



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

August 27, 2014



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

Greg Mowat, Chair
Stanley Rumbaugh, Vice Chair
Janis Flauding
Dr. Arthur C. Banks
Rose Lincoln Hamilton

ANNUAL MEETING BOARD OF COMMISSIONERS

WEDNESDAY, August 27, 2014

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular Meeting on **Wednesday, August 27, 2014 at 4:45 PM**

The meeting will be held at:

**Salishan
Family Investment Center
1724 East 44th 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 August 22, 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
ANNUAL MEETING
BOARD OF COMMISSIONERS
August 27, 2014, 4:45 PM
1724 East 44th Street**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. ELECTION OF BOARD OFFICERS**
- 4. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
 - 4.1 Minutes of July 23, 2014 Regular Meeting
 - 4.2 Minutes of August 19, 2014 Special Session
- 5. GUEST COMMENTS**
- 6. COMMITTEE REPORTS**
- 7. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 8. ADMINISTRATION REPORTS**
 - 8.1 Finance
 - 8.2 Real Estate Management and Housing Services
 - 8.3 Real Estate Development
 - 8.4 Community Services
- 9. NEW BUSINESS**
 - 8.1 2014-8-27 (1), Authorized Signers for Financial Institution Accounts
- 10. COMMENTS FROM THE COMMISSIONERS**
- 11. EXECUTIVE SESSION (if any)**
- 12. ADJOURNMENT**

ANNUAL MEETING



TACOMA HOUSING AUTHORITY

**AGENDA
ANNUAL MEETING
BOARD OF COMMISSIONERS
August 27, 2014, 4:45 PM
1724 East 44th Street**

- 1. Election of Officers**
- 2. Review of By-Laws**
- 3. Annual Certification**

ELECTION OF OFFICERS

REVIEW OF BY-LAWS



BY-LAWS

of the

HOUSING AUTHORITY OF THE CITY OF TACOMA

902 South L Street
Tacoma, WA 98405
(253) 207-4400

August 28, 2013

Adopted and amended by Resolution 2013-8-28 (4) on August 28, 2013
Adopted and amended by Resolution 2013-1-23(2) on January 23, 2013
Adopted and amended by Resolution 2009-7-22 (1) on July 22, 2009
Adopted and amended by Resolution 2008-01-23 (3) on January 23, 2008
Adopted and amended by Resolution 1003-1 on October 22, 2003
Adopted and amended by Resolution 0201-2 on March 28, 2001

These by-laws supersede and replace all previously approved by-laws

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1. GENERAL PROVISIONS

Authority Name

The official name of the Authority is “Housing Authority of the City of Tacoma” (hereinafter the “Authority”). It may also use the name “Tacoma Housing Authority.”

Purpose

The Authority is a public body corporate and politic, exercising public and essential governmental functions, and having all the powers necessary or convenient to carry out and effectuate the purposes and provisions of Chapter 35.82 RCW, including if applicable the powers of a community renewal agency under Chapter 35.81 RCW or of a public corporation, commission or authority under Chapter 35.21 RCW, as those laws may be amended from time to time .

1.1 By-Laws

- 1.1.1* The Authority shall adopt by-laws to provide rules for governing the Authority and the Authority’s activities that are not inconsistent with Chapter 35.82 RCW.
- 1.1.2* The by-laws shall not restrict the powers of the Authority granted by the Legislature under Chapter 35.21 RCW and Chapter 35.81 RCW.
- 1.1.3* The Board may amend the by-laws only by resolution, adopted by the affirmative vote of at least three (3) Commissioners of the Board at a regular or special meeting. The approved by- laws will supersede all previous by -laws.

1.2 Seal

The seal of the Authority bears the name of the Authority and the year of its organization. A logo or other artwork which reflects the current values or vision of the Authority may be incorporated into this seal at any time by a resolution of the Board of Commissioners (the “Board”).

1.3 Books and Records

The Authority shall keep current and complete books and records of account and shall keep minutes of the proceedings of its Board and its committees having any of the authority of the Board.

1.4 Public Records

1.4.1 Public Records Act

The Authority shall comply with the requirements of the Public Records Act, Chapter 42.56 RCW.

1.4.2 Public Records Policy

The Authority may adopt a public records policy governing the inspection and copying of public records. Such policy shall not be inconsistent with the requirements of the Public Records Act, Chapter 42.56 RCW.

1.4.3 Records Retention Schedule

The Authority shall comply with the records retention schedules promulgated by the Secretary of State that apply to public housing authorities.

1.5 Fiscal Year

The Fiscal Year of the Authority shall be determined by resolution adopted by the Board. In the absence of such resolution, the fiscal year shall be the calendar year.

1.6 Copies of Resolutions

Any person dealing with the Authority may rely upon a copy of any of the records of the proceedings, resolutions or votes of the Board when such copies are certified by the Secretary.

1.7 Offices

The principal administrative office of the Authority is located within the City of Tacoma, Pierce County, State of Washington at a location determined by resolution of the Board. The current address is 902 South L Street in the City of Tacoma, Washington.

2. BOARD OF COMMISSIONERS

General Powers

The powers of the Authority are vested in its Board of Commissioners. The Board shall exercise all policy, oversight, and governance powers of the Authority consistent with Chapter 35.82 RCW.

2.1 Composition

2.1.1 Number of Commissioners

The Board shall consist of five (5) Commissioners.

2.1.2 Directly Assisted Commissioner

A. Federal law requires that the membership of the Board contain at least one (1) member who is directly assisted by the Authority's federal housing program, whose name appears on the lease and who is eighteen years of age or older. "Directly assisted" as currently defined in 24 C.F.R. § 964.410 means either (i) being a public housing resident; or (ii) being a recipient of housing assistance in the tenant-based Section 8 program (i.e., from the Authority's Housing Choice Voucher Program or other federally funded rental assistance programs).

B. The Commissioner's seat that expires in the year 2003, 2008, 2013, and so forth, is reserved for a directly assisted Commissioner and shall not be filled by a person who is not directly assisted as defined in section 2.2.2(A) of these by-laws.

C. If the person appointed as a directly assisted Commissioner no longer qualifies as a directly assisted person, as defined in section 2.2.2(A) of these by-laws, he or she shall be removed from the Board, creating a vacancy to be filled by a directly assisted person. This removal shall occur only upon a vote of the Board.

D. A directly assisted Commissioner shall be a full member of the Board with the same powers and responsibilities held by other Commissioners.

2.2 Mayoral Appointment

Commissioners are appointed by the Mayor of the City of Tacoma. Commissioners serve for a term of five (5) years. These terms are staggered with one term expiring on August 16th of each calendar year; PROVIDED, that a Commissioner's appointment extends into a following term until the Mayor appoints or reappoints a person to serve the balance of that following term. Vacancies are filled in the same manner as the original appointments were made, but for the unexpired term.

2.3 Limitation on Employment

No Commissioner of the Board of Commissioners may be an officer or employee of the City of Tacoma.

2.4 Attendance

It is expected that Commissioners will make every effort to attend scheduled meetings. If a Commissioner fails to attend two (2) consecutive meetings without the Board's excusal, the Board Chairperson may send a letter to the Mayor of the City of Tacoma alerting him or her of the circumstances.

2.5 No Compensation

No Commissioner may be compensated for serving in any capacity; except that he or she is entitled to reimbursement for necessary expenses, including traveling expenses, incurred in the discharge of his or her duties.

2.6 Resignation

Any Commissioner may resign at any time by giving written notice to the Chairperson of the Board. Such resignation takes effect at the time specified in the resignation, or if the time is not specified, upon receipt thereof. Unless otherwise specified in the resignation, the acceptance of a resignation is not necessary to make it effective.

2.7 Removal

A Commissioner may be removed by the Mayor of the City of Tacoma for inefficiency or neglect of duty or misconduct in office, but a Commissioner may be removed only after he or she is given a copy of the charges at least ten (10) days prior to the hearing thereon and has had an opportunity to be heard in person or by counsel. When a Commissioner is removed, a record of the proceedings and the charges and findings will be filed in the office of the clerk of the City of Tacoma.

3. OFFICERS

Number, Election and Vacancies

The Board shall select from among its Commissioners a Chairperson and a Vice Chairperson, and shall employ a Secretary, who is also the Executive Director. The Board shall elect the Chairperson and Vice Chairperson at the annual meeting in August of each year for one (1) year terms or until the Board elects and qualifies their respective successors. No Commissioner may serve in the capacity of Chairperson for more than three (3) consecutive one (1) year terms. After a period of one year following three such consecutive terms, Commissioners are again eligible to serve as Chairperson. If the office of the Chairperson or Vice Chairperson becomes vacant, the Board shall elect a successor to fill the office from the remaining Commissioners at the next meeting. The elected successor shall serve for the remainder of the unexpired term. If elected at the annual meeting, the newly elected Chairperson or Vice Chairperson shall serve a full one (1) year term.

Chairperson

The Chairperson presides at all meetings of the Authority. At each meeting the Chairperson submits such recommendations and information as he or she may consider proper concerning the business affairs and the policies of the Authority. The Chairperson is also responsible for the preparation of all regular and special meeting agendas.

Vice Chairperson

The Vice Chairperson performs the duties of the Chairperson in the absence or incapacity of the Chairperson; and in case of a vacancy in the office of the Chairperson, the Vice Chairperson performs such duties as are imposed on the Chairperson until such time as the Board selects a new Chairperson in accordance with these by-laws.

Executive Director

Duties

The Executive Director, in the absence of a written contract for a definite time, serves at the pleasure of the Board and may be relieved of his or her duties no sooner than one hundred twenty (120) days after delivery of written notice. The Executive Director:

Has care and custody of all funds of the Authority and deposits the same in the name of the Authority in such bank(s) as the Authority may select.

Signs all orders and checks for the payment of money and pays out and disburses these moneys under the direction of the Authority. Except as otherwise authorized by resolution of the Board, all such orders and checks are countersigned by the Chairperson.

Keeps or causes to be kept regular books of accounts showing receipts and expenditures and renders to the Board, at each regular meeting (or more often when requested), an account of his/her transactions and also of the financial condition of the Authority.

Signs all binding contracts, deeds and other instruments made by the Authority as authorized by advanced resolution of the Board.

Carries out all policies established by the Board and advises on formation of those policies.

Develops and submits to the Board for approval a plan of organization for the conduct of the activities of the Authority and recommends changes when necessary.

Has general supervision over the administration of the Authority's business and affairs subject to the direction of the Board.

Is charged with the management of the housing projects of the Authority.

Prepares an annual budget.

Supervises financial affairs.

Presents to the Board periodic reports reflecting the activities of the Authority and such other special reports as may be required by the Board.

Assigns and supervises employees in the performance of their duties.

Performs such other duties as may from time to time be assigned by the Board.

Gives such bond as the Authority may determine for the faithful performance of his duties.

Compensation

The compensation paid to the Executive Director is determined by the Board, but a Commissioner of the Board serving as Executive Director in a temporary capacity serves without compensation other than the payment of necessary expenses, including traveling expenses incurred in the performance of such duties.

Custody and Use of Seal

The Executive Director keeps in safe custody the seal of the Authority and has the power to affix the seal to all contracts and instruments authorized to be executed by the Authority.

Secretary

The Executive Director of the Authority serves as ex-officio Secretary of the Authority. In that capacity, he or she or his or her designee: (i) keeps or causes to be kept, correct and permanent records of the Authority; (ii) acts as Secretary of the meetings of the Authority and records all votes; (iii) keeps a record of the proceedings of the Authority in a minute book to be kept for such purposes; and, (iv) performs all other duties incident to his or her office.

Additional Duties

The officers of the Authority perform such other duties and functions as may from time to time be required by the Board, the by-laws, rules and regulations of the Authority, or applicable law.

Additional Personnel

The Authority may from time to time employ personnel it considers necessary to exercise its powers, duties, and functions in accordance with the purpose of the Authority. The selection and compensation of such personnel is determined by the Executive Director, subject to all applicable Federal, State, and local laws and regulations, including, without limitation, HUD regulations.

3.1 Indemnification

The Authority shall adopt policies to set forth the terms and procedures for indemnifying and defending officers and Commissioners of the Board as authorized by RCW 4.96.041.

4. MEETINGS

Meeting

Unless the Board designates a different time or place for its meetings, the schedule and location for Board meetings shall be as follows:

Annual meetings

Annual meetings of the Authority are held at the office of the Authority or such other place as designated by the Board for the purpose of electing officers, receiving the annual report of the Executive Director, and conducting other business as may come before the meeting. The annual meeting of the Authority will be on the fourth Wednesday in August immediately preceding the regular meeting. If this date falls on a legal holiday, the annual meeting is held on the next succeeding business day unless otherwise posted in accordance with State requirements.

Regular meetings

Regular meetings of the Authority are held on a schedule and at locations that the Board shall determine in advance.

Special meetings

The Chairperson of the Authority may, when he or she deems it expedient, and must, upon the written request of two (2) Commissioners of the Board, notice and call a special meeting of the Board for the purpose of transacting any business designated in the call. At such a special meeting, the Board shall not consider business other than as designated by the notice. The Board shall not take final disposition on any other matters at special meetings.

4.1 Notice of Meeting

Notice of Board meetings must conform to the requirements of the Open Public Meetings Act, Chapter 42.30 RCW.

4.2 Executive Session

Before convening in executive session, the presiding officer will publicly announce the purpose for excluding the public from the meeting place and the

time when the executive session will be concluded. The executive session may be extended to a stated later time by announcement of the presiding officer.

4.3 Quorum

Three (3) Commissioners constitute a quorum for the purpose of conducting its business and exercising the Board's powers and for all other purposes .

4.4 Adjournment

The Board may adjourn any regular, adjourned regular, special, or adjourned special meeting to a time and place specified in the order of adjournment. Less than a quorum may so adjourn from time to time. If all Commissioners are absent from any regular or adjourned regular meeting, the Secretary may declare the meeting adjourned to a stated time and place. The Secretary will cause a written notice of the adjournment to be given in the same manner as provided by resolution of the Board for special meetings. Whenever any meeting is adjourned, a copy of the order or notice of adjournment will be conspicuously posted immediately after the time of the adjournment on or near the door of the place where the regular, adjourned regular, special, or adjourned special meeting was held. When a regular or adjourned regular meeting is adjourned as provided in this subsection, the resulting resumed adjourned regular meeting is a regular meeting for all purposes. When any order of adjournment of any meeting fails to state the hour at which the resumed adjourned meeting is to be held, it is held at the hour specified for regular meetings by resolution of the Board.

4.5 Order of Business

At the regular meetings of the Board, the following is the customary order of business. The Board may curtail, enlarge, or modify this order:

- Call to Order
- Roll Call
- Approval of Minutes of the previous meeting
- Guest Comments
- Board Committee Reports
- Comments from the Executive Director
- Staff Administration Reports
- New Business
- Comments from the Commissioners
- Executive Session
- Action Subsequent to Executive Session
- Adjournment

4.6 Resolutions

All resolutions are in writing and are maintained in a journal of proceedings of the Authority.

4.7 Rules of Order

- 4.7.1 The presiding officer shall conduct Board meetings generally to allow for a full, fair, and efficient conduct of Board business.
- 4.7.2 Any Commissioner may move a proposal. At least one other Commissioner must second the motion in order to have a discussion or vote on it. If no other Commissioner seconds the motion, there shall be no discussion or vote on the proposal.
- 4.7.3 If a Commissioner seconds a proposal, the discussion shall continue until the presiding Commissioner calls for a vote, subject to a vote of a majority of a quorum directing a continuation of discussion.
- 4.7.4 The Chairperson or a majority of a quorum may direct that Robert Rules of Order govern the proceedings during a Board meeting.

4.8 Manner of Voting

All questions coming before the Board, other than matters of procedure and the election or appointment of officers, are presented in the form of uniquely numbered resolutions. The vote on all resolutions is by roll call, and each resolution is entered in full upon the minutes of the meeting, together with the ayes, nays, absent, and abstentions. The election of officers, however, may be conducted by ballot.

4.9 Motions

Motions from the floor, when properly seconded, may be voted on by voice, a show of hands, or roll call at the direction of the Chairperson.

4.10 Attendance by Telephone.

Any Commissioner may attend any meeting of the Board of Commissioners by telephone as long as all other persons present at the meeting can hear all comments made and questions asked by the Commissioner and the Commissioner can hear all comments made and questions asked by all other persons speaking at the meeting. Participation by such means shall constitute presence in person at the meeting.

ANNUAL CERTIFICATION



TACOMA HOUSING AUTHORITY

Policy No.	G-10
Policy	Ethics and Conflicts of Interest
Date	January 23, 2008

1. Purpose

This policy seeks to define impermissible conflicts of interest or the appearance of such conflicts that directors, staff, and Commissioners must avoid. This policy supplements but does not replace any applicable state and federal laws governing conflict of interest.

2. Sources for Policy

- ▶ THA Resolution 2008-01-23(3)
- ▶ RCW 35.82.050 Conflicts of Interest for Commissioners, Employees, and Appointees.
- ▶ Chap. 42.23 RCW Interest in Contracts Prohibited- Exceptions
- ▶ 24 CFR § 84.42
- ▶ 24 CFR § 85.36
- ▶ 24 CFR § 982.161
- ▶ 24 CFR § 92.356
- ▶ HUD Procurement Handbook for Public and Indian Housing Authorities 7460.8 REV 1, Ch. 10
- ▶ HUD's Annual Contribution Contract, § 19
- ▶ THA Statement of Values

3. Scope of Policy

This document is written to govern THA Commissioners and staff to assist them in determining when an actual or potential conflict of interest may exist, and to avoid and manage such conflicts when they do arise. Nothing in this policy is intended to prevent THA with complying with the terms and conditions of any grant, contract, gift, or bequest that is otherwise consistent with law.

4. Who is Responsible for Implementing Policy

Who	Responsibilities
All Staff	All staff has the responsibility to comply with this policy.
Supervisors	Supervisors are responsible to monitor the conduct of their staff and to act affirmatively to prevent and address violations of this policy.
Department Directors	Respond to complaints regarding violations of this policy. Participate in meetings to create plans to eliminate conflicts or the potential for conflicts, with Employees, and the Executive Director as necessary.
Executive Director [or designee]	Respond to complaints regarding violations of this policy. Create plans to allow individual staff to eliminate conflicts or the potential for conflicts.
Human Resources Director	Compile <i>Disclosure of THA Employee's Conflicts of Interest Forms</i> that have gone through this process, ensure these Disclosures are entered in the THA Record of Conflicts, and retain the Disclosures on file.
Executive Assistant	Collect <i>Disclosure of THA Commissioner's Conflicts of Interest Forms</i> on a yearly basis from Commissioners, disclosing whether they have any real or perceived conflicts of interest, ensure these Disclosures are entered in the THA Record of Conflicts, and retain the Disclosures on file.

5. Definitions

Employee	A person that THA employs.
Immediate Family	The term "immediate family member" means the spouse, domestic partner, parent, sibling, or child (whether related in these ways as a full blood relative, or as a "half or "step" relative, e.g., a half-brother or stepchild); foster children; or spouse's parents or siblings
Resident THA Commissioner	A THA Commissioner who is a THA public housing resident or a participant in THA's Housing Choice Voucher Program.
Beneficial Interest	A beneficial interest confers is a financial, ownership or management interest, direct or indirect. It does not include "remote interests."

Remote Interest	<p>A remote interest is:</p> <ol style="list-style-type: none"> (1) that of a non-salaried officer of a nonprofit corporation; (2) that of an employee or agent of a contracting party where the compensation or such employee or agent consists entirely of fixed wages or salary or other compensation that would not vary because of the contract; (3) that of a landlord or tenant of a contracting party; (4) that of a holder of less than 1 percent of the shares of a corporation, limited liability company or other entity which contracts with THA. <p>To count as a remote interest that does not disqualify its owner from participating in a decision or other activity, the owner must disclose the existence and extent of the interest in advance and recuse him or herself from the decision.</p>
HUD	U.S. Department of Housing and Urban Development
THA Record of Conflict	Record of THA Employee or Commissioners' Conflicts of Interest to be kept in the Executive Office.

6. Forms Associated with this Policy

<i>G-10(1)</i>	<i>Disclosure of THA Employee's Conflicts of Interest</i>
<i>G-10(2)</i>	<i>Disclosure of THA Commissioner's Conflicts of Interest</i>

7. Policy

7.1 General Ethical Standards

THA staff and Commissioners, in the exercise of agency business, will seek to conduct themselves in accord with the highest ethical standards.

7.2 Precluded Interest in THA Property or Contract

THA employees or Commissioners or members of their immediate family shall not possess or acquire any beneficial interest in any THA property or contract during their service to THA or for one year afterward, PROVIDED THAT this section shall not preclude the following types of beneficial interests:

- (a) interest as participants in THA's housing programs allowed under section 7.4 below;

- (b) THA's employment or contracting with family members of employees or Commissioners, subject to section 7.3 and THA's Policy on Nepotism.

7.3 Contracting Decision or Management

None of the following persons shall participate either in a decision to hire someone or to award a contract or in the management of a contract:

- (a) THA staff person or Commissioner or any other person who has a beneficial or remote interest in the decision.
- (b) Any public official, member of the local governing body, or state or local legislator, or any member of their immediate family, who exercises functions or responsibilities with respect to the contract in question or THA generally.

7.4 Participation in THA Housing Programs Allowed

Employees, Commissioners of THA, and their immediate family members may participate in subsidy programs administered by THA but only if the employee or Commissioner does not have or is removed and screened from (i) senior management responsibility for the program's administration or the creation of program policies that affect that participation specifically or (ii) specific responsibility to manage the participation in question.

Notwithstanding any other provision of this policy, a THA Commissioner who, pursuant to 24 C.F.R. § 964.415, participates in THA's assistance programs may also participate in any matter before the Board, unless the matter clearly applies specifically to his or her personal interests or that of his or her immediate family in ways that does not also apply generally to other participants in the program.

THA shall not treat or offer to treat such participants any differently, either more or less favorably, because of their status as an employee, Commissioner or an immediate family member of an employee or Commissioner.

7.5 Prohibition of Contingent Fees

Contractors shall not retain a person to solicit or secure a THA contract for a commission, percentage, brokerage, or contingent fee, except for bona fide employees or bona fide established commercial selling agencies.

7.6 Waiver of Contracting Conflicts

A present or former THA employee may be eligible for a waiver of a conflict of interest from THA and HUD not otherwise precluded by state law. THA and HUD may grant this waiver to employees or Commissioners who immediately disclose the conflicting interest to THA and if the disclosure is entered on THA's Record of Conflicts. The individual with the waived conflict may not thereafter

participate in any THA action relating to the contract, subcontract, or arrangement in question.

7.7 General Depository Agreements

The provisions of 7.4 shall not apply to the General Depository Agreement entered into with an institution regulated by a federal agency, or to utility service for which the rates are fixed or controlled by a state or local agency.

7.8 No Bribes, Gratuities, Kickbacks, Influence or Use of Confidential Information

THA staff or Commissioners may not solicit, receive, offer or give gifts, entertainment, advantage, influence or confidential information of any value that are or appear to be in exchange for an unfair advantage in the provision or management of THA services, contracts, policy making, hiring or resources.

7.9 Outside Activities or Interests

No employee may have other employment, "free-lancing" or "moonlighting" activity or outside interest that (i) adversely affects the quality or quantity of his or her work performed at THA; (ii) implies sponsorship or support by THA of the outside employment or activity; or that (iii) adversely affects THA's good name. Employees may not use THA time, facilities, resources or supplies for outside activity, interest or work.

No employee or Commissioner may engage in any business, transaction, professional or personal activity or possess an outside interest that conflicts or appears to conflict with his or her official duties at THA, that would secure or appear to secure unwarranted privileges or advantages for him or her regarding THA business, and/or that would prejudice or appear to prejudice his or her independent judgment in his or her official THA duties.

7.10 Reporting and Managing Conflicts

7.10.1 Employee

If any THA employee or Commissioner or his or her immediate family has an interest that this policy would preclude, he or she shall disclose to their Department Director or to the Executive Director in writing. To do this, they may use the Disclosure of THA Employee's Conflicts of Interest Form, *THA Form G-10(1) Disclosure of Employee's Conflicts of Interest*.

THA shall enter this disclosure into THA's Record of Conflicts (that will be kept in the Executive Office). The disclosure itself will be retained in a file in the Human Resources Department at THA.

7.10.2 Commissioner

On or about every August 1st, each THA Commissioner must certify in writing, using *THA Form G-10(2) Disclosure of Commissioner's Conflicts of Interest*, whether they have complied with this policy during the past year.

If the reviewing Commissioner determines to the best of his or her information and belief that he or she failed to comply with this policy and that a conflict of interest occurred during the past year, he or she shall acknowledge the conflict and provide a detailed explanation as part of the certification. In that event, THA shall promptly deliver a copy of the Certification to the other Commissioners and the Mayor of the City of Tacoma.

7.10.3 Managing Conflicts

If THA determines there is an actual or potential conflict of interest, the Staff person or Commissioner and the Executive Director or his/her designee will create a plan for eliminating the conflict or potential for a conflict. Such plan will also be entered in the THA Record of Conflicts and filed with the original disclosure form.

For Commissioners, this plan may include the Commissioner's recusal from discussions pertaining to the issue, preclusion of a contract, or resignation from the Board.

7.11 Duty to Report Violations

If any THA Staff knows of any violation of this policy, he or she shall report it to his or her supervisor or to the HR Director.

7.12 Consequences of Violations

Any person whom THA determines has violated this policy may be liable to disciplinary action, including termination of employment, debarment from contracting and, if applicable, referral to the appropriate civil or criminal authorities.



TACOMA HOUSING AUTHORITY

ANNUAL COMMISSIONER CERTIFICATION

In accordance with THA Policy G-10, Ethics and Conflicts of Interest of the Housing Authority of the City of Tacoma, the Board Secretary shall receive from all Commissioners certification of whether any conflict of interest occurred during the prior calendar year.

The certification will be passed out to you at the meeting.

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, July 23, 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 2330 G Street, Tacoma, WA at 4:45 PM on Wednesday, July 23, 2014.

1. CALL TO ORDER

Chair Mowat called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:53 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners Greg Mowat, Chair Stanley Rumbaugh (Arrived at 5:15 PM) Arthur C. Banks, Commissioner (Left the meeting at 5:45 PM)	Janis Flauding , Commissioner
Rose Lincoln Hamilton, Commissioner	
Staff Michael Mirra, Executive Director Christine Wilson, Executive Administrator Ken Shalik, Finance Director April Black, REMHS Director Greg Claycamp, Community Services Director Kathy McCormick, RED Director Todd Craven, Administration Director	

Chair Mowat declared there was a quorum present @ 4:54 and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Mowat asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, June 25, 2014. Commissioner Banks moved to adopt the minutes, Commissioner Lincoln Hamilton seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

Hope Rehn, Wright Street resident and SAFE President, addressed the board. She announced that the SAFE annual meeting and picnic is scheduled for Friday, July 25th and invited the board and staff to attend. Ms. Rehn stated she has been in conversations with the senior/disabled tenants regarding the smoke free policy that went into effect on July 1, 2014. The tenants have expressed to Hope their support for a smoking shelter on the properties. She is requesting the board consider this option. Director Black stated the lease addendum allows for smoking on the property but only in designated areas and that staff are reviewing all properties and assessing if adding a shelter is viable at each one and if so where on the site a shelter might be located.

Mr. Jesus Delgado, Salishan resident addressed the board, a Spanish interpreter was present and interpreted for Mr. Delgado. He complained that THA staff shared information about him with the Tacoma Police officers investigating an incident at the Salishan health clinic. The clinic accused him of vandalism. He said that he was cleared of any wrongdoing from that incident and that THA should not have cooperated in that way with the police. He asserted that doing so violated his rights. At the end of his presentation he requested the managing director (Executive Director Mirra) to answer a question. What WA state law allows a senior property manager to share information to the police? He also complained about a review of his tenant account; he said that it uncovered false information involving a 2012 debit. Mr. Delgado has made an agreement with the property manager regarding his account. "This is an abuse, it is not moral", he stated. ED Mirra, in reply to Mr. Delgado's stated that THA is pleased for Mr. Delgado's sake to learn that he was cleared of the vandalism charge. THA did not wish to make the incident harder for him. In response to Mr. Delgado's earlier complaint about THA staff's communication with police, THA consulted with its attorney. THA did not find that it broke any laws by cooperating with the police. Indeed, THA feels obligated to cooperate with TPD. Mr. Delgado stated that false information was shared by the THA employee. Mr. Delgado asked the BOC if they support the information provided in the investigation, and what is your response? Chair Mowat stated the BOC will take his information under advisement. Mr. Delgado asked if BOC will make a decision. Chair Mowat stated the Board will reply to him in writing. Mr. Delgado discussed that he is a foster parent. The decision affects his entire family, he said.

5. COMMITTEE REPORTS

Real Estate Development Committee –None

Finance Committee – Commissioner Lincoln Hamilton met with ED Mirra and Director Shalik. She stated THA Board Resolution 2014-7-23 (2), Fiscal Year 2014 Agency Budget Revision, will be up for the board to consider later in the meeting this evening.

Citizen Oversight Committee – A meeting has not been scheduled. ED Mirra asked if the committee is coming to a close. Commissioner Banks stated no. Chair Mowat asked if Mr. Grover Johnson could be invited to a future meeting. ED Mirra stated yes.

6. ADMINISTRATIVE REPORTS

Executive Director

ED Mirra directed the board to his report. He stated THA learned today that HUD Secretary Donovan will extend the MTW contract before leaving his post. Senator Patty Murray's office remains hopeful this will happen prior to his departure on Friday. SHA, KCHA and THA have discussed other HA provisions that allow further flexibility. ED Mirra discussed his rent reform email to a local journalist.

Finance

Director Shalik directed the board to his report. He reviewed the financials. There are anomalies that will be addressed in the mid-year budget review. Commissioner Lincoln Hamilton asked if the financial statements can be reported on quarterly rather than monthly. ED Mirra stated that the by-laws leave the board free to determine how often it will receive a review of the finances. Chair Mowat directed Director Shalik to discuss this option with the remaining board members not present this evening. The Board will review this topic again at the August board meeting.

Commissioner Banks moved to ratify the payment of cash disbursements totaling \$4,196,514 for the month of June, 2014. Commissioner Lincoln Hamilton seconded.

Upon roll call, the vote was as follows:

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

Motion Approved

Commissioner Rumbaugh arrived at 5:15pm

Real Estate Management and Housing Services (REMHS)

Director Black directed the board to her report. The Rental Assistance Department is continuing to issue HOP subsidies. National Night out is scheduled for August 5 from 3-8 PM in Salishan. Everyone is welcome and encouraged to attend. The first movie night was held earlier in the month and over 40 people came out to view the film. These activities help create a sense of community in Salishan. All market rate units have been leased up at Bay Terrace. Director Black attributes the success to the beautiful property and her very attentive staff. The MTW plan will go to the public on August 1st for review. Chair Mowat complimented Director Black and her staff on the trend of the unit turn days going down; good job everyone.

Real Estate Development

Director McCormick directed the board to her report. She will review items not in the report. THA is in discussions with MetroParks about the Salishan Core and potential overlapping uses with the park's plans for a community center near First Creek Middle School. Her staff is reviewing the demographics of the leased up units at Bay Terrace and how that may apply in a favorable way to the tax credits application for 2015. RED recently spoke with the purchasers of the Winthrop. They are considering to develop the property as an affordable development. Both ED Mirra and Director McCormick offered THA's assistance to the group if needed. Director McCormick stated that LASA will be scheduling a groundbreaking event in early September.

Commissioner Banks left the meeting at 5:45 PM. Quorum was maintained.

Community Services

Director Claycamp directed the board to his report. A revised board report will be coming to the BOC, however, he will no longer promise when the report will arrive. This new report is quite lengthy and further work is necessary. He announced that Mia Navarro, Community Services Program Manager, started at THA on Monday, July 21st. Mia and Greg will review the current level of funding and the staff capacity within Community Services. Mia is researching best practices from other HA's and will compare them to THA's programs. Chair Mowat stated that he sat down with Workforce Central (WC) and discussed their goals for hiring. Chair Mowat will ask WC to contact Nicole Meshesha, Employment Specialist for THA. Commissioner Lincoln Hamilton would like to differentiate the overarching goals to the small numbers listed in the tables. A story could be told with the tables. Director Claycamp agrees that a story needs to be told. Employment and academic success are the two biggest goals for Community Services. Director Claycamp believes some information may not need to be reported on a month by month. A quarterly report may work best in its place. Commissioner Rumbaugh stated some of the numbers would need to be reported more often than quarterly. He mentioned ESL, GED, and adult education as examples of a more frequent review. Director Claycamp will look at the THA partnerships in the community and retain the data and the data sharing with those partners. Commissioner Lincoln Hamilton

stated some goals are simply too small to report on. Commissioner Rumbaugh stated that we may want to look at turning some of the THA services over to a community partner who can best provide those services. ED Mirra stated the new report will rely on the performance measures and the digital dashboard to guide the department goals.

7. OLD BUSINESS

None.

8. NEW BUSINESS

8.1 RESOLUTION 2014-7-23 (1), ARCHITECTURAL & ENGINEERING (A&E) SERVICES FOR THA ADMINISTRATIVE OFFICES SPACE STUDY AND DESIGN – CONTRACT AMENDMENT

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

Whereas, On March 23, 2011 The Board of Commissioners (BOC) of Tacoma Housing Authority (THA) authorized the Executive Director to award a contract with Buffalo Design for Architectural and Engineering Services for THA's Administrative spaces;

Whereas, The first focus of work was the 902 South L Street building, first floor which was completed in 2012;

Whereas, The second focus of the work is the 902 South L Street Building, second floor;

Whereas, The current contract for the work through Design Development is \$49,100.

Whereas, The total project budget is \$1,100,000

Whereas, The total amount for design and engineering is \$134,000.

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

Approve Resolution 2014-7-23 (1) authorizing the Executive Director to increase the not to exceed contract amount by \$84,900 to a total amount not to exceed of \$134,000 to cover the additional A&E work.

Commissioner Lincoln Hamilton motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: July 23, 2014

Greg Mowat, Chairman

**8.2 RESOLUTION 2014-7-23(2), FISCAL YEAR 2014 ANNUAL BUDGET
REVISION**

Whereas, The Board of Commissioners of the Housing Authority of the City of Tacoma (“Authority”) approved the FY 2014 Budget on December 18, 2013.

Whereas, Authority staff determined that the FY 2014 Budget should be revised on updated information on funding and expenditure needs.

Whereas, Authority staff has prepared and the Board of Commissioners of the Housing Authority of the City of Tacoma as reviewed and provided input to the proposed Revised Fiscal Year 2014 annual budget:

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

1. The Board of Commissioners of the Housing Authority of the City of Tacoma adopts the Revised FY 2014 Budget and authorizes the Executive Director to implement and execute said document. Revised operating expenses and other cash outflows are projected as follows:

Expenses

Executive	\$ 477,752
Human Resources	791,267
Finance	1,016,364
Administration	2,042,560
Development	2,006,277
Community Services	2,243,694
Real Estate Management Overhead	2,079,257
Rental Assistance	33,610,879
Property Management	<u>6,289,004</u>
Subtotal	\$ 50,557,057

Additional Cash Outflows

Capital Expenditures	\$ 7,641.750
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Debt Service	<u>371,380</u>
Subtotal	8,013,130
TOTAL APPROVED BUDGET	\$ <u>58,570,187</u>

Commissioner Rumbaugh motioned to approve the resolution. Commissioner Lincoln Hamilton seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: July 23, 2014 _____
 Greg Mowat, Chairman

8.3 RESOLUTION 2014-7-23(3), Interlocal/Intergovernmental Agreement for Research Services

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

WHEREAS, RCW 35.82.070 authorizes housing authorities to “make and execute contracts and other instruments” including, without limitation, to “arrange or contract for the furnishing by an person or agency, public or private, of services, privileges, works, or facilities for, or in connection with, a housing project or the occupants thereof”; and

WHEREAS, RCW 39.34.030 provides that “[a]ny power or powers, privileges or authority exercised or capable of exercise by a public agency of this state may be exercised and enjoyed jointly with any other public agency of this state having the power or powers, privilege or authority, and jointly with any public agency of any other state ... to the extent that laws of such other state ... permit such joint exercise or enjoyment”; and

WHEREAS, the Board of Commissioners of the Housing Authority of the City of Tacoma has determined that it is in the best interest of the Authority to enter into an interlocal /intergovernmental agreement with the Housing Authority of the County of King, the Housing Authority of the City of Seattle and Home Forward to collaborate in obtaining the following services: (1) review of social science literature and data; (2) advice regarding program or policy design; (3) program evaluation; (4) identification of funding sources and fundraising; and (v) such other services as the parties may agree; NOW, THEREFORE,

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 negotiate, and if those negotiations are successful, to execute an Interlocal/Intergovernmental Agreement in substantially the form shown in the attached draft.
2. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Motion Approved: July 23, 2014 _____
Greg Mowat, Chairman

Commissioner Lincoln Hamilton motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: July 23, 2014 _____
Greg Mowat Chairman

9. COMMENTS FROM COMMISSIONERS

ED Mirra mentioned the nominees for BOC replacement will be forwarded to the mayor for consideration. Additionally, the board may need to consider meeting on a different day for board meetings.

10. EXECUTIVE SESSION

The commissioners adjourned the regular meeting at 6:15 PM to discuss a possible real estate acquisition in executive session for approximately 10 minutes. The commissioners came back into the regular board meeting at 6:25 PM. Appropriate announcements were made to the area outside the meeting room. Chair Mowat announced that no action was taken.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:26 PM.

APPROVED AS CORRECT

Adopted: August 27, 2014

Stanley Rumbaugh, Chairman



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES SPECIAL SESSION TUESDAY, August 19, 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 Special Session at 902 South L. Street, Tacoma, WA at 4:00 PM on Tuesday, August 19, 2014.

1. CALL TO ORDER

Commissioner Lincoln Hamilton called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 3:59 PM.

2. ROLL CALL

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

PRESENT		ABSENT	
Commissioners			
		Greg Mowat, Chair	
		Stanley Rumbaugh	
		Arthur C. Banks, Commissioner	
		Janis Flauding , Commissioner	
Rose Lincoln Hamilton, Commissioner			
Staff			
		Michael Mirra, Executive Director	
Christine Wilson, Executive Administrator			
Ken Shalik, Finance Director			
April Black, REMHS Director			
		Greg Claycamp, Community Services Director	
		Kathy McCormick, RED Director	
		Todd Craven, Administration Director	
Duane Strom, Finance Manager			
Ricardo Farinas, Compliance Auditor			
Kristy Stewart, IT Manager			
Dennesha McCurry, Administrative Coordinator			

Commissioner Lincoln Hamilton declared there was no quorum present @ 4:00 and proceeded. Meeting participants received training in the Open Government Trainings Act.

3. ADJOURNMENT

There being no further business to conduct the meeting ended at 4:40 pm.

APPROVED AS CORRECT

Adopted: August 27, 2014

Stanley Rumbaugh, Chairman

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: August 20, 2014
Re: Executive Director's Report

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

1. **MTW: UPDATE ON CONTRACT EXTENSION**

We have some news to report on HUD's willingness to extend the MTW contracts for THA and the other 39 MTW housing authorities. On August 13th, HUD hosted a webinar. Its purpose was to explain HUD's intentions on this matter to the 40 MTW agencies, all of whom participated. The news was mixed, with some decidedly worrisome bits. HUD's intentions are also still unclear. Negotiations with the MTW agencies begin this week. They should be clarifying.

I enclose a copy of the powerpoint HUD used in the webinar. Here are the highlights from the powerpoint and from the webinar.

- HUD reaffirmed its willingness to extend the contracts to 2028. That is good.
- HUD stated the contract changes it will require as a condition of extending the contract. It asserted that it was not obliged under federal law to extend the contracts. It therefore feels free to condition the extension as it wishes.
- Many of the conditions were ministerial or minor or of no application to THA.
- The most worrisome condition is HUD's proposal to "reset" our voucher funding in 2019 to match our expenditure of that funding in 2018. That by itself is not a problem. THA spends all of its voucher money and we would continue to do so.

However, HUD proposes to count as 2018 expenditures for this purpose and match it in 2019 and later year's only money spent on "traditional voucher purposes." During the webinar, we tried to understand what this means. It is still unclear. It seems, however, to include only those uses of the money that resemble a traditional voucher to house a household.

This is potentially very troublesome. It may exclude spending on activities that are perfectly permissible under the MTW program. In that way the proposal must count as a repudiation of the program's flexibility and local control. For example, it may exclude some of THA's best work: Education Project, rapid rehousing investments, backstopping our public housing loses, community services and capital costs for new construction. THA spends about \$3 million annually on such expenses.

The proposal for the 2019 “reset” of voucher funding alarmed all the MTW agencies.

HUD stated its hope to negotiate the contract extensions by Halloween. Negotiations will occur between a “steering committee” of MTW agencies and HUD. (THA is not on the committee.) They will entail weekly phone conferences beginning this week, with some likely meetings. After each negotiating session, the steering committee will host a phone conference of all the MTW agencies to brief them on the discussions with HUD.

I will have more details for the Board at the Board meeting next week. And I will inform the Board on the negotiations as they happen.

2. THIRD PARTY REVIEW OF THA’S PROPERTY MANAGEMENT

THA recently commissioned a review of its property management operations. For this purpose, we contracted with a company called TCAM. Its representatives visited us several times over several months. They interviewed staff and managers. They requested and reviewed documents and data.

I attach the summary portion of TCAM’s report showing its key findings and recommendations.

The experience with TCAM was a good one. It was an occasion to reflect on our work and how we can do it better. The key findings and recommendations were both reassuring and challenging. It was reassuring to know that our per unit costs were within the range of our peer organizations. We already knew that. However, we also know that the costs are too high for our own purposes. TCAM also concludes them too high and that our portfolio’s need for supplementary financing from MTW poses a serious risk to the agency. TCAM’s recommendations will helpfully challenge us to find ways to lower those costs.

One of the findings highlights that our data systems are not good enough to give an adequate quantitative picture of some elements of our operation and its costs. For example, it does not allow us to assess the efficiency of our maintenance staff when they do repairs. Our system can tell how many assignments our staff perform to make repairs in units. Yet, one assignment may include one or many separate repairs in that unit. Our system in this way conceals the extent of work we do. (We will fix this shortcoming when we upgrade our software.)

Many of TCAM’s recommendations reassured us because they coincide with changes and improvements we had already identified. TCAM’s report, however, will spur us to get them done.

We will be reviewing all of TCAM’s recommendations over the next several months. We have a project for that purpose. I attach the project description. Stay tuned!

3. THA's NEW EDUCATION PROGRAM MANAGER

The Board may recall that Michael Power, THA's Manager of Education Programs, is leaving us to return to the public education system. He will be director of evaluation for the Shoreline School District. We will miss him. Before he joined us, Michael was the Assistant Superintendent for the Tacoma Public School Districts. Joining THA was an unusual career move for someone with a doctorate in education and a distinguished career in the study and practice of education. Yet he did so telling us that he would stay for five years, which he has now done. In that time he helped make THA's Education Project an innovative model for the nation in the search for ways to spend a housing dollar, not only to house a family, but to get two other things done: help their children succeed in school, and promote the success of schools that serve low-income children.

I am pleased to report that we have found Michael's successor. Her name is Jean Brownell. I attach her resume. She has an impressive record of taking an idea and turning it into a program, running it and then evaluating it. She has extensive and successful supervisory experience. She has a Masters in Social Work and a particular expertise in child welfare and the needs of low-income families.

I look forward to introducing Jean to the Board.

Moving to Work Contract Extensions



OVERVIEW AND DISCUSSION OF EXTENSION PROVISIONS

AUGUST 13, 2014

OFFICE OF PUBLIC AND INDIAN HOUSING

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



Overview



- During this session, PIH MTW staff will review necessary changes to the MTW Agreements, as part of a 10-year extension, and offer MTW PHAs the opportunity for questions and feedback.
 - Background will be provided on discussions that have ensued internally at HUD and with external stakeholders since February 2014.
 - Specific terms of the extension will be explained.
 - HUD will conclude by providing next steps and a timeline for how the process will move forward.

Logistics



- To participate fully in this webinar you should be logged into the webcast on your computer AND dialed into the conference line on your phone. This will enable you to see the slideshow and to hear the presentation/participate in the discussion.
- PIH will mute all participants during the presentation to avoid any background noise interference. We will unmute all participants for the discussion breaks, but ask that you:
 - Mute your individual phone if you're not speaking.
 - Do not place the conference line on hold.
- If you have questions or concerns not addressed during this webinar, please send them to: mtw-info@hud.gov.

Updates on Extension Discussions



- Progress and Discussions Subsequent to February Announcement
- Core Principles Agreed Upon for an Extension
 - Extension Separate from Expansion
 - 10 Year Term for the Extension
 - Commitment to Retaining Existing Program Administration Flexibilities AND Expanding Common Attachment D Authorizations
 - Monitoring and Evaluation Remain a Priority
 - There is a Need to Address Funding Inequities

Eligibility for the Extension



- Attain a 90% utilization rate in the HCV Program
 - Per our previous conversations, this can be achieved either through:
 - ✦ utilizing 90% of HCV funds for vouchers, or
 - ✦ leasing 90% of the ACC number of vouchers
- Resolve any open compliance actions with HUD

HUD Terms for a 10-Year Extension



- Terms for a renewal of the MTW Agreement fall into 3 categories:
 1. Administrative and Legal Updates
 2. Enhancements to Monitoring and Evaluation
 3. Changes to Attachment A to Address Funding Inequities

HUD Terms for a 10-Year Extension



1. Administrative and Legal Updates

- a) Update statutory and regulatory references in the Agreements
- b) Conduct a thorough review of Attachment D's
 - Ensure continued legality
 - Remove authorizations that are duplicative to Attachment C
 - Expand common Attachment D authorizations to all MTW Agencies via Attachment C
- c) Incorporate provisions from the First Amendment that are still applicable into Attachment C.
- d) Make Edits to Attachment A for Consistency and to Address Legal Issues

HUD Terms for a 10-Year Extension



1. Administrative and Legal Updates

- e) Ensure all MTW PHAs operate under the provisions of the Standard MTW Agreement and report to HUD using Form 50900 requirements.
- f) **Make edits recommended by HUD's OGC-Litigation**
 - Remove language reiterating appropriations statute that MTW Agencies will not receive less funding as a result of participation in the demonstration
 - Remove language reiterating appropriations statute that MTW Agencies will not receive more funding as a result of participation in the demonstration
 - Reinstate language similar to that in Section I.E. of the Standard Agreement, which was stricken for agencies that signed the First Amendment
 - Other legal changes as necessary, related to existing or potential litigation

HUD Terms for a 10-Year Extension



2. Enhancements to Monitoring and Evaluation

- a) Implement More Rigorous Evaluation of Major NEW Activities
 - Examples include time limits, work requirements, mobility restrictions, and major rent reforms
 - Current evaluation and reporting methods continue for all ongoing activities and for other new activities
- b) Update *Section IV. Evaluation* to Reflect 2028 Extension

HUD Terms for a 10-Year Extension



2. Enhancements to Monitoring and Evaluation

- c) Reset Monitoring of Baseline Number of Families Served
 - Current baselines were set based on leasing and occupancy at the time of entry to MTW; funding changes will necessitate adjusting the baseline to be commensurate with new funding levels
 - Using the new public housing and HCV funding amounts, PIH will reset baseline numbers by calculating the number of families each PHA is expected to serve with the new funding amounts

HUD Terms for a 10-Year Extension



2. Enhancements to Monitoring and Evaluation

c) Reset Monitoring of Baseline Number of Families Served

- For monitoring, PIH will put in place caps on reductions from the baseline number that are similar to those found in the current MTW expansion proposal.
 - Generally, an agency could dip: 2% for any purpose eligible under MTW; 10% for any combination of short term capital projects, supportive services, and/or purposes approved by the Secretary; 15% for any combination of long term, transformational capital projects, and/or purposes approved by the Secretary.
 - The period of time for which an agency could be at either the 10% and/or 15% level, would be at the Secretary's discretion upon reviewing a plan submitted by the agency for the term of the reduction.

HUD Terms for a 10-Year Extension



3. Changes to Attachment A to Address Funding Inequities

- a) Reset Housing Choice Voucher Funding in CY 2019 Based on CY2018 Utilization
 - Given 90% utilization is a condition of eligibility for the extension, MTW Agencies should already be actively working to increase utilization levels.
 - In CY2019, HUD will reset the HCV funding calculation in Attachment A using the same two choices made available to newer MTW admittees:
 - Option A: Funding re-frozen based on CY2018 utilization level
 - Option B: HCV funding calculated in accordance with Appropriations (like non-MTW PHAs)

HUD Terms for a 10-Year Extension



3. Changes to Attachment A to Address Funding Inequities

- a) Reset Housing Choice Voucher Funding in CY 2019 Based on CY2018 Utilization
 - HUD is not making this change until 2019, in order to give PHAs time to increase leasing
 - The 90% utilization requirement will continue to apply throughout the term of the extension.

HUD Terms for a 10-Year Extension



3. Changes to Attachment A to Address Funding Inequities

- b) Transition Agencies with Alternate Public Housing Operating Fund Calculation Back to Regulation
 - Eleven MTW Agencies utilize an alternate public housing operating fund calculation. Based on PIH's most recent estimate, these agencies combined receive almost \$200 million more than they would under the traditional operating fund calculation that other MTW and non-MTW PHAs are subject to.
 - HUD believes that the difference in funding levels creates an equity issue that must be resolved.
 - PIH is considering a number of transition options, and wants to work with MTW Agencies to refine these.

HUD Terms for a 10-Year Extension



3. Changes to Attachment A to Address Funding Inequities

- b) Transition Agencies with Alternate Public Housing Operating Fund Calculation Back to Regulation
 - HUD's data used to create estimates is incomplete and will require information from affected MTW Agencies, in order for accurate calculations and transition options to be developed.
 - The eleven PHAs will need to provide completed operating fund funding forms to HUD.
 - HUD is committed to transitions that are manageable for affected PHAs, but will require all PHAs to be transitioned to the standard operating fund calculation by a set date.

Discussion Break #1



Please unmute your phone only to ask a question. If you are not speaking, please stay muted!

Working Together Moving Forward



- MTW Agency-Appointed Steering Committee
- Concentrated Effort
 - Work will conclude no later than the end of October
 - First meeting will be held next week by phone
- Discussions will move quickly to enable HUD to make changes to the Agreements
- Majority of meetings to be held via phone

Working Together Moving Forward



- PIH will work on draft changes throughout this process.
- We will engage with our OGC frequently to address legal issues as they arise.
- HUD intends to provide the full Extended and Amended MTW Agreement to all MTW PHAs for execution no later than December 2014.
- HUD will reach out directly to the 11 agencies with an alternative operating subsidy calculation to obtain advice and information on this issue.

Discussion Break #2



Please unmute your phone only to ask a question. If you are not speaking, please stay muted!

Additional Questions



Please email:

mtw-info@hud.gov

with any questions not answered on this webcast.

Tacoma Housing Authority

Property Management Assessment and Recommendations
July 30, 2014

Independent.Transparent.Socially Responsible.

Agenda

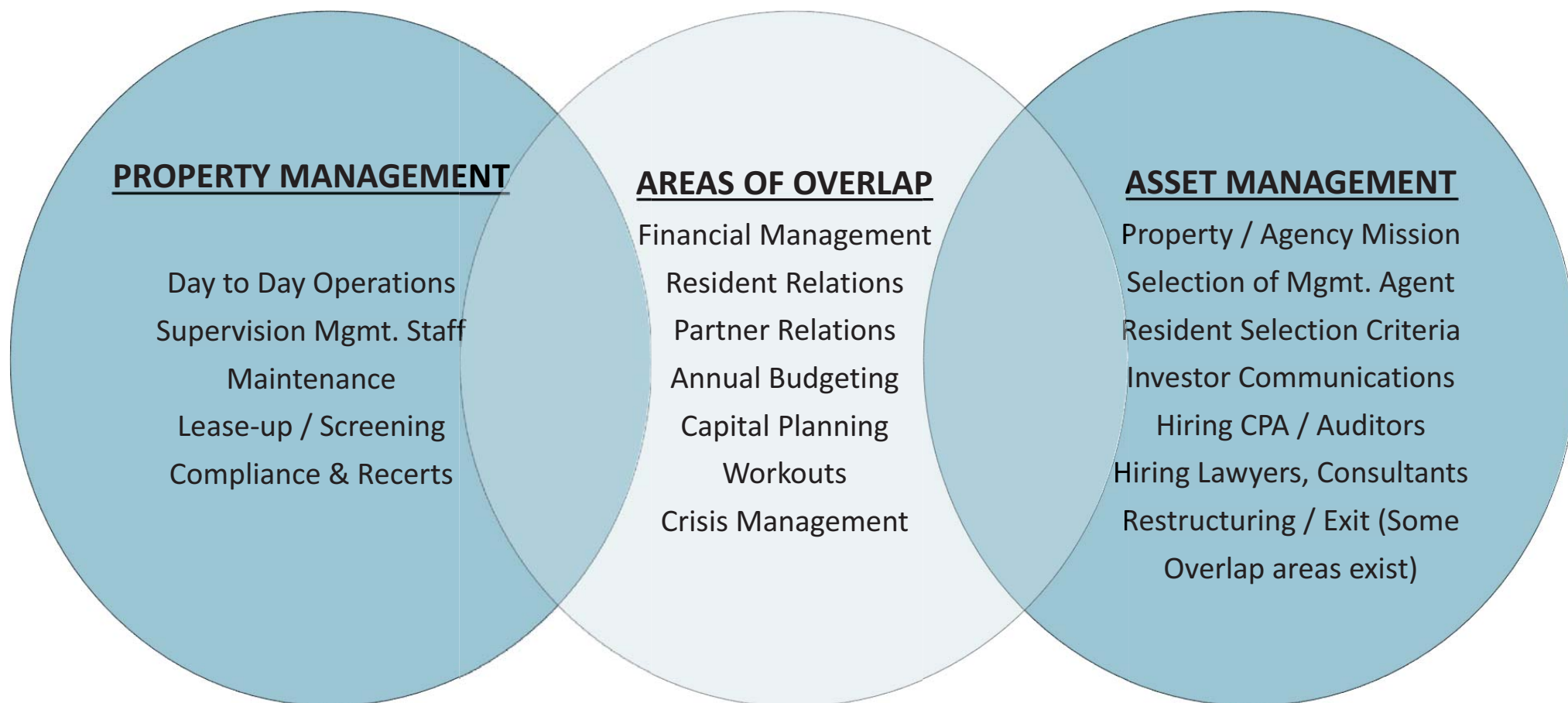
- Goals of Engagement
- Property Management & Asset Management: Standard Responsibilities
- Key Findings
- THA Risks and Exposures
- Recommendations
- Portfolio Description
- Areas of Focus
 - ❖ Property Performance and Occupancy Trends
 - ❖ Public Housing Portfolio: Performance and Operating Costs
 - ❖ LIHTC Portfolio: Performance and Operating Costs
 - ❖ Property Management Staffing
 - ❖ Contracting
 - ❖ Benchmarking Analysis
- Proposed Road Map
- Appendices A - K

Goals of the Engagement

- Evaluate the Tacoma Housing Authority property management function with a focus on costs, structure and process;
- Compare THA's PM function and costs to PHA peers and identify best practices in PM throughout the affordable and public housing industries; and
- Identify ways to better manage the THA housing portfolio and maximize financial resources to help maintain the quality of the housing and help THA fulfill its mission and position the property management department for future growth.

Property Management & Asset Management

Industry Standard Responsibilities: Shared & Independent



Property Management & Asset Management

Industry Standard Responsibilities: Shared & Independent

Property Management

“The On-The-Ground Operation”

Property Operations and Function

Managing site-level teams and outside contractors

Leasing and Resident Services

Resident Interaction

Asset Management

“The Big Picture”

Oversight of Property Management

Oversight of key financial indicators

Oversight of watch list properties

Strategic direction of the asset/portfolio

Financing, re-structuring and sales

Informing decisions on new investments



Areas of Collaboration

“The AM-PM Collaborative Team”

Budgeting and Capital Improvements

Work-outs and watch list properties

Achieving performance goals



KEY FINDINGS

Summary of Key Findings

THA INITIATIVES

- THA created Performance Measures for Strategic Objectives which were adopted by the THA Board on 2/27/2013 and include property performance and property management department goals and measures: **this is a good first step.**
- THA has adopted a centralized Business Process Improvement Project to improve all areas of the authority. However, the BPI initiative has been inconsistently implemented. Input from all affected departments is not always gathered, and major decisions have been made without full BPI process.
 - Examples of inconsistent BPI implementation: centralized rent collection and new work order system.
 - Site-level PM staff view BPI as an improvement and feel their voices are better-represented in initial stages. However, there continues to be a lack of communication with site staff regarding why process changes are delayed, the reasoning behind final decisions, and a clear implementation plan for roll-out of new procedures.
 - Inconsistent implementation and communication results in problems with “buy-in” and an inability to carefully evaluate the impact of change across the portfolio and departments before action is taken.
 - These actions can result in disruption in work production/flow; creation of more work; staff confusion and misunderstanding; change for change’s sake.
- Currently THA is seeking a new IT system to meet its process and operational demands. Results in a new system that should provide extensive efficiencies and accuracy improvement (estimated operational delivery is 12-16 months).

Summary of Key Findings

PROPERTY MANAGEMENT STAFF STRENGTHS

- Most staff are committed to the housing authority's mission and consistently expressed interest in developing new skills in areas of property management.
- Most staff expressed a willingness and enthusiasm to participate in changes that would lead to organizational improvement.
- Front line staff (PMs, AMs, office staff) support one another and overall have a positive team mentality.
- On-site office and maintenance staff express pride in their work and serving THA's mission. Particular examples include:
 - Working with residents during difficult periods; striving to retain them as tenants and accommodate for special circumstances;
 - Addressing the meth problem "head on" during 2013 and developing skills and procedures for early detection and avoidance in the future.
- General belief among PM staff that given the opportunity and voice, they can help to improve the organization.

Summary of Key Findings

STAFFING, FUNCTION AND PROCESSES

Top Line: Staffing, function and processes are directly linked with cost of operations and properties' bottom line. THA staff must collaborate closely and efficiently to reduce operating costs and support revenue.

- The current property management department structure may not be able to deliver the property results the organization desires as evidenced by the increasing operating deficits and the portfolio's inability to meet its budget.
- THA has hired individuals in property management whose skill sets do not meet the requirements outlined in their job description and/or have limited property management knowledge. Staffing skill sets were confirmed in both the site staff meetings and with the HR Director when backgrounds of various staff members were reviewed. Without a proper training program, this can result in: leadership issues; problems with decision-making; inadequate staff deployment and inefficiencies.
- THA lacks a formalized training program for employees. This results in inconsistent standards, confusion regarding procedures, potential for suboptimal performance, and creates potential risks/liabilities for THA.
- THA's centralized property management staff appears top heavy and costly. For example:
 - Some functions and responsibilities could be conducted at the site level such as marketing and re-rental, procurement of services and business process improvement.
 - Such reorganization could achieve savings by assigning this workload to the existing site level staff and thereby reducing central office costs.
- Lack of operational manuals and standardized processes has resulted in confusion on policies, procedures and processes. This has caused inconsistency in: i) financial reporting; ii) leasing and application processing; iii) maintenance services; and iv) standards and delivery of customer services.
- The current software program does not allow the department to collect sufficient data in order to analyze operations in support of accurate organization structure and staffing levels and assessment of processes and procedures; and results in inconsistent financial reporting and recordkeeping. This impedes informed strategic decisions based on facts.

Summary of Key Findings

STAFFING, FUNCTION AND PROCESSES

- Lack of strong 3rd party negotiated service contracts results in additional maintenance expenses across the portfolio (evidenced by growth in routine and miscellaneous contract costs).
- Deferred maintenance issues and the absence of a rigorous preventative maintenance program results in additional operational costs and a reactive approach to problem-solving.
- THA is currently evaluating property conditions and developing capital improvement plans for each property but there are immediate needs for capital improvements in 12 units which have been offline for an extensive period of time. These units should be prioritized for renovation.
 - Some units are offline because there is no longer a clear direction regarding remediation of meth when a unit is “hot”.
 - Some units are offline due to water infiltration which requires extensive investigation to determine cause and remediation.
- Missing property management agreements and management plans for each property may lead to: i) a lack of understanding of duties and responsibilities to be performed by the PM Department at each property; and ii) a lack of commitment and consequence to achievement of performance goals and delivery of same for each property.
 - Property Management Agreements and Management Plans provide a clear framework of responsibilities for staff and represent a contract between AM and PM (see example provided in Appendix).

Summary of Key Findings

STAFFING, FUNCTION AND PROCESSES

- While business process improvement is an important initiative, many organizations do not have stand-alone staff dedicated to BPI. BPI should:
 - Incorporate ALL affected staff for buy-in, knowledge, and implementation;
 - Leverage existing best practices in PM from within THA, peers and the industry;
 - Not “re-invent the wheel”: this is time-consuming and potentially counter-productive.
- There is little interaction between asset management and property management – hinders ability to view the “big” picture, work collaboratively, and set long term goals for each asset.
 - Property management is focused on day to day operations of properties (in the weeds)
 - Asset management is focused on overall asset and portfolio performance (from the bridge)

Summary of Key Findings

PROPERTY PERFORMANCE AND COSTS

Top Line: Public Housing operates at a deficit and per unit operating costs – for both Public Housing and LIHTC – have increased steadily from 2012 to Q1 2014 (Annualized) driven primarily by increases in payroll and outside contracts. This is compounded by the consistently high administrative support and management support fees in the Public Housing portfolio.

Public Housing:

- Every property included in the public housing portfolio generated negative net operating cash in 2012 and 2013. Q1 2014 annualized projects the same performance trend. Combined NOI in 2012 and 2013 was (\$299K) and (\$415K), respectively.
- M Street (77 units) and Bergerson (72 units) generated the highest revenue in the PH portfolio in 2012 and 2013. However, combined payroll costs and THA management and other fees during the same years represented a low of 54% of total operating costs (M Street in 2013) and a high of 69% (Bergerson in 2013). These combined costs left only 46% and 31% of remaining revenue for operations, respectively. Such property operations are unsustainable without other revenue sources.

LIHTC:

- Only 5 of the 10 LIHTC properties generated positive net cash flow in 2012 (combined \$448K). The meth problem in 2013 resulted in 9 of 10 properties generating negative net cash flow (combined loss of \$2.81M). Q1 2014 annualized projects 7 of the 10 properties returning to positive net cash flow (combined \$637K). However, combined payroll costs and THA management and asset management fees from 2012 to 2013 steadily increased, representing a low of 18% of total operating costs (Salishan VII in 2012) to a high of 68% of total operating costs (Hillside Terrace Phase 1 in 2014).
- Significant differences exist in 2012 operating and maintenance costs between the combined Hillside (\$1,849/per unit) and combined Salishans (\$2,551/per unit). However, Q1 2014 annualized for the combined Hillside is projected to be \$2,528/per unit, while the combined Salishans are projected to be \$2,417 per unit.
- THA's large bedroom sizes and type (single family homes) make some of the properties more costly to operate.

Summary of Key Findings

BENCHMARKING

- Per unit operating costs and centralized staffing vary widely between peer groups.
- Operating costs depend on local market conditions and income levels and cannot always be directly compared
- Peer groups hire experienced property management professionals for all areas of their operation.
- Most peer groups have centralized application taking and processing for the public housing units. In the mixed financed housing application taking and processing is decentralized.
- Peer groups have more formalized asset management functions and performance management systems regardless of whether management is performed in-house or through a third-party.
- Several peer groups outsource property management for their mixed financed properties to third parties. One of the results of the outsourcing is lower operating costs.

THA RISKS AND EXPOSURES

THA Risks and Exposures

- Underperformance of the portfolio brings great risk to the organization. A portfolio that is not financially sustainable drains valuable resources and impacts the long-term viability of the organization.
- Use of MTW funds to compensate for operating deficits greatly reduces THA's ability to be creative in development of properties, programs and services in the community. This also deviates from the MTW statutory objectives of:
 - Reduce cost and achieve greater cost effectiveness in Federal expenditures;
 - Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
 - Increase housing choices for low-income families (Development)
- Decision making without careful analysis of the impact of the decision. This is particularly evident in hiring and roll-out of new policies:
 - People with limited or no industry background cannot be successful in property management without a strong organizational training program. The same is true for asset management.
 - New positions (e.g. business process improvement analyst/community builder at Salishan) cannot be funded when there is no operating cash to cover the cost.
 - For any new policy (e.g. centralization of rent collection) the property management department and any other affected department must define their goals and performance expectations.
 - For any new policy, onsite staff must be properly informed before the roll-up (e.g. property smoking policy).
- Without a fully functioning IT system, decisions are not made with quantifiable information. Example: THA property management cannot accurately measure work demand and therefore cannot accurately detail the staffing needs and levels of the department.

RECOMMENDATIONS

Recommendations

Staffing

- Undertake a staff skills assessment at all levels of the department (for both existing and new employees). Based on the results, develop a training program and a plan for each employee and supplement with outside, local and regional sources.
 - Training programs can be formalized or can be as informal as routine meetings among PM staff to discuss procedures and problem-solving (site staff suggestion). For example technical training for maintenance; compliance and industry certification training for managers
- Consider assigning the property staff by function in order to improve expertise, efficiencies and improve management oversight.
 - Administrative: resident services; re-certification; rent collection.
 - Maintenance: work orders; turnovers; preventative maintenance; cap ex.
- For the LIHTC properties, incorporate centralized leasing staff and the waiting lists at the site level. After RAD conversion, move remaining centralized staff and waiting lists to the properties.
- **Celebrate successes.** Site level staff should be reminded that their efforts are appreciated and are making an impact. Positive reinforcement will strengthen the bond between site-level and corporate, build morale, and encourage greater enthusiasm for change.

Recommendations

Processes and Systems

- Develop an operations manual/information resource for all aspects of the property management department.
 - Strive to standardize processes across portfolios.
 - Make manual available online and easy to update as policies and procedures change.
 - Create messaging system that alerts PM staff when policies/procedures are changed.
- Expand the compliance role to include approval of all new move-ins and re-certifications in PH and LIHTC units. Allow compliance staff to train the leasing and site staff in compliance procedures and processes.
- Evaluate current contract and services procurement process. Consider consolidation of all contract bidding and procurement into one position for portfolio in order to benefit from scale, decrease cost and set the quality of services for THA.
 - Contracted services that TCAM would recommend being performed in-house are: appliance repairs; unit turnover (maintenance, painting cleaning and VCT repair and installation); some extermination, flooring, plumbing, electrical and HVAC where possible.
 - Contracts that should be outsourced are: fire systems; elevator; landscaping; carpet installation; some extermination, plumbing, electrical and HVAC as needed.
- Develop a complete preventative maintenance program for systems, equipment and units and have AM routinely monitor and assess the program.

Recommendations

Processes and Systems (continued)

- Acknowledge the improvements made in the turnover process and continue to strive to reduce days vacant and improve the planning process among maintenance staff, 3rd party vendors and leasing staff.
 - Days vacant = Lost revenue
- Incorporate AM in oversight and benchmarking of property performance. AM should provide Quarterly Dashboard Reports to PM Director, ED and Board (see TCAM sample Dashboard Report in Appendices).
- Establish regular meetings between AM and PM in order to review property performance against metrics established under THA's Strategic Objectives.
- Establish management agreements and management plans between the PM department and THA (See TCAM's samples in Appendices).
- Upgrade software system.
- Consider hiring a 3rd party firm to evaluate the trash removal process/system at the sites in an effort to secure future savings after THA staff concludes its analysis and monitoring (see TCAM's recommendation for THA staff monitoring program in Appendices).



Tacoma Housing Authority Project Database

Project Description

Project: Property Management TCAM Report: Review of Recommendations
Project Manager: Michael Mirra
Project No.: EX-2014-7
Status: Open **Due Date:** November 30, 2014
Date: August 20, 2014

THA asked TCAM, an asset management firm, to review its property management operations. THA commissioned the TCAM review and report to help it better understand its property management function and how to make it even stronger. The decision to seek out this review arose from THA's asset management committee. Getting this done was the subject of a separate project: Asset Mgt - Evaluate THA's Property Mgt Function, No AD-2014-15. TCAM provided a final report in August 18, 2014. The report contains a number of recommendations. This project will assess them and decide which if any to adopt and in what manner.

The TCAM consultants spent several days at THA over several months. They requested and received considerable data and information. They interviewed THA staff. They then returned to present their draft report and invited THA's suggested edits. THA provided some additional information and edits. TCAM then sent the final report on August 18, 2014. The recommendations cover two main topics:

(1) ways to improve property management operations and finances, (e.g, staff training, staff certification, whether THA should have a warehouse, what expenses should THA charge to the portfolio, what and how THA contracts for services, how THA collects and reports data on its property management operations)

(2) whether property management should be its own department.

The recommendations also pertain to two other discussions already underway at THA: performance measures; review of the chart of responsibilities.

Many of the recommendations are not surprising. They relate to work already underway. In particular, they relate to the following projects:

Strategic Planning Process Design and Initial Implementation,
No. EX-2008-21

Project Description

Project: Property Management TCAM Report: Review of Recommendations and Action

Project No.: EX-2014-7

Date: August 20, 2014

Admin: Business Process Improvement Project,
No. AD-2009-3

Admin: Document Forms and Processes,
No. AD-2011-6

Admin - Document Management System Design and Creation,
No. AD-2006-2

IT - Digital Dashboard Display of Performance Measures and Results,
No. AD-2006-3

IT - Procure, Convert, and Implement New Housing Software,
No. AD-2013-11

The elements of this project will include the following:

1. THA's Asset Management Committee will review TCAM's recommendations.
2. The cabinet will review whether property management should be a separate department.
3. They will consult meaningfully with staff who do the work or whom the recommendations may affect.
4. They will provide the executive director with written and polished recommendations. Disagreements are fine. In that case, let the written recommendations explain the split of opinion in adequate detail to allow the executive director to judge the matter. The document conveying these recommendations should be clear. Extensive narrative would be less helpful than a matrix of topics with recommendations and reasons.
5. The executive director will decide which recommendations to implement. Implementing some of them will require separate further projects.

The most important performance measure for this project is that the choice of changes will (i) improve property management metrics (ii) elicit the support or understanding of affected staff; (iii) help staff feel that THA credits and supports their good work.

Project Description

Project: Property Management TCAM Report: Review of Recommendations and Action

Project No.: EX-2014-7

Date: August 20, 2014



Tacoma Housing Authority
Project Database
PROJECT DETAIL

PROJECT: Property Management TCAM Report: Review of Recommendations and Action

DATE: August 20, 2014

Department	Year	Project No.	
<input type="text" value="Executive"/>	<input type="text" value="2014"/>	<input type="text" value="EX-2014-7"/>	
Project Title		Start Date	
<input type="text" value="Property Management TCAM Report: Review of Recommendations and Action"/>		<input type="text" value="8/19/2014"/>	
Strategic Objective	Status	Due Date	Ongoing
<input type="text" value="Property Management"/>	<input type="text" value="Open"/>	<input type="text" value="11/30/2014"/>	or <input type="checkbox"/>
Assigning Person	Project Manager	Close Date	
<input type="text" value="Michael Mirra"/>	<input type="text" value="Michael Mirra"/>	<input type="text"/>	

Project Summary

THA asked TCAM, an asset management firm, to review its property management operations. TCAM provided a final report in August 2014. The report recommends ways for THA to improve its property management function. These recommendations pertain to staff training, certification, manner of operations and reorganization. This project will assess those recommendations and decide which if any to adopt and in what manner.

Performance Measures

1. THA's AMC will review TCAM's recommendations.
2. The cabinet will review whether property management should be a separate department.
3. They will consult meaningfully with staff who do the work or whom the recommendations may affect.
4. They will provide the executive director with written and polished recommendations.
5. The executive director will decide which recommendations to implement.
6. The changes will (i) improve property management metrics (ii) elicit the support or understanding of affected staff; (iii) help staff feel that THA credits and supports their good work.

Results

Grade



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project Number: EX-2014-7

Project: PROPERTY MANAGEMENT TCAM REPORT: REVIEW OF RECOMMENDATIONS AND ACTION

Date: August 20, 2014

Deadline: November 30, 2014

Project Manager: Michael Mirra

Task or Objective	Who	Deadline	Status
1. GENERAL	M. Mirra	11/30/2014	Open
2. REVIEW AND DECISION ON TCAM RECOMMENDATIONS	M. Mirra	10/1/2014	Open
2.1 General	M. Mirra	10/1/2014	Open
2.2 Asset Management Committee Review and Recommendations of TCAM Proposals	S. Burgess	9/30/2014	Open
3. DETERMINE WHETHER PROPERTY MANAGEMENT SHOULD BE A SEPARATE DEPARTMENT WITHIN THA	M. Mirra	11/30/2014	Open
3.1 General	M. Mirra	11/30/2014	Open
3.2 Cabinet Recommendation	M. Mirra	10/30/2014	Open
3.3 Consultation	M. Mirra	11/30/2014	Open
3.3.1 Staff Consultation	M. Mirra	11/30/2014	Open
3.3.1 Consult with Other PHAs	M. Mirra	11/30/2014	Open
(a) SHA	M. Mirra	11/30/2014	Open
(b) KCHA	M. Mirra	11/30/2014	Open
(c) Home Forward/Steve Rudman	M. Mirra	11/30/2014	Open
3.3.2 Board Consultation	M. Mirra	11/30/2014	Open
3.4 Decide on whether to reorganize THA's departments.	M. Mirra	11/30/2014	Open !
3.5 Inform Staff of Decision	M. Mirra	11/30/2014	Open

Jean Blair Brownell

PROFESSIONAL EXPERIENCE

University of Washington

Child Welfare Policy and Implementation Advisor
Law School and Social Work School

Seattle, WA
May 2013 – Current

I am responsible for staffing projects related to child welfare for the Alliance for Child Welfare Excellence, within the School of Social Work and for the Court Improvement Training Academy (CITA), within the School of Law, as well as for facilitating communication between the programs. My current portfolio includes:

- Writing the new curriculum that will be required in Washington for all prospective foster and adoptive parents to become licensed.
- Leading a workgroup to determine best practices around training at a statewide level.
- Research and presentation on specific topics of interest for county court systems interested in changing their practices to maximize efficiency and efficacy.
- Designing and facilitating trainings for judges, attorneys, Children's Administration staff and other stakeholders around issues within child welfare.

Consulting Work

Various Locations
Aug. 2012 – Ongoing

Consulting projects have included:

- Designing and conducting trainings for management, supervisors and staff at a private agency in California on more effective strategic partnership with the San Francisco County's Human Services Agency.
- Designing and facilitating a retreat for management and supervisors in Solano County, CA in order to determine the policies and practices county wide that will increase and expedite permanency for children in their dependency system.
- Creating a training program for mental health providers to better serve LGBTQ youth for Alameda County.
- Providing contracted services to the Washington State Alliance for Child Welfare Excellence to determine the best curriculum and delivery methods for preparing and supporting licensed caregivers throughout the state of Washington.
- Individual coaching for a newly promoted manager at a large California based statewide agency working on permanency services, increasing her content knowledge and supervision skills.
- Planning and implementing a pilot program for Alameda County, CA to reduce disruptions through an innovative partnership between Placement Unit and Case Carrying Workers.

Human Services Agency, Family and Children's Services

Project Manager / Senior Administrative Analyst

San Francisco, CA
Sept. 2008 – July 2012

FCS is a public child welfare system in a county-run state administered system. I was one of nine people on the management team. My responsibilities included designing and implementing special projects, mainly cross-system partnerships. For example:

- Created and supervised projects around permanency for youth including adoption, recruitment efforts, media campaigns, innovative partnership with school district and Foster Family Agencies and policy, practice and technical assistance to contractors.
- Headed national model project focusing on children with incarcerated parents, including coordinating with the San Francisco Sheriff's Department, Police Department, Probation Department and model Dependency Drug Court.
- Responsible for supervising contracts, monitoring grants and providing oversight to the system,

coordinating with relevant community based organizations, using data to measure and achieve outcomes and representing the department with multiple agency partners.

Annie E. Casey Foundation, Casey Strategic Consulting Group
Program Associate

Baltimore, MD
Oct. 2005 – Aug. 2008

CSCG is designed to build on Casey's systems reform experience by providing intensive consulting to human service leaders and their organizations in reform efforts. The aim is to strengthen agency management, internal operations and frontline practices. The work combines traditional consulting skills and practices with ongoing technical assistance. Each engagement includes a period of assessment and evaluation, recommendations and intensive long-term impact coaching to implement changes.

- Engagements included New Jersey Office of Children's Services (Oct. 2005 - Apr. 2006), Louisiana Office of Community Services (Apr. 2006 - Jan. 2008), Virginia Dept. of Social Services (Nov. 2007 - Aug. 2008), and Maryland Dept. of Human Resources (Jan. - Aug. 2008).
- Designed and led work to create a new system for recruiting, retaining and supporting resource families in conjunction with Dr. Denise Goodman.
- Responsible for reforming Louisiana's Home Development Department through coaching of state level head as well as through working with supervisors and field staff, remaking policies, paperwork, training curricula and practice for the department.
- Designed training curricula and trained and supervised co-leaders for Maryland and Virginia.
- Aided in shaping and supporting New Jersey monitoring plan imposed by federal court, with substantive work related to reducing reliance on residential care.
- Aided in planning and implementing work for entirety of each reform effort with the CSCG team.

Family Assessment Clinic, University of Michigan
Research Assistant and Social Work Intern

Ann Arbor, MI
Nov. 2003 – May 2005

FAC is a multidisciplinary team of faculty, doctoral and masters' students that evaluates and treats situations involving possible child maltreatment and develops related clinical materials.

- Worked with Dr. Kathleen Faller on study of families referred by Child Protective Services (CPS) for evaluation and preventive care at the time of their first substantiation.
- Focused on cases requiring expert analysis beyond the capabilities of State CPS department.

Child Advocacy Law Clinic, University of Michigan Law School
Legal and Social Work Intern

Ann Arbor, MI
Jan. 2004 – May 2004

This unique Law School clinic provides an in-depth, interdisciplinary experience working with problems of child abuse and neglect and of children in the child welfare system.

- Trained as law guardian *ad litem* to determine the best interests of child clients.
- Received extensive legal training specific to child welfare legal work.

Civilian Complaint Review Board
Investigator

New York, NY
Sept. 2001 – Aug. 2003

The New York CCRB is an independent mayoral agency empowered to receive, investigate, make findings and recommend action on complaints against New York City police officers.

- Trained in investigative techniques and police procedures.
- Interviewed complainants, witnesses and police officers.
- Analyzed contradictory accounts and government records.
- Wrote detailed rulings recommending disciplinary action based upon legal standards.

Talbot Perkins Children's Services
Homefinder

New York, NY
Aug. 2000 – Sept. 2001

TPCS was a private child welfare agency known for its work with the LGBT community that handled foster care and adoption services for children, their birth families and foster and adoptive families.

- Supported and managed a caseload of foster parents.
- Trained and certified new parents and matched them with children in need of a home.
- Interviewed potential foster parents and wrote life history reports.

EDUCATION AND AWARDS

San Francisco Unified School District

- Awarded Honors by Foster Youth Services for helping foster youth achieve permanency 2012

University of Michigan School of Social Work

M.S.W. (Policy Focus)

Ann Arbor, MI

Sept. 2003 – May 2005

- Awarded Wheeler Fellowship
- Awarded Merit Scholarship

Barnard College, Columbia University

B.A. (Comparative Literature)

New York, NY

Sept. 1996 – May 2000

- Honors Thesis
- Awarded Merit Scholarship
- Program in Spanish Literature, University of Seville, Spain (Spring 1999)

PUBLICATIONS

- *Caregiver Core Training for Washington State*, Alliance for Child Welfare Excellence (February 2014)
- *Building Successful Resource Families: A toolkit for supporting public agencies*, Annie E. Casey (Mar. 2009)
- *Understanding Adoption Subsidies in California*, Sierra Adoption Services (Sept. 2004)

SKILLS, ACTIVITIES AND OTHER EXPERIENCE

- Fluent in conversational Spanish.
- Provided individual therapy for survivors of domestic violence and sexual assault.
- Created and facilitated a support group for child witnesses of violence.
- Extensive experience with editing, research, creative and analytical writing.
- Training in a variety of group leadership and facilitation methods including Liberating Structures

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,001,283 for the month of July, 2014.

Approved: August 27, 2014

Stanley Rumbaugh, Chairman

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

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Account					
Low Rent Module Checks	Check #'s	2,774	- 2,774	120	
Accounts Payable Checks	Check #'s	82,853	- 83,036		
Business Support Center				313,089	Program Support
Moving To Work Support Center				53,126	
Section 8 Programs				29,769	Section 8 Operations
SF Non-Assisted Housing - N. Shirley				527	Local Funds
SF Non-Assist Housing - 9SF Homes				2,662	
Wedgewood				10,276	
Salishan 7				24,904	
Tacoma Housing Development Group				89	
Hillsdale Heights				2,659	Development
Salishan Developer Fee				2,292	
AG Hsg Recovery Grant				1,894	
Development Activity				7,189	
Salishan Area 2B-Dev				2,917	
Salishan Area 4				3,656	
Prairie Oaks (LASA)				78,614	
Hillside Terrace 2500 Yakima Development				1,209,364	
CS General Business Activities				80	Community Service
Weyerh. Homeless Grant				637	
Community Services MTW Fund				8,265	
Gates Ed Proj Grant				264	
WA Families Fund				86	
WA Families Fund - Systems Innovation				328	Public Housing
AMP 1 - No K, So M, No G				50,669	
AMP 2 - Fawcett, Wright, 6th Ave				41,193	
AMP 3 - Lawrence, Orchard, Stevens				37,671	
AMP 4 - Hillside Terr - 1800/2500				7,427	
AMP 5 - Salishan Common Areas				1,900	
AMP 6 - Scattered Sites				23,073	
AMP 7 - HT 1 - Subsidy				5,179	
AMP 8 - HT 2 - Subsidy				2,597	
AMP 9 - HT 1500 - Subsidy				1,255	
AMP 10 - SAL 1 - Subsidy				11,159	
AMP 11 - SAL 2 - Subsidy				10,657	
AMP 12 - SAL 3 - Subsidy				8,257	
AMP 13 - SAL 4 - Subsidy				11,813	
AMP 14 - SAL 5 - Subsidy				13,516	
AMP 15 - SAL 6 - Subsidy				12,479	
Allocation Fund				43,934	Allocations-All Programs
THA SUBTOTAL				2,035,585	
Hillside Terrace 1 through 1500				1,285	Tax Credit Projects - billable
Bay Terrace				41	
Salishan I - through Salishan 6				345	
Salishan Association - Operations				8,452	
TAX CREDIT SUBTOTAL (Operations - billable)				10,123	2,045,708
Section 8 Checking Account (HAP Payments)					
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	481,276	- 481,316	40,992	
	ACH	62,953	- 64,382	2,410,325	\$ 2,451,317
Payroll & Payroll Fees - ADP					\$ 504,259
Other Wire Transfers					
					\$ -
TOTAL DISBURSEMENTS					\$ 5,001,283



TACOMA HOUSING AUTHORITY

Date: August 27, 2014

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

I present the July, 2014 disbursement reports for your approval.

The Finance Department is submitting the financial statement for the month of June, 2014. We are also updating the Budgeted column to reflect the mid-year budget revision. THA remains in good financial shape for the year. For the month of June, on Line 72, the YTD surplus is \$335,332, compared to projected surplus of \$127,753. I am currently projecting a surplus of \$328,299 compared to the budgeted amount of \$255,506 at year end. I expect the projected actual to continue to change as the year progresses and information clarifies. There are some variances in the report. Many of them are timing issues, and others will clarify more fully as the year progresses.

The following are areas that I would like to address for this report:

- *Line 2 – Tenant Revenue* – The majority of the income consists of charges passed on to the tenant for legal proceedings as they head towards eviction, as well as significant damages (including meth damage) at move out the first part of the year. If no additional large meth charges are passed on to tenants before the end of the year, the final revenue amounts should come in closer to budget.
- *Line 3 – HUD Grant – Section 8 HAP reimbursement* – We have been authorized at 99.7% of appropriations. HUD cash management procedures dictate that they will not provide us funds in excess of our needs. HUD provides us funds based on the HAP expenses from the previous quarter. As an MTW agency, the HAP income covers expenses other than HAP, and presently we are only able to ask for reimbursement in arrears, which means that for YTD actuals, we may fall into a deficit situation every so often. Both HUD and the THA finance area maintain a reconciliation of amounts that reside in HUD, but are available for use by the Housing Authority.
- *Line 9 – Other Government Grants* – Included in the budget is approximately \$60K for administering a blight abatement program, which we have yet to start. Also, there are

FINANCE DEPARTMENT MONTHLY REPORT

August 2014

Page 2

fees from the City for us doing consulting work, along with reimbursements from the Power company for Salishan Area 3 lots once they are built out by DR Horton.

- *Line 12 – Other Revenue Developer Fee* - We have not received any funds for either project to date, but it is anticipated we will received the budgeted funds by the end of the year as we meet certain milestones.
- *Line 13 – Other Revenue* – In our mid-year budget, we included \$500K for Meth remediation fees from the Dept. of Commerce, and \$400K for return of LASA redevelopment fees. These funds were received in August and will not be reflected in Year to Date actual figures.
- *Line 53 – Other General Expense* – The Projected Actual includes \$350K that will be paid out to Tax Credit entities from the Dept. of Commerce meth remediation funds received.
- *Lines 69 – 71 – Capital Items* - The YTD and projected actual amounts in these categories only reflect active projects that we have contracts on. Areas such as the 902 and FIC remodels were approved in 2014 budget, but actual funds will not be expended until 2015.

For our cash position, we are including the commitment of funds passed by the Board in the September, 2013 board meeting. These commitments, along with designated Public Housing and Section 8 reserves, leave the agency with minimal unobligated MTW cash levels. This is good, as it allows us to conform to HUD's expectations about the level of reserves that can be maintained by the Housing Authority.

A proposal was brought up in last month's meeting to transition the monthly financial statement reporting from monthly to quarterly with the disbursement motion and cash position remaining monthly. We would like to finalize that proposal during this month's meeting.

We continue to work with both Heritage Bank and Foster Pepper to set up a \$2 million Line of Credit. Our hope is that we can bring the resolution to the board in the September meeting.

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

The State auditors are finalizing the financial statement and single audit portions of our 2013 records. The audited version of our financial information is to be submitted to HUD by September 30.

4. BUDGETS

The mid-year budget proposal was passed in July. We are commencing the budget process for the 2015 budget.

5. YEAR END CLOSING UPDATE

There is nothing to report.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	June, 2014				Thru 12/31/2014		
	CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS							
1 Tenant Revenue - Dwelling rent	274,068	1,642,288	1,619,460	1.41%	3,284,576	3,238,919	1.41%
2 Tenant Revenue - Other	4,136	68,148	47,121	44.62%	100,296	94,241	6.43%
3 HUD grant - Section 8 HAP reimburseme	2,601,834	15,851,762	17,467,703	-9.25%	34,435,406	34,935,406	-1.43%
4 HUD grant - Section 8 Admin fee earned	227,933	1,340,506	1,356,831	-1.20%	2,681,012	2,713,662	-1.20%
5 HUD grant - Public Housing subsidy	202,352	1,222,122	1,116,485	9.46%	2,294,244	2,232,970	2.74%
6 HUD grant - Community Services	5,500	55,170	71,909	-23.28%	110,340	143,818	-23.28%
7 HUD grant - Capital Fund Operating Reve	527,327	1,068,992	794,215	34.60%	1,588,430	1,588,430	0.00%
8 Management Fee Income	285,289	1,720,368	1,815,558	-5.24%	3,540,736	3,631,116	-2.49%
9 Other Government grants	13,482	89,959	201,481	-55.35%	227,524	402,962	-43.54%
10 Investment income	3,791	30,458	29,763	2.34%	60,916	59,525	2.34%
11 Fraud Recovery Income - Sec 8	953	17,655	20,000	-11.73%	17,810	40,000	-55.48%
12 Other Revenue- Developer Fee Income	0	0	283,372	-100.00%	543,500	566,743	-4.10%
13 Other Revenue	48,449	245,776	727,661	-66.22%	1,391,552	1,455,322	-4.38%
14 TOTAL OPERATING RECEIPTS	4,195,114	23,353,204	25,551,557	-8.60%	50,276,342	51,103,113	-1.62%
OPERATING EXPENDITURES							
<i>Administrative Expenses</i>							
15 Administrative Salaries	360,262	2,157,595	2,392,402	-9.81%	4,774,789	4,784,805	-0.21%
16 Administrative Personnel - Benefits	139,367	788,728	955,710	-17.47%	1,777,456	1,911,419	-7.01%
17 Audit Fees	12,448	37,293	43,855	-14.96%	87,711	87,711	0.00%
18 Management Fees	229,325	1,375,563	1,453,452	-5.36%	2,851,126	2,906,903	-1.92%
19 Rent	25,204	151,224	149,223	1.34%	302,448	298,446	1.34%
20 Advertising	251	1,475	6,725	-78.07%	2,950	13,450	-78.07%
21 Information Technology Expenses	15,090	76,869	114,923	-33.11%	228,738	229,845	-0.48%
22 Office Supplies	2,848	23,805	38,092	-37.51%	65,110	76,183	-14.53%
23 Publications & Memberships	108	28,971	23,317	24.25%	46,134	46,634	-1.07%
24 Telephone	9,067	50,160	55,988	-10.41%	100,320	111,975	-10.41%
25 Postage	2,581	17,398	20,546	-15.32%	34,796	41,092	-15.32%
26 Leased Equipment & Repairs	12,343	57,842	46,994	23.08%	115,684	93,988	23.08%
27 Office Equipment Expensed	5,868	29,446	49,357	-40.34%	83,892	98,713	-15.01%
28 Legal	6,850	69,325	112,960	-38.63%	208,650	225,920	-7.64%
29 Local Milage	702	3,112	6,618	-52.98%	9,224	13,236	-30.31%
30 Staff Training/Out of Town travel	5,096	84,305	140,812	-40.13%	263,610	281,623	-6.40%
31 Administrative Contracts	13,538	81,631	317,600	-74.30%	613,262	635,200	-3.45%
32 Other administrative expenses	14,052	53,843	41,685	29.17%	87,686	83,370	5.18%
33 Due diligence - Perspective Development	0	35,910	320,250	-88.79%	421,820	640,500	-34.14%
34 Contingency	0	0	51,725	-100.00%	0	103,450	-100.00%
35 Total Administrative Expenses	855,000	5,124,495	6,342,232	-19.20%	12,075,406	12,684,464	-4.80%

		June, 2014				Thru 12/31/2014		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
36	Tenant Service - Salaries	59,170	381,763	466,752	-18.21%	902,153	933,505	-3.36%
37	Tenant Service Personnel - Benefits	26,251	151,606	187,116	-18.98%	338,212	374,232	-9.62%
38	Relocation Costs	5,778	27,456	46,335	-40.74%	92,670	92,670	0.00%
39	Tenant Service - Other	3,263	45,904	99,559	-53.89%	151,808	199,118	-23.76%
40	Total Tenant Services	94,462	606,729	799,762	-24.14%	1,484,843	1,599,524	-7.17%
	Project Utilities							
41	Water	16,358	56,200	59,213	-5.09%	112,400	118,425	-5.09%
42	Electricity	20,962	105,286	99,620	5.69%	210,572	199,240	5.69%
43	Gas	6,371	28,429	29,930	-5.02%	56,858	59,860	-5.02%
44	Sewer	44,816	165,053	159,635	3.39%	330,106	319,270	3.39%
45	Total Project Utilities	88,507	354,968	348,398	1.89%	709,936	696,795	1.89%
	Ordinary Maintenance & Operations							
46	Maintenance Salaries	51,727	275,385	329,935	-16.53%	626,668	659,870	-5.03%
47	Maintenance Personnel - Benefits	17,519	81,545	101,660	-19.79%	183,090	203,319	-9.95%
48	Maintenance Materials	24,940	121,897	106,835	14.10%	243,794	213,670	14.10%
49	Contract Maintenance	69,016	348,138	542,283	-35.80%	996,276	1,084,565	-8.14%
50	Total Routine Maintenance	163,202	826,965	1,080,712	-23.48%	2,049,828	2,161,424	-5.16%
	General Expenses							
51	Protective Services	14,304	77,307	75,175	2.84%	154,614	150,350	2.84%
52	Insurance	12,529	95,857	107,939	-11.19%	191,714	215,877	-11.19%
53	Other General Expense	100,875	594,250	870,866	-31.76%	1,738,500	1,741,731	-0.19%
54	Payment in Lieu of Taxes	1,199	7,192	7,752	-7.22%	14,384	15,503	-7.22%
55	Collection Loss	0	5,293	56,491	-90.63%	100,586	112,982	-10.97%
56	Interest Expense	71,615	141,756	138,048	2.69%	276,096	276,096	0.00%
57	Total General Expenses	200,522	921,655	1,256,270	-26.64%	2,475,894	2,512,540	-1.46%
58	TOTAL OPERATING EXPENSES	\$ 1,401,693	\$ 7,834,812	\$ 9,827,374		\$ 18,795,906	\$ 19,654,748	
	Nonroutine Expenditures							
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	13,265	253,745	283,000	-10.34%	570,926	566,000	0.87%
60	Casualty Losses	423	80,752	37,753	113.89%	80,752	75,507	6.95%
61	Sec 8 HAP Payments	2,479,258	14,787,780	15,130,401	-2.26%	30,225,560	30,260,802	-0.12%
62	Total Nonroutine Expenditures	2,492,946	15,122,277	15,451,154	-2.13%	30,877,238	30,902,309	-0.08%
63	TOTAL EXPENDITURES	3,894,639	22,957,089	25,278,528	-9.18%	49,673,145	50,557,057	-1.75%
64	OPERATING SURPLUS/(DEFICIT)	<u>300,475</u>	<u>396,115</u>	<u>273,028</u>	<u>45.08%</u>	<u>603,197</u>	<u>546,056</u>	<u>10.46%</u>
65	Debt Service Principal Payments	0	(128,747)	(185,690)	-30.67%	(358,880)	(371,380)	-3.37%
66	Surplus/Deficit Before Reserve Appropriations	300,475	267,368	87,338	206.13%	244,317	174,676	
67	Reserve Appropriations - Operations	5,233	41,991	40,415	3.90%	83,982	80,830	3.90%
68	Surplus/Deficit Before Capital Expenditures	<u>305,708</u>	<u>309,359</u>	<u>127,753</u>		<u>328,299</u>	<u>255,506</u>	
69	Revenue - Capital Grants	24,640	292,254	(3,820,875)	-107.65%	4,845,967	(7,641,750)	-163.41%
70	Capitalized Items/Development Projects	(27,895)	(388,364)	2,484,375	-115.63%	(5,425,959)	4,968,750	-209.20%
71	Reserve Appropriations - Capital	122,083	122,083	1,336,500	-90.87%	579,992	2,673,000	-78.30%
72	THA SURPLUS/(DEFICIT)	<u>424,536</u>	<u>335,332</u>	<u>127,753</u>		<u>328,299</u>	<u>255,506</u>	

TACOMA HOUSING AUTHORITY

CASH POSITION - July 2014

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	\$ 605,968	0.40%
Section 8 Checking	7,773,535	0.40%
THA Investment Pool	288	0.40%
THA LIPH Security Deposits	88,873	0.40%
THDG - Tacoma Housing Development Group	86,312	0.40%
LF - SF 9Homes Alaska	82,377	0.40%
LF - SF 9Homes Alaska Sec Dep Acct	5,114	0.40%
LF - SFH No. Shirley	20,980	0.40%
LF - SFH N Shirley Security Deposit Acct	1,003	0.40%
LF - Wedgewood Homes	404	0.40%
Salishan 7	1,247,042	0.40%
Salishan 7 Security Deposit	26,270	0.40%
Salishan 7 Replacement Reserve	107,274	0.40%
Salishan 7 Operating Reserve	198,070	0.40%
Payroll Account	5,760	0.40%
General Fund Money Market	535,674	0.40%
IDA Account	13,743	0.40%
WASHINGTON STATE		
Investment Pool	\$ 1,626,829	0.10%
1. TOTAL THA CASH BALANCE	\$ 12,425,517	
Less:		
2. Total MTW Cash Balance	\$ 7,061,117	
<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	700,000	
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)	246,255	
2.10 Total Reserve Commitments	\$ 5,576,255	
<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)	\$ 628,862	

TACOMA HOUSING AUTHORITY

CASH POSITION - July 2014

4. Non MTW Cash

Other Restrictions:

4.01 FSS Escrows	\$	112,985		
4.02 VASH, FUP & NED HAP Reserves		139,698		
4.03 Mod Rehab Operating Reserves		154,563		
4.04 Security Deposit Accounts		126,507		
4.05 Salishan Sound Families - 608		92,141		
4.06 IDA Accounts - 604		13,743		
4.07 Gates Foundation - 612, 614 & 623		193,025		
4.08 WA Families Fund - 674, 713		62,769		
4.09 Wedgewood Replacement Reserve		804,487		
4.10 Bond Financed Single Family Homes Reserve		90,000		
4.11 Salishan 7 Reserves		730,345		
4.12 THDG - 048		86,312		
4.20 Total - Other Restrictions			\$	2,606,576

Agency Liabilities:

4.30 Windstar Loan - 042		306,682		
4.40 Total - Agency Liabilities			\$	306,682
4.45 Development Draw Receipts for Pending Vendor Payments			\$	-
4.50 Development Advances/Due Diligence Commitments ¹			\$	93,214

5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.50)			\$	3,006,472
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6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)			\$	2,357,928
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7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
LASA Development advance	\$ 675,000	\$ 651,786	\$ 23,214
Salishan Campus (PY exp plus 2014 budget)	\$ 196,174	\$ 126,174	\$ 70,000
¹ Total Current Commitments outstanding			\$ 93,214

Agency Advances that resulted in reduced amount of Unencumbered Cash (line 6)

LASA Development advance		\$ 651,786	
Hillside Terrace Redevlpmnt - HTF, HOME, CDBG and COT Funds		\$ -	
Total Agency Advances		\$ 651,786	

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: August 27, 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 May. The high vacancy rate is attributable to THA's meth strategy.

UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MTH OCCUPIED	% YTD OCCUPIED
62	0	0	62	100.0%	98.9%
145	8	5	137	94.5%	95.0%
631	2	0	629	99.7%	99.3%
353	24	4	329	93.2%	92.9%
1,191	34	9	1,157	97.1%	96.7%

- *Vacant Unit Turn:*

On page four (4) there is a table with all of the units turned in fiscal year 2014. Five (5) units were turned and rented in the month of July. The average unit turn for the month of July was **24.5 days for three (3) clean units**. The average unit turn for the year 2014 as of August 2014 was 107 days. The FYTD increased from 101 from the previous month. Two (2) of the units that were turned in July tested positive for meth and needed to be remediated.

As of August 14, 2014, 130 of the 332 units that have been tested for contamination have tested positive for methamphetamine. Since revising some testing policies in June and November 2013, our hot rate is currently at 16%

1.1 Vacant clean unit turn status

For clean units, the average turn days for the month of July was 24.5 days (4 units). Below is a breakdown of each unit that exceeded 20 days.

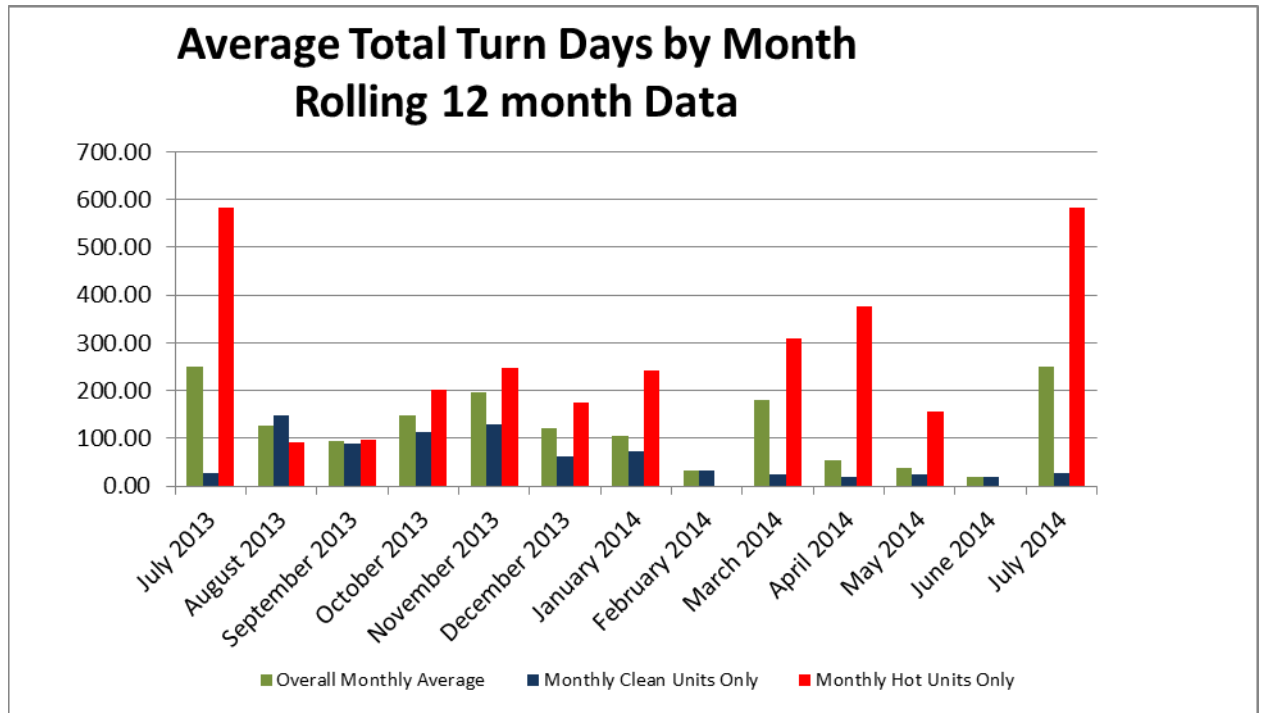
- AMP 2, 602 S Wright St #311 (33 days) At Wright St, we are taking the opportunity to modernize the units to a level that will match the put back units that were taken off line for meth contamination. As a result of this work, this unit took longer to turn than if it was a traditional turn. As units become vacant at this property we will undertake similar upgrades to help standardize the property.
- AMP 9, Hillside Terrace 1500 # 190 (32 days): This is a market rate unit that is rented at the 60% AMI rent level. There is no subsidy attached to the unit and it must meet a large household set a side. The units (market rate) at this property continue to be difficult to rent based on the rent amounts, restrictions on household size, and floor plans of the unit. We will continue to explore marketing options to get the units leased in a more timely matter.

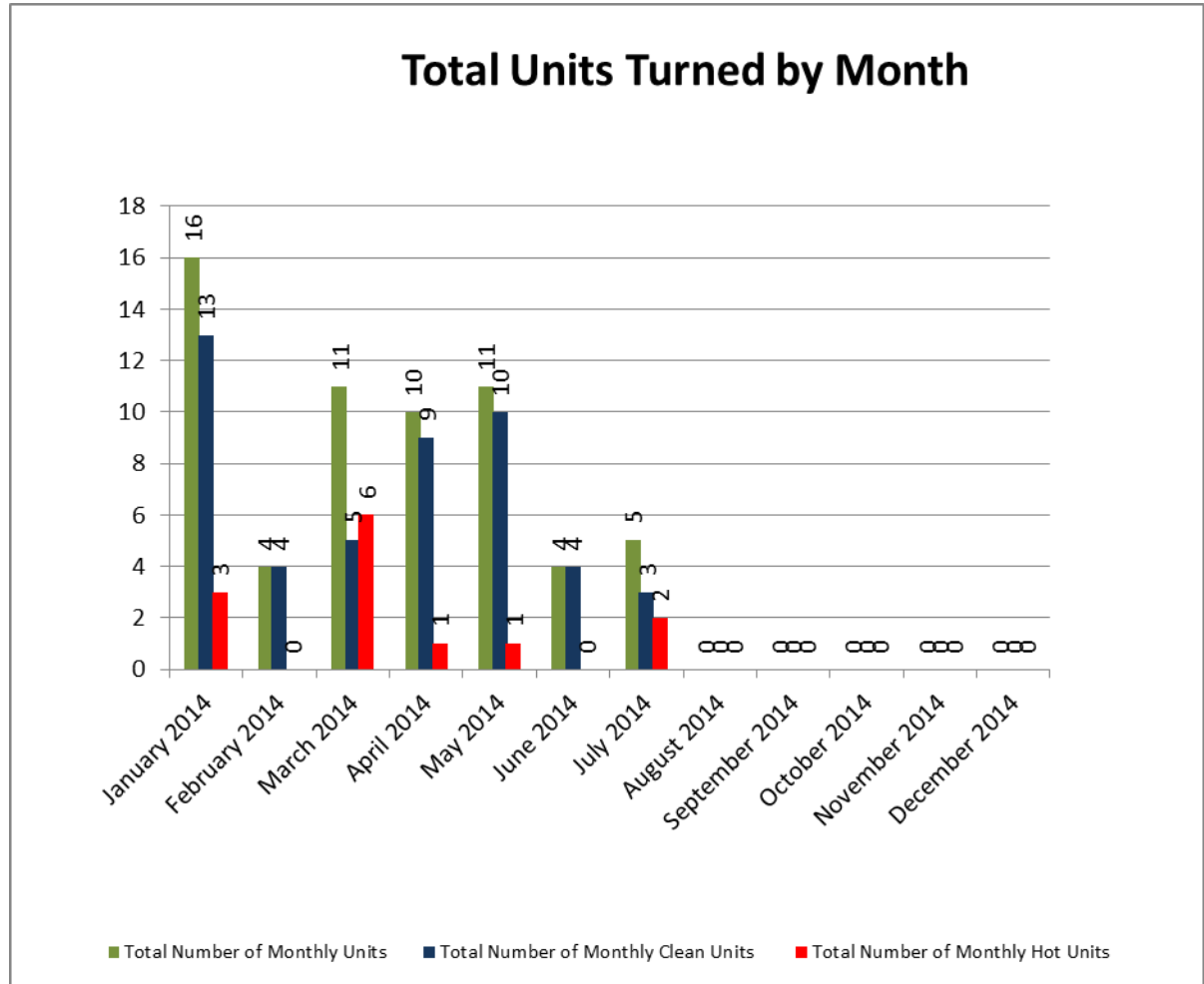
1.2 Contaminated unit turns

As of August 14, 2014 there were 40 vacant units in THA's portfolio. Of these units:

- 7 are not contaminated
- 2 are awaiting testing
- 23 are in remediation/reconstruction
- 4 units are on hold for rehab/water intrusion
- 4 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:





Work Orders: In the month of July, all emergency work orders were completed within 24 hours. In July, maintenance staff completed 290 non-emergency work orders and a total of 2,582 for the calendar year. The annual average number of days to complete a non-emergency work order is 8.86.

Work Order Summary by Portfolio For the Month of July, 2014

Completed Work Orders								
Portfolio	Emergency				Non-Emergency			
	Month		YTD		Month		YTD	
	# Completed	% Completed in 24 Hrs	# Completed	% Completed in 24 hrs (99% HUD Std)	# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
All Hillside								
BAY TERRACE	0	0.0%	0	0.0%	2	0.50	2	0.50
HILLSIDE TERRACE 1500 Block	2	100.0%	3	100.0%	4	3.00	75	2.59
HILLSIDE TERRACE PH I	1	100.0%	2	100.0%	7	1.00	74	2.69
HILLSIDE TERRACE PH II	0	0.0%	2	100.0%	10	12.40	67	6.27
	3	100.0%	7	100.0%	23	6.26	218	3.73
Family Properties								
BERGERSON TERRACE	0	0.0%	6	100.0%	13	8.77	165	8.33
DIXON VILLAGE	0	0.0%	1	100.0%	2	8.00	76	5.93
MARKET RATE SFR	0	0.0%	0	0.0%	2	5.50	21	11.62
SCATTERED SITES	0	0.0%	2	100.0%	7	13.86	59	9.80
	0	0.0%	9	100.0%	24	9.92	321	8.25
Salishan								
SALISHAN I	0	0.0%	4	50.0%	11	22.09	140	16.39
SALISHAN II	0	0.0%	1	100.0%	8	6.88	124	14.14
SALISHAN III	0	0.0%	1	0.0%	7	5.14	123	14.38
SALISHAN IV	0	0.0%	1	100.0%	38	16.08	240	13.33
SALISHAN V	0	0.0%	2	100.0%	11	6.36	214	12.30
SALISHAN VI	0	0.0%	1	0.0%	13	8.23	126	16.32
SALISHAN VII	0	0.0%	0	0.0%	22	6.41	133	12.93
	0	0.0%	10	60.0%	110	11.48	1,100	14.02
Senior / Disabled Properties								
6TH AVE	4	100.0%	10	100.0%	28	2.61	175	3.31
E.B. WILSON	2	100.0%	8	100.0%	32	4.25	217	3.64
FAWCETT APARTMENTS	1	100.0%	3	100.0%	7	3.43	97	4.36
LUDWIG APARTMENTS	2	100.0%	7	100.0%	17	1.18	103	5.80
NORTH G ST	0	0.0%	4	100.0%	11	1.64	102	6.11
NORTH K ST	0	0.0%	2	100.0%	24	3.88	106	4.57
WRIGHT AVE	3	100.0%	17	100.0%	14	2.57	143	3.41
	12	100.0%	51	100.0%	133	3.01	943	4.22
Agency Totals:	15	100.0%	77	94.8%	290	7.05	2,582	8.86

Open Work Order Summary by Portfolio For the Month of July, 2014

		Emergency		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
All Hillside						
HT1	HILLSIDE TERRACE PH 1	1	0	1	1	0
HT1500	HILLSIDE TERRACE 1500 Block	2	0	0	0	0
HT2	HILLSIDE TERRACE PH II	0	0	1	0	1
		3	0	2	1	1
Family Properties						
020	BERGERSON TERRACE	0	0	1	1	0
022	SCATTERED SITES W/SUB REHAB	0	0	7	6	1
023	DIXON VILLAGE	0	0	4	4	0
044	NORTH SHIRLEY	0	0	1	1	0
		0	0	13	12	1
Salishan						
SAL1	SALISHAN ONE LLC (PH)	0	0	25	12	13
SAL2	SALISHAN TWO LLC (PH)	0	0	20	11	9
SAL3	SALISHAN THREE LLC (S8)	0	0	19	5	14
SAL4	SALISHAN FOUR LLC (S8)	0	0	24	16	8
SAL5	SALISHAN V LLC (S8)	0	0	27	11	16
SAL6	SALISHAN SIX LLC (S8)	0	0	15	8	7
SAL7	SALISHAN SEVEN	0	0	71	61	10
		0	0	201	124	77
Senior / Disabled Properties						
008	NORTH K ST	0	0	3	3	0
008	E.B. WILSON	2	0	1	1	0
009	FAWCETT APARTMENTS	1	0	1	0	1
010	WRIGHT AVE	3	0	3	3	0
012	LUDWIG APARTMENTS	1	0	3	3	0
013	NORTH G ST	0	0	3	0	3
014	6TH AVE	4	0	3	3	0
		11	0	17	13	4
Agency Totals:		14	0	233	150	83

2. RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 95.1% for the month of July 2014. We are continuing to issue HOP subsidies to bring this average up by the end of year.

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	126	3 shoppers 16 referrals needed
Non-Elderly Disabled Vouchers (NED)	100	90 (including 14 port outs)	8 shoppers 2 referrals needed
Family Unification Program (FUP)	50	44	3 shoppers and 3 referrals 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: August 27, 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. Another consideration is the cost of construction. Staff has met with representatives of Metro Parks to discuss their proposed programming and complementary uses for the Salishan Core. The uses are similar to those proposed originally; however, these may occur at a smaller scale. Staff continues to evaluate programming options, 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 month of July, DR Horton closed on three (3) houses purchased by low income 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 is being prepared for HUD review and approval.

1.1.4 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 1800/2500 Bay Terrace

2.1.1 *Summary of Project Activities.*

The Bay Terrace Phase I project is progressing according to budget and schedule. We are planning a community celebration of the ribbon cutting on August 25, 2014.

2.1.2 *Financing.*

Staff has begun studying options for the Phase II financing. Staff submitted a Housing Trust Fund Stage I application on January 17, 2014. The Department of Commerce has stated the Stage I applications are needed to identify the existing pipeline of affordable housing projects and quantify the unmet need for additional capital. The Department of Commerce issued a NOFA for Stage II applications for projects that are currently on the 2013-2015 LEAP list. Bayside Terrace is not on the current LEAP list and staff will not be submitting a Stage II application for HTF; however, we continue to seek other revenue sources to fill the financing gap.

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.

2.1.3 *Construction.*

The overall project is 100% complete. The contractor is finishing punchlist items.

On July 28, 2014 staff concluded the project with a Lessons Learned meeting with the architect and contractor. Participants engaged in a meaningful discussion of successes and areas for improvement. This will assist the team in developing an even more successful Phase II project. THA staff will also hold an internal debriefing of the project on September 3, 2014

2.1.4 Lease-Up and Operations.
Lease-up is going very well. As of July 31, 2014 lease-up staff had 35 of the 70 units leased. Tacoma Public Schools will finish moving into the Community Center during the month of August in preparation for the upcoming school year.

2.1.5 Community Meetings.

Absher Construction Company's total Resident Employment, WMBE Utilization, and Apprenticeship goal commitment and monthly utilization:

	GOAL	PREVIOUS ACTUAL	ACTUAL AS OF 7/31/2014
MBE	14%	8.5%	8.5%
WBE	8%	10.98%	11.11%
Section 3 Business	10%	13.12%	13.21%
Section 3 New Hires	30%	63%	63%
Apprenticeship	15%	12.34%	12.19%

Below is the EEO Status of the project:

Target Business

MBE/Section 3	2 African American/Black
MBE/Section 3	1 Hispanic/Latino
WBE	2 Caucasian
WBE/Section 3	1 Caucasian
Section 3	2 Caucasian

Section 3 Hiring

African American/Black	13 workers
Hispanic/Latino	3 workers
Asian American	1 worker
Caucasian	3 workers

3. Bergerson Terrace

On July 2, 2014 THA staff advertised for proposals from interested A&E teams for Bergerson Terrace. Four (4) Firms responded to the RFQ by the due date of July 22, 2014. A team comprised of three Real Estate Development staff reviewed and scored the proposals. Based on scoring the contract was awarded to firm of Casey + DeChant. THA staff has worked with this group in the past and find them to be a great team. They understand building water intrusion issues and are very responsive. The results are as follows:

Project: Bergerson Terrace

Firm	Panelist 1				Panelist 2				Panelist 3				Average			
Scoring point	1	2	3	T	1	2	3	T	1	2	3	T	1	2	3	Total
ORB	33	30	35	98	25	25	35	85	25	25	25	75	27.67	26.67	31.67	86.00
Casey + DeChant	35	30	43	108	35	27	45	107	35	30	43	108	35.00	29.00	43.67	107.67
Studio 9	25	15	25	65	27	15	30	72	25	20	25	70	25.67	16.67	26.67	69.00
BLRB	30	25	30	85	30	25	40	95	30	24	30	84	30.00	24.67	33.33	88.00

Scoring point 1 is Organizational and Staff Capacity

Scoring point 2 is Respondent's Approach and Response to Scope of Services

Scoring point 3 is Demonstrated successes

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. The flooring in the first floor units has a Bituthene waterproofing membrane which is not working and has caused extensive damage to the units. THA staff has identified the general scope of work as: remove and replace: flooring, subflooring and Bituthene waterproofing membrane; repair doors, walls etc. as necessary; repair plumbing as needed, upgrade electrical to meet current code. 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

THA closed on the purchase of 1910 E 59th Street on May 5.

Renovations on 6607 E K Street are complete and the property is listed for sale.

4836 S K Street: Construction is complete and project is listed for sale.

3918 S. Thompson: All work is 100% complete, punch lists completed and property is currently listed for sale. Realtor has indicated a lot of activity.

With the inclusion of the E 59th Street, all of the AG funds will have been obligated. Once homes are sold, proceeds will be used to purchase and rehabilitate additional homes.

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. The houses and garages

that were on site have been demolished and infrastructure work is underway. LASA and THA will hold a groundbreaking event on Wednesday, September 3 at 10 a.m. on-site

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	February 16, 2015

4.2.1 Construction

Demolition of the existing structures is finished. Tree protection is in place and tree removal is complete. Grading and excavation of the footings is complete. Forming and pouring of the foundation is scheduled for early August. Project is on schedule.

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 were made and reports have been provided for 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. THA staff has begun looking for homes that meet the qualification of this program.

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. MLF did host a community meeting about the project and reported that about seven people attended and asked good questions. The neighbors reported that there are homeless people sleeping near the railroad tracks. MLF

5.2 City-Owned Brown Star Grill Properties on MLK

Advertising for Architectural and Engineering services for the project was completed in August and the initial question/answer with potential respondents was held. Approximately 15 firms attended this meeting. It is anticipated that a resolution for the selected Architectural and Engineering team will be before the Board in September pending fund raising efforts for the predevelopment work effort. Staff is anticipating acquiring the predevelopment financing by the end of August 2014.

5.3 New Look Apartments/Alberta Canada Building Acquisition

Staff is awaiting additional information about the assets owned by the MLKHDA.

5.4 The Dome Transit Oriented Development

Staff is preparing to respond to the RFI to develop 88 units as a Transit Oriented Development (TOD) in the Dome District. This response is due in late August. For the RFI, THA will provide examples of other developments it has done, provide a critical path development plan, financing approach and letters from lenders that indicate they would consider financing a project in which THA is the developer. If THA is selected as the developer, staff will provide the Board with information on the proposal, including financing considerations, critical risks, assumptions and opportunities for pursuing this development.

5.5 Acquisition

Staff continues to look for properties to acquire.

6. M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING

- 6.1 As of July 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 August 1, 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	\$330,730	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	\$1,126,112	59%	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	\$67,669	52%	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, Changing Life Ministries and the Salvation Army continue. The next work session will be held September 5th and will focus on development options/potential. The work with the YWCA continues and will meet with the YWCA August 18th on development options and the architect about the number of units, structure type and phasing options to consider

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: August 27, 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 Comment: With the arrival Of Mia Navarro as the Project Manager responsible improving business practices within Community Services Report, we are focusing on how and why we gather and report data. This month, we would like to provide the Board with a sense of this process by focusing on three sections of this report. The Sections are **1.1 Employment, 1.2.1 Adult Education, and 1.3 Housing Opportunity Program (HOP)**. In next month's Report we will outline the strategies we are undertaking to address concerns surfaced in this narrative.

Choosing Goals

The Annual Goals throughout this report are inherited from 2013. This is because we initially hoped to have an entirely revised Report in place by now. As we do not, we can take this opportunity to discuss what these goals mean, how they should be modified and ultimately how they relate to THA's Strategic Plan.

Goals in the current Board Report format generally reflect grant commitments. For Employment, they reflect commitments made in federal FSS and local City of Tacoma grants. For the most part, the goals are "ball-parked," informed by past performance and the grant driven need to demonstrate increased outputs. Goals are not strongly linked to actual program capacity – to how many clients Community Services should be able to support, given staffing levels, varied support needs, or average caseload expectations.

Setting goals regarding the total volume of clients served in this anecdotal manner is problematic in at least a couple of ways. First, achievement toward the chosen targets tells us nothing about how well we are actually utilizing the programs capacity, because the choice in goals has in no way compels us to actually determine our capacity. Second, there is no check against substantially over or under committing to the number of clients served.

Anecdotal goal setting is also problematic when we try to assess efficacy more granularly. The goals for soft skills participation and vocational readiness training are informed by the needs of clients referred to CS, but not by the service needs of THA households generally. As an agency or a Department, we do not survey households regarding the specific employment or soft skills services they want. We do not systematically refer households assessed as work-able to Community Services, based upon stagnant or falling year-to-year income. So, we may be able to say something about the intensity and type of support needs that are typical of clients referred to CS, and can relate the services provided to increased income through employment as an outcome. We can't say if the referrals we receive are reflective of the needs of THA households more broadly, or if our model of referral and service provision adequately engages a larger, unserved population.

Choosing Activities

On most of the activities reported in Section **1.1 Employment**, we appear to be performing well. On several of the activities reported in Section **1.2.1 Adult Education Programs**, we appear to be performing poorly. In each instance where we are underperforming relative to goal, we chose the activity at a time when there was a resource available to meet the goal, or an expectation that the activity was useful to clients. We then failed to adjust the goal when the resource disappeared, or found that the activity either isn't desired by clients or is difficult to access.

Under **Employment**, we report "Entered Apprenticeship." The activity was originally chosen in part to document external partnerships. The goal is modest, but has never been achieved. Apprenticeship programs exist, but are often difficult to access. They are also not always immediately attractive to clients who can earn similar income at less demanding work requiring no investment in tools or other equipment. We needed to resolve barriers to accessing apprenticeship, change the participation goal, or discontinue the activity with explanation. We did none of these things, just maintained the goal.

In the same section, we report "Work Study/Community Jobs/Internships." As with Apprenticeship, the activity was chosen in part to spur external partnership and placements. In practice, these positions are generally unpaid or minimally paid, entail travel and childcare challenges, and are not usually perceived as worthwhile by our clients or case workers. As with Apprenticeship, we need to make choices about this activity but until now haven't.

In Section **1.2.1 Adult Education Programs**, we report ESL participation. In the past, Bates Technical College taught ESL classes at the FIC. Participation by our clients was relatively low. When Bates received reduced funding for the program, it withdrew from the FIC as a classroom site. We know anecdotally that there continues to be a need for ESL classes within the Salishan community, with Slavic and Southeast Asian immigrants as the groups most likely to benefit. Until now, we have not formally identified the barriers that contributed to low participation when Bates was present, surveyed need to confirm our anecdotal impression, or reached out to other ESL providers. As importantly, we do not identify clients who are receiving ESL services from other providers at some site other than Salishan.

We report GED preparation and completion, with this activity also appearing nearly dormant. When the goals for this activity were initially set, performance toward goal was fairly robust. Then something happened. The requirements to achieve a GED became harder, and the test itself became more like a college preparatory exam. Client willingness to pursue a GED waned, while more clients undertook an alternative form of High School Equivalency exam. We did not shift our choice of activity to reflect this shift in facts on the ground.

In Section 1.3 **Housing Opportunities Program (HOP)**, we report on engagement with HOP households. We chose the number of HOP orientations as a master activity, with a number of subordinate activities dependent upon client participation in these orientations. Progress toward goals again appears largely dormant. In fact, HOP orientations are not conducted by CS, but are convened by Property Management. Orientations for new HOP households were suspended for the first five months in 2014, with two held since June. Given this circumstance, we should have shifted to reporting on activities with HOP households enrolled before the suspension occurred.

Choosing How to Count

There are numerous inconsistencies in how we choose to count activity toward goals. We almost never include activities performed by partner agencies in our overall counts, undervaluing the role of partner agencies, undervaluing the importance of our role as a referring partner, and creating a skewed impression of the services some of our clients actually receive. ESL classes are one example. Completion of FAFSA student aid applications is another. We report participation in job readiness programs as an activity. (This is one of the few examples where we report a service by an external provider.) We know that these programs often assist participants with FAFSA applications, but don't track this data. We also refer clients to MDC for assistance with completing FAFSA applications, but don't include those referrals as activities toward goal.

Sometimes we choose to count activities in contradictory ways, and set goals that do not make sense in connection. Under Employment, we report "Job Placement" as an activity, with an annual goal of 45 placements. We also report "Earned Income Increased," with an annual goal of 35 households. These goals do not make sense in connection, if one assumes that "job placement" means moving from no employment to some employment or from part-time to full employment. The discrepancy arises because we chose to count job placements in a faulty way, by including clients who change jobs without increasing income. Counted in this way, a "placement" could actually entail a loss of income.

1.1 Employment

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
Clients referred for employment services	15	99	130	76%
Clients who received employment services	17	160	120	133%
Clients enrolled in employment readiness soft skills workshops	7	68	80	85%
Clients completed employment readiness soft skills workshops	4	35	50	70%
Enrolled in job readiness training	3	19	20	95%
Job placement	5	34	45	76%
WorkSource Participants Assisted	12	75	100	75%
Entered Apprenticeship	0	0	3	0%
Work Study/Community Jobs/Internships	0	0	30	0%
Earned Income Increased	0	23	35	66%

1.2 Education

1.2.1 Adult Education Programs

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
Participating in ESL classes	0	0	15	0%
Completes one or more ESL levels	0	0	5	0%
Adults enrolled in education program	26	26	25	104%
Adults complete education program	6	6	10	60%
Participants attending GED classes	10	30	200	15%
Completes one or more GED tests	0	0	25	0%
Attains GED	1	1	15	7%
FAFSA applications completed	0	0	10	0%

1.2.2 McCarver Special Housing Program

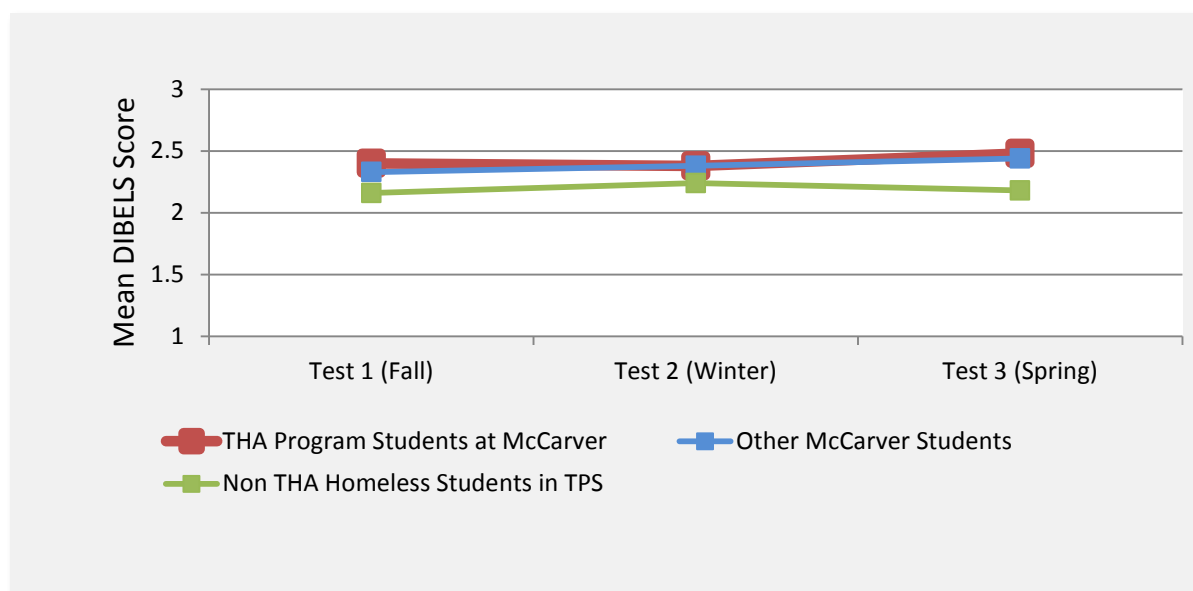
Program Description – Michael Power: THA’s McCarver Elementary School Housing Program seeks to stabilize McCarver Elementary, a low-income school in Tacoma’s Hilltop neighborhood. Participating families receive intensive case management services and assistance to help the parents improve their education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

As of the end of July 2014, 39 McCarver families are enrolled in the Program. Rental subsidies for participating families will decrease to zero over the five years of the McCarver Program. Each year, all families will pay an additional 20% of their rent and THA will subsidize the balance. Currently all families are paying 40% of their rent. We are considering a change in policy which will allow a rent accommodation for families who continue to struggle with their rent burden while they are finishing their education or job training.

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	July 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



Manager's Comment – Michael Power:

** 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.

Our external program evaluator is currently gathering the data he needs to produce the evaluation of year 3 of the program. This report will come out in the fall of this year. The results of this evaluation will help us to determine whether to expand the McCarver model to other schools in Tacoma with high student turnover.

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

Manager's Comment – Michael Power:

Success Story

McCarver Program students attended summer school at McCarver hosted by our partner Peace Community Center. This program ran for five weeks, every day from 9-3:30. The focus was on overcoming summer learning loss through focus on reading, writing, and math. Each week they took a field trip to places such as the Lemay Car Museum and the Museum of Flight.

McCarver Program Featured in Media

Two McCarver Program moms were recorded telling their story to StoryCorps. StoryCorps is a program on National Public Radio on which people speak about their lives and challenges. Building Changes and the Gates Foundation arranged for a special StoryCorps collection from people who were experiencing or had experienced homelessness. They recorded up to 200 interviews nationwide. Only a few will make it onto the radio, but all will be archived by the Gates Foundation. This fall, THA will receive a copy of the recording of the McCarver stories.

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.

Caseworkers continue to reach out to HOP households to let them know of the services available to them to assist with their education and employment goals.

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
HOP orientations	0	2	n/a	n/a
Work-able attendees	0	12	120	10%
Attendees requesting CS	0	16	120	13%
Work-able attendees housed	5	13	120	11%
Participants receiving CS	4	13	60	22%

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	7		3		15	
	July 2014	YTD 2014	July 2014	YTD 2014	July 2014	YTD 2014
Entrances	0	1	0	1	0	1
Graduations	1	4	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	July 2014	YTD 2014	Annual Goal 2014
Number of households referred for services	4	60	27
N. of successful completions (eviction averted)	6	11	12
Number terminated	4	11	n/a
Number withdrawn	1	17	n/a

Manager's Comment – Mary Syslo: Two new tenants were referred for “Meet & Greet” services. Caseworkers review housekeeping expectations, verify they know how to use all appliances, check the unit for any damages, inform the tenant of services available in Community Services and through the Salishan Association and answer questions.

Director's Comment: *The data above seems to indicate that Case Staffing is a largely unsuccessful program. Although the referral volume appears to be fairly high, very few successful completions are reported. The vast majority of referrals appear to either be withdrawn meaning the client declined to accept support services), or terminated (meaning the client initially accepted supported services, but was closed by Case Worker for non-participation). The number of successful completions for YTD does not make sense if the service period actually is typically 90 days. We will review the efficacy of the Case Staffing program.*

1.6 MTW Hardship Exemption Casework

Activities	July 2014	YTD 2014	Annual Goal 2014
Number of households referred for services	3	26	n/a
Number of successful completions	0	9	n/a
Number terminated	0	0	n/a

Manager's Comment – Mary Syslo: There are 15 active Hardship referrals that are receiving services from caseworkers. 2 Hardship referrals did not find employment within the 6-month Hardship time limit.

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.

Director's Comment: The data below require some unpacking. While the total number of participants is online with expectations, the number of new contracts signed is substantially under expectation. The number of graduations is only slightly below midyear expectation, so the relationship between graduation rate and enrollment rate is not direct. We will determine if FSS should be enrolling more clients within its staffing capacity.

Status	July 2014	YTD 2014	Annual Goal	% of Goal
Current Participants	110	119	153	78%
Graduates	1	8	17	47%
Removed/Voluntarily Withdrawn	1	3	n/a	n/a
New Contracts Signed	3	18	55	33%
Escrow Balance	\$119, 931.13			

1.8 Life Skills and Parenting Classes

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
Life Skills Enrollment	0	13	20	65%
Life Skills Completion	1	8	10	80%
Parenting Enrollment	0	25	75	33%
Parenting Completion	0	0	65	0%

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.

Director's Comment: Overall, the data seems to indicate a high referral rate, but much lower than anticipated number of unduplicated client contacts. The

problem appears to be the annual goals, which are inherited from the 2013 report and make no sense. In fact the number of unduplicated contacts can't logically exceed the number of referrals received.

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
Unduplicated client contacts	5	48	260	18%
Referrals	11	56	50	112%
Unduplicated situation/wellness counseling	5	59	140	42%
Assistance with correspondence for Entitlement Programs	6	30	40	75%

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

Manager's Comment – Michael Power: THA has community computer labs at Bergerson 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.

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
Computer Lab Participation (cumulative visits)	250	360	1200	30%

We will reevaluate the goal for computer lab participation based on the participation we see this year.

1.12 Youth Activities

Director's Comment: *The level of participation we are seeing at the Salishan*

Summer program was not anticipated. To some extent, it may be an artifact of better marketing/outreach, particularly by the Salishan Association's Community Builder. However, the increased participation also raises a concern that child hunger may be more extensive in Salishan than previously understood. We will create a Participant survey before the end of the program season, to gain a better understanding of this high participation.

Manager's Comment – Michael Power:

Activities	July 2014	YTD 2014	Annual Goal	% of Goal
Youth tutoring	96	96	10	960%
Summer youth programming	682	682	40	1705%
Youth leadership mentoring	25	25	45	56%

Brown Bags and Books

THA is partnering 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. The turnout this year has far exceeded our expectations. In previous years we have served 20-30 children a day. This year we are serving up to 80 per day. The children get a healthy meal, and then have optional activities with the community partners in a classroom at the FIC. We also have a free lunch program at Bergerson Terrace and the computer lab at Hillside Terrace is open in the afternoons. These programs will continue to run weekdays through the last day of summer vacation.

The Manager of St. Leo's Food Connection reported that attendance is up throughout the city. He attributes it to better food this year and more alignment with supportive activities such as Brown Bags and Books.

Having the summer program at the FIC has also resulted in children taking home a lot of books from our Reach Out and Read bookshelves. The KBTC program coordinator wrote, "I've been advertising those books each time, and after a few hints, the kids have taken to hauling home mounds of them. One was having trouble taking the five bags full of books on her own, but looked at me smiling and said, 'It's like I went shopping!! But for books!!'"



NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-8-27 (1)

DATE: August 27, 2014

TO: Board of Commissioners

FROM: Michael Mirra, Executive Director

RE: Authorize Investment Institutions and Authorized Signers

Background

The annual reorganization, at which a new Board Chair and Vice Chair are elected, necessitates a resolution that authorizes their signatures for the financial institution accounts of the Tacoma Housing Authority.

The resolution replaces Resolution 2013-8-28 (2), which had authorized the prior officers as signers for the bank and investment accounts of the Tacoma Housing Authority and identifies the new ones, as well as the authorized THA staff members.

Recommendation

Approve Resolution 2014-8-27 (1) replacing 2013-8-28 (2) authorizing the signers for the financial institutions.



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Recommendation

Approve Resolution 2014-8-27 (1) replacing 2013-8-28 (2) authorizing the signers for the financial institutions.



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-8-27 (1)

AUTHORIZED SIGNERS FOR FINANCIAL INSTITUTION ACCOUNTS

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

Whereas, This resolution does that and replaces Resolution 2011-8-24(4), which had authorized previous offices as signers; and

Whereas, The Board of Commissioners needs to formally authorize the financial institutions and the authorized signers on the accounts.

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

The funds of THA are hereby authorized by the laws of the State of Washington and the regulations of the Department of Housing and Urban Development to be utilized, held and invested and that said funds may be deposited with any or all of the following institutions:

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

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

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

Stanley Rumbaugh	Chairman _____
Arthur Banks	Vice Chair _____
Michael Mirra	Executive Director _____
Kenneth Shalik	Director of Finance _____
Duane Strom	Finance Manager _____

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

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

Approved: August 27, 2014

Stanley Rumbaugh, Chairman