment-Turnover Report 2014

*data reflects regular employees only

	Jan	Feb	March	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec	2014 Est.
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[illegible]

NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-10-22 (1)

DATE: October 22, 2014
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Reconstruction of Salishan Units

Background

In spring of 2014 it was decided to disband the Emergency Mitigation Contract for the units that tested positive for methamphetamines and other emergency services. We procured a new contractor for the decontamination and remediation portion of the work and the “put back phase” was to be bid out, as needed, using the Small Works Roster. To date, we have used the roster to bid out the last six Wright Street Apartments aged meth units that have been off line since September 2013.

Currently seven Salishan meth units are offline and need to be put back and leased by the end of December in order to avoid the loss of tax credits. We plan to have a single contractor complete all seven of these units in an effort to gain the size of contractor needed to complete this many units in a fairly short time frame.

The procurement for this work has begun. However, the procurement of a contractor will not be done until after the board meets in October and the dollar amount will exceed the amount the Executive Director is authorized to approve. This resolution will allow the Executive Director to sign the contract in an amount not to exceed \$300,000.00 when the procurement is complete. The units and tax credit investor that encumber this resolution are as followings:

Address:	Salishan Investor
3938 Roosevelt Avenue	Salishan Four, LLC
3958 Roosevelt Avenue	Salishan Five, LLC
4101 Everett Avenue	Salishan Five, LLC
4108 East Q Street	Salishan One, LLC
4110 East Q Street	Salishan One, LLC
4440 East Q Street	Salishan Four, LLC
2021 East 44 th Street	Salilshan Six, LLC

An eighth unit might be added to this procurement as an amendment. The addition of the unit will depend on the date remediation is included. The \$300,000 amount that is being requested here includes the estimated cost to “put back” this eighth unit.

Recommendation

Approve Resolution 2014-10-22(1) authorizing the executive director to execute the Contract for the winning general contractor for the Reconstruction of up to eight units at Salishan, for up to \$300,000.



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-10-22(1)

Authorization to Sign Construction Contract for Reconstruction of Up to Eight Units in Salishan

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

Whereas, THA has seven units, located in Salishan, have been remediated and decontaminated and are waiting for reconstruction; and

Whereas, THA has one unit, located in Salishan, that is in the process of remediation and will need reconstruction; and

Whereas, these eight units must be leased by December 31, 2014; and

Whereas, the procurement of these eight units will not be completed by the October 22, 2014 board meeting; and

Whereas, in order to expediate this work by the deadline and avoid losing tax credits, this resolution will authorize the Executive Director to sign a contract Not to Exceed \$300,000.00

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

1. the executive director is authorized to sign a general contractor Contract, in the amount Not to Exceed \$300,000.00.
2. Acting Officers Authorized. The proper officers of the Authority are and are hereby authorized, empowered, and directed to take such further action on behalf of the Authority as they deem necessary to effectuate the foregoing sections of this resolution. Any action required by this resolution to be taken by the Executive Director of the Authority may in his absence be taken by the duly authorized acting Executive Director of the Authority.
3. 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.
4. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

Approved: October 22, 2014

Stanley Rumbaugh, Chair

RESOLUTION #2



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-10-22 (2)

DATE: October 22, 2014
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Approval of Collective Bargaining Agreement with Pierce County, Washington Building and Trades Council

Background

On October 2, 2014, THA's maintenance staff who constitute the bargaining unit represented by the Pierce County, Washington Building and Trades Council voted to ratify the new collective bargaining agreement (CBA) that representatives of the Council, Laborers, and THA negotiated. This is a 3-year contract that expires on May 31, 2017. I now present a resolution to the Board that would authorize me to sign the Agreement on THA's behalf. I recommend that the Board do so.

I attach the new CBA with changes from the last contract shown in **black bold**. The notable features of the new CBA are as follows:

- a. We have eliminated paying overtime for over 8 hours in one day from the contract. Now all THA hourly employees will be paid overtime only when they work more than 40 hours in one pay week.
- b. The CBA allows for an expansion of regular work schedules. The previous contract called for "normal shift hours" between the hours of 6:00 am and 7:00 pm. The new contract removes that restriction and allows more flexibility in setting schedules.
- c. This CBA will see the introduction of Variable Pay for Trades Council employees in 2015. We will partner with employees and the union to create a Variable Pay program that rewards top performance. This will be in place by 2015.
- d. We agreed to increase the pay for nighttime on-call "triage" duties. Employees are now compensated for (a) up to 30 minutes per day of work time that is not call out time (e.g. "triage time" talking on the phone with a client or others to resolve the problem) and (b) the inconvenience of being on-call.

- e. Like our OPEIU and non-represented staff, the maintenance crew will receive up to a 3% salary increase retroactive to July. The variable pay pool will equal 1% of the overall annual maintenance salaries. In upcoming years, the across-the-board increase is lowered and the variable pay pool increases. Plus the salary increases and variable pay pools in subsequent years all have the caveat that if THA should incur a significant revenue shortfall as a result of state or federal budget reductions, the increase percentage and variable pay pools may need to be re-negotiated in an opener (that language is not included below).

1. 2014 Salary Increase

In the first full pay period in July of 2014, current bargaining unit employees will be eligible for a wage increase based on the following factors:

- a. All regular employees not covered by (b) or (c) will receive a 3% pay increase.
- b. An employee, who was hired three months prior to the month the pay increases are effective in 2014, will receive a general wage increase of 1.5%.
- c. Employees hired on or after the month the pay increases are effective in 2014 will not be eligible for a salary increase in 2014.

2. Jan 1, 2015 One-Year Performance Based Pay Pool

In addition to the above salary increase, Employer will create a target twelve (12) month Performance Based Pay Pool. Pre-established business and operational factors will determine the size of the pool, up to a maximum of 1% of Maintenance payroll.

3. 2015 Wage Increase

In the first full pay period in July 2015, current bargaining unit employees will be eligible for a wage increase based on the following factors:

- a. All regular employees not covered by (b) or (c) will receive a 2.5% pay increase.
- b. An employee, who was hired between April 1, 2015 and June 30, 2015, will receive a general wage increase of 1.25%.
- c. Employees hired on or after July 1, 2015 will not be eligible for a salary increase in 2015.

4. January 2016 One-Year Performance Based Pay Pool

Pre-established business and operational factors will determine the size of the pool, up to a maximum of 1.5% of Maintenance payroll.

5. 2016 Wage Increase

In the first full pay period in July 2016, current bargaining unit employees will be eligible for a wage increase based on the following factors:

- a. All regular employees not covered by (b) or (c) will receive a 2% pay increase.
- b. An employee, who was hired between April 1, 2016 and June 30, 2016, will receive a general wage increase of 1%.
- c. Employees hired on or after July 1, 2016 will not be eligible for a salary increase in 2016.

6. January 2017 Six-Month Performance Based Pay Pool

Pre-established business and operational factors will determine the size of the pool, up to a maximum of 2% of Maintenance payroll. Employer reserves the right to decrease the size of

this target pool should Employer incur a significant revenue shortfall as a result of state or federal budget reductions or based on the percentage of established business and operational factors met.

- f. Finally, effective next month, maintenance personnel will begin contributing monthly to the cost of their healthcare premiums.

Recommendation

Approve Resolution 2014-10-22(2) authorizing me to sign the new Pierce County, Washington Building and Trades Council collective bargaining agreement.

I am also pleased to report that the effort to bargain this agreement was constructive, respectful and collaborative. It leaves THA and the Trades Council with a productive relationship.



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-10-22(2)

APPROVAL OF COLLECTIVE BARGAINING AGREEMENT WITH PIERCE COUNTY, WASHINGTON BUILDING AND TRADES COUNCIL

Whereas, The collective bargaining agreement between the Tacoma Housing Authority (THA) and the Pierce County, Washington Building and Trades Council (Trades Council) expired on May 31, 2014;

Whereas, THA and the Trades Council have reached a tentative agreement on a new collective bargaining agreement, a copy of which is attached to this resolution;

Whereas, on October 2, 2014, the THA staff in the Trades Council bargaining unit have voted to ratify the tentative contract; and,

Whereas, the Board of Commissioners finds that the collective bargaining agreement is fair and reasonable and that it would serve THA's interests;

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

The Board authorizes the Executive Director to execute the collective bargaining agreement with the Pierce County, Washington Building and Trades Council.

Approved: October 22, 2014

Stanley Rumbaugh, Chair

AGREEMENT

BETWEEN

HOUSING AUTHORITY OF THE CITY OF TACOMA

AND

PIERCE COUNTY, WASHINGTON BUILDING AND
CONSTRUCTION TRADES COUNCIL

June 1, 2014 – May 31, 2017

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AGREEMENT

THIS AGREEMENT is made and entered into at Tacoma, Washington, this ____ day of _____, 2014, by and between THE HOUSING AUTHORITY OF THE CITY OF TACOMA, its successors and assigns, hereinafter referred to as the Employer, and the PIERCE COUNTY, WASHINGTON BUILDING AND CONSTRUCTION TRADES COUNCIL, hereinafter referred to as the Union, for the purpose of fixing the wage scale, schedule of hours, and general rules and regulations between the Employer and the Union, and to clearly define mutual obligations between the parties hereto. Therefore, it is mutually agreed as follows:

ARTICLE 1 DEFINITIONS AND CONSTRUCTION

As used in this Agreement:

- 1.1 “Employee” means, except as specifically provided otherwise, any regular, full-time, part-time and probationary employee covered by this agreement, but does not include any temporary employee.
- 1.2 “Regular full-time employee” means any employee who has successfully completed the probationary period in his or her position, **who has received a minimum of 2.8 probationary evaluation rating and who is regularly scheduled to work 40 hours per week.**
- 1.3 “Regular part-time employee” means any employee who has successfully completed the probationary period in his or her position and who has an established work schedule of less than 40 hours per week.
- 1.4 “Probationary employee” means any employee who has:
 - (a) completed less than 120 calendar days of continuous employment as a new hire; or
 - (b) completed less than 120 calendar days of continuous employment in a new or different position.

The Employer may extend the probationary period in any case by mutual agreement with the Union. The Union shall not unreasonably withhold consent to such extensions.

- 1.5 “Temporary employee” means any employee hired for a limited period of time, not to exceed 120 days, or mutually agreed upon extension.

1.6 “Inactive” status means that an employee who has been placed on inactive status because THA has determined that the employee is:

- (a) unable to perform the essential functions of the job for an indefinite and uncertain period of time and has exhausted all statutory or contractual leave entitlement or;**
- (b) not suitable to perform services for THA for an indefinite and uncertain period of time for reasons such as a pending criminal matter, pending investigation, or a personal situation which the employee has exhausted all statutory or contractual leave entitlements.**

Although an inactive employee remains a THA employee and thus retains his/her seniority date should he or she ever resume employment, THA will not hold a position open for an employee on inactive status. An inactive employee does not earn compensation or accrue benefits while on inactive status. Inactive status may not continue longer than six months. If an employee is to be restored to active employment status, the employee will be returned to the first vacant THA position for which the employee is qualified, has applied, and is selected. Inactive status does not confer any entitlement or preference for future employment

(c) Nothing in this section shall require THA to place any employee on inactive status. Rather, THA shall have the sole discretion to place an employee on inactive status.

- 1.7 “Dependent” when used in connection with THA provided insurance benefits (not including any multi-employer Taft-Hartley Trusts) means (1) the lawful spouse of an employee, (2) any natural or adopted child or stepchild who is primarily dependent on the employee or (3) any minor for whom the employee has legal custody and who is primarily dependent on the employee or (4) a child of the domestic partner that qualifies under the THA Policy HR-20.10: Domestic Partner Benefits. As used in any multi-employer Taft-Hartley Trust, including the Laborers Trust referenced in Section 7.2, “dependent” shall have the same meaning as in the applicable Trust documents.
- 1.8 “Continuous employment” means continuous employment from the most recent date of hire or rehire.
- 1.9 “Anniversary date of service” means the same date each year as the date on which the employee first began work.

Unless a different meaning is clearly required by the subject matter of a particular section, the singular form includes the plural, and the masculine pronoun includes the feminine, and vice versa.

ARTICLE 2 SCOPE OF AGREEMENT

SECTION 2.1 Union Recognition

The Employer recognizes the Union as the exclusive collective bargaining agent for the employees covered by this Agreement.

SECTION 2.2 Coverage

This Agreement applies to the employees holding the job titles set forth in Schedule A to this Agreement. Any positions not covered by Schedule A or any positions which may be established during the life of this Agreement, except those traditionally associated with management and administration, shall be subject to negotiations between the Employer and the Union. In the event the parties are unable to agree on the title and rate of pay for the job in question, the dispute shall be resolved by the arbitration procedure in this Agreement.

SECTION 2.3 Management Rights

Except as expressly restricted or abridged by a specific provision of this Agreement, the Employer shall have and retain all rights to manage and direct the business of the Employer, including but not limited to the right to (i) hire, assign, determine the qualification and competence of, promote, demote, transfer, discipline, suspend, discharge, and lay off employees; (ii) implement and enforce reasonable rules and regulations, and safety, production, and performance standards; (iii) assign and direct employees and the methods, processes, and schedules of doing work; and (iv) subcontract work not covered by this Agreement according to the business needs of the Employer.

The foregoing recitation of specific management rights shall not be deemed to waive, limit or impair any rights of the Employer not so enumerated. The exercise of management rights is the exclusive prerogative of the Employer.

ARTICLE 3 UNION BUSINESS

SECTION 3.1 Union Security and Membership

- (a) Union membership. Subject to RCW 41.56.122, all employees who are covered by this agreement shall become members of the Union within 30 days of the date of hire or rehire and maintain membership in good standing during the term of this Agreement. The Employer shall suspend an employee without pay within 3 working days of receipt of notice from the Union of the failure of the employee to maintain union membership in good standing. Continued failure of an employee to maintain union membership in good standing shall be grounds for termination; provided, that the Union shall hold harmless and indemnify the Employer from any liability which the Employer may incur because of the suspension or discharge of an employee pursuant to this section. Nothing in this agreement shall abrogate the right of non-association of an employee based on bona fide religious tenets of a religious body of which said employee is a member.
- (b) Indemnification. The Union shall indemnify, defend and hold the Employer harmless against any and all claims, suits, orders, or judgments that arise out of or by reason of the Employer's compliance with this Section.

SECTION 3.2 Union Representatives and Activity

The Union shall advise the Employer in writing of the names of all Business Representatives, agents, and Union representatives authorized to represent the Union in dealings with the Employer. The Union shall also provide the Employer with written notice of any change in such Business Representatives, agents and stewards within a reasonable time of a change.

The Business Representative of the Union shall have access to the Employer's premises, at reasonable times and upon reasonable prior notice to the Executive Director or designee to investigate specific employee complaints or grievances relating to this Agreement; except that union business, other than the adjustment of grievances directly between the Executive Director and the Business Representative, shall not involve the Employer's employees during their hours of work, and union meetings shall not be conducted on the Employer's premises unless mutually agreed upon between the Union and the Employer.

A bulletin board shall be made available to the Union for the purpose of posting notices pertaining to union business, provided that such notices shall be submitted to the Human Resource Director of the Authority or designee for approval before being posted, which approval shall not be unreasonably withheld.

ARTICLE 4 WORK SCHEDULE

SECTION 4.1 Workweek - Workday

- (a) The standard workweek of a regular full-time employee shall be **forty (40)** hours to be scheduled by an appropriate Supervisor or Department Director on five consecutive 8-hour workdays Monday through Saturday. A recurring non-standard workweek, such as a 4 x 10 schedule, may be established for certain jobs or individuals to meet long-term business or personal requirements. Either the Authority or the employee(s) may initiate a request for a non-standard work schedule. Non-standard work schedules must be reviewed and pre-approved in writing using THA Form 25.10(1) Non-Standard Work Schedule Application.

- (b) An occasional non-standard workweek may be established for certain jobs or individuals to meet short term business or personal requirements provided that the business needs of THA can be met. Such a non-standard flexible workweek may adjust hours within a given workday or workweek but in no case shall an employee work more than forty (40) hours in a workweek as a result of an occasional non-standard workweek. An occasional non-standard workweek must be mutually agreed upon by THA and the employee.

SECTION 4.2 Lunch and Break Periods

Each 8-hour workday shall include one unpaid lunch period of 30 minutes approximately midway through the workday, and one paid break period of 15 minutes in the morning and one 15 minute paid break in the afternoon. One additional paid break period of 15 minutes may be taken during each three-hour overtime period. The Employer may schedule lunch and break periods to accommodate its business needs. The Employer will provide bargaining unit employees with an additional ½ hour paid lunch (at straight time) on payday.

SECTION 4.3 Overtime

The Employer may require overtime work according to its business needs. Any hours required or pre-authorized by the Employer to be worked by an employee in excess of 40 hours in any workweek shall be compensated at a rate one and one-half times the employee's hourly base rate. Any hours required by the Employer to be worked on a Sunday shall be compensated at a premium rate twice the employee's hourly base rate. No overtime will be worked unless it has been specifically approved in advance by the employee's supervisor. For the purposes of this section, "hours worked" includes hours worked only.

SECTION 4.4 Call Out Time

When an employee is called out to work other than during normal work hours, a “Call Out Time” minimum of two (2) hours of the applicable rate of pay shall be paid.

SECTION 4.5 Minimum Reporting Pay

An employee, who reports to work during normal working hours, whether or not on overtime status, shall be entitled upon reporting to a minimum of four (4) hours pay, whether or not actually worked.

SECTION 4.6 Inclement Weather

An employee is expected to report to work regardless of weather conditions if the employee can possibly do so. An employee who is unable to get to work or who has approval to leave work early because of weather conditions shall charge the time missed against accrued vacation leave. In the event no vacation leave is accrued, time missed shall be charged to leave without pay. Tardiness due to an employee’s inability to report for scheduled work because of severe weather or conditions caused by such weather may be allowed up to one hour at the beginning of the work day, at the sole discretion of the Employer; inclement weather tardiness in excess of that allowed by the Employer shall be charged as provided above.

SECTION 4.7 On-Call

- a. On call duties will be scheduled according to the following procedure:
 - i. On-Call is a responsibility of all maintenance employees, all regular, full-time employees are expected to participate. Employees may apply for reasonable accommodation related to their On-Call responsibilities.
 - ii. Annually all regular, full time employees will choose one week periods to perform On-Call duties. An employee will sign up for on-call status no more than once every three (3) weeks. Without the express written permission of the Portfolio Manager or his/her designee, no employee may be on-call more than one week in each three week period.

The selection of weeks shall be in a “round robin” format. The most senior employee will choose one week, the next senior employee will choose one week and so on until the entire roster of eligible employees have chosen a week. The process will continue for the remaining weeks until eligible employees have an equal number of On-Call weeks.
 - iii. For all one week periods not scheduled by sign-up, the Authority will solicit volunteers to sign-up for the remaining weeks of On-Call duties.
 - iv. For all one week periods not scheduled by volunteer sign-up, the Authority will assign the work by rotating through the roster of employees in reverse seniority.
- b. An employee who is on-call will be given the On-Call phone and must be (1) accessible by telephone; (2) available to return to the worksite within a designated response time; and (3) in a physical condition that allows him/her to perform duty assignments.
- c. If the employee is scheduled for an on-call week but for unforeseen circumstances, will not be able to take the on-call assignment for all or part of that week, the duty may only be traded or

reassigned with the prior approval of the Portfolio Manager or his/her designee. If incapacitated or unavailable, it must be noted on the employee's timecard and on-call pay shall be forfeited for that time period.

- d. An employee who is assigned to on-call duty and cannot be reached or does not report within two hours of being contacted may face disciplinary action and shall not receive on-call pay for that day. An employee who has a record of excessive unavailability while on on-call duty may face disciplinary action.
- e. Pay for work performed shall be at the overtime rate of one and one-half (1 1/2) times the straight time hourly rate of pay of the responding employee. In computing time, the nearest one-quarter (1/4) hour shall be used. In accordance with Section 4.5 of the current agreement, a call-out time minimum of two hours of the applicable rate of pay shall be paid.
- f. The On-Call employee may request THA security to the location of the pick-up and drop-off of the maintenance vehicle, provided THA security is on duty. Compensation is paid from the time the individual arrives at their designated vehicle until he or she returns the vehicle to its designated site. On-call time will not be considered "hours worked" for any purpose. The parties agree that the requirements in this policy allow employees to use the on-call time for substantially their own purposes, except when called and receiving pay under this policy.
- h. All work performed on holidays will be paid at the rate of two times the employee's straight time rate of pay plus their regular pay for the holiday.
- i. Employees assigned to on-call duties shall be compensated **for (a) up to 30 minutes per day of "work time" that is not "call out" time (e.g. "triage time" talking on the phone with a client or others to resolve the problem) and (b) the inconvenience of being on-call at a rate of \$220.00** per week broken down to the following schedule:
 - i. Monday through Friday **\$30.00** per diem
 - ii. Saturday through Sunday **\$35.00** per diem

"Time worked" as "triage time" after the 30 minutes will be paid in 15-minute increments at the employee's applicable rate.
- j. The employee will be assigned a Housing Authority vehicle to use during the on-call period, subject to Housing Authority policy.
- k. Nothing in this language shall be interpreted to limit the Authority's rights as set forth in Section 2.3 Management Rights and Section 13.1 Discipline and Discharge of Regular Employees including the right to suspend employees from on-call duty as appropriate disciplinary or corrective action.

SECTION 4.8 Personal Vehicle Use

Employees will not use their personal vehicles as a replacement or substitution for THA vehicles for the daily requirements of their maintenance duties.

SECTION 4.9 Clothing Change

When an employee's clothing becomes soaked by sewage, waste water, water or oil, the employee shall be given the opportunity, on the Employer's time and with prior authorization, to clean up and

change clothing. The Employer will provide washing and changing facilities at designated locations. When circumstances require the employee to leave the worksite, he/she shall be compensated for the time required to clean up, not to exceed one (1) hour, at the normal straight time rate.

ARTICLE 5 MAINTENANCE OF BENEFITS AND COLLABORATIVE EFFORTS

All benefits now being extended to the employee shall remain in force and shall not be rescinded during the life of this Agreement provided that any benefit changes to the Laborers Trust will apply to employees covered by the Agreement who are enrolled in that plan. However, the parties agree that if there is any substantial adverse change in the costs of benefits or Employer's financial position, the Employer and Union shall meet to discuss such changes and the appropriate action, if any, to be taken. The employer provides benefits to eligible employees as defined in Appendix A.

ARTICLE 6 COMPENSATION

SECTION 6.1 Base Rates of Pay

Employees shall be paid not less than the minimum for his or her title as set forth in Schedule A.

SECTION 6.2 Pay Periods

Employees shall be paid on a bi-weekly basis (every two weeks).

SECTION 6.3 Temporary

A temporary employee shall be compensated for each hour worked at no less than the minimum starting salary for the position as set forth in Schedule A.

ARTICLE 7 INSURANCE, RETIREMENT AND DEFERRED COMPENSATION

SECTION 7.1 Laborer's Trust Eligibility

The Employer shall contribute the full monthly premium to the Northwest Laborers – Employers Health and Security Trust Fund (the "Laborers Trust") on behalf of each **bargaining unit employee** who has at least eighty (80) compensated hours in the prior calendar month, provided, however, that no contribution will be due or owing on behalf of (a) any temporary employee on whose behalf fringe benefits are provided as specified in the appropriate local union trust agreement as provided in Section 11.3; (b) any temporary employee who performs less than eighty (80) hours of service for the Employer; and (c) persons performing emergency short-term services under Section 11.4 who the parties agree are not performing bargaining unit work and on that basis are not provided benefits under this section 7.1.

SECTION 7.2 Cost Sharing

THA believes that the agency and all employees share an interest in controlling health care costs. THA believes that such interests are best served if both the agency and employees have a financial stake in the cost of health insurance. Therefore, THA has reduced the wage scale and each employee's wage rate that would otherwise be provided by \$.18/hour to reflect employee

sharing in the cost of health insurance for 2014 at 5% of the total premium amount. For each year of this agreement, THA will reduce the applicable percentage wage increase provided in Appendix A for that year in an hourly equivalent amount calculated as follows to share in the premium increase: THA will pay the first five percent (5%) premium increase, THA and the employee will split equally the next 10% premium increase and the employee will be responsible for all amounts over the premium increase. For example, if the premium was \$1,000 and the increase was 10%, the employee would be responsible for an additional \$25 per month (25% of the \$100). That amount would then be converted to an hourly rate ($25 \times 12 / 2080 = \$0.14$) and the wage increase in that year provided in Appendix A would be reduced by that amount. This calculation will be made for each year of this Agreement, based on the date of the premium increase from the Trust.

SECTION 7.3 Retiree Disclaimer

The Employer does not agree to provide, and shall not be required to provide, any health and welfare benefit for any retiree of the Employer.

SECTION 7.4 “Special Flat Rate” Agreement

The parties intend that Sections 7.1 through 7.3 of this Agreement to be the “Special Flat Rate” Agreement with the Laborers Trust Fund. The parties agree that the Employer is contributing to the Laborers Trust fund on a flat rate basis as an “Individual Employer” and is not contributing on an “Active Hour Bank” basis.

SECTION 7.5 Trust Agreement

The parties acknowledge that the plan established by the Northwest Laborers-Employers Health and Security Trust is controlled and administered by a joint Board of Trustees. The Employer agrees to be bound by the Trust Agreement for the Northwest Laborers-Employers Health and Security Trust Fund, as may be amended from time to time, which is incorporated herein by reference.

SECTION 7.6 Dental Insurance

Subject to cost sharing as provided in Section 7.2, the Employer shall provide a dental plan as part of the Northwest Laborers-Employers Health and Security Trust Fund for all eligible employees and dependents.

SECTION 7.7 Retirement and Pension Program

The retirement benefits under the State Employees Retirement System shall be provided for each eligible employee under the rules of the State Employees Retirement Board.

SECTION 7.8 Deferred Compensation Program

All employees shall be eligible to participate in any deferred compensation program implemented by the Employer.

SECTION 7.9 Health Care and Dependent Care Flexible Spending Accounts

The Employer will offer Health Care and Dependent Care Flexible Spending Accounts for employees who choose to participate, as permitted by applicable insurance contracts and/or Trust documents.

SECTION 7.10 Disability Insurance

The Employer shall provide and pay for long term disability insurance policy for all eligible employees. The amount of long-term coverage shall be up to two-thirds of monthly compensation not to exceed a monthly benefit of \$ 5,000.

SECTION 7.11 Employee Assistance Program

The Employer shall provide and pay for an Employee Assistance Program for all eligible employees and families during the term of this Agreement.

ARTICLE 8 HOLIDAYS, VACATION AND LEAVE

SECTION 8.1 Holidays

- (a) Employer observed Holidays. The Employer shall observe the following holidays:

HOLIDAY OBSERVED

New Year's Day
Martin Luther King Day
Presidents' Day
Memorial Day
Independence Day
Labor Day
Veterans Day
Thanksgiving Day
Day after Thanksgiving
Christmas Day

Two (2) Floating Holidays. Only employees who have successfully passed probation may take floating holidays. Floating holidays shall be used in eight (8) hour increments only and with prior arrangement and approval of the Employer. Floating holidays do not carry over from one calendar year to the next.

And all other Holidays observed by the Employer.

- (b) **Holiday Pay.** An eligible full-time employee shall be compensated for each Employer holiday which occurs while the employee is on the payroll, whether or not worked by the employee, at the employee's base rate for eight hours. An eligible part-time employee shall be compensated for each such Employer holiday at the proportion of hours normally worked versus full-time hours. Any hours required by the Employer to be worked on an Employer holiday (except for employee's individually scheduled floating holiday) shall be compensated at the rate of twice the employee's hourly base rate, in addition to holiday pay.
- (c) **No Charge against Vacation Credit.** A holiday occurring during an employee's scheduled vacation shall not be charged against accrued vacation credits.

- (d) Holidays falling on Saturday shall be observed the proceeding Friday unless otherwise designated. Holidays falling on Sunday shall be observed the following Monday unless otherwise designated.
- (e) If the employee calls in sick the day before or the day after a holiday, the employee will not be paid for the holiday unless the employees absence[s] are due to a bona fide medical condition supported by written medical verification presented upon return to work.

SECTION 8.2 Vacations

- (a) All eligible employees will accrue vacation under the following schedule, provided that **any employee** with a 2008 vacation accrual rate that is higher than the schedule below will be grandfathered at the 2008 vacation rate.

	Length of Service	Total Annual Vacation Days
1)	Employees with 0 to 5 years' service	14 days
2)	Employees with over 5 to 9 years' service	16 days
3)	Employees with over 9 to 14 years' service	18 days
4)	Employees with over 14 to 20 years' service	22 days
5)	Employees with over 20 years' service	24 days

- (b) Paid vacation days shall not accrue during a leave of absence without pay or suspension. Where an employee is on disability leave and is using paid sick time he/she will continue to accrue leave only if it is THA paid leave. Where the employee has exhausted all sick time and other paid leave and is on an unpaid leave of absence, regardless of whether workers compensation or disability insurance may be paying benefits to the employee, he/she would not continue to accrue leave.
- (c) All vacation time must be earned/accrued. Employees in each department may make initial vacation selections by January 31 for that calendar year. The Employer will respond to such vacation requests by February 15 of that year. Employees are encouraged to take vacation a week at a time. In cases of scheduling conflicts, vacation time will be approved based on bargaining unit seniority. Employees are encouraged to take vacations to the amount of earned annual vacation. Employees may not carry over more than forty (40) days of vacation time.

An Employee with 200 or more accrued vacation hours may cash out up to a maximum of forty (40) hours of accrued vacation once during each calendar year of the term of this Agreement. Cash-out requests must be submitted to the Human Resources department to be paid out the following full pay period after submission and processing is complete. Employees may only cash out once per calendar year. Employees must have the minimum of 200 accrued vacation hours on the date of the submission and have a minimum of 160 accrued vacation hours on the date the cash-out is paid. Upon retirement or departure, the Employer shall pay no more than 40 days of accumulated vacation time.

- (d) Vacation time shall not be taken in units of less than one-half hour.

- (e) Subject to Section 8.2 (c), an employee who is separated from employment with the Employer shall be paid his/her accumulated vacation time at his/her current rate of pay in a lump sum at the time of separation, except for instances when the employee is separated for cause, in which event the employee shall not be reimbursed for accumulated unused vacation time. An employee may not elect to take unpaid time off of work when leave time of any type is available to him/her.
- (f) New employees will accrue vacation days during their probationary period but will not be entitled to use vacation leave until after the successful completion of the probationary period. If the new employee does not successfully complete probation and is terminated, he or she is not entitled to a cash-out of any vacation leave.
- (g) All vacations and leave must be approved in advance by the employee's supervisor, in writing **or by comparable electronic means (e.g. email, text, ADP).**
- (h) Employees shall make their requests for vacation use in advance with proper notice to their supervisor. Proper notice will constitute at least one day notice for each day requested, except in the case of a catastrophic event.

SECTION 8.3 Sick Leave

- (a) Employees shall accrue sick leave at the rate of one day per month or 12 days per year. All sick time must be accrued prior to taking it. In the event that any employee is sick and has no approved sick time, vacation time shall be charged. In the event that the employee has no sick or vacation time accrued, the employee shall not be paid for time missed. An employee may not elect to take unpaid time off of work when any leave time of any type is available to the employee.
- (b) Sick leave shall not be taken in increments of less than one-half hour.
- (c) Paid sick days shall not accrue during a leave of absence without pay or suspension. Where an employee is on a disability leave and is in a paid leave status, he/she will continue to accrue sick leave. Where the employee is in an unpaid leave status, for whatever reason, including during an occupational injury leave or disability insurance leave, the employee will not continue to accrue sick leave.
- (d) An employee who is unable to report to work as scheduled because of illness, injury, accident or due to state or federal family and medical leave reasons shall notify the employee's immediate supervisor or designee prior to the start of their workday. The Employer may require a physician statement or other proof of the medical necessity for any absence for which sick leave has been used.
- (e) Employees may use sick leave for reasons of illness, injury, accident, medical or dental appointments or in accordance with State or Federal Family Leave Acts up to a maximum of the employee's standard work shift.
- (f) The State and Federal Family Leave Acts are part of the Employer's sick leave policy and shall apply to employees covered under this Agreement.
- (g) An employee who is separated from employment due to retirement for disability or length of service, or death shall be compensated to the extent of 50% of his/her accrued sick leave, up to

a maximum accumulation of 960 hours (480 hours paid). An employee who is separated from employment for reasons other than retirement or death, shall be compensated to the extent of 25% of his/her sick leave accrued up to a maximum accumulation of 960 hours (240 hours paid). In the event that separation results from the employee's death, the Employer shall pay this same compensation to the employee's estate or successor, as provided by law.

SECTION 8.4 Death in Employee's Family

Employees shall be granted four days' Administrative Leave with Pay upon the death of an immediate family member.

Immediate Family Member: Spouse, registered domestic partner, father, mother, stepparent, mother-in-law, father-in-law, foster parent, brother, sister, stepchild, child, foster child, adopted child, child for whom the employee has parenting responsibility, grandparents, or grandchild of employee.

For the purpose of attending the funeral a maximum of one days' Administrative Leave with pay may be granted for the death of son-in-law or daughter-in-law of the employee or the death of the employee's-spouse's or employee's registered domestic partner's foster parent, brother, brother-in-law, sister, sister-in-law, stepchild, child, foster child, grandparents or grandchildren.

SECTION 8.5 Jury and Witness Duty

An employee who is subpoenaed for jury duty or as a witness shall be granted a leave of absence. Immediately upon receipt of a subpoena, and prior to the leave of absence, the employee shall provide a copy of the subpoena to the immediate supervisor. An employee who is granted leave for jury duty shall be compensated at the regular rate for each hour absent from work for such duty, not to exceed eight hours per day, less all compensation other than reimbursement for travel expenses received for jury duty. The status of a probationary employee shall be extended an hour for each hour absent due to jury and witness duty. The Employer may require written documentation of the dates of duty and the compensation received.

SECTION 8.6 Military Duty

State and Federal law will apply to define benefits to employees fulfilling military duty to the government.

SECTION 8.7 Leave of Absence Without Pay

The Employer may grant leaves of absence without pay for purposes other than medical leave for a period not to exceed four (4) months. However, the terms of such leaves of absence, including a specific return date, must be in writing.

An employee on an approved leave of absence without pay shall retain all seniority rights and shall be entitled to the same or a comparable position upon returning to employment. An employee on leave of absence without pay shall not be entitled to or accrue any of the benefits of this Agreement; provided, however, that employees on leave of absence without pay may self-pay insurance premiums if permitted by the policies of the provider and in accordance with then current law.

ARTICLE 9 EDUCATION/TRAINING

SECTION 9.1 Education and Training Programs

Each regular employee who is in a pay status is encouraged to participate in educational programs which will mutually benefit the Employer and employee. Management reserves the right to identify an appropriate training schedule/program for all newly hired employees.

SECTION 9.2 Orientation Sessions

The Employer shall provide a new employee orientation session. It will include introduction to shop stewards, if such a position is established per Section 3.2 Union Representatives and Activity.

ARTICLE 10 DEFINITION OF SENIORITY

SECTION 10.1 Definition of Seniority

Seniority shall be defined as an employee's length of continuous full time employment with the Employer in a bargaining unit position.

SECTION 10.2 Accrual of Seniority

For the purpose of continuous employment, the original date of hire shall be observed, unless broken as referred to in Section 10.3 Loss of Seniority, but seniority shall not accrue during either (a) time of separation of one year or less due to layoff (See Section 14.2 Recall) or (b) time of temporary transfer or promotion to nonbargaining unit positions (See Section 10.3 Loss of Seniority). Seniority accrual will resume when the employee resumes the bargaining unit position.

SECTION 10.3 Loss of Seniority

Seniority shall be lost upon resignation, retirement, discharge, layoff (after one year in case of layoff only), failure to report to work within five working days after notice by registered mail of recall from layoff, or a temporary transfer or promotion to a non-bargaining unit position for a period that exceeds 120 days, provided that Employer and Union may extend this 120-day period for a particular employee by written agreement.

SECTION 10.4 Seniority for Vacation and Overtime

- a. Seniority will be observed in prioritizing vacation requests submitted at the same time for the same vacation period.
- b. Overtime shall be assigned to the employee currently assigned to the impacted worksite and then AMP or where two or more employees have substantially the same abilities and qualifications for needed overtime hours, needed overtime hours will be offered first to the more senior employee at that work site and then AMP. When employees are unable to work

overtime at their assigned AMP, overtime hours will be offered to the most senior maintenance employee available to perform the work.

ARTICLE 11 JOB VACANCIES

SECTION 11.1 Vacancy Posting

- (a) The Executive Director has the primary authority for the recruitment and screening of applicants for vacant bargaining unit positions. The Executive Director, or designee, shall decide the relative qualifications, skills, abilities, attendance record, and discipline record of an applicant for a position. First consideration for **vacant bargaining unit** positions shall be given to bargaining unit employees provided that such employees have the qualifications, skills, abilities, attendance record, and discipline record for the position in question. When these factors for two or more applicants for a given position are substantially equal, as determined by the Employer, seniority shall be the determining factor.
- (b) For all **regular** positions not filled by an existing union employee pursuant to subparagraph (a), the Employer agrees to notify the Union of such an opening and **the skills or qualifications needed for the position. The Employer agrees** to consider candidates referred by the Union. **The Employer may request by name, qualified individuals to fill open positions, regardless of that individual's position on a Union hall hiring list. The union will be given up to three days to refer candidates. THA is not required to hire from the Union list.**
- (c) Employees who wish to apply for posted positions must apply online through the THA website at www.tacomahousing.org.
- (d) **In the event that an employee applies for a position that results in upward mobility and his/her performance is unsatisfactory and he/she is unable to meet the essential tasks of the position, the employee has no bump back to his/her old position.**
- (e) New hires and personnel in new positions may not apply for promotions, transfers, etc. for six months; unusual circumstances may be open for discussion.

SECTION 11.2 Notification of Union

The Employer has the final choice as to whom it hires, and it shall notify the Union within 72 hours of a hire of a new employee, Saturday, Sunday and holidays excepted.

SECTION 11.3 Temporary Employment

The Employer may hire temporary employees for peak workloads, or replacement of employees on leave. The Union will attempt to meet the temporary employment needs of the Employer. If the Union is unable to meet these needs, the Employer may hire from outside sources.

All temporary employees performing bargaining unit work shall not be paid less than the minimum hourly wage as set in Schedule A and if the temporary employee is a member of a Pierce County Building Trades member union and if the temporary employee is a participant in one or more multi-employer employee benefit trust plans as a result of employment through such union membership, then THA will pay on the temporary employee's behalf, the then applicable fringe benefit contribution

amounts as specified in the appropriate local union trust agreements. No other benefits or compensation shall apply for temporary employees, except that when a temporary employee is hired as a regular employee with no break in service, the vacation, sick leave and seniority for the employee shall be calculated using the date of hire as a temporary employee. As used in this Section, "break in service" means an absence from employment with the Employer of 30 calendar days or more.

The Tacoma Housing Authority will sign an appropriate compliance agreement with the Union[s] furnishing temporary employees to the Housing Authority to effectuate the provisions of this Section 11.3. If the employer, after consultation with the union, determines that it needs a temporary employee from a local union affiliated with the PCBCTC to work at a skill level greater than the top skill level of the Maintenance Specialist classification, then the parties will adopt an appropriate compliance agreement with the affiliated union that will, among other terms, specify the rate of pay and benefit contribution amount for that position.

SECTION 11.4 Emergency Short-Term Employment Program

Each calendar year, the Employer shall have the opportunity to utilize up to five-hundred (500) hours of emergency short term employment to accomplish sudden, unplanned and necessary tasks. All emergency short term employees shall not be paid less than the minimum hourly wage as set in Schedule A. No other benefits or compensation shall apply for emergency short-term employees. Emergency short-term employees will not be required to join the union. The parties agree that temporary short-term employees are excluded from the bargaining unit covered by this Agreement.

Emergency short term employment program hours will not accrue from one calendar year to the next.

ARTICLE 12 PERFORMANCE EVALUATIONS

SECTION 12.1 When Performed

To ensure the success and growth of our employees and our agency, performance evaluations are conducted with each employee at the end of the 120-day probationary period following the employee's date of hire or rehire and then annually based on the employee's anniversary date. In devising or modifying this system, the Employer shall consult with the Union pursuant to Article 18.

The Employer may periodically conduct additional performance evaluations as it sees fit.

SECTION 12.2 Procedure

Performance evaluations shall be conducted by the employee's immediate supervisor or other manager as the Executive Director directs. A copy of the written evaluation form shall be reviewed with and given to the employee, who shall acknowledge receipt in writing, and who may comment in writing on the evaluation. The employee may discuss the evaluation with the Department Director, and shall have the right to have a Union representative present during any such discussion.

ARTICLE 13
DISCIPLINE AND TERMINATION OF EMPLOYMENT

SECTION 13.1 Discipline and Discharge of Regular Employees

- (a) All disciplinary actions against regular employees shall be conducted in a fair manner, and shall be consistent with the infractions for which disciplinary action is being taken. All suspensions and discharges shall be stated in writing and the reason stated, and a copy given to the employee within five (5) working days of the date of said suspension. Appropriate due process shall apply.
- (b) Disciplinary actions will normally be taken in the following order:
 - 1) Oral warning, with written documentation
 - 2) Written reprimand
 - 3) Probation or suspension without pay
 - 4) Discharge
- (c) The above sequence need not be followed if an infraction is sufficiently severe to merit immediate written reprimand, probation, suspension or discharge. No regular employee shall be penalized, discharged, or suspended without just cause.
- (d) A regular employee or Union representative shall be informed as to the cause of any disciplinary meeting. The employee shall also have the right to have a shop steward or Union representative, if one is reasonably available, at all disciplinary meetings and shall be so informed when summoned to such meetings.
- (e) The Employer shall not pay any compensation other than salary for hours actually worked to any employee discharged for just cause.

SECTION 13.2 Discipline and Discharge of Other Employees

The provisions of Section 13.1, Discipline and Discharge of Regular Employees, do not govern the Employer's discipline or discharge of probationary or temporary employees or other employees.

SECTION 13.3 Resignation

An employee may resign, including for retirement or medical disability, upon advance written notice of not less than two calendar weeks to his immediate supervisor. The Employer shall not pay any compensation other than salary for hours actually worked to any employee who resigns without giving such notice. No employee will be discharged without two (2) weeks' notice or two (2) week's pay (including holiday pay when applicable) in lieu of the two (2) weeks' notice unless such discharge is for just cause.

ARTICLE 14 LAYOFFS

SECTION 14.1 Reduction in Force

The Employer has the primary authority for the selection of positions or personnel to be separated due to a reduction in force. In the event of a reduction in force, the Employer shall first determine how many positions of each job title(s) to eliminate. The Employer shall attempt to accomplish the lay-off by volunteers within the job title. If there are no or insufficient volunteers, the Employer will assess the then current relative existing qualifications, skills, abilities, attendance record, and discipline record. If the Employer determines that these factors are substantially equal, the selection for lay-off shall be made in reverse seniority. If the Employer determines that these factors are not substantially equal, then it may make the selection for lay-off without regard to seniority.

An employee shall be given two weeks' notice of layoff or two weeks' pay in lieu thereof.

SECTION 14.2 Recall

Any regular employee laid off shall be placed on a recall list for a period of one year. A regular employee recalled and reinstated within that time to the employee's former or comparable position shall receive the former rate of pay as adjusted by wage increases applicable to the job title during the period the employee was on the recall list. Recall shall occur by job title according to the same factors set forth in Section 14.1 Reduction in Force.

Any notice of re-employment to a laid-off employee shall be by certified mail, return receipt requested, to the last known address of such laid-off employee. It is the responsibility of each employee to keep the Employer advised of any changes in telephone number or address.

On rehire of a laid-off employee, he or she shall be granted the option of paying back vacation leave at time of reinstatement.

ARTICLE 15 SERVICE FILES

- (a) The Employer maintains personnel files for all of its employees. Upon written request to the Employer, an employee will be provided with reasonable opportunity to review or copy his/her personnel file during normal business hours.
- (b) A service record shall be maintained for every employee and shall contain all information pertinent to his/her employment.
- (c) It is the employee's responsibility to report promptly all changes regarding name, address, telephone number, marital status, number of dependents, or other pertinent information to the Employer.
- (d) An employee shall have an opportunity to submit written comments on material placed in his/her file by the Employer. This shall be done by sending such comment to the Employer with a copy to the employee's supervisor.

ARTICLE 16

AFFIRMATIVE ACTION AND DISCRIMINATION

The employer will not discriminate against an employee for union activity.

It is agreed and recognized by the Tacoma Housing Authority and the Pierce County Washington Building and Construction Trades Council that the Tacoma Housing Authority is an equal opportunity employer, and that the Tacoma Housing Authority and said Union will not discriminate against any employee or job applicant because of race, creed, color, national origin, sex, age, marital status, familial status, disability, ancestry, sexual orientation, gender identity or any other status protected by applicable law. To the extent permitted by law, the Employer and the Union will take affirmative action to ensure that applicants are employed and employees are treated during their employment without regard to race, creed, color, national origin, sex, age, marital status, familial status, disability, ancestry, sexual orientation, gender identity or other protected characteristic.

In accordance with 24 CFR Part 135, Section 7 and any other applicable law or regulation, the Employer will, to the greatest extent feasible and consistent with this Agreement, give opportunity for training and employment to lower income residents of THA programs.

ARTICLE 17

DISPUTE RESOLUTION

Employees are encouraged to meet with their immediate supervisor to solve any questions, misunderstandings or complaints, which may arise from time to time. Any dispute between an employee and the Employer concerning the interpretation and applications of this Agreement shall be resolved as follows:

SECTION 17.1 Informal Settlement of Complaints

An employee shall discuss any complaint with such employee's immediate supervisor, if applicable, as soon as possible after the occurrence, or circumstances giving rise to the complaint. Any settlement, withdrawal or disposition of the complaint at this informal settlement stage shall not be a binding precedent in the settlement of similar complaints or grievances. The employee's immediate supervisor, if applicable, shall respond to such complaints within five (5) working days. An employee shall have the right to Union representation upon request.

SECTION 17.2 Grievance Defined

"Grievance" as used for the purposes of this Article is limited to matters that involve an allegation by a bargaining unit member that the Employer has violated a specific provision of this Agreement which has not otherwise been excluded from the grievance procedure.

SECTION 17.3 Steps

Step 1: A grievance shall be reduced to writing and presented by the shop steward or the union, to the Employer's Human Resource Office, within fifteen (15) working days from the date of the occurrence of the events or actions giving rise to the grievance.

Grievances not so referred shall no longer be considered in dispute. The written grievance shall include:

1. The name and position of the employee by or on whose behalf the grievance is brought
2. The date of the circumstances giving rise to such grievance and the date of the employee's first knowledge thereof, if later
3. A summary of the actions precipitating the grievance in enough detail to clearly define employee's position
4. The specific provision or provisions of this contract alleged to control the proper resolution of this grievance
5. The remedy or relief sought by the employee
6. The signature of the person submitting the grievance on behalf of the employee and such person's name and position if other than the aggrieved employee

Thereafter, the department head, HR representative, Shop Steward, Business Representative, and/or employee will attempt to settle the grievance by communicating within fifteen (15) working days of the delivery of the written grievance to the Employer's Human Resource Office (the Step 1 meeting). The HR department shall respond in writing within 15 (fifteen) working days of the Step 1 meeting. If the grievance is not resolved at Step 1, the grievance may proceed to Step 2.

Step 2: Grievances not settled at Step 1 shall be submitted by the shop steward or Union representative and/or employee to the **Human Resource** Director, or designee, within **ten (10)** working days from the date the **HR** department has **provided the Step 1 response**. Grievances not so referred shall no longer be considered in dispute. The **HR** Director, or designee, shall immediately investigate the grievance and shall respond in writing within ten (10) working days.

Step 3: If the grievance is not resolved pursuant to Step 2, the Business Representative, shop steward, Union representative and/or employee and the Executive Director, or designee, shall meet within **ten (10)** working days from the date of the **HR** Director's, written **Step 2** response. Grievances not so referred shall no longer be considered in dispute. The Executive Director shall respond in writing within **twenty (20)** working days. If the grievance is not resolved at this Step, the grievance may be submitted to binding arbitration.

The above time frames can be modified by mutual agreement of the Union and the Employer.

Employees shall have the right to present grievances individually or as a group through their designated representatives. In so doing, employees shall be assured of freedom from restraint and interference.

SECTION 17.4 Binding Arbitration

Any grievance not settled, withdrawn or otherwise resolved by the grievance settlement procedure may be submitted to arbitration. A demand for arbitration shall be served in writing within 60 calendar days of the occurrence or circumstances giving rise to the grievance, signed by both the affected employee(s) and the Business Representative.

The parties may select the arbitrator by agreement. If they are unable to do so within ten (10) working days after submission of the demand for arbitration, the parties shall jointly request the Public Employment Relations Commission (PERC) or the Federal Mediation and Conciliation Service (FMCS) to submit a panel of seven persons from which the parties shall select an arbitrator by the process of elimination, each party, in turn, striking a name from the panel until one remains. The right to strike the first name from the panel shall be determined by lot. The parties shall request the agency to appoint as the arbitrator the person whose name remains. The parties shall share equally the arbitrator's fee. All other costs, including legal fees, shall be borne by the party incurring them.

SECTION 17.5 Arbitrator Authority

The arbitrator's decision shall be based solely on the evidence submitted at the hearing. The arbitrator shall have authority only to interpret the applicable provisions of this Agreement and to order an appropriate remedy, which does not conflict with its terms. The arbitrator shall not have authority to award a remedy for a grievance if the procedures outlined in this Article have not been followed, or to award a remedy which is punitive in nature or which affects any employees other than those submitting the grievance.

SECTION 17.6 Untimely Action

Failure to file a grievance, process the grievance as set forth in this section, or demand arbitration within the time limits prescribed by this Article shall constitute a waiver of the grievance and the right to arbitration.

SECTION 17.7 Grievance Termination

A grievance may be terminated at any time upon receipt of a signed statement from the employee or duly authorized Union representative stating the matter is no longer at issue.

ARTICLE 18 UNION-MANAGEMENT COMMITTEE

SECTION 18.1 Purpose

A union-management committee is established. The committee will consist of two Employer representatives and two Union representatives, or otherwise as mutually agreed upon. One of the Union representatives shall be from the Pierce County, Washington Building & Construction Trades Council.

SECTION 18.2 Meetings

The committee shall convene upon the request of either party.

Prior to the meeting, subject matters may be submitted by either party. A written agenda will be prepared. The agenda may be supplemented by agreement of both parties.

SECTION 18.3 Scope

The committee may discuss the following topics:

1. Administration of the contract,
2. problems which may affect bargaining unit members,
3. dissemination of items of a general interest to all parties,
4. training needs and policies of the employer,
5. planned reductions in force (RIF),
6. performance evaluation system design,
7. other items as mutually agreed upon.

The committee shall have no power to bind either party. It is intended for informal discussion.

The committee is not intended to prevent the parties' practice of informal discussion.

ARTICLE 19 STRIKES, WORK STOPPAGES AND LOCKOUTS

During the term of this Agreement, there shall be no lockouts, and the Union and its members shall not cause, sanction, condone or take part in any strike; except that it is not a violation of this Agreement for an employee to refuse to pass a bona fide picket line established by any union.

ARTICLE 20 SAFETY

All employees shall be provided safe, sanitary and healthful working conditions **and are expected to follow all THA safety procedures. THA agrees to provide reasonable training in safety procedures and to make available to bargaining unit employees THA's written safety policies.**

ARTICLE 21 EFFECTS OF OTHER LAWS

If any part or provision of this Agreement is determined by a court or other tribunal acting within its jurisdiction to be invalid or unenforceable, the remainder of the Agreement shall remain in effect. The Employer shall have the right to modify any term or condition of employment in order to comply with an order of such court or tribunal or to conform to any other applicable legal requirement, and such modification shall not be deemed a breach of this Agreement.

ARTICLE 22
CONTRACT TERM AND TERMINATION

This Agreement shall become effective June 1, 2014 and shall remain in effect until May 31, 2017.

Signed this _____ day of _____, 2014

FOR THE EMPLOYER:

HOUSING AUTHORITY OF THE CITY OF
TACOMA

FOR THE UNION:

PIERCE COUNTY, WASHINGTON
BUILDING & CONSTRUCTION TRADES
COUNCIL

Michael Mirra
Executive Director

Mark P. Martinez
Executive Secretary

**SCHEDULE A
MAINTENANCE SPECIALIST WAGE SCALE**

Job Title	July 1, 2014 Hourly Salary Range			July 1, 2015 Hourly Salary Ranges			July 1, 2016 Hourly Salary Ranges	
	LOW	HIGH		LOW	HIGH		LOW	HIGH
Maintenance Specialist	\$15.50	<u>\$24.00</u>		\$15.50	<u>\$24.00</u>		15.50	<u>\$26.00</u>

<u>July 7, 2014</u>	<u>July 1, 2015</u>	<u>July 1, 2016</u>
<u>3%</u> increase	<u>2.5%</u> increase	<u>2%</u> increase

Each employee on the payroll as of July 7, 2014 will as of the first payroll period in July 2014 have his/her wage rate increased by \$.95 (ninety-five cents) to reflect the inclusion of the \$1.13 wage supplement into the regular wage rate and the reduction of \$.18 (eighteen cents) as provided in Section 7.2. The 2014 salary increase will be applied to the resulting wage rate.

New employees will be hired and placed within the range based on their previous experience and training as assessed and determined by the Employer.

1. 2014 Salary Increase

In the first full pay period **in July of 2014**, current bargaining unit employees will be eligible for a wage increase based on the following factors:

- a. **All regular employees not covered by (b) or (c) will receive a 3% pay increase.**
- b. **An employee, who was hired three months prior to the month the pay increases are effective in 2014, will receive a general wage increase of 1.5%.**
- c. **Employees hired on or after the month the pay increases are effective in 2014 will not be eligible for a salary increase in 2014.**

2. Jan 1, 2015 One-Year Performance Based Pay Pool

In addition to the above salary increase, Employer will create a target twelve (12) month Performance Based Pay Pool. Bargaining unit employees who are employed in a regular classification at the time of any distribution will be eligible for performance based pay beginning January 1, 2015. Employer reserves the right to distribute this pool in the forms determined by the new Performance Based Pay Plan that will be designed in partnership with Trades Council.

Pre-established business and operational factors will determine the size of the pool, up to a maximum of 1% of Maintenance payroll. Employer reserves the right to decrease the size of this target pool should Employer incur a significant revenue shortfall as a result of state or federal budget reductions or based on the percentage of established business and operational factors met.

3. 2015 Wage Increase

Employer reserves the right to decrease the percentage of the 2015 wage increase should Employer incur a significant revenue shortfall as a result of state or federal budget reductions. Should Employer deem, in its sole discretion that a shortfall has occurred and upon 30 days prior written notice, Employer may reopen this Agreement effective May, 2015 for the purpose of negotiating a salary adjustment for July 2015. Unless such a reopener is exercised,

In the first full pay period in July 2015, current bargaining unit employees will be eligible for a wage increase based on the following factors:

- a. All regular employees not covered by (b) or (c) will receive a 2.5% pay increase.
- b. An employee, who was hired between April 1, 2015 and June 30, 2015, will receive a general wage increase of 1.25%.
- c. Employees hired on or after July 1, 2015 will not be eligible for a salary increase in 2015.

4. January 2016 One-Year Performance Based Pay Pool

In addition to the above salary increase, Employer will create a target twelve (12) month Performance Based Pay Pool. All Bargaining unit employees who are employed in a regular classification at the time of any distribution will be eligible for performance based pay beginning January 1, 2016. Employer reserves the right to distribute this pool in the forms determined by the new Performance Based Pay Plan that will be designed in partnership with Trades Council.

Pre-established business and operational factors will determine the size of the pool, up to a maximum of 1.5% of Maintenance payroll. Employer reserves the right to decrease the size of this target pool should Employer incur a significant revenue shortfall as a result of state or federal budget reductions or based on the percentage of established business and operational factors met.

5. 2016 Wage Increase

Employer reserves the right to decrease the percentage of the 2016 wage increase should Employer incur a significant revenue shortfall as a result of state or federal budget reductions. Should Employer deem, in its sole discretion that a shortfall has occurred and upon 30 days prior written notice, Employer may reopen this Agreement effective May, 2016 for the purpose of negotiating a salary adjustment for July 2016. Unless such a reopener is exercised,

In the first full pay period in July 2016, current bargaining unit employees will be eligible for a wage increase based on the following factors:

- a. All regular employees not covered by (b) or (c) will receive a 2% pay increase.
- b. An employee, who was hired between April 1, 2016 and June 30, 2016, will receive a general wage increase of 1%.
- c. Employees hired on or after July 1, 2016 will not be eligible for a salary increase in 2016.

6. January 2017 Six-Month Performance Based Pay Pool

In addition to the above salary increase, Employer will create a target twelve (6) month Performance Based Pay Pool. All Bargaining unit employees who are employed in a regular classification at the time of any distribution will be eligible for performance based pay beginning January 1, 2017. Employer reserves the right to distribute this pool in the forms determined by the new Performance Based Pay Plan that will be designed in partnership with Trades Council.

Pre-established business and operational factors will determine the size of the pool, up to a maximum of 2% of Maintenance payroll. Employer reserves the right to decrease the size of this target pool should Employer incur a significant revenue shortfall as a result of state or federal budget reductions or based on the percentage of established business and operational factors met.

LETTER OF UNDERSTANDING
RE ATTENDANCE POLICY

THA will not submit the proposal dated September 22, 2014 to its Board of Commissioners for ratification until negotiations regarding the attendance policy have been concluded.

LETTER OF UNDERSTANDING
RE SECTION 4.1(a)

THA currently does not intend to regularly schedule bargaining unit employees to work on a Saturday. THA may schedule Saturday work on an occasional basis. If in the future, THA intends to regularly schedule any bargaining unit employee to work on a Saturday, THA agrees to bargain with the Union prior to doing so.

LETTER OF UNDERSTANDING
RE RESERVED SUBJECTS

The parties have reserved the following subjects for future bargaining outside of negotiations for the successor collective bargaining agreement.

- 1. Janitorial, grounds-keeping and trash removal work.**
- 2. Put back work resulting from methamphetamine remediation.**
- 3. Possible employment separation incentives.**

LETTER OF UNDERSTANDING ADDITIONAL PROPERTIES

The parties agree to continue in full force and effect the THA-PCWBCTC-OPEIU Agreement dated December 2006 pertaining to additional properties.

LETTER OF UNDERSTANDING

All changes to this contract, except the 2014 salary increase, become effective the first full pay period following ratification by the union membership and the THA Board of Commissioners. THA and the Union have specifically negotiated the July 7, 2014 effective date for the 2014 salary increase (the beginning of the first full pay period following the expiration of the extended CBA) in accordance with RCW 41.56.950 and Christie v. The Port of Olympia, 27 Wn.2d 534 (1947).

APPENDIX A

An employee's eligibility to participate in employee benefits is based upon their employment status.
See chart below:

	<i>Newly Hired Probationary Employees*</i>	<i>Regular employees 40 hrs (30 hours effective January 1, 2015)</i>	<i>Regular Employees regularly scheduled for 24 or more hrs but less than 40 (less than 30 hours effective January 1, 2015)</i>
Holiday	<ul style="list-style-type: none"> ▪ Eligible for Company-paid ▪ Not Eligible for Floating 	Eligible	Eligible / Pro-Rated
Vacation	Accrues but Not Eligible to use until end of Probation	Eligible	Eligible / Pro-Rated
Medical Leave and Other Leaves	Eligible to use Accrued Leave	Eligible	Eligible / Pro-Rated
Long Term Disability**	Eligible	Eligible	Eligible
Voluntary Life Insurance **	Eligible	Eligible	Not Eligible
Employee Assistance Program**	Eligible	Eligible	Eligible
Voluntary Medical Flexible Spending Accounts**	Eligible	Eligible	Eligible
Voluntary Dependent Care Flexible Spending Account**	Eligible	Eligible	Eligible
Public Employees Retirement System (PERS)	Eligible	Eligible	Eligible / Pro-Rated
Deferred Compensation	Eligible	Eligible	Eligible
Northwest Laborers-Employers Health and Security Trust Fund	Eligible based on hours worked	Eligible based on hours worked	Eligible based on hours worked

*Note: Newly promoted probationary employees do not have the same restrictions on benefit eligibility. Newly promoted probationary employees are eligible based on their hours worked per above chart.

**Note: The actual terms for employee eligibility are defined in the insurance plan Summary Plan Description for Northwest Laborers Employers Health and Security Trust Fund.

APPENDIX B

VACATION ACCRUAL SCHEDULE

Effective **September 22, 2014**

	FIRST NAME	LAST NAME	HIRE DATE	Current Years	Vacation Accrual Rate
1	MARK	KIMBLER	9/28/81	30	27

RESOLUTION #3



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-22-10 (3)

Date: October 22, 2014
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Project Based Voucher Renewal – Eliza McCabe

Background:

THA provides project based vouchers (PBV) in a number of properties throughout the city. Current contracts have terms of 10-15 years. We are coming upon contract expiration dates for over half of our contracts in the next five years. The Eliza McCabe contract is expired. I recommend that THA extend it by ten years.

Eliza McCabe is owned by Mercy Housing and located at 2315 Yakima Ave, Tacoma, WA 98405. In addition to it being a neighbor of Hillside Terrace, it is surrounded by several new, high end properties as well as the University of Washington, Tacoma and Downtown. Although the rents are under the payment standard for THA the rents are such that without the Project Based assistance attached to the unit, the rents would not be affordable for the clients and Tacoma would lose valuable affordable housing in this up and coming neighborhood.

The property provides services free of charge and are available to help the residents become self-sufficient. Although THA serves this same population, many of our HCV families are not fortunate enough to have access to the programs Eliza McCabe provides. Renewing the HAP contract with Eliza McCabe would allow the residents to continue to receive their subsidy, important services and remain in their homes.

Eliza McCabe

Contract Expiration	07/31/2013
Number of Units Under Contract	10
Occupancy	3 month average: 100% per month
Potential Impact on Residents	Rents for these units are below the payment standard (2 BR \$973) at \$900/ mo. for a 2 BR unit but if their income was anything except the top of the 30% range; they would be paying well over 50% of their income for rent. If clients would have to pay the full amount of rent, they would most likely have to move and lose access to the valuable services Eliza McCabe provides
Population Served	Families with incomes below 30% AMI
Property Amenities	Community room Computer lab Outdoor children's play area On-site parking After school and summer youth programs Adult life skills classes ESL classes Financial literacy program

Recommendation

Approve Resolution 2014-22-10(3) authorizing renewal of the Eliza McCabe Townhouses Project Based Vouchers for a period of 10 years.



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-22-10 (3)

PROJECT BASED VOUCHER CONTRACT RENEWAL-- ELIZA MCCABE

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

Whereas, Tacoma Housing Authority (THA) has ten (10) project based vouchers (PBV) at the Eliza McCabe Townhouses;

Whereas, THA's contract to provide those vouchers has expired;

Whereas, the contract will be negotiated with the property and will be in effect for up to ten years (10).

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

1. the Executive Director is authorized to execute a new Project Based Housing Assistance Payment (HAP) contract with Eliza McCabe Townhouses for ten (10) vouchers.

Approved: October 22, 2014

Stanley Rumbaugh, Chair

RESOLUTION #4



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-22-10(4)

Date: October 22, 2014
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Project Based Voucher Renewal, Flett Meadows Apartments

Background:

THA provides project based vouchers (PBV) in a number of properties throughout the city. Current contracts have terms of 10-15 years. We are coming upon contract expiration dates for over half of our contracts in the next five years. The current contract for Flett Meadows Apartments is expired. This resolution will renew the contract for Flett Meadows.

Flett Meadows is owned by LASA and located at 4408 South 74th Street Tacoma, WA 98409.

Renewing this HAP contracts supports Tacoma Housing Authority's mission of "providing high quality, stable and sustainable housing and support services to people in need". Without the HAP contract for Flett Meadows, 13 families will be in jeopardy of losing their quality, stable housing as it would no longer be affordable. Most clients that enter Flett Meadows enter their program receiving and qualifying for TANF or SSI. Most incoming clients qualify for minimum rent. The loss of the HAP contract would increase rents from approximately \$75/month (minimum rent) to \$926-1389/month. This would be unaffordable for these clients and reduce the supply of affordable stable housing for the low income population.

Flett Meadows

Contract Expiration	Number of units under contract	Occupancy	Potential Impact on Residents	Population Served	Property Amenities	Recommendation
9/1/2013	13, 9-3 BR units and 4-2 BR units.	Averages 97% per month	Flett Meadows rents are close to FMR for THA. The 3 BR unit rents for \$1389/mo. and the 2 BR unit rents for \$926/month. Their clients must be homeless and be under 30% AMI to qualify. Based on these rents the clients could never afford these units without the Project Based subsidy.	Tax Credit property that has 30% AMI and homeless set-aside.	Easy access to shopping, transportation and medical services. LASA also provides a wide variety of services and case management. These include employment and life skills support. Residents are screened and a needs assessment determines what services are needed	Recommend extending 10 years

Recommendation

Approve Resolution 2014-22-10(4) authorizing renewal of the Flett Meadows Apartments Project Based Vouchers for a period of 10 years.



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-22-10(4)

Project Based Voucher Renewal, Flett Meadows Apartments

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

Whereas, Tacoma Housing Authority (THA) has project based vouchers (PBV) at the Flett Meadows Apartments under a contract that has expired;

Whereas, Flett Meadows Apartments has thirteen (13) project based vouchers

Whereas, the contract will be negotiated with the property and will be in effect for up to ten years (10).

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

1. The Executive Director is authorized to execute a new Agreement to Execute a Housing Assistance Payment (AHAP) and/or Housing Assistance Payment (HAP) contracts with Flett Meadows Apartments.

Approved: October 22, 2014

Stanley Rumbaugh, Chair