



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

September 24, 2014



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

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

ANNUAL MEETING BOARD OF COMMISSIONERS

WEDNESDAY, September 24, 2014

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular Meeting on **Wednesday, September 24, 2014 at 4:45 PM**

The meeting will be held at:

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

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

I, Christine Wilson, certify that on or before September 19, 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

REVISED

AGENDA REGULAR MEETING BOARD OF COMMISSIONERS September 24, 2014, 4:45 PM 902 South L. Street

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
 - 3.1 Minutes of August 27, 2014 – Annual Meeting
 - 3.2 Minutes of August 27, 2014 – Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Real Estate Management and Housing Services
 - 7.3 Real Estate Development
 - 7.4 Community Services
 - 7.5 Administration
8. **NEW BUSINESS**
 - 8.1 2014-9-24 (1), Approval of THA's 2015 Moving to Work Plan
 - 8.2 2014-9-24 (2), Approval of Tenant Account Receivable Write Offs
 - 8.3 2014-9-24 (3), A&E Services for 1120/1124 Martin Luther King Jr. Way Project
 - 8.4 2014-9-24 (4), Authorizing the Executive Director to enter into an Interlocal Agreement with King County Housing Authority in order to acquire Real Estate Financial services.
 - 8.5 2014-9-24 (5), Reconstruction of Six Units at Wright Street (**WALK ON**)
9. **COMMENTS FROM THE COMMISSIONERS**
10. **EXECUTIVE SESSION (if any)**
11. **ADJOURNMENT**

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES ANNUAL SESSION WEDNESDAY, August 27, 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 1724 East 44th Street, Tacoma, WA at 4:45 PM on Wednesday, August 27, 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 4:48 PM.

2. ROLL CALL

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

PRESENT

ABSENT

Commissioners

Greg Mowat, Chair

Stanley Rumbaugh, Vice Chair
Arthur Banks, Commissioner

Janis Flauding, Commissioner

Rose Lincoln Hamilton, Commissioner

Staff

Michael Mirra, Executive Director

Christine Wilson, Executive Administrator

Ken Shalik, Finance and Administration

April Black, REMHS Director

Greg Claycamp, CS Director

Kathy McCormick, RED Director

Barbara Tanbara, HR Director

Todd Craven, Administration Director

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

3. DESIGNATED EXECUTIVE DIRECTOR TO BE TEMPORARY CHAIRPERSON

Chair Mowat called for a motion to designate Executive Director Mirra to be temporary Chairperson for the nomination of chair. Motion made by Commissioner Lincoln Hamilton and seconded by Commissioner Flauding.

Upon roll call, the vote was as follows:

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

Motion approved.

4. NOMINATIONS FOR CHAIRPERSON

Temporary Chair Mirra called for nominations for the office of Chair of the board of Commissioners. Commissioner Flauding nominated Commissioner Rumbaugh to serve as Chair. Commissioner Lincoln Hamilton seconded the motion.

Upon roll call, the vote was as follows:

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

Motion approved.

5. NOMINATIONS AND VOTE FOR VICE CHAIR

Temporary Chair Mirra called for nominations for the office of Vice Chair for the coming year. Commissioner Mowat nominated Commissioner Banks to serve as Vice Chair. Commissioner Lincoln Hamilton seconded the motion.

Upon roll call, the vote was as follows:

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

Motion carried

6. EXECUTIVE DIRECTOR MIRRA RETURNS CHAIR TO CHAIRPERSON

Executive Director Mirra turned the chair over to Commissioner Mowat who will fill in for Chair Rumbaugh.

7. REMARKS FROM THE NEWLY ELECTED OFFICERS AND EXECUTIVE DIRECTOR

ED Mirra presented Commissioner Mowat with a Special Recognition Award for his tenure on the BOC from 2004-2014. Commissioner Mowat stated serving on the THA Board of Commissioners has been one of the most rewarding boards he has had the pleasure of serving on. He thanked his fellow commissioners and staff for the great work done at THA.

8. APPOINTMENT TO STANDING COMMITTEES

Commissioner Mowat stated committee assignments would stand as follows:

Finance Committee – Commissioner Lincoln Hamilton

Real Estate Development Committee – Commissioner Rumbaugh

Citizen Oversight Committee – Commissioner Banks

9. BY-LAW REVIEW AND RECOMMENDATION

There were no by-law changes.

10. COMMISSIONER ANNUAL CERTIFICATION

In accordance with section 5.4 of the By-laws, the Board Secretary, Executive Director Mirra, acknowledged receipt from all Commissioners in attendance of certification of whether any conflict of interest occurred during the prior calendar year. No conflicts exist in the reported year 2013-2014.

11. ADJOURNMENT

There being no further business to conduct at the Board of Commissioners Annual Meeting, Commissioner Flauding moved to adjourn, Commissioner Lincoln Hamilton seconded the motion. All votes were in favor of adjournment.

The Board of Commissioners Annual Reorganization meeting adjourned at 5:25 PM.

APPROVED AS CORRECT

Adopted: September 24, 2014

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, August 27, 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 1724 East 44th Street, Tacoma, WA at 4:45 PM on Wednesday, August 27, 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 4:48 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners Greg Mowat , Chair Janis Flauding, Commissioner Rose Lincoln Hamilton, Commissioner	Stanley Rumbaugh, Vice Chair Arthur C. Banks, Commissioner
Staff Michael Mirra, Executive Director Christine Wilson, Executive Administrator Ken Shalik, Finance and Administration Director April Black, REMHS Director Barbara Tanbara, Human Resources Director Greg Claycamp, Community Services Director Kathy McCormick, RED Director	Todd Craven, Administration Director

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

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Commissioner Mowat asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, July 23, 2014. Commissioner Lincoln Hamilton moved to adopt the minutes, Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Commissioner Mowat asked for any corrections to or discussion of minutes for the Special Session of the Board of Commissioners for Tuesday, August 19, 2014. Commissioner Flauding stated the minutes did not reflect that she participated in the Open Public Meetings Act webinar from her home. Commissioner Lincoln Hamilton moved to amend the minutes to reflect Commissioner Flauding's participation in the training session and then to approve the amended minutes; Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Commissioner Mowat asked for any corrections to or discussion of minutes for the Special Session of the Board of Commissioners for Tuesday, August 19, 2014. Commissioner Lincoln Hamilton moved to adopt the minutes as corrected, Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

none

5. COMMITTEE REPORTS

Real Estate Development Committee – None

Finance Committee – Commissioner Lincoln Hamilton stated the board will hear from Director Shalik regarding the agency financials. The financials are in order.

Citizen Oversight Committee – None

6. ADMINISTRATIVE REPORTS

Executive Director

ED Mirra directed the board to his report and welcomed questions. He reported that HUD hosted a webinar to discuss the extension of the MTW contracts to 2028 extension. In that webinar HUD reaffirmed its willingness to extend the contracts to 2028. This is good news. The mixed news is HUD's proposal to "reset" the voucher funding in 2019 to match the expenditures of the 2018 funding. The problem arises from HUD's further proposal to count as expenditures for this purpose only money spent on "traditional voucher purposes". This appears to exclude the non-traditional expenditures such as HOP, THA's Education Project, rapid rehousing investments, community services, new construction and back filling the loses in the public housing portfolio. These are all expenditures that the MTW program allows and even encourages. ED Mirra provided the board with a memo outlining THA's uses of its MTW authority.

Finance

Director Shalik directed the board to the finance report. Projecting a surplus, anomalies continue. Has not seen any challenges in the budget

Commissioner Flauding moved to ratify the payment of cash disbursements totaling \$5,001,283 for the month of July, 2014. Commissioner Lincoln Hamilton seconded.

Upon roll call, the vote was as follows:

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

Motion Approved

Commissioner Lincoln Hamilton spoke about the monthly financial statements provided to the board at each meeting. She is recommending that staff provide financial reports only quarterly instead of monthly. Discussion ensued. Commissioner Lincoln Hamilton

moved to direct staff to provide quarterly financial statements. Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

Motion Approved

Real Estate Management and Housing Services

Director Black directed the board to her report. The portfolio continues with improvements in unit turns over last years numbers. She discussed the results from the TCAM report. Staff will meet with identified workgroups to discuss metrixs and benchmarks. Rental Assistance is continuing to issue HOP vouchers and the 25 Tacoma Community College vouchers should be issued soon.

Real Estate Development

Director McCormick directed the board to his report. Announced the Bay Terrace Ribbon Cutting event that was held this past Monday, August 25. Her staff is currently writing the application to apply for 9% tax credits at Bay Terrace, Phase 2. Staff is preparing to respond to the RFI for Pierce Transit's dome district property. We will know within 6 weeks if this project will move forward. Director McCormick learned that the prospective purchasers of the Winthrop will also submit a 9% tax credit application in 2015. It will not compete with the Bay Terrace Phase 2 application.

Community Services

Director Claycamp directed the board to his report. He announced he has hired the Education Program Manager successor, Jean Blair Brownell. She is highly regarded by the Annie E. Casey Foundation. She will start on September 15. Director Claycamp anticipates the Asset Builder position will be filled very soon. He directed the board to the new report layout. Commissioner Lincoln Hamilton requested that it include the story behind the numbers.

7. OLD BUSINESS

None.

8. NEW BUSINESS

8.1 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

9. COMMENTS FROM COMMISSIONERS

None

10. EXECUTIVE SESSION

None

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 5:26 PM.

APPROVED AS CORRECT

Adopted: September 24, 2014

Stanley Rumbaugh, Chair

Finance Committee
Commissioner Lincoln Hamilton

Real Estate and Development Committee
Commissioner Rumbaugh

Citizen Oversight Committee
Commissioner Banks

ADMINISTRATION REPORTS

EXECUTIVE DIRECTOR REPORT



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Date: September 17, 2014
Re: Executive Director's Report

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

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

I reported last month that HUD seeks to change the terms of the MTW contracts before it will agree to extend them to 2028. The negotiations have begun between HUD and the negotiating committee of seven (7) MTW housing authorities. That committee represents all 39 MTW housing authorities, including THA. I append some notes from the committee's recounting of the negotiations to date. The main issue remains HUD's proposal to "rebenchmark" the voucher funding in 2019 to exclude all expenditures that do not constitute "traditional voucher purposes." The meaning or even the purpose of the proposal remains unclear. We remain very concerned that it would deprive THA of much of its innovation and financial stability.

Stay tuned!

2. **CONGRESSIONAL BUDGET NEWS**

This time of year public housing authorities turn their thoughts to Congress's budget talks. Congress must pass a budget or continuing resolution of some sort by September 30th or else the government will shut down on October 1st. That happened last year, for 17 days. The shutdown ended with the Bipartisan Budget Bill of 2013. It appropriated funds for 2014 and set spending in all categories of spending for 2014 and 2015.

Congress must still appropriate funds for 2015 by September 30th. Knowledgeable people tell us that Congress will not likely agree by then on a 2015 budget. Those sources also judge that a government shutdown is unlikely. They expect that Congress will pass a continuing resolution to keep the governmental lights on. That will keep our 2015 funding at 2014 levels, which is what the Bipartisan Budget Bill of 2013 contemplates. Congress will likely extend the continuing resolution until well after the election, perhaps until after the new Congress convenes in January. The other budget decision facing Congress arrives in the Spring when it must raise the debt ceiling again. I append a brief report from the Council of Large Public Housing Authorities (CLPHA).

Stay tuned.

3. **SCHEDULE FOR RENT REFORM**

The Board should recall that we are delaying by a year our schedule to study, plan and implement our next round of rent reform. We now aim to include it in our plan for 2016. I append the project outline and schedule for this. It aims for the Board decide by March 6, 2015 on the proposals we would then formally present to the community.

4. LEGISLATIVE CONSULTATIONS

Commissioner Greg Mowat and I continue our consultations with area state legislators. In general, we are discussing four (4) topics:

- THA's Education Project: Update
- THA's rent reform plans. (I attach my memo of August 12, 2014 describing THA's MTW activities, including rent reform.)
- THA's Capital Needs:
 - Bay Terrace Phase 2: \$3 2million
 - Brown Star Lofts: \$2 million
- McCleary Funding and Child Poverty: THA's Proposal (I attach an update of the proposal dated September 8, 2014.)

5. NEWS TRIBUNE NATIONAL SERIES ABOUT DISHONEST CONTRACTORS

The Commissioners may have read the excellent series of articles in The News Tribune from September 7th to 11th. It was a national news story by McClatchy news. It covered contractors who cheat their employees, the government and their competitors by misclassifying employees as independent contractors. The article focused on contractors who have worked on HUD funded housing projects. About a year ago, THA received a request for our contracting records from the Washington D.C. based reporter that was apparently researching the story. The news series did not report any notable problems in Washington State. (Florida and Texas seem to stand out for these problems.) Even so, the news articles provided us with a reason to reflect on our practices.

I asked Kathy McCormick, THA's director of real estate development, to review our systems and ask ourselves if they give us adequate assurance that our contractors do not have such problems. I do not expect problems. In general, we have been very impressed with the standards of ethics, safety and compliance by our general contractors, such as Walsh Construction and Absher Construction. These are first rate companies who do first rate work that would be incompatible with the dishonest practices the news article described. Kathy reports the following reassurance:

“After talking with the RED Staff, I am confident that the issues raised in the News Tribune will not be found here:

- “1. THA hires people who are ethical;
- “2. The procurement process is transparent and designed in such a way that “fixing” bids would be difficult to do. This is because at least three people review proposals, score them and make a recommendation on who should get the work. It is not always the lowest bidder. Bidders have no knowledge of who is

on the scoring team.

“3. There are some 1099 contractors on the job sites. These are largely found among cabinet makers and installers. Regulations do allow for use of 1099 employees. It does not appear to be misused. It is also important to note that 1099 contractors are required to pay taxes. Employers are required to issue them the 1099 forms showing what was paid. It would appear that some of the contractors in the article did not issue the 1099’s and the person completing the certified payrolls did not ask the question of the employees in the field.

“4. Contractors submit certified payrolls. These payrolls provide details as to who was paid, rate of pay, benefits, etc. These are submitted to Vickie. Vickie then goes into the field and interviews employees to make sure that they were paid as outlined in the certified payroll. She compares the employees information to the information submitted by the employer.

“5. HUD audits these records and it hasn’t been a problem;

“6. THA maintains excellent records.”

I also spoke with Mark Martinez, secretary of the Tacoma-Pierce County Trades Council. I asked him if he knew of any reason for concern with THA and its contractors. Mark said that he was not aware of any such difficulties but that he would inquire and let me know if he hears of any concerns.

6. THA IN THE SPOTLIGHT

THA will be in the spotlight in the coming months:

- October 6, 2014 The Education Committee of the Washington State House of Representatives will visit McCarver Elementary School. Its member wish to learn about THA’s McCarver Housing Program.
- October 8, 2014 Senator Patty Murray will return to McCarver. She visited 18 months ago. She seeks an update.
- October 10, 2014 THA will address the Illinois Asset Building Coalition’s annual conference in Chicago. THA will describe its Education Project, including its plans for educational savings accounts for the children of Salishan.
- October 16, 2014 THA will address the Housing Matters conference in Washington, D.C. The Annie E. Casey Foundation is the sponsor. THA will present its Education Project.
- October 17, 2014 THA will address the Board of Commissioners of the King County Housing Authority on rent reform.



TACOMA HOUSING AUTHORITY

TACOMA HOUSING AUTHORITY INNOVATIONS IN MTW

August 12, 2014

The Tacoma Housing Authority (THA) is a Moving to Work (MTW) public housing authority. MTW is a status that HUD confers. There are about 3,400 public housing authorities in the nation. About 40 of them are MTW. MTW does not provide a housing authority with more HUD funding. Instead, MTW makes the money more flexible and frees a housing authority from some of the normal rules governing HUD programs.

The MTW program serves three statutory objectives:

- Increase housing choices for low-income families
- 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 help people obtain employment and become economically self-sufficient
- Reduce cost and achieve greater cost effectiveness in federal expenditures

THA is one of the newer MTW agencies. It became a MTW housing authority in 2010. This document describes the innovative ways THA has used its MTW authority. It explains the policy choices THA has made, and why. It also provides data on some results so far.

THA's GENERAL POLICY CHOICES

THA serves MTW's statutory purposes with policy choices and methods of administration that show the following themes:

- Serve more households in Tacoma;
- Serve Tacoma households who find HUD's mainline programs inaccessible because of homelessness and special needs;
- Manage federal budget cuts and anticipated budget cuts without terminating any family's assistance;
- Help assisted children succeed in school and promote the success of the Tacoma schools that serve very low-income children;
- Help work-able families prosper by incentivizing work and asset building, and providing them with enhanced support to improve their ability to earn;
- Reduce the cost of administering HUD's program;

- Make policy choices based upon the local needs and market in Tacoma;
- Consult closely with affected households, including those on the waiting lists, landlords, community partners and public officials;
- Use data to inform policy choices;
- Be willing to try new approaches;
- Evaluate outcomes and adjust.

The following section describes THA's MTW activities and the policy choices they implement. While THA and its community partners are confident about these choices, some of these choices are not occasions to celebrate. Some of them, for example, ask program participants to accept a smaller subsidy. Some impose time limits. THA might not make some of these choices if the Tacoma area did not have such an acute shortage of affordable housing or if THA had adequate resources to meet it. Yet THA must make its policy choices to account for the local need and the resources at hand. In particular, THA must manage declining levels of federal appropriation and the prospect for further declines. THA's Board of Commissioners has resolved not to manage those cuts by terminating families from its programs. THA has never terminated any family for lack of funding and its Board has no appetite to begin. Instead, the agency and its local partners favor the alternative of moderately reducing the level of assistance to each household so THA can serve more households. THA refers to this approach as "thinning the soup". We thin the soup so we do not have to remove chairs from the dinner table. Because of this approach and the savings it provided or allowed THA to anticipate, THA has been able to manage the budget cuts of 2013 without terminating a single family. While most housing authorities in the nation were cutting households or freezing the issuances of vouchers, THA added 183 new families to the table.

Those savings will also allow THA to provide enhanced supportive services and to serve homeless families, homeless youth without families and chronically homeless adults, all of whom generally find THA inaccessible. The savings have also allowed THA to devise and implement its innovative Education Project.

THA MTW ACTIVITIES

1. HOUSING OPPORTUNITY PROGRAM (HOP)

In 2013, THA began a new tenant-based rental assistance program for all new admissions. It is called the Housing Opportunity Program (HOP). HOP has two main elements: it provides a fixed subsidy based not upon household income but household size; it imposes a 5-year time limit for work-able households.

1.1 Fixed Subsidy

The fixed subsidy is based on 50% of the payment standard that THA's occupancy standards assign to the household size. THA uses a fixed subsidy for several reasons:

- *The fixed subsidy saves money to serve more households*

The fixed subsidy saves money. The savings has allowed THA to serve more households.

The savings results because, for most households, the HOP subsidy is lower than what the regular voucher program would offer. The average rent burden for the regular voucher program is 27% of income; for average HOP households it is 37.8%; for non-work-able HOP households it is 29%. The average voucher subsidy is \$618; the average HOP subsidy is \$449.

	THA HOP Program	THA Voucher Program (not counting PBVs)
Number of households	185	2,495
Average income of all households	\$14,058	\$13,283
% A.M.I. of average income	22%	20%
Average income of work-able households	\$14,981	\$13,853
Average family size of all households	2.36	2.47
Average subsidy paid	\$ 449	\$ 618
Average rent burden	37.8% (all HOP) 29% (non-work-able)	27%

Though the program is relatively new, the reduction in housing subsidy per household has allowed THA to provide rental assistance to 65 more households than if THA had issued traditional vouchers. Significantly, it allowed THA to manage the 2013 budget cuts without freezing issuances or terminating any households from the program. Instead, it was able to add 183 households to its program that year when most other housing authorities were cutting households or freezing the issuance of new vouchers. Overall, THA is exceeding its MTW baselines:

2010 Baseline Units	2014 Baseline Units	August 2014 Households Assisted
4,347	4,493	4,497

The number of assisted households and the increased number of households over what the voucher program would have served will grow as HOP adds households.

The savings also pays for the other initiatives described below, including those serving homeless families, homeless youth without families, chronically homeless adults and the Education Project.

- *The fixed subsidy rewards work*

Under the normal HUD rules, a household that increases its earned income loses a portion of that increase to a larger rent payment. A household that reduces its earned income receives a larger subsidy. In this way, the normal rules provide a disincentive for work. The fixed subsidy removes this disincentive. A household does not lose subsidy when its income rises (until it reaches 80% of AMI when its eligibility ends.)

- *The fixed subsidy reduces administration expenses*

The regular voucher program is expensive to administer. Much of the expense arises from the work necessary to monitor and verify income, family composition and, in some cases, medical expenses. Much of that work is unnecessary when administering the HOP program. This savings is important because Congress has been funding only about 70% of what it costs to administer the voucher program.

- *The fixed subsidy is less intrusive into a household's business*

Under the normal voucher rules, THA must be nosy into a family's business. It must monitor and verify income, source of income, family composition and, in some cases, medical expenses. This intrusion is not necessary under the HOP program.

- *The fixed subsidy is easier to explain to families and landlords*

The normal voucher rules are complicated. They are hard to explain to a family and to a prospective or current landlord who need to know the amount of the family's rent obligation and what THA will pay. The fixed subsidy is very easy to explain and understand.

1.2 5- Year Time Limit

THA imposes a 5-year time limit on participants who are work-able. (The time limit does not apply to seniors or persons who are disabled from working.) THA imposes time limits for two reasons. **First**, time limits give households a further incentive to increase earned income. THA will invest some of the HOP savings to provide enhanced supportive services to help families do that. **Second**, time limits give other people a chance to receive assistance. Under the normal voucher program, THA serves a relatively small number of fortunate people who received a permanent, deep

subsidy. At the same time, tens of thousands of others cannot even get on THA's waiting list. Yet they are just as needy. A time limit acknowledges simply that at some point it is someone else's turn.

1.3 Metrics THA Will Track

Metrics will help determine if HOP is successful or not in comparison with the regular voucher program experience. THA is tracking them. The metrics and some results to date include:

- *Number of households served above what the voucher program would allow.*

The HOP program's ability to allow THA to serve more households will be among the most important metrics. The numbers above show the encouraging results to date.

- *Ability of households to lease despite the lowered subsidy*

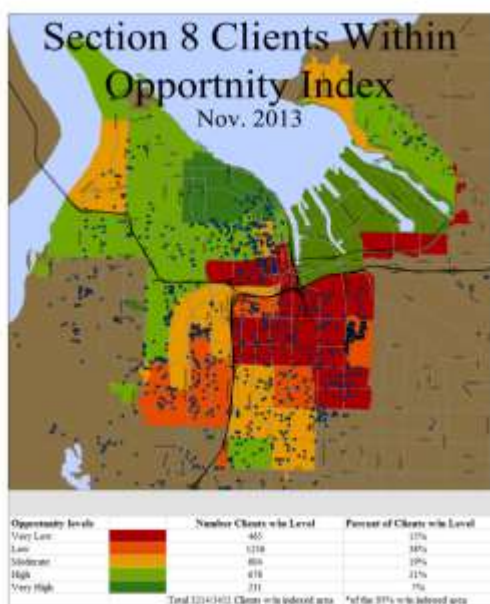
THA will track the rate of HOP lease ups and the time it takes households to lease up. So far, the lease rates for the HOP and voucher programs are comparable. THA will also track changes in these lease up rates and times for families approaching the end of their 5-year term on the program.

- *Condition of Dwelling Unit*

THA will track the condition of the dwelling units rented as shown in the rate of inspection failure. So far, THA does not see any notable difference in this rate between HOP and the voucher program.

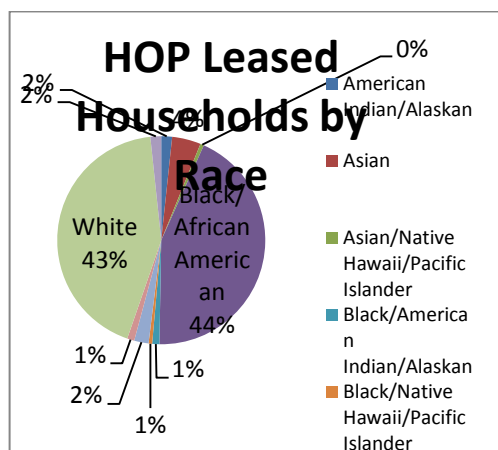
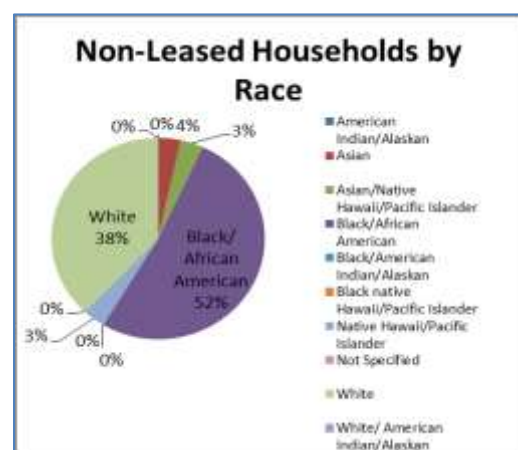
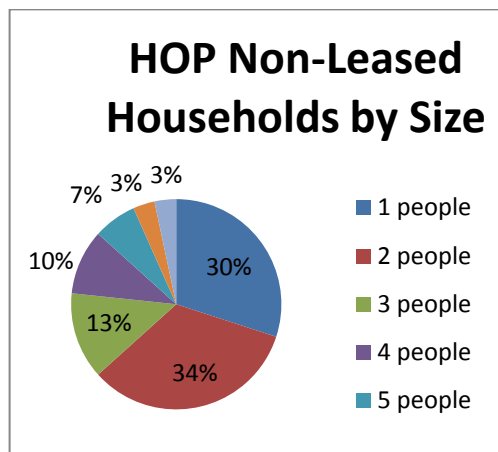
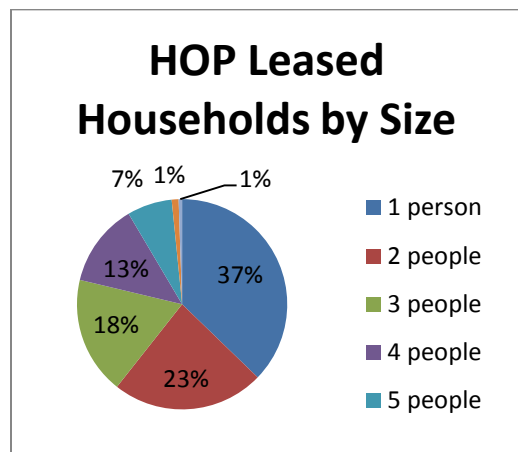
- *Geographic Distribution of Lease-Ups*

THA will use geomapping to track if HOP households are locating housing in comparable parts of the market as voucher households. So far, this has been the case. *E.g.*



- *Demographics*

THA is also tracking the demographics of households that successfully lease with a HOP subsidy to those that have not (labeled non-leased) in the charts below. They are comparable.



- *Rent burden*

THA will track the rent burden of HOP families. So far, the HOP rent burdens are higher, yet within expected ranges; but still far lower than the burdens on unassisted households.

	Voucher Program	HOP	Non-Assisted Households
Rent Burden	27%	37.8% (all HOP) 29% (non-work-able)	50 – 80%

- *Change in earned income*

THA will track aggregate changes in earned income.

2. INVESTMENT IN RAPID REHOUSING

THA is using its MTW flexibility to invest in rapid re-housing interventions into the homelessness of families with children, homeless youth without families, and homeless young adults. THA has recently signed contracts for this purpose with Pierce County, whose rapid rehousing program THA helped to design. One contract for serving homeless families will scale up to \$1 million annually after 3 years. The second contract to serve homeless youth and young adults without families will scale up to \$288,000. Both contracts provide for evaluation. The outcomes will determine if THA decreases, maintains or increases the investment. Both contracts have only recently begun.

THA invests in rapid re-housing for several reasons, all of them related to the needs of Tacoma's residents in crisis and the imperative to make THA relevant and accessible to them:

- *Serve people shut out of HUD's mainline programs*

Homeless families with children and homeless youth and young adults find public housing and section 8 programs largely inaccessible. These programs work off of hideous waiting lists. The waiting lists are usually closed. Even if they were open, the wait is years long. For these reasons, THA is largely irrelevant to the effort to intervene into the crisis of homelessness. That is an uncomfortable position for the largest source of housing dollars in the county.

Even if THA designated homeless families and youth as a local preference for the issuance of vouchers as they become available, other difficulties arise. **First**, the pace of issuance would not nearly be adequate. **Second**, there is no accurate way to tell which families will become homeless or stay homeless without assistance. This makes voucher issuance off a waiting list an inefficient and imprecise use of scarce resources to intervene into crisis. **Third**, rapid re-housing data from HUD Building Changes, and the Bill & Melinda Gates Foundation conclude that 85% of homeless families who need assistance do not need deep permanent subsidies in order to stabilize. This also makes full vouchers an inefficient intervention into crisis. **Fourth**, even upon getting a voucher, a homeless family is still a month away from housing. Homeless youth have additional barriers. Because of their youth, inexperience and disaffection they are not likely even to find their way to THA or, if they do, to easily find a landlord willing to rent to them.

THA's redirection of \$1 million over the next years will mean it will serve 140 fewer voucher families (a 3% reduction). In exchange THA will stabilize 300-350 homeless families with children every year (about 30% of Tacoma's annual total). THA will also spare itself the administrative cost of serving these families that usually requires voucher dollars. The county will cover that expense.

These initiatives are still early in their implementation. To date, 37 unduplicated families and 37 unduplicated youth have been housed. These numbers will grow as the County expends THA's money and as THA's investment increases.

3. THA'S EDUCATION PROJECT

THA's Education Project seeks ways to spend a housing dollar, not only to house a family, but also to achieve two other outcomes: to help their children succeed in school; to promote the success of the Tacoma schools that serve very low-income children. For more information about this ambitious initiative, see www.tacomahousing.org. This project is a close partnership among THA and the Tacoma Public School District (TPS), Tacoma Community College (TCC) and many service partners. The Education Project has several elements. Here are two:

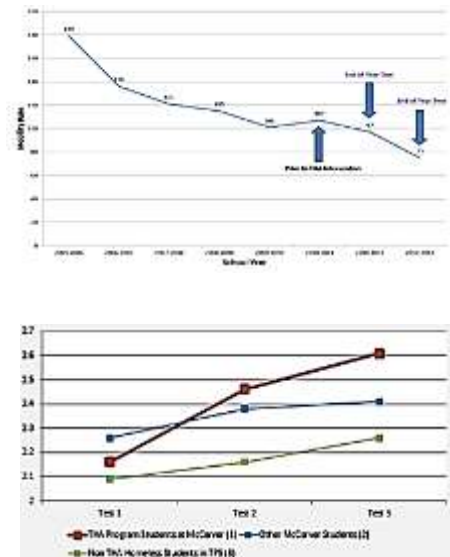
3.1 Stabilizing Elementary School Populations Transient Because of Homelessness



McCarver Elementary School is an important elementary school in Tacoma. It is one of the oldest, founded in 1925. It was the nation's first magnet school. It was one of the first to desegregate by race. Presently, it has many challenges. Its student population is the poorest in the region, possibly the state. It has more homeless students than other schools in the region, probably the state. Its academic outcomes have been very poor. It also has the highest annual turnover rate among its students. This rate has ranged in recent years up to 179%. The research clearly shows that homelessness and transience have ruinous effects on school outcomes, for the children who come and go and for their classmates who must sit there and watch it happen. This initiative has 5 parts:

- *THA:* To help stabilize the school, THA provides rental assistance to 50 homeless McCarver families with children enrolled in its kindergarten, first or second grade. Their children constitute 20% of the school. The rental assistance starts high, paying most of the rent, and tapers to zero over 5 years.
- *Parents:* Parents commit to keep their children enrolled at McCarver. They commit to do what a child's school success requires of parents (get the child to school on time, every day; provide homework time and space at night; read to their child; attend every parent-teacher-student conference; attend every PTA meeting). Parents also commit to invest in their own education and employment prospects.
- *Supportive Services:* THA and two dozen service agencies provide the families and parents with extensive support to help them succeed in all those ways. THA has two caseworkers stationed at the school for the purpose.
- *School and School District:* The TPS has committed the significant funding and staffing necessary to bring the Primary Years International Baccalaureate Program to McCarver.

- Evaluation:* Funds from the Bill & Melinda Gates Foundation pay for a third party evaluator to track an array of outcomes. The outcomes from the first two years of the project (2011-2013) are promising: school annual mobility rate declined from 107% prior to THA's initiative down to 96% after the first year and down further to 75% after the second year. Reading scores for cohort children went up 22% in the first year and remained stable for the second year (These gains are three times faster than other children at the school.) 61% of them are reading on grade level. The average earned income of the families has doubled.



THA and TPS are awaiting three years of data. If those data show outcomes as promising as expected, THA and TPS have resolved to expand the model to stabilize the other elementary schools in Tacoma that have ruinous student transient rates due to homelessness. These outcomes will be interesting to other housing authorities and school districts around the nation, especially the urban ones. For that reason, many of them are watching, along with educational evaluators, foundations, the Washington State legislature, and HUD.

3.2 College Housing Assistance Program

In September 2014, THA and Tacoma Community College (TCC) will launch a program to provide rental assistance to homeless enrolled college students and their dependents. The rental assistance requires the student to remain enrolled and to make adequate academic progress towards a degree. It lasts for up to three years.

TCC is the region's largest post-secondary educational institution. It is justifiably proud of the warm welcome it gives to enrolling students who are low-income and in most cases the first in their families to attend college. A TCC education and degree can transform and brighten the prospects for them and their children. Yet a notable number of students enrolling in TCC are homeless or at serious risk of being homeless. Post-secondary education can be a significant task to undertake. It becomes harder when the student does not have stable housing. It is harder still when the homeless student is also a parent.

Rental assistance that can allow a young person to graduate from college would be a very good use of a housing dollar.

The program will start with up to twenty-five (25) enrolled students. After an appropriate amount of time, THA and TCC will evaluate the program under an array of performance measures. If those outcomes justify an expansion, THA and TCC will consider serving more students. THA would also consider expanding the program to other local post-secondary institutions.

4. PROJECT-BASED VOUCHERS

THA has used its MTW flexibility to waive the cap on the number of tenant-based vouchers that can be project-based. Project-basing can be a good use of a housing dollar in Tacoma, for several reasons:

- *Develop new housing:* Project-based vouchers help THA and other nonprofit developers finance the construction or rehab of affordable housing. Construction lenders have learned to lend against this anticipated rental income stream. The vouchers also make the project's operations viable even though the residents may be extremely low income. *E.g.*, THA's new construction of New Salishan, Hillside Terrace, Bay Terrace; American Baptist Homes of the West (Harborview Manor); Martin Luther King Housing Development Association (New Look Apartments); Catholic Community Services (Guadeloupe Vista Apartments).
- *Long term, deep affordability:* Project-basing locks in a project's deep affordability for a long term.
- *Special needs housing:* THA does not directly provide housing for an array of special needs, *e.g.* chronically homeless adults, homeless youth, mentally ill persons, persons with addictive behaviors. THA does not have and does not seek to have the skills needed to provide such housing. Instead THA helps to finance the construction and operation of such housing by capable nonprofit partners. *E.g.*, Catholic Community Services, Mercy Housing, Tacoma Rescue Mission, Lakewood Area Shelter Association.

5. LOCAL, NON-TRADITIONAL AFFORDABLE UNITS

Similarly, MTW funds are useful to help finance the development of affordable housing without a commitment of the full public housings or voucher subsidy. THA recently used this to provide a necessary supplement to other financing to build Bay Terrace Phase 1, which will have 70 units of housing affordable to families up to 60% of AMI.

6. PUBLIC HOUSING PROGRAM

Public housing authorities do not receive adequate funding to properly maintain the public housing portfolio. THA uses its MTW authority to supplement that funding. This is important because the public housing portfolio is important, and the population it serves is important. Public housing serves people who would have a difficult time in the private rental market even with a rental subsidy, *e.g.* large families, families who do not speak English, disabled persons.

7. CHILD WELFARE-HOUSING COLLABORATION

THA and 16 other housing authorities in the state are making their housing vouchers available to the Washington State Department of Social and Health Services (DSHS) in their local areas to serve families who need housing to prevent or shorten a child's foster care placement or to house a young person aging out of foster care who would otherwise start his or her adulthood as a homeless person. In this way, the collaboration resembles the Family Unification Program (FUP).

The normal FUP rules, however, are not flexible enough for the purpose. THA will use its MTW flexibility to make its contribution of vouchers to this collaboration more useful for the purposes the collaboration is meant to serve.

In these ways, MTW has best allowed THA to do its work. It has also allowed THA to do its best work.

For more information

Sheryl Stansell
Tacoma Housing Authority
(253) 448-2795
sstansell@tacomahousing.org

MTW National Conference Call
September 11, 2014
Conference Call Notes

Roll Call: The following agencies participated in the call

Alaska	Massachusetts
Atlanta	Minneapolis
Baltimore	Oakland
Boulder	Philadelphia
Bridgeport	Pittsburgh
Cambridge	Portage
Champaign	Reno
Charlotte	San Antonio
Chicago	San Bernardino
Columbus	San Diego
D.C.	San Mateo
Delaware	Santa Clara and San Jose
Holyoke	Seattle
Home Forward (Portland)	Tacoma
Keene	Vancouver
King County	NAHRO
Lincoln-Douglass	PHADA

First Topic: MTW 2015 Conference – Suket Dayal, San Diego Housing Commission

The Planning Committee has distributed a survey. They would like responses back by the 19th. The survey serves two purposes – 1) determine the number of participants that may be attending (they would like to create a priority for MTW agencies so they can be accommodated and then they will offer to HUD staff and industry groups) and 2) get structure on format of conference. Suket noted that we are always talking about innovation and what a great job we're doing but they want to make share they share what you're doing and especially new stuff. They will begin registration after these items are addressed (early October).

Second Topic: Process for the Public Hearing Board Approval Timeline

A few agencies reported they use a process where they hold the public hearing during the 30 day public review and then board approval after the public review period closes, if there has been a 15 day lapse since the public hearing. Laurel Davis confirmed that we do not have to have the 30 day public review then public hearing and then wait 15 days before board approval. She said they can run on parallel tracks. It was noted this process is also in the Standard Agreement.

Third Topic: MTW Contract Extension – Shelly Yapp and Andrew Lofton, Seattle Housing Authority

Shelly - call occurred yesterday responded to a one page commentary on the HCV new benchmarking for 2019. The proposed benchmarking was not warmly received by anyone on the steering committee. Intensive efforts were made to get them to understand that if HUD goes in that direction they are forcing us to a 100% utilization of ACC vouchers or funds for traditional vouchers which would completely undermine single fund budget authority and decrease other services provided which use those funds.

HUD invited agencies to define what they thought was an appropriate definition of utilization. Steering Committee read back Sandra's letter which said 100% of your budget authority and the interpretation that it never had anything to do with just traditional vouchers. However, HUD staff maintained this is what they were talking about. In regards to the timeline for the definition, HUD is pushing hard and asking for a definition within a week or so. Steering committee is pushing back on the timeline and will realistically look at providing a response within a few weeks.

This is seen as a real uphill battle. HUD staff has been in conversations with both house and senate staff with their PowerPoint and they have themselves fairly locked in on the 3 principles they plan to implement.

Andrew – Reiterated that the steering committee will come up with draft response and conversation in a few weeks. Steering committee submitted a response to their administrative legal and technical terms but did not have a chance to discuss. The Steering Committee will report on it when they speak again in a few weeks.

Andrew noted two other things about the extension process. 1) It seems like this is a good place (monthly calls) to report out on the MTW extension updates. They may have to periodically send out information or have a call between but this will be the appropriate place to expect update. 2) On the call last week someone brought up question as to whether we would bring in legal resources and the answer is yes. They were going to come back to us with a proposal. They have retained Rod Solomon and Stephen Holmquist, architects of the MTW program when it started.

The Steering committee will use CLPHA Reno Cavanaugh (where Holmquist works) administratively to set up payment and scope of services. Rod and Stephen will set up their arrangements for pay. It is estimated the cost will be \$50,000. Everyone is asked to contribute a couple of thousand dollars to an account that CLPHA will set up and they will track the hours and work done and make the payments. CLPHA will hold contract but attorney/client privilege will be extended only to steering committee and attorneys. A write up will be sent around with description and instructions on how to contribute to the account. Agencies will receive a report periodically of the work being done. It is a judgment call for each agency, but it was suggested non federal funds should be used to pay this contract. While it is eligible because it is contract review, you may want to remove any type of impropriety by using non federal funds. It was also noted that the Steering committee using these legal services does not preclude any individual housing authorities from securing their own legal assistance because the Steering committee

contract is specifically around the steering committee negotiations. A critical factor for the stance is that the statute says we can combine the PH, HCV and Capital Funds.

Fourth Topic: Expansion Activities

The steering committee is focused only on the existing agreements. There has not been any discussion around expansion. Santa Clara stated that in combination with using the political route in lobbying elected officials, they are doing dual approach of extension and expansion. It was emphasized that nontraditional use of funds is very important in their program and they are very reluctant to be pushed into the overhaul of the MTW contract around the HCV utilization.

Andrew pointed out that a conversation around expansion is not particularly productive right now for the steering committee, but encourage it to go on within agencies if desired.

John, PHADA – in terms of legal representation outside of those processes, in terms of legislative process, having the MTW agencies experiencing what we are experiencing with the stakeholder agreement that any stakeholder agreement needs to be revisited outside this call at this time.

Fifth Topic: C. Ray Baker & Associates HUD Evaluation

Agencies have received initial calls from them C. R Baker firm. Consensus was that some have been put on hold until HUD approves the report format. Those waiting on the draft report have not received it yet due to the same reason. The first agency template has been sent to HUD for approval. Once the template has been approved, the agencies that have submitted their documentation will receive their draft copy and the remainder of the stated process flow will take place.

Sixth Topic - Plan and Report Approval Updates

A few agencies have not received their FY15 approval back yet. Some received approval after two rounds, but certainly well into the new fiscal year. Report acceptances have been delayed.

Seventh Topic – Infamous 11

Question for update for those agencies negotiating a new public housing budget that agreed to ban together – what's status? The package that was sent out is being reviewed. There are some issues to be resolved. There is an agreement to push back on the idea of looking at the operating funding because of the voucher funding. Extension may be granted if you agree to work with your field office and can't make the Sept 29 deadline. A conversation should be had among the 11 next week on where they are and how to proceed.

CLPHA BUDGET UPDATE: September 2014

House Appropriator Introduces a Short-Term Continuing Resolution to Fund the Federal Government in FY15

On September 9, House Appropriations Committee Chairman Hal Rogers (R-KY) rolled out House Joint Resolution (H.J.Res.) 124, a stopgap spending bill designed to prevent a government shutdown on October 1 and to keep the government funded through December 11, 2014.

H.J.Res. 124 would continue funding government programs and services at current FY14 funding levels, and this continuing resolution (CR) would remain in place until Congress either passes annual appropriations legislation for FY15 or extends funding by CR beyond December 11.

According to Chairman Rogers, “We have reached the point where a Continuing Resolution is necessary to keep the government functioning and avoid another shutdown. It is a critical piece of legislation, and my Committee has crafted the bill in a responsible, restrained way that should draw wide support in the House and Senate. This bill is free of controversial riders, maintains current levels, and does not seek to change existing federal policies.

“However, this is a temporary, imperfect measure that does not reflect the changing needs of the nation or new budget priorities. In order to adequately address the country’s real and urgent budgetary requirements, it is imperative that Congress fulfill its Constitutional duty and enact actual, line-by-line Appropriations legislation for the next fiscal year.”

Since both the House and Senate are eager to wrap up work before the end of the fiscal year on September 30, 2014, in order to attend to the 2014 elections, “(t)he bill is ‘clean’ and does not contain highly controversial provisions.” The House is expected to pass the CR before the end of the week, and the Senate shortly after is expected to do the same. The House and Senate are not expected to return until November 12 after Veterans Day.



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project Number: RM-2013-8
Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

Task or Objective	Who	Deadline	Status
1. GENERAL PLANNING	S. Stansell		Open
1. DETERMINE RENT REFORM TO PURSUE	S. Stansell		Future
1.1 Create project outline	S. Stansell	8/22/2014	Closed
2. RESEARCH AND GATHER INFORMATION	S. Stansell	1/9/2015	Open
2.1 Determine Rent Reform Savings Goal	S. Stansell		Future
2.1.1 RAD Cost/Savings (If readily available)	S. Stansell		Future
(a) Compare the cost/savings to the potential cost/savings from the identified rent reform models	S. Stansell		Future
2.1.2 Portfolio Income Diversification Cost/Savings (If readily available)	S. Stansell		Future
(a) Compare the cost/savings to the potential cost/savings from the identified rent reform models	S. Stansell		Future
2.1.3 Decide total amount of savings THA requires	S. Stansell		Future !
(a) Cabinet	S. Stansell		Future !
(b) Executive Director	M. Mirra		Future !
(c) THA Board of Commissioners	S. Stansell		Future !
2.1.4 Reconfirm redirection of MTW funds to non-housing sources	S. Stansell		Future
2.2 Data Collection: Rent Reform	S. Stansell		Future
2.2.1 Form Staff Working Committee	S. Stansell		Future

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

	Task or Objective	Who	Deadline	Status
2.2.2	Analyze HOP, HCV and McCarver	S. Stansell		Future
	(a) Households at various % AMI income levels at admission (HOP vs HCV vs McCarver)	S. Stansell		Future
	(b) Households at various % AMI income levels point in time (HOP vs HCV vs McCarver)	S. Stansell		Future
	(c) Shelter burdens by AMI % (HOP vs HCV vs McCarver)	S. Stansell		Future
	(d) Income changes in % AMI (HOP vs HCV vs McCarver)	S. Stansell		Future
	(e) Attrition rate of senior/elderly disabled off of the waitlist	S. Stansell		Future
	(f) Time trends (time on program) for work able households (HOP vs HCV vs McCarver)	S. Stansell		Future
	(g) Demographic trends (HOP vs HCV vs McCarver)	S. Stansell		Future
	(h) Geographic concentration analysis (HOP vs HCV vs McCarver/demographics)	S. Stansell		Future
	(i) Compare lease up rates (HOP vs HCV vs McCarver)	S. Stansell		Future
	(j) HQS fail rate comparison (HOP vs HCV vs McCarver)	S. Stansell		Future
2.2.3	Peer Consultation	S. Stansell		Future
	(a) Call with Alaska Housing Finance Commission	S. Stansell		Future
	(b) Ask Seattle Housing Authority for Research	S. Stansell		Future

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

	Task or Objective	Who	Deadline	Status
Authority	(c) Meet/phone call with Home Forward	S. Stansell		Future
	(d) Meet/phone call with Everett Housing	S. Stansell		Future
	(e) Meet/phone call with Snohomish	S. Stansell		Future
	2.2.4 Research other rent reform models	S. Stansell		Future
	(a) Conference call with John Seasholtz to discuss rent reform other housing authorities are pursuing	S. Stansell		Future
	(b) Look for success/failure in programs that deal with term limits and fixed subsidies	S. Stansell		Future
	2.2.5 Identify 2-3 potential rent reform models to analyze	S. Stansell		Future !
	2.2.6 Identify impact analysis items	S. Stansell		Future
	(a) Projected shelter burden by household size, single heads of household, income range and race (%)	S. Stansell		Future
	(b) Rent burden by household size, single heads of household, income range and race (increase in dollar amount paid each month)	S. Stansell		Future
	(c) Timelines for Implementation	S. Stansell		Future
	(d) Dollars saved	S. Stansell		Future
	2.2.7 Staff impact analysis	S. Stansell		Future
	(a) Community Services	S. Stansell		Future
	(b) Leasing staff	S. Stansell		Future
	2.3 Data Collection: Service Delivery	S. Stansell		Future
	2.3.1 Analysis of Current Delivery Models (THA)	S. Stansell		Future

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

	Task or Objective	Who	Deadline	Status
CS	(a) Number of households participating in	S. Stansell		Future
	households	S. Stansell		Future
	(c) Changes in earned income for households participating in CS	S. Stansell		Future
	2.4 Research: Review of research literature	S. Stansell		Future
	2.4.1 Best practices for determining "work able"	S. Stansell		Future
	2.4.2 Community Services delivery model	S. Stansell		Future
	2.4.3 Effects of time limits	S. Stansell		Future
	2.4.4 Practices that lead to increased earned income	S. Stansell		Future
	2.4.5 Effects of fixed subsidies	S. Stansell		Future
	2.4.6 Value of supportive services	S. Stansell		Future
	2.5 Compile rent reform and service delivery analysis results	S. Stansell		Future
	2.6 Prepare Written Material to Present and Explain Policy Choices to Various Audiences	S. Stansell		Future
	2.7 Consultation with contracted researchers	S. Stansell	1/9/2015	Open
	2.7.1 Define and create data visuals to integrate into presentation	S. Stansell		Future
	2.7.2 Finalize presentation	S. Stansell		Future
	3. CHOOSE RENT REFORM POLICY RECOMMENDATION	S. Stansell	3/25/2015	Open
	3.1 Brief Executive Team and Board on Policy Options	S. Stansell	1/28/2015	Open
	3.1.1 Cabinet	S. Stansell	1/16/2015	Open

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

	Task or Objective	Who	Deadline	Status
3.1.2	Executive Director	S. Stansell	1/16/2015	Open
3.1.3	THA Board of Commissioners	S. Stansell	1/28/2015	Open
3.2	Staff Planning Sessions	S. Stansell	2/16/2015	Open
3.2.1	Staff Consultation 1	S. Stansell		Future
3.2.2	Staff Consultation 2	S. Stansell		Future
3.2.3	Staff Consultation 3	S. Stansell		Future
3.2.4	Staff Consultation 4	S. Stansell		Future
3.3	Resident Consultation	S. Stansell		Future
3.3.1	Electronic survey of HCV, HOP, and HOP waiting List	S. Stansell		Future
3.3.2	Request for participation in newsletter	S. Stansell		Future
3.3.3	Focus group with HCV	S. Stansell		Future
(a)	Resident consultation group 1	S. Stansell		Future
(b)	Resident consultation group 2	S. Stansell		Future
3.3.4	Focus group with HOP	S. Stansell		Future
(a)	Resident consultation group 3	S. Stansell		Future
(b)	Resident consultation group 4	S. Stansell		Future
3.3.5	Focus group with HCV/HOP	S. Stansell		Future
(a)	Resident consultation group 5	S. Stansell		Future
(b)	Resident consultation group 6	S. Stansell		Future
3.3.6	Focus group with HOP waiting list	S. Stansell		Future
3.4	Landlord Consultation	S. Stansell		Future
3.4.1	Electronic survey of landlords	S. Stansell		Future

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

	Task or Objective	Who	Deadline	Status
3.4.2	Meet with Landlord Advisory Committee	S. Stansell		Future
3.4.3	Request for participation in monthly HAP e-checks	S. Stansell		Future
(a)	Landlord consultation group 1	S. Stansell		Future
(b)	Landlord consultaiton group 2	S. Stansell		Future
3.5	Public/Partner Consultation	S. Stansell		Future
3.5.1	Tacoma Pierce County Black Collective	S. Stansell		Future
3.5.2	Tacoma News Tribune Editorial Board	S. Stansell		Future
3.5.3	Tacoma Weekly Reporter - Kathleen Merryman	M. Mirra		Future
3.5.4	Pierce County Officials	M. Mirra		Future
(a)	County Council	M. Mirra		Future
(b)	County Executive	M. Mirra		Future
(c)	Department of Community Connections	M. Mirra		Future
Director				
3.5.5	Tacoma City Officials	M. Mirra		Future
(a)	City Council	M. Mirra		Future
(b)	City Manager	M. Mirra		Future
(c)	Human Rights/Human Services	M. Mirra		Future
Commission				
3.5.6	Washington State Legislative Representatives for Pierce County	M. Mirra		Future
3.5.7	Northwest Justice Project	S. Stansell		Future
3.5.8	SAFE	S. Stansell		Future

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

	Task or Objective	Who	Deadline	Status
3.5.9	Tacoma-Pierce County Affordable Housing Consortium	S. Stansell		Future
3.5.10	TACID	S. Stansell		Future
3.5.11	Tacoma-Pierce County Human Services Coalition	M. Mirra		Future
3.6	Compile Community/Staff Feedback and Prepare Recommendation	S. Stansell		Future
3.7	THA Chooses its Rent Reform Policy to Submit to the Public, with Performance Measures to Track	S. Stansell	3/25/2015	Open !
3.7.1	Cabinet	S. Stansell	3/6/2015	Open !
3.7.2	Executive Director	S. Stansell	3/6/2015	Future !
3.7.3	THA Board of Commissioners	S. Stansell	3/25/2015	Open !
4.	SEEK HUD APPROVAL	S. Stansell	6/25/2015	Open
4.1	Complete MTW Activity/Amendment to 2015 Plan	S. Stansell		Future
4.1.1	Complete Impact Analysis	S. Stansell		Future
4.1.2	Determine Hardship Policies	S. Stansell		Future
4.1.3	Establish Baselines and Assign Metrics	S. Stansell		Future
	(a) Ensure all metrics are measurable with in house data	S. Stansell		Future
4.2	Public Consultation	S. Stansell		Future
4.2.1	Open Public Hearing 1	S. Stansell		Future
4.2.2	Open Public Hearing 2	S. Stansell		Future
4.2.3	Open Public Hearing 3	S. Stansell		Future
4.2.4	Open Public Hearing 4	S. Stansell		Future

Project: RENT REFORM PLANNING 2014-2015
Date: September 17, 2014
Deadline: October 15, 2015
Project Manager: Sheryl Stansell

Task or Objective	Who	Deadline	Status
4.3 Landlord Consultation	S. Stansell		Future
4.3.1 Landlord Hearing 1	S. Stansell		Future
4.3.2 Landlord Hearing 2	S. Stansell		Future
4.4 THA Chooses its Final Rent Reform Policy to Submit to HUD, with Performance Measures to Track	S. Stansell	6/25/2015	Open !
4.4.1 Cabinet	S. Stansell	6/5/2015	Open !
4.4.2 Executive Director	S. Stansell	6/5/2015	Open !
4.4.3 THA Board of Commissioners	S. Stansell	6/24/2015	Open !
4.5 Submit to HUD	S. Stansell	6/25/2015	Open
5. IMPLEMENTATION	S. Stansell		Open
5.1 Resident Awareness of Changes	S. Stansell		Future
5.2 Software Testing	S. Stansell		Future
5.3 Staff Training	S. Stansell		Future
6. EVALUATION	S. Stansell		Open
6.1 Identify Metrics to Track	S. Stansell		Future
6.2 Begin Building the Evaluation System when the Rent Reform Policy is Chosen	S. Stansell		Future
7. CLOSING	S. Stansell		Open
7.1 Project Records in Order	S. Stansell		Open
7.1.1 Shadow Drive	S. Stansell		Open
7.1.2 Project Paper File and Binders	S. Stansell		Open
7.2 Library Transfers	S. Stansell		Open



TACOMA HOUSING AUTHORITY

McCLeary EDUCATION FUNDING and CHILD POVERTY: A PROPOSAL

(last revised September 8, 2014)

PROPOSAL

The legislature should use its flexibility under *McCLeary* to direct a portion of its *McCLeary* funding for proven ways to address those aspects of child poverty with ruinous effects on school outcomes and for which the state lacks a comprehensive response. This is necessary to get a return on the *McCLeary* investment. Addressing the homelessness of children would serve this purpose.

REASON FOR THE PROPOSAL

The proposal arises from four observations:

- (1) *Washington State will be Investing Billions More Dollars in Public Education*
Washington State appears poised to spend billions more dollars on its K-12 public school systems. It will do so in response to the court's ruling in *McCLeary v. State of Washington*, 173 Wn2d. 477 (2012).
- (2) *The State Should Manage This Investment to Produce a Return in the Form of Improving the Educational Outcomes for Poor Children and Children of Color*
The state should so manage this new investment to recoup a return. Prominent among those returns should be better educational opportunities and outcomes for children in poverty and children of color.
- (3) *The State Should Not Expect a Such Return on This Investment Unless It Also Addresses Those Aspects of Child Poverty With Ruinous Effects on School Outcomes*
The state should not expect educational improvement for poor children and children of color unless it addresses those aspects of their poverty that have ruinous effects on their education. Failing to do so invites two related problems. **First**, the state will not get an adequate return on its enormous new investment. **Second**, the state may worsen their educational outcomes to the extent that the new investment drains social programs that serve these children.
- (4) *McCLeary Acknowledged the Legislature's Authority to Define Education Spending*
The *McCLeary* court acknowledged that "the legislature properly plays a key role in defining" ["education" under the state constitution.]. *Id.* at ¶ 114.

In addition to the legislature's obligation to provide "substantive content to the word ['education']," we said in *Seattle School District* that the legislature must give substantive content to the "program it deems necessary to provide that 'education' within the broad guidelines. . . . The legislature has an obligation to review the basic education program as the needs of students and the demands of society evolve. From time to time, the legislature will need to evaluate whether new offerings must be included in the basic education program. Likewise, the importance of certain programs or offerings may prove less compelling over time. The legislature generally enjoys broad discretion in selecting the means of discharging its duty under article IX, section 1, including deciding which programs are necessary to deliver the constitutionally required "education (citations omitted). *Id.* at ¶¶ 119-121.

SOME DETAIL OF THE PROPOSAL

The state should target a portion of its *McCleary* investment to address those aspects of child poverty that have all three of the following attributes. The homelessness of children fits all three.

- *The problem has a well-established ruinous effect on educational outcomes*
Research literature reports that, despite well-equipped classrooms and well-trained teachers, homeless children are significantly less likely to succeed in school.¹
- *No state-wide system adequately addresses the problem*
Other problems afflicting educational outcomes are the subject of statewide, comprehensive programs. In contrast, Washington has no program of comparable reach to address the homelessness of children. In 2012-2013, 30,000 public school students in Washington were homeless.²
- *Proven program models exist to address the problem*
Successful program models to end family homelessness exist, many pioneered in Washington State. *E.g.*, rapid re-housing, Washington Families Fund, Housing Trust Fund, rental assistance, partnerships between housing authorities and schools. Using them, the state has made notable progress.³ The experience from rapid re-housing programs, for example, estimates that stabilizing 30,000 families would cost \$160 million. [\$700/month of rental assistance for 6 months plus supportive services.] This would constitute about 10% of the lower estimates (\$1.5 billion) of the annual *McCleary* price tag.

For more information contact
Michael Mirra
(253) 207-4429; mmirra@tacomahousing.org

¹ *E.g.*, 45.1% of homeless students in Washington State graduated in the class of 2013 compared to 78% of their housed peers. U.S. DEP'T OF EDUCATION, OMB NO. 1810-0614, CONSOLIDATED STATE PERFORMANCE REPORT FOR WASHINGTON FOR SCHOOL YEAR 2011-2012, PARTS I AND II, at 64-5 (Apr. 5, 2013); Robin G. Munson, Deb Came, Lisa Ireland, WA. ST. SUPERINTENDENT OF PUBLIC INSTRUCTION, GRADUATION AND DROPOUT STATISTICS REPORT 2012-2013 (2014). 36.6% of homeless students were proficient in math, compared to 63.4% of all students; 48.6% of homeless students were proficient in reading, compared to 71.9% of all students. *Id.* Each time a student moves to a new school, he or she loses 4-6 months of academic progress. Lisa M. Coleman, Barbara J. Duffield, Laurene M. Heybach & Patricia F. Julianelle, EDUCATING CHILDREN WITHOUT HOUSING 28 (4th ed. 2014). *See also*, Sharon Estee, Barbara Lucenko, Qinghua, SCHOOL MOVES: SCHOOL CHANGES RELATED TO SOCIAL SERVICE USE, RISK FACTORS, AND ACADEMIC PERFORMANCE (DSHS 2014).

² Office of the Superintendent of Public Instruction, 2012-2013 HOMELESS CHILDREN AND YOUTH DATA REPORT <https://www.k12.wa.us/HomelessEd/pubdocs/2012-13ByDistrict2-7-14.pdf> The report does not show how many families these 30,000 students represent.

³ *See*, HOMELESSNESS IN WASHINGTON STATE, ANNUAL REPORT ON HOMELESS GRANT PROGRAMS (WA Dept. of Commerce 2013); HOMELESS SYSTEM PERFORMANCE MEASURES REPORT (WA Dept. of Commerce 2013).

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,321,530 for the month of August, 2014.

Approved: September 24, 2014

Stan Rumbaugh, Chairperson

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

		Check Numbers			
		From	To	Amount	Totals
A/P Checking Account					
Low Rent Module Checks	Check #'s	2,775	-	-	
Accounts Payable Checks	Check #'s	83,037	-	83,268	
Business Support Center				264,767	Program Support
Moving To Work Support Center				29,433	
Section 8 Programs				45,051	Section 8 Operations
SF Non-Assisted Housing - N. Shirley				23	
SF Non-Assist Housing - 9SF Homes				116	
Wedgewood				109	Local Funds
Salishan 7				55,411	
Tacoma Housing Development Group				495	
Hillsdale Heights				1,187	
Salishan Developer Fee				12,628	
AG Hsg Recovery Grant				52,634	
Development Activity				1,765	
Salishan Area 2B-Dev				4,209	Development
Hillside Terrace 2500 Court G Development				13,074	
Hillside Terrace 1800 Court G Development				10,697	
Prairie Oaks (LASA)				325,908	
Hillside Terrace 2500 Yakima Development				1,000,689	
CS General Business Activities				80	
SAFE				444	
CS Special Fund				76	
Weyerh. Homeless Grant				818	Community Service
Community Services MTW Fund				1,626	
Gates Ed Proj Grant				454	
WA Families Fund				248	
Pierce Co. 2163 Funds				49	
AMP 1 - No K, So M, No G				128,004	
AMP 2 - Fawcett, Wright, 6th Ave				212,812	
AMP 3 - Lawrence, Orchard, Stevens				42,078	
AMP 4 - Hillside Terr - 1800/2500				6,691	
AMP 5 - Salishan Common Areas				532	
AMP 6 - Scattered Sites				22,938	
AMP 7 - HT 1 - Subsidy				22	
AMP 8 - HT 2 - Subsidy				13	Public Housing
AMP 9 - HT 1500 - Subsidy				4	
AMP 10 - SAL 1 - Subsidy				11,106	
AMP 11 - SAL 2 - Subsidy				10,604	
AMP 12 - SAL 3 - Subsidy				8,214	
AMP 13 - SAL 4 - Subsidy				11,770	
AMP 14 - SAL 5 - Subsidy				13,472	
AMP 15 - SAL 6 - Subsidy				12,435	
Allocation Fund				48,022	Allocations-All Programs
THA SUBTOTAL				2,350,709	
Hillside Terrace 1 through 1500				1,166	
Bay Terrace				445	Tax Credit Projects - billable
Salishan I - through Salishan 6				345	
Salishan Association - Operations				752	
TAX CREDIT SUBTOTAL (Operations - billable)				2,708	2,353,417
Section 8 Checking Account (HAP Payments)					
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	481,317	-	481,357	36,197
	ACH	64,383	-	65,837	2,416,216
Payroll & Payroll Fees - ADP					\$ 515,700
Other Wire Transfers					
					\$ -
TOTAL DISBURSEMENTS					\$ 5,321,530



TACOMA HOUSING AUTHORITY

Date: September 24, 2014
To: THA Board of Commissioners
From: Ken Shalik
Director of Finance
Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

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

2. INVESTMENTS

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

3. AUDIT

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

We have commenced the 2015 Budget Process. Worksheets have been provided to all departments with preliminary information due back to Finance by September 26th. The Board Study session for the 2015 budget is scheduled for November 14th (Friday).

5. YEAR END CLOSING UPDATE

There is nothing to report.

TACOMA HOUSING AUTHORITY

CASH POSITION - August 2014

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	\$ 1,088,138	0.40%
Section 8 Checking	7,927,314	0.40%
THA Investment Pool	288	0.40%
THA LIPH Security Deposits	88,892	0.40%
THDG - Tacoma Housing Development Group	85,831	0.40%
LF - SF 9Homes Alaska	91,222	0.40%
LF - SF 9Homes Alaska Sec Dep Acct	5,115	0.40%
LF - SFH No. Shirley	21,880	0.40%
LF - SFH N Shirley Security Deposit Acct	1,003	0.40%
LF - Wedgewood Homes	404	0.40%
Salishan 7	1,271,115	0.40%
Salishan 7 Security Deposit	26,276	0.40%
Salishan 7 Replacement Reserve	107,298	0.40%
Salishan 7 Operating Reserve	198,113	0.40%
Payroll Account	5,295	0.40%
General Fund Money Market	535,791	0.40%
IDA Account	13,746	0.40%
WASHINGTON STATE		
Investment Pool	\$ 1,626,960	0.10%
1. TOTAL THA CASH BALANCE	\$ 13,094,680	
Less:		
2. Total MTW Cash Balance	\$ 6,787,488	
<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	693,146	
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)	82,019	
2.10 Total Reserve Commitments	\$ 5,405,165	
<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)	\$ 526,323	

TACOMA HOUSING AUTHORITY

CASH POSITION - August 2014

4. Non MTW Cash			
<i>Other Restrictions:</i>			
4.01 FSS Escrows	\$	112,985	
4.02 VASH, FUP & NED HAP Reserves		131,666	
4.03 Mod Rehab Operating Reserves		160,721	
4.04 Security Deposit Accounts		127,468	
4.05 Salishan Sound Families - 608		85,795	
4.06 IDA Accounts - 604		13,746	
4.07 Gates Foundation - 612, 614 & 623		181,373	
4.08 WA Families Fund - 674, 713		46,354	
4.09 Wedgewood Replacement Reserve		788,361	
4.10 Bond Financed Single Family Homes Reserve		90,000	
4.11 Salishan 7 Reserves		730,411	
4.12 THDG - 048		85,831	
4.20 Total - Other Restrictions		\$	2,554,711
<i>Agency Liabilities:</i>			
4.30 Windstar Loan - 042		306,977	
4.40 Total - Agency Liabilities		\$	306,977
4.45 Development Draw Receipts for Pending Vendor Payments		\$	146,969
4.50 Development Advances/Due Diligence Commitments ¹		\$	70,000
5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.50)		\$	3,078,657
6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)		\$	3,228,536
7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
Salishan Campus (PY exp plus 2014 budget)	\$ 196,174	\$ 126,174	\$ 70,000
¹ Total Current Commitments outstanding			\$ 70,000
Agency Advances that resulted in reduced amount of Unencumbered Cash (line 6)			
Hillside Terrace Redevlpmnt - HTF, HOME, CDBG and COT Funds	\$	-	
Total Agency Advances	\$	-	

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: September 24, 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 August. The high vacancy rate is attributable to THA's meth strategy.

UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% Month OCCUPIED	% YTD OCCUPIED
62	0	0	62	100.0%	96.8%
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. Thirteen (13) units were turned and rented in the month of August. The average unit turn time for the month of August was **23 days for five (5) clean units**. The average unit turn time for all units, clean and meth contaminated, for the year 2014 as of August 2014 was 120 days; an increase from 100 days in year-to-date in August.

Eight (8) of the units that were turned in August tested positive for meth and needed to be remediated. These units took an average of 193 days. This average has been high for the past months because the average includes public housing units that had been set as a lower priority than tax credit units through 2013. Once the units were finally addressed some had been vacant for over a year and needed to be bid using new processes. The backlog of these units should be complete by the end of the year.

As of September 9, 2014, 127 of the 343 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%.

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

1.1 Vacant clean unit turn status

For clean units, the average turn days for the month of August were 23 days (5 units). Weekend days as part of our key to key goal still remain challenging (e.g. two weekends in a 20 day period would account for 4 days in the average, though they were not work days). Despite this obstacle we continue to hover around 20 days.

New tenants having the funds at move in have been challenging as well. The effort will be made to give as much notice to selected applicants in order for them to prepare to move into our units in the required time frame. We also have an approved MTW activity to set up a loan fund for deposits. We have not yet had time to explore how this activity could be deployed.

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

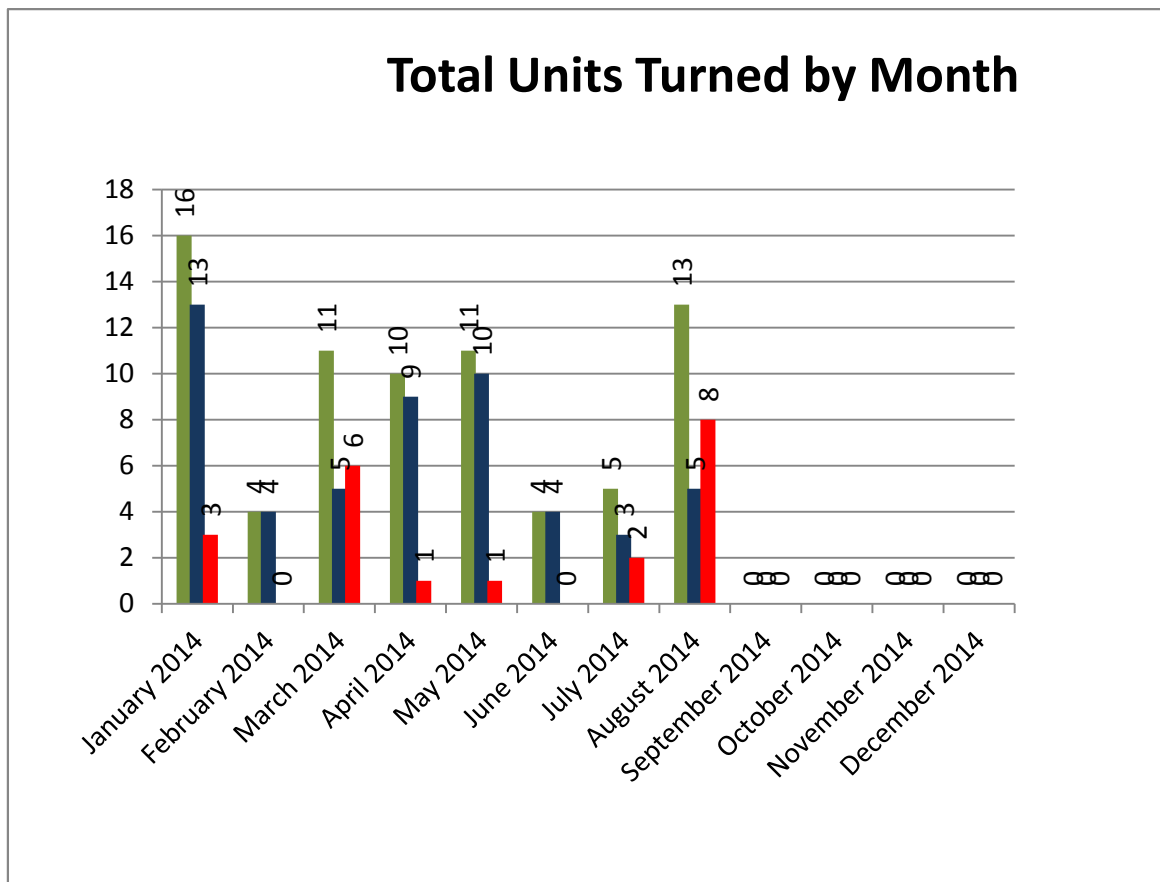
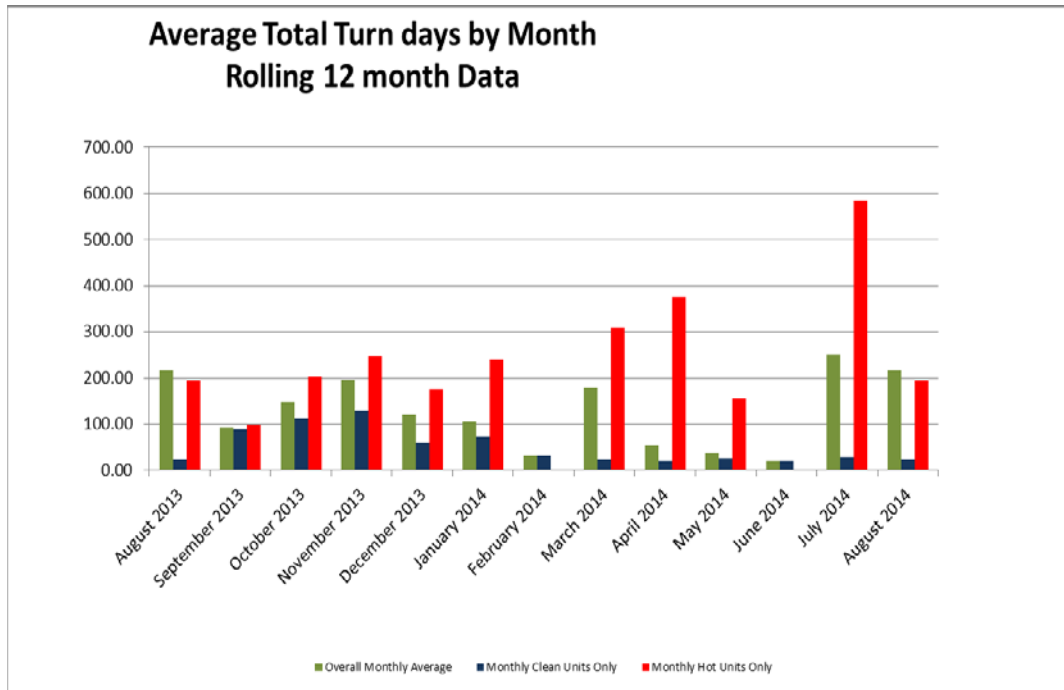
- AMP 2, 3201 S Fawcett Ave #110 (42 days). Unit was infested with flees and Gnats from previous tenant. During the turn it was also discovered that the floor had extensive repairs needed to allow for Endurance Plank to be installed. Plank was also delayed by 1 week because of shipping issues from the flooring vendor.
- AMP 2, 2302 6TH Avenue #206 (21 days). Applicant asked for additional 2 days to gather move in funds.
- AMP 2, 3943 Roosevelt Avenue (25 days). Unit had 2 turn downs before being accepted. Unit was rent ready at 16 days.

1.2 Contaminated unit turns

As of September 9, 2014 there were 36 vacant units in THA's portfolio. Of these units:

- 12 are not contaminated
- 3 are awaiting testing
- 28 are in remediation/reconstruction
- 4 units are on hold for rehab/water intrusion
- 11 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 August, all emergency work orders were completed within 24 hours, however, not all work orders were closed in the system in 24 hours. In August, maintenance staff completed 230 non-emergency work orders and a total of 2,826 for the calendar year. The annual average number of days to complete a non-emergency work order is 8.83.

Work Order Summary by Portfolio For the Month of August, 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%	5	0.40	7	0.43
HILLSIDE TERRACE 1500 Block	0	0.0%	3	100.0%	1	0.00	76	2.55
HILLSIDE TERRACE PH 1	0	0.0%	2	100.0%	1	0.00	76	2.67
HILLSIDE TERRACE PH II	0	0.0%	2	100.0%	4	0.50	72	6.03
	0	0.0%	7	100.0%	11	0.36	231	3.61
Family Properties								
BERGERSON TERRACE	0	0.0%	6	100.0%	24	3.71	189	7.75
DIXON VILLAGE	0	0.0%	1	100.0%	8	3.75	84	5.73
MARKET RATE SFR	0	0.0%	0	0.0%	11	3.09	32	8.69
SCATTERED SITES	0	0.0%	2	100.0%	18	9.28	77	9.68
	0	0.0%	9	100.0%	61	5.25	382	7.77
Salishan								
SALISHAN I	0	0.0%	4	50.0%	7	12.86	148	16.14
SALISHAN II	0	0.0%	1	100.0%	8	13.50	132	14.10
SALISHAN III	0	0.0%	1	0.0%	5	4.00	130	13.80
SALISHAN IV	0	0.0%	1	100.0%	13	12.15	254	13.22
SALISHAN V	0	0.0%	2	100.0%	10	11.60	224	12.27
SALISHAN VI	0	0.0%	1	0.0%	8	3.88	137	15.77
SALISHAN VII	0	0.0%	0	0.0%	28	9.25	166	12.22
	0	0.0%	10	60.0%	79	9.90	1,191	13.72
Senior / Disabled Properties								
6TH AVE	2	100.0%	12	100.0%	12	6.00	187	3.49
E.B. WILSON	3	100.0%	11	100.0%	12	2.83	229	3.59
FAWCETT APARTMENTS	0	0.0%	3	100.0%	9	6.33	106	4.53
LUDWIG APARTMENTS	0	0.0%	6	100.0%	7	8.14	111	5.89
NORTH G ST	0	0.0%	4	100.0%	15	10.87	118	6.67
NORTH K ST	0	0.0%	2	100.0%	11	6.27	117	4.73
WRIGHT AVE	4	100.0%	21	100.0%	13	30.08	156	5.63
	9	100.0%	59	100.0%	79	10.67	1,024	4.71
Agency Totals:	9	100.0%	85	95.3%	230	8.47	2,828	8.83

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

		Emergency		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
All Hillside						
BT	BAY TERRACE (S8)	0	0	1	1	0
HT1	HILLSIDE TERRACE PH 1	0	0	0	0	0
HT1500	HILLSIDE TERRACE 1500 Block	0	0	1	1	0
HT2	HILLSIDE TERRACE PH II	0	0	2	2	0
		0	0	4	4	0
Family Properties						
020	BERGERSON TERRACE	0	0	3	3	0
022	LOW RENT SCATTERED SITES (19)	0	0	6	3	3
023	DIXON VILLAGE	0	0	2	2	0
044	NORTH SHIRLEY	0	0	1	0	1
		0	0	12	8	4
Salishan						
SAL1	SALISHAN ONE LLC (S8)	0	0	30	10	20
SAL2	SALISHAN TWO LLC (PH)	0	0	20	3	17
SAL3	SALISHAN THREE LLC (S8)	0	0	27	8	19
SAL4	SALISHAN FOUR LLC (S8)	0	0	27	11	16
SAL5	SALISHAN V LLC (PH)	0	0	39	14	25
SAL6	SALISHAN SIX LLC (PH)	0	0	19	8	11
SAL7	SALISHAN SEVEN	0	0	69	18	51
		0	0	231	72	159
Senior / Disabled Properties						
006	NORTH K ST	0	0	0	0	0
008	E.B. WILSON	3	0	10	9	1
009	FAWCETT APARTMENTS	0	0	11	11	0
010	WRIGHT AVE	4	0	3	3	0
012	LUDWIG APARTMENTS	0	0	1	1	0
013	NORTH G ST	0	0	5	5	0
014	6TH AVE	4	7	5	5	0
		11	7	35	34	1
Agency Totals:		11	7	282	118	164

2. RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 94.65% for the month of August 2014. We are continuing to issue HOP subsidies to bring this average up by the end of year. Currently we have 95 shoppers and two more briefings scheduled.

Rental Assistance is currently working on the renewal of several of our Project Based programs and will present them at the October Board meeting. In addition we will present our plan for future renewals. Several contracts will expire in 2015.

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	93 (including 13port 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: September 24, 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 one (1) house 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 was submitted to HUD for approval of the sale.

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 complete and the ribbon cutting on August 25, 2014 was successful.

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 II is not on the current LEAP list so 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. At this time, it appears that the loan THA will make to the project to fund a public housing reserve will be paid from non-MTW funds. It is anticipated that this loan will be repaid once conversion to RAD is complete.

2.1.3 *Construction.*

The overall project is 100% complete.

2.1.4 *Lease-Up and Operations.*

August 31, 2014 lease-up staff had all but 18 units leased. Tacoma Public Schools has occupied the Headstart space.

2.1.5 Community Meetings.

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

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

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

Renovations on 6607 E K Street are complete and the property is listed for sale. An offer was received in early September. If is mutually accepted, we will close on the sale in early October

4836 S K Street: Construction is complete and the house is listed for sale. An offer was accepted; we expect to close by the end of September.

3918 S. Thompson: All work is 100% complete, punch lists completed and property is currently listed for sale. An offer was received and accepted. We should close on the house by the end of September.

With the sale of the aforementioned houses, we now have sufficient funds to rehabilitation both the E 59th Street and S Puget Sound houses. Specifications are being prepared and we will issue bids in the next 30 days for both houses.

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. The slab was poured August 30. LASA and THA held a groundbreaking event on Wednesday, September 3. It was well attended and there was a great amount of enthusiasm generated about the project.

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 continue to be made and reports are being provided for the three projects.

4.4 Blight Abatement Program

The City of Tacoma's Tacoma Community Redevelopment Agency (TCRA) board has approved THA as one of four (4) developers for this program. THA staff has begun looking for homes that meet the qualification of this program.

4.5 THA 902 Administration Building Tenant Improvement Project

Staff is finalizing the design for the project. The project is anticipated to be out to bid this fall with construction starting at the end of the year. Preliminary cost estimates indicate that the cost for a new HVAC system is much higher than the original estimate. Staff and the consultants are evaluating options for reducing costs in other areas.

5. DEVELOPMENT PIPELINE PROJECTS

5.1 Intergenerational Housing at Hillsdale Heights

The Many Lights Foundation (MLF) continues work on this project. THA staff has assisted with the predevelopment budget for this project and believe that the MLF will apply for predevelopment funding soon. MLF is having a fund raiser on September 28th.

5.2 City-Owned Brown Star Grill Properties on MLK

Nine (9) Architectural and Engineering (A&E) teams responded to the RFQ for A&E services for the project on the due date of September 4, 2014. THA staff reviewed the proposals and determined that three firms would advance to the interview stage of the procurement. Staff was joined by two neighborhood partners at this stage of the process. The team determined that BLRB was best suited for this project. Staff followed the interview with extensive checking of references and based on the final score the staff recommends hiring the firm of BLRB per the following:

Firm	Panelist 1					Panelist 2					Panelist 3					Average				
	1	2	3	4	T	1	2	3	4	T	1	2	3	4	T	1	2	3	4	Total
BLRB	25	24	22	20	91	24	23	20	20	87	26	24	23	19	92	25.00	23.67	21.67	19.67	90.00
SMR	26	22	22	14	84	26	22	22	14	84	27	23	23	15	88	26.33	22.33	22.33	14.33	85.33
Casey + DeChant	27	23	23	17	90	27	23	19	10	79	26	23	18	17	84	26.67	23.00	20.00	14.67	84.33
Studio 9	23	22	21	0	66	25	24	18	0	67	26	23	20	0	69	24.67	23.00	19.67	0.00	67.33
GGLO	26	22	21	0	69	25	18	18	0	61	28	23	20	0	71	26.33	21.00	19.67	0.00	67.00
Tonkin	26	22	22	0	70	26	20	19	0	65	27	20	18	0	65	26.33	20.67	19.67	0.00	66.67
Schemata	26	22	22	0	70	23	18	18	0	59	24	20	15	0	59	24.33	20.00	18.33	0.00	62.67
Jon Graves	22	20	21	0	63	20	15	15	0	50	20	15	15	0	50	20.67	16.67	17.00	0.00	54.33
Patricia Brennen	Non response																			

Resolution number 2014-9-24 (3) is before the board to grant Michael Mirra authority to negotiate a contract not to exceed \$225,000. for the first phase of design development.

On June 23 the Pierce County Health Department (PCHD) applied on our behalf to the Environmental Protection Agency (EPA) for a grant to help fund the project's Environmental Phase 2 (Targeted Brownsfield Assessment). On August 21, THA received word from PCHD staff that the EPA approved the request to conduct a Targeted Brownsfield Assessment at the property. A stakeholder meeting was held at THA's office on September 5 attended by EPA, Pierce County Health, the City of Tacoma and THA Staff. Project coordination was discussed and it is anticipated that the work will commence in October.

THA also submitted a Predevelopment Financing grant application to JP Morgan/Chase Philanthropy (JPMC) for \$125,000 on June 20. On August 25 JPMC announced the award of the full amount to THA for the project.

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 submitted a response to the RFI issued by the City. The City is supposed to provide some indication of next steps and developers it intends to interview by the end of September. . 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 August 31, 2014, 20 of 32 new hires (63%) at the Bay Terrace Revitalization Project are Section 3 Hires. M/WBE, and Section 3 goals for said project are provided in Section 2.1.4 of this report.

7. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the schedules as of September 1, 2014 for THA's obligation and expenditure of the public housing capital funds it receives from HUD.

<u>Grant</u>	<u>Total Grant</u>	<u>Obligation Start Date</u>	<u>Obligated</u>	<u>% Obligated</u>	<u>Obligation Deadline</u>	<u>Expended</u>	<u>% Expended</u>	<u>Expended Deadline</u>
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. On September 5th Mike Pyatok presented options for developing the parcels owned by the three entities. The follow up discussion was lively and productive, with agreements made to continue to meet and further understand the potential options

The work with the YWCA continues. ORB has completed a site massing study that indicates the YWCA property could be developed as a mixed-use property with up to 90 units of residential, depending upon the building height. The financial feasibility of different programming options are being evaluated by staff.

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: September 24, 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

Project Manager's Comment – Mia Navarro: In this month's Report we will outline the strategies we are undertaking to address concerns about our data that surfaced in last month's narrative.

As stated last month, goals in the current Board Report format generally reflect grant commitments. Goals should be developed based on industry standards, and informed by our department's capacity and performance. As we prepare to set our goals for 2015 we need to:

- Research and identify the industry standard (if they exist) for each goal in the report
- Analyze the current caseload and support needs for each program
- Measure the current performance of each program
- Determine the appropriate capacity for each program
- Set appropriate performance goals for each program

You also read in last month's board report that many of the services we report on have been underutilized or discontinued. When we dig deeper into the data for our year-end report, we will get a better understanding of why that happened, and make adjustments for 2015. However, it is too late in the year to adjust the data we are collecting and reporting.

For the remainder of the year, we will:

- Analyze our data to look for correlations between services and successful/unsuccessful outcomes.
- Survey our clients to ask what services we do that is most helpful, least helpful, and what we should do that we are not currently doing.
- Design a report that focuses our goals and actual outcomes, and simply notes any trends in services that point to successful (or unsuccessful) outcomes.

The data and outcomes we report starting with January's data at the February meeting should be indicators of:

- How well we are helping people succeed as tenants, parents, students, wage earners and builders of assets who can live without assistance, and how well we are focusing our assistance on those with the greatest needs.
- The development and effectiveness of community partnerships in support of our strategic objective.
- How we are working with other THA departments in achieving agency-wide goals.

1.1 Employment

Activities	August 2014	YTD 2014	Annual Goal	% of Goal
Clients referred for employment services	46	145	130	112%
Clients who received employment services	44	204	120	170%
Clients enrolled in employment readiness soft skills workshops	4	72	80	90%
Clients completed employment readiness soft skills workshops	3	38	50	76%
Enrolled in job readiness training	9	28	20	140%
Job placement	5	39	45	87%
WorkSource Participants Assisted	5	80	100	80%
Entered Apprenticeship	0	0	3	0%
Work Study/Community Jobs/Internships	7	7	30	23%
Earned Income Increased	14	37	35	106%

1.2 Education

1.2.1 Adult Education Programs

Activities	August 2014	YTD 2014	Annual Goal	% of Goal
Participating in ESL classes	1	1	15	7%
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	7	37	200	19%
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: THA's McCarver Elementary School Housing Program seeks to stabilize McCarver Elementary, a low-income school in Tacoma's Hilltop neighborhood. Participating families receive intensive case management services and assistance to help the parents improve their education and employment prospects

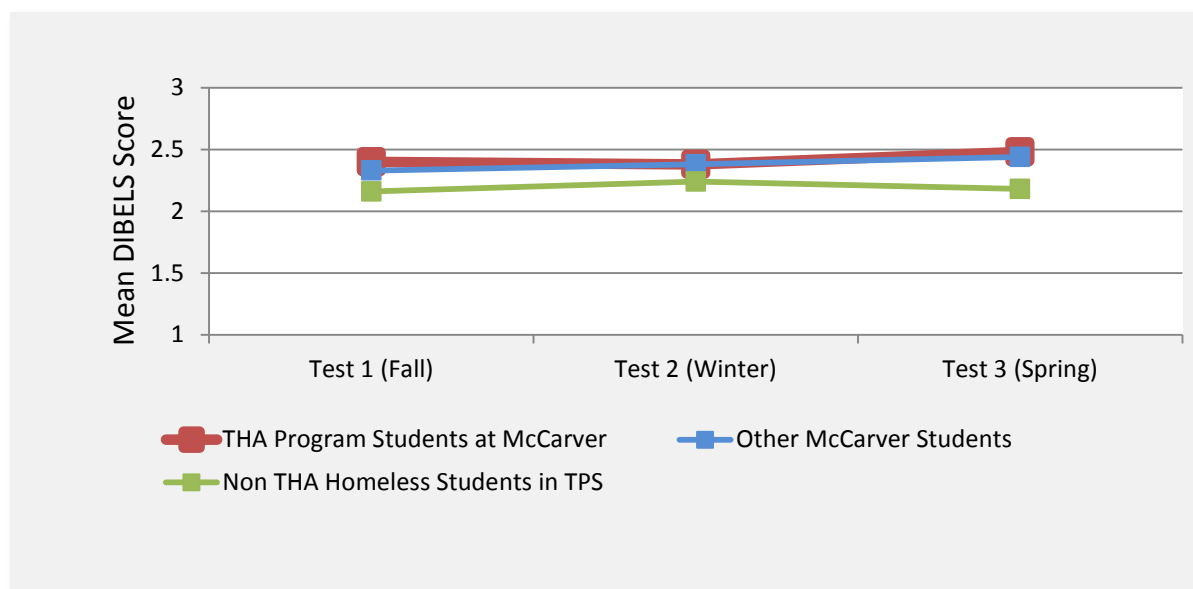
Director's Comment: In Mid-September, Jean Brownell will formally become our new Manager for Educational Programs. Jean will begin on a part-time basis on Sept. 15 and convert to full-time on Oct. 6.

October will mark a critical juncture for the McCarver Program. We will be able assess key metrics for the third year of the program, including student mobility, faculty mobility, performance on standardized reading tests, and increase in household income. Based upon program data to date, THA and Tacoma Public Schools (TPS) will decide whether to move forward with expanding the model to three additional elementary schools. We also anticipate notification from the Bill and Melinda Gates Foundation regarding 2015 funding to support the TPS-THA partnership, with primary focus upon refining the model for expansion.

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

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



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

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

1.3 Housing Opportunities Program (HOP)

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

Activities	August 2014	YTD 2014	Annual Goal	% of Goal
HOP orientations	2	4	n/a	n/a
Work-able attendees	0	12	120	10%
Attendees requesting CS	29	45	120	38%
Work-able attendees housed	0	13	120	11%
Participants receiving CS	1	14	60	23%

1.4 Families in Transition (FIT)

Program Description – Mary Syslo: The Community Service Department's FIT program is funded by Washington Families Fund and Sound Families grants. FIT caseworkers help participants succeed as tenants, parents and wage earners. FIT participants are homeless at the time they are admitted into the program and placed in housing at Salishan or Hillside Terrace. In order to be admitted to the program, applicants must agree to participate in FIT case management.

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

1.5 Case Staffing

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

Activities	August 2014	YTD 2014	Annual Goal 2014
Number of households referred for services	0	60	27
N. of successful completions (eviction averted)	2	13	12
Number terminated	5	16	n/a
Number withdrawn	2	19	n/a

1.6 MTW Hardship Exemption Casework

Activities	August 2014	YTD 2014	Annual Goal 2014
Number of households referred for services	2	28	n/a
Number of successful completions	0	9	n/a
Number terminated	1	1	n/a

Manager's Comment – Mary Syslo: There are 15 active Hardship referrals that are receiving case management services. Clients receive hardship status for a full six months and in that time are connected with resources in the community to assist them with barrier removal and access to educational and employment opportunities.

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

1.7 Family Self-Sufficiency Program

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

Status	August 2014	YTD 2014	Annual Goal	% of Goal
Current Participants	112	123	153	80%
Graduates	0	8	17	47%
Removed/Voluntarily Withdrawn	0	3	n/a	n/a
New Contracts Signed	4	22	55	40%
Escrow Balance	\$119, 325.13			

1.8 Life Skills and Parenting Classes

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

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

1.9 Senior and Disabled Services

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

Activities	August 2014	YTD 2014	Annual Goal	% of Goal
Unduplicated client contacts	10	58	260	22%
Referrals	13	69	50	138%
Unduplicated situation/wellness counseling	9	68	140	49%
Assistance with correspondence for Entitlement Programs	6	36	40	90%

1.10 Asset Building

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

1.11 Computer Labs

Program Description: THA has community computer labs at 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. We will reevaluate the goal for computer lab participation based on the participation we see this year.

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

Project Manager's Comment – Mia Navarro: Data for August is not yet available due to Michael Power's departure. Mia Navarro is temporarily supervising the labs, with transition to Jean Brownell anticipated. Data for August and September will be reported in October.

1.12 Youth Activities

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

Project Manager's Comment – Mia Navarro: Data for August is not yet available due to Michael Power's departure. Data for August and September will be reported in October.

Brown Bags and Books

THA partnered with St. Leo's Food Connection, the Salishan Association, Write@253, KBTC TV, Tacoma Public Library, and WSU Extension for our summer free lunch and learning program Brown Bags and Books at Salishan. We will present a summary of all activities in October.

ADMINISTRATION



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Todd Craven, Director of Administration
Date: September 24, 2014
Re: September 2014 Administration Department Board Report

Procurement Activities

Enterprise Software Procurement

As the Board is aware, we are currently undergoing a major enterprise software procurement. We began the effort with the intention of attracting more than just the standard PHA software vendors, not because we are against a standard system designed specifically for PHA's, but because we are adamant about not allowing our software to limit or options, dictate how we operate, or put us in a box we will want to get out of anytime soon. We received 6 responses to the RFP and selected four of them for interviews and demos. We hosted these demos at THA in late August and early September and have selected two firms to come back to present more detail. As this is an ongoing procurement, we cannot say much more at this point other than that we will have these two vendors present over a full day each, ensuring all teams within the agency hear what they need to make the most informed recommendation to the software selection committee. Stay tuned as I trust that my next report will include a solid recommendation on THA's future enterprise software provider.

Social Science Research Review and Services Procurement

In partnership with the King County Housing Authority, the Seattle Housing Authority, and Home Forward, THA has entered into a joint procurement for a research consultant to analyze the four housing authorities' various social science demonstrations and experiments, both those underway and those yet to come. This RFP was released August 28, 2014, and we hope to have a contractor in place in November. THA is managing the procurement effort on behalf of the four PHA's.

Tablets for Maintenance Staff

As part of the Business Process Improvement Project, THA staff identified inefficiencies in the processing of various maintenance work, including work orders and unit turns, due to inadequate systems to meet the growing needs of the maintenance team. One of the results of this work was the implementation of a mobile work order system through which maintenance staff can complete their work orders. The current work order system is 100% paper-based and it lacks significant work order detail such as, before and after pictures, trackable details about the work that was done, and an effective way to request parts associated with a particular work order. These inadequacies were very apparent in TCAM's analysis of THA's systems, processes, and work, of which you will read later in my report. We currently cannot say easily how many times a particular unit had a certain type of work done, nor can we track which types of work are most prevalent at which properties, and both of these metrics are critical to understanding our operations and areas for improvement.

The solution we are now implementing is not a long-term solution. The software procurement that is underway will take care of that. Rather, this solution is a temporary fix that will allow us to process work orders online and efficiently with no additional paperwork, so that the data collected on these work orders will be stored in THA's system with the ability to report on it.

The transition to and implementation of this new solution is not easy as it takes a significant amount of hands-on training to do it right. We are in the midst of that now. There have been some setbacks and some major issues to overcome, but we believe that if we stay on top of it and address issues immediately when they come up, we will be able to make this transition a success.

Compliance

Compliance at THA is managed through our Compliance Auditor, Ric Farinas, in the Administration Department. Most of the work done in this function supports the ongoing task of compliance. This includes:

- Communication with staff;
- Overseeing funder and lender site visits;
- Managing communication with investors, funders, and lenders;
- Submission of files to HUD's PIC system;
- Training staff on compliance requirements;
- Reviewing tenant files for consistency, accuracy, and regulatory compliance;
- Working through issues with staff and advising them as needed; and
- Advocating for a better understanding of compliance and our obligations to our investors, lenders, and funders agency-wide.

Ric started with THA in April and has made a tremendous impact in his short time with us. Not only has he earned respect with site staff, he has provided regulatory guidance like we have not had before, helping us to gain the perspective we need to do quality work and show it to others.

TCAM Report

In January, THA contracted with a company called TCAM out of Boston to assess its property management function. The main impetus of this project was to help define the relationship and boundaries between asset management, development, and operations, and to help us better understand the questions we need to ask of each other in order to keep ourselves and each other accountable, making THA better and stronger in the end. TCAM's final report came out at the beginning of last month and we have spent the time since then analyzing it, reviewing the recommendations, and putting a plan in place for moving forward.

Most of the recommendations came in the form of action items that we can review. One of the first things we did was break the Asset Management Committee into two subcommittees, reporting back to the Asset Management Committee. These two subcommittees are the operational subcommittee and the development subcommittee. The action items from the TCAM report have been assigned to the operational subcommittee and they are currently moving forward with trying to determine how best to address each of the recommendations. The committee is led by Sandy Burgess, our Asset Manager, and includes THA's Compliance Auditor, Portfolio Manager, its four Property Managers, the Director of Finance, and the Maintenance Supervisor. I am happy to report that the group is energetic and engaged and making very good progress in deciding upon the steps to take moving forward.

The report included some notable positive aspects about THA and its staff:

- 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; and
- General belief among PM staff that given the opportunity and voice, they can help to improve the organization.

Some examples of the recommendations provided by TCAM include:

- Improve coordination between business process efforts in different departments;
- Consider whether centralized leasing is the best way to lease all of THA's properties;
- Put in place a preventative maintenance system and do not wait for new software to do this;
- Ensure staff in property management have, or are able to attain, the necessary certifications for the positions they hold;
- Consider making changes to how fees are charged to the properties and what those fees include or don't include;
- Procure a new agency software that will better track THA's work orders, inventory, and other activities;
- Implement a more formal training program for employees and provide better process documentation for employees; and
- Formalize the interactions between Asset Management and Property Management.

Also, TCAM holds an annual asset management training in Boston that is focused on management of tax credit properties, and has invited Sandy Burgess and Zak deGorgue, both part of THA's asset management team, to attend.

Please stay tuned as we bring you more information about these improvement efforts.

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

NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (1)

DATE: September 24, 2014
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Approval of THA's 2015 Moving to Work Plan

This resolution authorizes the executive director to submit THA's 2015 Moving to Work Plan to HUD for HUD's approval. Each year, THA proposes new MTW activities intended to meet the statutory goals of the MTW program:

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

This year, we are proposing only one new activity. It will allow THA to expand its Housing Opportunity Program (HOP) to current vouchers holders if necessary to manage budget cuts in 2015, should they occur, so THA is less likely to need to terminate the rental assistance of households.

We had initially thought to include in the 2015 plan a version of rent reform for the current voucher program. We held three (3) staff sessions during the first week of June; over half of the THA staff participated in these sessions. Staff considered three (3) rent reform-related proposals. The discussion and the questions that it raised made clear that we are not prepared to devise and implement such a proposal in 2015. In part we need more analysis to do before we begin our community consultation. The Board may recall its discussion about this and its approval that we delay that consultation and instead plan for such proposal in the 2016 plan.

This delay should be manageable since sequestration and its budget cuts are not due to resume until 2016. Congress's present two year budget agreement would mean that we will not see in 2015 any cuts beyond what we experienced in 2014. That would make 2015 manageable enough.

The risk is that Congress may undo that deal and impose cuts in 2015. The proposed new activity in 2015 will help THA manage that risk in a way that would make large scale terminations of families less likely should cuts occur. It would do this by allowing THA to extend HOP, and its "soup thinning" savings, to the present voucher program participants.

Otherwise, the only alternative way to manage substantial cuts under HUD's rules would be to terminate large numbers of them.

If HUD approves this activity, THA will amend the *Insufficient Funding* portion of its Administrative Plan to allow for immediate MTW rent reform. The amendment will reflect the methodology it will use to determine insufficient funding and how and to which households the activity will apply. THA will go through the public consultation process to reflect this methodology.

The draft plan can be viewed by typing in the following web address then clicking on "2015 Draft MTW Plan." <http://www.tacomahousing.net/content/moving-work-0>

Community and Staff Consultation

During the planning process, THA elicited a wide range of community and staff input about this proposal. After receiving approval from the Cabinet to go through the public hearing process, THA has taken the following actions to receive feedback:

- Staff planning sessions on June 2, 3, and 5, 2014.
- Direct mailings to all THA residents informing them of the plan, public hearings and options for submitting feedback.
- Public Hearings for current residents and all interested parties on August 20, 2014.
- Public Hearings for current residents and all interested parties on August 25, 2014.
- Met with the landlord advisory committee on August 26, 2014.

Feedback from staff, program participants, and advocates has been mostly supportive of the proposed activity. A full list of public comments is included in the draft plan on THA's website.

Recommendation

Approve Resolution 2014-9-24 (1) authorizing the Executive Director to submit the Housing Authority of the City of Tacoma's Fiscal Year 2015 Moving to Work (MTW) Plan. [NOTE: The resolution is in a form that HUD directs.]



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (1) **Approval of THA's 2015 Moving to Work Plan**

Annual Moving to Work Plan Certifications of Compliance

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

Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan Amendment

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan Amendment for the PHA fiscal year beginning 1/1/2015, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan Amendment;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968,

Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part

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

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

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

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

12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.

13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

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

15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).

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

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

Housing Authority of the City of Tacoma
PHA Name

WA005
PHA Number/HA Code

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

Name of Authorized Official

Title

RESOLUTION #2



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (2)

DATE: September 24, 2014
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Approval of Tenant Account Receivable Write-Offs

Background

THA has established a process of writing off tenant accounts receivable bad debt. THA incurs this bad debt when a program participant leaves the public housing or Housing Choice Voucher program owing a balance. The debt may arise from excessive damage to a unit, unpaid rent, or tenant fraud/unreported income. There are also instances where a property owner is overpaid rental assistance payments and the owner has not repaid THA for this amount.

Until we write off tenant accounts receivable balances as a bad debt, these balances stay on the active tenant ledger in our accounting system and General Ledger (GL). The receivable balance also remains as part of our tenant receivables that we report to HUD in our year-end financials. Once we write off the debt, we can remove from THA's receivable balance and assign it to the collection agency for collection purposes. THA receives 50% of any proceeds that the collection agency recovers.

THA has notified each individual of his or her debt included in this write off. THA mailed two notices to the last known address of the individual. These notices provide the opportunity for the individual to pay the debt or enter into a repayment agreement with THA. Sending a tenant to collections is the last resort for THA to collect the tenant debt.

Some accounts included in this resolution will not be sent to collections because the tenants have passed away. Those accounts are indicated with asterisks (*) below.

Recommendation

Approve Resolution 2014-9-24(2) authorizing THA to write off tenant accounts totaling:
\$56,721.94



TACOMA HOUSING AUTHORITY

APPROVAL OF TENANT ACCOUNT RECEIVABLE WRITE-OFFS

RESOLUTION 2014-9-24(2)

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

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

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

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

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

Collection Status	Project	Client #	Balance
W/Off Collect	Section 8	00005119	\$1,760.00
		00014424	\$1,400.00
		146236	\$ 32.00
		Subtotal	\$3,192.00
	6th Ave		
		00000605	\$384.51
		Subtotal	\$384.51
	Bergerson Terrace		
		00001056	\$252.84
		00005066	\$525.90
		Subtotal	\$778.74

Scattered Sites			
		139009	\$ 2,757.10
		143747	\$ 201.17
		xx001021	\$ 2,748.62
		xx001092	\$ 2,502.35
		xx001095	\$43,228.60
		xx001171	\$ 315.00
		Subtotal	\$51,468.84
Write off-No Collection	Section 8	141301	\$ 613.85
		Subtotal	\$ 613.85
GRAND TOTAL:			\$56,721.94

Approved:

Stan Rumbaugh, Chair

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

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

RESOLUTION #3



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (3)

Date: September 24, 2014
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Architectural & Engineering (A&E) Services for 1120/1124 Martin Luther King Jr.
Way, Tacoma, WA

Background

On August 1, 2014 Tacoma Housing Authority (THA) staff issued a Request for Qualifications from firms interested in providing architectural and engineering services (A&E) for a new development at 1120/1124 Martin Luther King Jr. Way, Tacoma, WA. The A&E team will provide professional Architectural and Engineering services for a new mixed-use development that will include retail space at the street level and 5 stories of workforce housing above.

THA plans to develop a mixed use building on 12,000 sf of property currently owned by the City of Tacoma (COT). The COT and THA have entered into a Purchase and Sale Agreement that stipulates that if certain milestones and criteria are met, the COT will grant the property to THA. THA has completed its early feasibility work and has determined that the property is suitable for its target of 40-50 affordable rental units over retail. THA has also reached the milestone as well as its target for securing Pre-development funds. The building design will be compatible with its neighboring historic buildings. The project will be designed and built to Evergreen Standards, Crime Prevention through Environmental Design and Transit Oriented Development Standards.

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

A pre-submittal conference was held on August 12, 2014. The Project team reviewed the scope of work and the RFQ process at the conference. Twenty eight (28) firms attended the conference. Questions were answered via an addendum.

Nine (9) responsive proposals were submitted by the deadline of August 28, 2014.

An evaluation team, comprised of three (3) THA staff, reviewed and scored the proposals according to the evaluation criteria listed in the RFQ. The committee completed the first stage of the review process and determined that three (3) firms would advance to the second stage of the review - the oral interviews. A representative of Community Health Care and the Brown Star

Grill project joined staff for the interview stage. A maximum of 100 points were available. Points were organized into four primary sections, with proposals scored on several factors, including:

1. Organizational and Staff Capacity (30 Points);
2. Approach and Response to Scope of Services (25 Points);
3. Demonstrated Success for Similar Projects (25 Points); and,
4. Interview and References (20 Points). This section was only for the three firms selected for interviews.

After the oral interviews the evaluation team voted unanimously in favor of proceeding with contract negotiations with the firm of BLRB Architects. The representatives from Community Health Care and the Brownstar Grill Redevelopment supported the selection of BLRB. It is important to note that these members did not participate in the scoring. The evaluation scores are as noted below:

Firm	Panelist 1					Panelist 2					Panelist 3					Average				
	1	2	3	4	T	1	2	3	4	T	1	2	3	4	T	1	2	3	4	Total
BLRB	25	24	22	20	91	24	23	20	20	87	26	24	23	19	92	25.00	23.67	21.67	19.67	90.00
SMR	26	22	22	14	84	26	22	22	14	84	27	23	23	15	88	26.33	22.33	22.33	14.33	85.33
Casey + DeChant	27	23	23	17	90	27	23	19	10	79	26	23	18	17	84	26.67	23.00	20.00	14.67	84.33
Studio 9	23	22	21	0	66	25	24	18	0	67	26	23	20	0	69	24.67	23.00	19.67	0.00	67.33
GGLO	26	22	21	0	69	25	18	18	0	61	28	23	20	0	71	26.33	21.00	19.67	0.00	67.00
Tonkin	26	22	22	0	70	26	20	19	0	65	27	20	18	0	65	26.33	20.67	19.67	0.00	66.67
Schemata	26	22	22	0	70	23	18	18	0	59	24	20	15	0	59	24.33	20.00	18.33	0.00	62.67
Jon Graves	22	20	21	0	63	20	15	15	0	50	20	15	15	0	50	20.67	16.67	17.00	0.00	54.33
Patricia Brennen	Non responsive																			

Recommendation

Approve Resolution No. 2014-9-24(3) authorizing the Executive Director to negotiate and award a Contract for the Architectural and Engineering Services for the 1120/1124 Martin Luther King Jr. Way, Tacoma, WA project in an amount not-to-exceed of \$ 225,000 for the predevelopment phase of work to BLRB Architects. If staff is unable to negotiate a contract with the highest ranking firm, authorize the Executive director to negotiate and award a contract with the second highest ranking firm of SMR.



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (3)

Architectural & Engineering (A&E) Services for 1120/1124 Martin Luther King Jr. Way, Tacoma, WA

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

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

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

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

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

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

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

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

Approved: September 24, 2014

Stan Rumbaugh, Chair

RESOLUTION #4



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (4)

Date: September 24, 2014

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Interlocal Agreement with King County Housing Authority to Procure Real Estate Financial Services.

Background

This resolution would authorize THA to use a financial analyst, J.H. Brawner & Co., that the King County Housing Authority (KCHA) has procured. THA would rely on KCHA's procurement process and decision. Doing this would spare THA the need to conduct its own procurement. State law permits this. We would do this with an Interlocal Agreement with KCHA that the resolution would authorize the executive director to sign.

The Real Estate Development Department (RED) is completing several financial analyses for different projects. Initially, staff prepares several financial analyses to test the parameters of various development programs. The staff identifies the potential risks, the funding gaps and the short and the long-term impacts on THA of various development approaches. This analysis narrows the program down to one or two financially and programmatically feasible options. The next step is to use a third party consultant to evaluate the proposed transaction and recommend ways to ensure the project is financially viable. This type of consultant also guides THA on finding potential financing sources and maximizing the use of tax credits and rental income.

THA seeks this type of consultant for future projects. KCHA has procured Jim Brawner, a well-regarded and respected real estate development advisor. KCHA thinks very highly of his work. KCHA follows a procurement process similar to THA's. THA staff would like to use an interlocal agreement with KCHA to allow THA to use Mr. Brawner's firm. To start, we would use it on Bay Terrace Phase 2 and the RAD conversion.

Recommendation

Staff recommends approval of Resolution 2014-9-24 (4)



TACOMA HOUSING AUTHORITY

RESOLUTION 2014-9-24 (4)

Authorizing the Executive Director to Enter Into an Interlocal Agreement with King County Housing Authority in Order to Acquire Real Estate Development Financial Services.

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

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

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

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

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

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

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

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

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

Approved: September 24, 2014

Stan Rumbaugh, Chair
Board of Commissioners

Michael Mirra, Secretary



TACOMA HOUSING AUTHORITY

INTERLOCAL COOPERATIVE PURCHASING AGREEMENT

Pursuant to Chapter 39.34 of the Revised Code of Washington State, the Housing Authority of the City of Tacoma and the King County Housing Authority (KCHA) hereby agree to the terms of this Interlocal Cooperative Purchasing Agreement for the use of the solicitation process in obtaining Real Estate Financial Services with J.H. Brawner & Company. The following terms and conditions are applicable to this Agreement:

1. Each party has agreed that KCHA has followed the HUD procurement process 24 CFR 85.36 and KCHA's Procurement Policy in obtaining Real Estate Financial Services with J.H. Brawner & Company.
2. Each party has agreed that KCHA's decision to contract with J.H. Brawner & Company is without prejudice and meets applicable laws and policies.
3. Each party has agreed to enter into separate contracts with J.H. Brawner & Company, with each contract having specific terms and agreements.
4. A party to this Agreement shall not accept responsibility for the performance of J.H. Brawner & Company contracted for by the other party as a result of this Agreement.
5. A party to this Agreement shall not be responsible for the payment of any item(s) or service(s) contracted for by the other party as a result of this Agreement.
6. This Agreement shall continue in force until cancelled in writing by either party.

IN WITNESS WHEREOF, the parties hereto have executed this Interlocal Cooperative Purchasing Agreement by having their representatives affix their signatures below.

King County Housing Authority
600 Andover Park West
Tukwila, WA 98188

name
address
city, state, zip code

Signature

Date

Stephen J. Norman
Executive Director

Signature

Date

Michael Mirra
Executive Director