



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**April 22, 2015**



# TACOMA HOUSING AUTHORITY

Michael Mirra  
Executive Director

## BOARD OF COMMISSIONERS

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

## REGULAR MEETING BOARD OF COMMISSIONERS

**WEDNESDAY, April 22, 2015**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular Meeting on **Wednesday, April 22, 2015 at 4:45 PM**

The meeting will be held at:

**North G Street Apartments  
401 North G 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.

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I, Christine Wilson, certify that on or before April 17, 2015, 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*

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Christine Wilson  
Executive Administrator



# TACOMA HOUSING AUTHORITY

**AGENDA  
REGULAR MEETING  
BOARD OF COMMISSIONERS  
April 22, 2015 4:45 PM  
401 North G Street**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
  - 3.1 Minutes of March 25, 2015 – Regular Session
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
  - 7.1 Finance
  - 7.2 Client Services
  - 7.3 Property Management
  - 7.4 Real Estate Development
  - 7.5 Human Resources
- 8. NEW BUSINESS**
  - 8.1 2015-4-22 (1), Ratification of Carahsoft as Salesforce Reseller
  - 8.2 2015-4-22 (2), Brawner & Company Financial Advisor Services
  - 8.3 2015-4-22 (3), Sixth Avenue Purchase and Sale Agreement
  - 8.4 2015-4-22 (4), Key Bank Purchase and Sale Agreement
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. EXECUTIVE SESSION**

Review of possible real estate transaction.
- 11. ADJOURNMENT**

# MEETING MINUTES



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, March 25, 2015

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

**The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L. Street, Tacoma, WA at 4:45 PM on Wednesday, March 25, 2015.**

### 1. CALL TO ORDER

Vice Chair Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:46 PM.

### 2. ROLL CALL

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

PRESENT	ABSENT
<b>Commissioners</b>	
Stanley Rumbaugh, Chair (arrived at 4:55 PM)	
Arthur C. Banks, Vice Chair	
Janis Flauding, Commissioner	
Rose Lincoln Hamilton, Commissioner	
	Minh-Anh Hodge, Commissioner
<b>Staff</b>	
Michael Mirra, Executive Director	
Christine Wilson, Executive Administrator	
April Black, Deputy Executive Director	
Ken Shalik, Finance Director	
Barbara Tanbara, Human Resources Director	
Greg Claycamp, Client Services Director	
Kathy McCormick, RED Director	
Todd Craven, Administration Director	
Pat Patterson, Property Management Director	

Vice Chair Banks declared there was a quorum present @ 4:47 and proceeded.

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

Vice Chair Banks asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, February 25, 2014.

Commissioner Flauding moved to adopt the minutes, Commissioner Lincoln Hamilton seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

### **4. GUEST COMMENTS**

Ms. Karen Scott, resident of G Street Apartments, addressed the board. She opened her remarks by asking the board for help with open drug activity going on in the G Street building. She stated that other G Street residents as well as neighbors who live near the building were also in the room. In addition to the drug activity, she reported her belief that a theft ring is operating out of the building. She said that all this activity was coming from unit #100 on the first floor. She said that she and others have contacted THA staff Pat Patterson and Nadine Silvestre who have been working on the issues; however, more needs to be done. Ms. Scott stated the THA employee assigned to G Street has been out of the building on medical leave. Ms. Scott said that she has asked for the number of hours G Street has had staff coverage over the past 3-4 months. She went on to describe the drug dealing that tenants and neighbors have witnessed. She said that eyewitness accounts are available of persons knocking on the tenant's window on the first floor and/or waiting at the backdoor of G Street for the tenant to let them into the building. Tenants do not feel safe going to common areas in the building such as the laundry room, the stairwell, and the alley behind the building. Guests and tenants involved in these illegal activities are confronting the other tenants making them feel very unsafe in those common areas. Recently, THA distributed notices to all the tenants about upcoming inspections. She questioned why THA give tenants six-weeks' notice of an inspection. This gives those tenants creating the problems too much time to clean up their units. THA has a one strike and you're out policy. The lease states in very clear terms the expectations for the tenants. The tenants want action now.

Mr. Ronnie Slimmer, a next door neighbor, also addressed the board. He too is very concerned with activities going on inside and outside the building. He said that he has a video showing drug activity at the building. He stated that THA's security service will no longer come to the building. Mr. Slimmer stated that he works early in the morning and witnessed a tenant shown on the video who sells drugs out of the window of a first

floor unit. Mr. Slimmer also mentioned that he had witnessed people entering the building in the early morning hours. Mr. Slimmer wants THA to manage this problem.

Ms. Valerie Crider, a next-door neighbor, addressed the board. She concurred with Mr. Slimmer's complaints. She has witnessed similar activities. She added people in three cars drop off items and move those items in and out of the building, often times through the windows. She stated that TPD has been at the building a number of times. She added that now everything seems quiet at the building. She too has videotaped the cars parked outside the building and has watched people conducting drugs sales. She mentioned drug sales conducted out of the same unit that Ms. Scott and Mr. Slimmer mentioned. She added that she believes the same tenant is involved in a bicycle theft ring; she said that bike parts are stored in the back of the building. Most of the activity occurs between 11pm-6am.

Ms. Edna Garrett, resident of G Street Apartments, addressed the board. She lives underneath the unit of another tenant on the third floor who is creating a noise nuisance and displaying nude sexual behavior. Ms. Garrett recently learned this tenant above her will be moving out of G Street soon. She agreed with the statements made to the board this evening. She is surprised that THA allows all of the debris currently stored behind the building. She went on to state that all the residents need a safe place to live. She reported that someone is propping open doors in the building allowing non-residents to enter without permission. She offered to the board and staff this evening that she is interested in the vacant key holder position for G Street. There needs to be someone in the building to work with the residents, THA, and outside agencies including the Security Company and TPD. Please help us with these issues.

Commissioner Flauding asked Director Patterson how often staff is assigned to the building. Director Patterson stated three days per week. Ms. Scott reiterated the building has not been consistently staffed for months due to staff out on medical leave.

Ms. Terri Csonka, resident of G Street Apartments, addressed the board. Ms. Csonka agreed with the statements made to the board this evening. She wanted to add that she has units on both side of her causing trouble and is very fearful for her safety. Please help us with these issues.

Mr. Mike Forsman, resident of G Street Apartments, addressed the board. He lives in the unit directly above the unit with the drug activity. He has to sleep with ear plugs due to ongoing activities all hours of the night. He added that the security company is not responding to calls. He is very familiar with this drug life. He lived it for years. He is very happy to report that he has been sober for eight years. He added that mattresses, microwaves, and bikes are stolen and brought to G Street. The safety of the building is being threatened. He has been calling and texting the property manager and they have not been responding. Please help us with these issues.

Ms. Karen Scott added that she believes there are seven people in the building doing drugs and they are unable to resist the drugs that are being sold.

Mr. Mark Davis, next door neighbor, also addressed the board. He can hear the activity three houses away from the building. He agreed with the statements made to the board this evening; please help us with these issues.

At the invitation of the Chair, Director Patterson replied to the concerns. He thanked everyone for coming to the board meeting this evening. He and his staff have been working on the issues since the beginning of the year. He agreed there have been problems and wants all the tenants, their guests, and the neighbors surrounding G Street to feel safe inside and outside of G Street. He reported that one of the problem tenants mentioned earlier this evening will be moving out of the building. He has met with the other tenant in #100 suspected of dealing drugs on the first floor. He stated that stronger evidence is necessary in order for the Tacoma Police Department (TPD) to follow-up with the calls they are receiving about the drugs and the theft ring. He and staff are working with TPD for that purpose. THA has asked for more TPD patrols. He has reached out to the TPD Community Liaison Officer. He will continue efforts to improve communication between THA and the TPD. Director Patterson also sympathized with the tenants and neighbors. He asked them to continue communicating with THA about their concerns. Regarding the items left behind the building, staff is continually removing debris. He noted that there is a dumping problem throughout Tacoma, not just in the Northend, and it is not all caused by THA tenants. Director Patterson is concerned to hear that security is not responding to their calls. He will meet with the security management and discuss the issue. Director Patterson closed by asking the residents not to put themselves in harm's way. THA will continue to work closely on the issues with security and TPD. He expressed confidence that we will resolve the issues. He will have the property manager follow-up with Ms. Garrett about her interest in being the building key holder.

Chair Rumbaugh expressed the Board's concerns and its commitment to make its housing safe and enjoyable for tenants and neighbors. He said that the Board will convene its April meeting at the G Street Building. He asked the residents and neighbors to come to that meetings and provide an update from their perspectives.

## **5. COMMITTEE REPORTS**

Real Estate Development Committee – None

Finance Committee – None

Citizen Oversight Committee – None

## **6. ADMINISTRATIVE REPORTS**

### **Executive Director**

ED Mirra directed the board to his report. He discussed his recent trip to Washington DC for the CLPHA Spring conference. Chair Rumbaugh joined ED Mirra and Deputy ED Black in making the congressional rounds. Topics discussed included the McCarver Education Project, HUD's proposed changes to the MTW contracts, THA Rent Reform, RAD, and THA's capital projects. ED Mirra reviewed the status of the negotiations with HUD over the extension of the MTW contracts. ED Mirra noted what he and others learned at the CLPHA conference about the RAD conversion process. They learned that it will take a lot of time and resources and that HUD's process may not be very timely or congenial.

### **Finance**

Director Shalik directed the board to his report. THA expects more federal funding during fiscal year 2015 than what we had budgeted to receive. Staff expects to complete the RAD conversion by the end of 2015; this is a very aggressive timeline and requires significant attention from staff. He discussed how RAD will help preserve MTW flexibility. Director Shalik will begin adding the HUD-held funds to the monthly cash position. Chair Rumbaugh asked how the agency sits with funds at the end of this first quarter. Director Shalik stated we are in good shape. He closed stating he is getting ready to prepare for the agency mid-year budget review.

Chair Rumbaugh called to adopt a consent motion ratifying the payment of cash disbursements totaling \$4,212,899 for the month of February. Commissioner Flauding moved to ratify the payment of cash disbursements. Commissioner Lincoln Hamilton seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

### **Property Management**

Director Patterson directed the board to his report. Unit turns and the maintenance staff absentee rate are areas of concern. REAC inspections are on the horizon. This will be a challenging time for Property Management. The REAC inspections will create extra work orders. There is an error in the reporting of hot units. Director Patterson will get the corrected information inserted into the board report. Discussion ensued regarding the RAD conversion and changes to the inspection requirements. Chair Rumbaugh inquired

about the maintenance staff absentee rate. Director Patterson stated there are several members out on FMLA and others on light-duty. He will continue working with the HR department to finish the proposed attendance policy.

### **Real Estate Development**

Director McCormick directed the board to her report. THA had made an offer to purchase Lakeside Landing. Others beat THA's offer by more \$5 million. Staff will watch to see if the higher offer falls through, perhaps allowing THA to revive its own offer. The Prairie Oaks project is moving right along and will open on-time. Staff are negotiating the supportive services agreement for the project. Chair Rumbaugh asked about Bay Terrace Phase II. Director McCormick stated they are in the schematic design phase. Staff is working diligently to get this project out to bid in 2015. This will allow THA to avoid the expected hikes in 2016 of construction costs and interest rates. ED Mirra stated we should learn soon if the legislature will allocate \$3M to THA for Bay Terrace Phase II.

### **Community Services**

Director Claycamp directed the board to his report. He introduced Associate Director of Rental Assistance Julie LaRocque and Associate Director of Community Services Mia Navarro. Director Claycamp described the newly created Client Services Department. Director Claycamp discussed Property Management (PM) referrals to Community Services. CS staff will be located at the sites working closely with PM staff to assist clients with challenges they are experiencing. Director Claycamp underscored the importance of engagement with households from the beginning of their participation in our housing programs. Discussion ensued regarding the Client Services board report and how it will move reporting and systems to the digital dashboard, it will focus on quarterly reporting, as well as performance measures and targets that align with the Strategic plan. The report will also include success stories and those stories that are more challenging. Commissioner Lincoln Hamilton stated that she appreciates the new reporting format. AD Navarro added the report will also include client outcomes and what we get for our investment into those supportive services programs. ED Mirra underscored this point, THA must determine what it gets for the dollars we spend on supportive services. Chair Rumbaugh noted how it is harder to get quantitative measures for social services that nevertheless may have value. AD LaRocque mentioned HAP utilization. She is looking at new ways to deliver THA programs and services and how THA can assist the lowest income HOP clients.

### **Administration**

Director Craven directed the Board to his report. He then introduced Sandy Burgess as the new Associate Director of Administration and Asset Management. Director Craven will take on the software implementation project full-time managing our software vendor, eightCloud. He reported we have negotiated and executed the Salesforce and eightCloud

contracts. The recent rollout of the effort with All Staff went very well. Momentum is building and staff is engaged and excited.

AD Burgess presented the RAD update. She is very encouraged by the consultants THA has hired for RAD. THA has received the CHAP contract from HUD. This means the timelines have started. Under the CHAP, we have one year to get 50% of the inventory converted. THA plans to convert 100% of our units within that one year.

## **7. OLD BUSINESS**

None.

## **8. NEW BUSINESS**

**8.1** ED Mirra directed the board to his rent reform memo. Chair Rumbaugh told the board he supports the memo's recommendation to delay the rent reform activity to 2017. Discussion ensued. The board unanimously agreed to delay the rent reform activity until 2017. Chair Rumbaugh noted that this is the second delay. He stated that he is not expecting any further delays. He and the Board continue to expect that the long-term federal funding picture is not favorable and that THA will need the savings of further rent reform to avoid terminations of families and to fund our other level of services.

**8.2** The Sequoia Foundation awarded a multi-year \$500,000 grant to THA for the Children's Saving Account (CSA) Program. ED Mirra reported that the Foundation has requested a letter from Chair Rumbaugh conveying the Board's long-term commitment to the program in order to justify the Foundation's own long-term investment. Chair Rumbaugh distributed copies of a letter he proposes to send for that purpose. Commissioner Lincoln Hamilton said that she spoke with the Sequoia Foundation director about the award and that the Sequoia board is very excited to support this promising program. Director Claycamp introduced Ms. Andrea Cobb, CSA Program Manager. Ms. Cobb stated that THA will launch the CSA program this fall. She has discussed this proposal with several community partners who are also excited about the program. The board unanimously supported Chair Rumbaugh's proposal that he send the letter.

### **8.3 RESOLUTION 2015-3-25 (1), Purchase and Sale Agreement Salishan Area 2B Metro Parks**

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

**Whereas**, THA collaborated with Metro Parks Tacoma during the design process for Salishan to provide future access to Swan Creek Park from 51<sup>st</sup> Street;

**Whereas**, the transfer of about 16 acres of undeveloped land on the west slope of First Creek in Area 2b, would free THA of its maintenance while preserving adequate THA control over its future development.;

**Whereas**, the Executive Director and the Board of Commissioners find the terms of the Purchase and Sale Agreement acceptable to THA;

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

1. The Executive Director has the authority to negotiate and, if those negotiations are successful, to execute a Purchase and Sale Agreement with Metro Parks Tacoma for their purchase of land in Salishan indicated on the attached map.

**Approved: March 25, 2015**

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Stanley Rumbaugh, Chair

Chair Rumbaugh tabled the resolution and requested Director McCormick to renegotiate the terms of this agreement with Metro Parks giving THA a portion of the land east of the overlay.

#### **8.4 RESOLUTION 2015-3-25 (2), Approval Write-Off of Tenant Account Receivables**

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

Collection Status	M-O Project #	Client #	Balance
<b>W-O Collect</b>			
	Bergerson Terrace	00143347	\$794.20
	Salishan VII	XX001008	\$66.00
	North K Street	00116473	\$885.38
	S M Str (EB Wilson)	00139268	\$3,786.04
	S Wright Str	00144762	\$1,065.77
<b>W-O No Collect</b>			
	N G Str	00135998	\$968.57
	North K Street	00008262	\$44.08
		00141573	\$751.16
		00124658	\$131.19
		00146495	\$6.64
		<b>Subtotal</b>	<b>\$933.07</b>
	S M Str (EB Wilson)	00141487	\$445.19
	Section 8	00014524	\$726.00
		00014636	\$970.00
		711683	\$730.00

716690	\$829.00
716866	\$614.00
717235	\$1,030.00
718073	\$1,012.00
<b>Subtotal</b>	<b>\$5,911.00</b>

**Write offs Grand Total** **\$14,855.22**

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

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

Upon roll call, the vote was as follows:

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

**Motion Approved:** March 25, 2015

\_\_\_\_\_  
Stanley Rumbaugh, Chair

**8.5 RESOLUTION 2015-3-25 (3), Amendment to Policy Governing Delegation of Executive Director Authority**

**WHEREAS**, the Executive Director may delegate authority;

**WHEREAS**, THA Policy THA G-05 Exercise and Delegation of Executive Director Authority outlines the process for the delegation of the executive director's authority to designated senior staff in the unlikely event that he or she is not available when the agency's welfare requires a decision.

**WHEREAS**, THA's recent re-organization eliminated some senior positions and created others, requiring a change in the delegation policy.

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

THA Policy G-05 is amended in the way set forth in the attached redlined draft.

**Approved:** March 25, 2015

\_\_\_\_\_  
Stanley Rumbaugh, Chair

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

Upon roll call, the vote was as follows:

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

**Motion Approved:** March 25, 2015

\_\_\_\_\_  
Stanley Rumbaugh, Chair

**9. COMMENTS FROM COMMISSIONERS**

None

**10. EXECUTIVE SESSION**

None

**11. ADJOURNMENT**

There being no further business to conduct the meeting ended at 6:58 PM.

**APPROVED AS CORRECT**

**Adopted:** April 22, 2015

\_\_\_\_\_  
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:** April 15, 2015  
**Re:** Executive Director's Report

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This is my monthly report for April 2015. The departments' reports supplement it.

## 1. MTW NEGOTIATIONS WITH HUD

Since the last board meeting, THA has participated in two phone conferences that offer some further hints at the direction of the negotiations. On April 1<sup>st</sup>, HUD hosted a phone conference with all 39 MTW housing authorities. It was not a reassuring discussion. HUD announced a proposal to implement the MTW statute's requirement that MTW agencies serve "substantially the same" number of households as we would serve if we were not MTW. Its proposal would seriously limit our flexibility. This was the first we heard about the proposal and then for only about 1 minute, without much discussion. Even now, we have seen nothing in writing. More troublesome still, HUD's announcement had a preemptory tone that did not invite discussion. In fact, its representatives stated their intention to conclude discussion with one or two more meetings and to issue the new contracts for signature by the end of April.

On April 8<sup>th</sup>, all the MTW agencies convened in a phone conference, without HUD's participation. That conversation at least offered the reassurance that THA is not alone in its concern about HUD's proposal. The MTW agencies devised a counterproposal that our negotiating committee was to convey in some form to HUD at the in-person negotiating session on April 13<sup>th</sup>. By the Board meeting, I hope to have some news of that session.

At the same time, the MTW agencies and critics of MTW sent letters to HUD officials. I attach copies of each.

## 2. STRATEGIC PLANNING

The cabinet continues its drafting of performance measures for the board's strategic objectives. We are about done with the performance measures for the following strategic objectives:

- Administration
- Financially Sustainable Operations
- Advocacy and Public Education
- Real Estate Development.

We have made good progress on Property Management. We are beginning discussions on Housing and Supportive Services and Environmental Responsibility. We need more time to get data that our RAD planning will provide by the end of June. We also need to do more research on Environmental Responsibility.

Accordingly, we have reset the timeline for this project. I attach a copy. We now hope to have a draft for the Board to see by the end of July. If the Board is satisfied with the draft, we propose then to canvas important community voices about that draft. We now hope to have a final version of the performance measures for the Board to review and approve by the end of the year. This is a delay but I think it will serve us well.

During the delay, staff will also devise the strategies we will use to meet the performance measures.

Thank you for your patience.

**3. McCARVER ELEMENTARY SCHOOL HOUSING ASSISTANCE PILOT PROJECT**

The Board may recall that THA and Tacoma Public Schools from the start of the McCarver pilot program resolved that we need three years' worth of data to judge the worth of the program model. In February, we received the third party evaluator's final third year report. As the Board may also recall, the results were sufficiently encouraging to allow THA and TPS to contemplate the model's extension and expansion.

I attach an April 15, 2015 memo to Superintendent Carla Santorno and me from Jean Brownell of THA and Janet Gates-Cortez of TPS. They make two recommendations:

- *Extension:* Starting September 2015, we would turn the McCarver program from a pilot to a regular offering of the school.
- *Expansion:* Starting September 2016, we would expand the program to the next elementary schools with ruinous mobility rates attributable to family homelessness.

In all cases, starting in September 2015, the school district would take over the cost of the caseworkers.

I favor the recommendation. I expect to speak shortly with the Superintendent and hear her views.

NOTE: on a related note, HUD Secretary Julian Castro is visiting Seattle on April 20<sup>th</sup>. He asked to meet with the executive directors of the Seattle Housing Authority, the King County Housing Authority and THA, and the school superintendents from Tacoma, Seattle and Highline School Districts King County. Carla Santorno and I will be attending.



April 10, 2015

Honorable Lourdes Castro Ramirez  
Principal Deputy Assistant Secretary  
Office of Public and Indian Housing  
U.S. Department of Housing and Urban Development  
Washington, D.C. 20510

Re: Ten-year extension of current Moving to Work (MTW) agreements

Dear Principal Deputy Assistant Secretary Castro Ramirez:

As you are aware, the 39 MTW housing authorities have been working closely with PIH staff to develop new contract language that addresses the issues that HUD has raised in the context of renewing and extending the existing MTW contracts. Steady progress is being made in identifying approaches that address HUD concerns without undermining the basic precepts and statutory intent of the MTW program. Additional work needs to be accomplished, however, including HUD's production of significant elements of the agreement proposed by HUD for review and resolution with the participant agencies. The undersigned MTW agencies are accordingly dismayed and strongly protest HUD staff's intention, announced last week, to issue a final form of the contract extension by the end of April.

Numerous issues basic to continued implementation of the program will not have been negotiated or even reasonably vetted by then. Given that existing MTW Agreements do not expire until 2018 and progress has been made in discussions between HUD and the agencies, we do not understand why HUD would choose unilaterally to cut off discussions and insist on imposing a partially-vetted form of Agreement on a "take it or leave it" basis. That approach is inconsistent with the history and spirit of MTW as a collaborative effort between PHAs and HUD to explore more effective ways of providing housing assistance and related supportive services for low-income families, as Congress directed. It also calls into question the adequacy of HUD's efforts to engage the participant agencies in the development of the new agreement.

Issues that remain open in discussions between HUD and MTW agencies include:

- The methodology for measuring and enforcing the statutory requirement for serving substantially the same number of households as if public housing and voucher funding had not been combined, which HUD and the agencies agree is fundamental to MTW.

This methodology must relate to and may logically result in modification or replacement of HUD's proposed new restrictions on use of Housing Choice Voucher (HCV) funds, discussed below. Nevertheless, after soliciting participant agency feedback, HUD now proposes to leave the methodology out of the Agreement altogether and instead to regulate this matter by issuing a notice after the Agreement is finalized;

- New requirements that would substantially restrict MTW agencies' use of HCV funds to HCV or similar purposes rather than other important uses such as development and preservation of affordable housing, public housing preservation and supportive services, all uses allowable under the MTW statute. HUD staff indicates that 16 of 38 MTW agencies currently do not meet the restrictions they intend to place in the new Agreement. These restrictions, which would govern both eligibility for the Agreement extension and ongoing compliance despite their lack of any specific statutory grounding, may be inconsistent with or unnecessary in view of the "substantially the same" requirements that HUD proposes to issue later;
- New rules (not yet provided by HUD) for cash management, commitment of funds and holding of reserves;
- Proposed new requirements (not yet provided by HUD) for extensive impact analyses of proposed programs;
- Remaining funding issues in addition to the critical public housing operating subsidy funding cut discussions with eleven agencies, including the "un-embedding" of HCV administrative fees; and
- Important Agreement drafting issues that could affect agencies' funding and flexibility and the continuing effectiveness of Agreement terms.

HUD's rush to finalize the Agreement extensions constitutes unreasonable treatment of the MTW agencies and has no compelling rationale. We urge HUD to continue to work with the MTW agencies to develop mutually workable solutions to outstanding issues. We believe this is the most expedient way to move these contract extensions forward and are confident that the resulting Agreement will put the MTW initiative on a sounder basis for the extension period. Discussions between the parties to the MTW agreements must continue to allow for reasonable resolution of the open issues, rather than leaving them for unilateral HUD determination.

Sincerely,



Catherine Stone  
Executive Director  
Alaska Housing Finance Corporation



Paul Graziano  
Executive Director  
Housing Authority of the City of Baltimore



Joy W. Fitzgerald  
Interim President & CEO  
Atlanta Housing Authority



J Len Williams  
Executive Director  
Housing Authority of Columbus, Georgia



Jim Koczela  
Acting Executive Director  
Boulder Housing Partners

Adrianne Todman  
Executive Director  
District of Columbia Housing Authority



Greg Russ  
Executive Director  
Cambridge Housing Authority



Josh Meehan  
Executive Director  
Keene Housing Authority



A. Fulton Meachem, Jr.  
Executive Director  
Charlotte Housing Authority



Anas Ben Addi  
Executive Director  
Delaware State Housing Authority



Matthew Mainville  
Executive Director  
Holyoke Housing Authority



Edward Bland  
Executive Director  
Housing Authority of Champaign County



Stephen J. Norman  
Executive Director  
King County Housing Authority



Shannon Oury  
Executive Director  
Lawrence Douglas County  
Housing Authority



Larry Potratz  
Executive Director  
Lincoln Housing Authority



Cora McCorvey  
Executive Director/CEO  
Minneapolis Public Housing Authority



Karen Dubois-Walton  
Executive Director  
Housing Authority of the City of New  
Haven



Eric Johnson  
Executive Director  
Oakland Housing Authority



Vivian Bryant  
Executive Director  
Orlando Housing Authority



Kelvin A. Jeremiah  
Executive Director  
Philadelphia Housing Authority



Fred Zawilinski  
Executive Director  
Portage Metropolitan Housing Authority



Michael Buonocore  
Executive Director  
Housing Authority of Portland



William Lowell  
Executive Director  
Housing Authority of the County of  
San Mateo



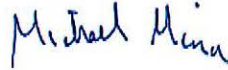
Andrew J. Lofton  
Executive Director  
Seattle Housing Authority



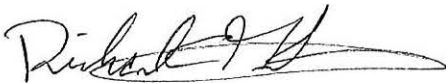
Alex Sanchez  
Executive Director  
Housing Authority of the County of  
Santa Clara/City of San Jose



Ken Kugler  
Executive Director  
Tulare County Housing Authority



Michael Mirra  
Executive Director  
Tacoma Housing Authority



Richard Gentry  
Executive Director  
San Diego Housing Commission



Roy Johnson  
Executive Director  
Vancouver Housing Authority

cc: Jemine Bryon, General Deputy Assistant Secretary  
Melanie Villalobos, Special Policy Advisor

2015

Dominique Blom  
Deputy Assistant Secretary, Office of Public Housing Investments  
U.S. Department of Housing and Urban Development  
Washington, DC 20410-5000

Dear Ms. Blom:

Thank you for your letter of February 25, 2015, and for meeting with advocate representatives on March 3, 2015. We very much appreciate the opportunity to engage with your department about these vital issues as HUD prepares to extend its Moving to Work contracts.

In light of HUD's plans for evaluation of the MTW programs, and in keeping with the intent of MTW as a demonstration, we strongly urge HUD to limit the time period of these extension contracts to no later than 2020. We also ask that HUD include more explicit evaluation criteria in all future contracts, such that the efficacy and impacts of MTW innovations will be more readily apparent. Likewise, we are deeply concerned about expressed intentions within the FY2016 budget process to expand the number of MTW demonstrations in advance of the planned evaluation.

#### **Recommendation Regarding Limited Period of Renewal Contracts**

We are glad to learn that evaluation of the MTW program to date is planned, and that major new initiatives -- including major rent changes, time limits, and work requirements -- will be subject to evaluation in the future. Ongoing evaluation plays critical role in determining the success of this demonstration. On pages three and four of your letter, for example, a number of activities by MTW jurisdictions are highlighted, and it will be tremendously valuable to have data and analysis about their results. In addition, we want to re-emphasize our previous recommendation that agencies should not be permitted to undertake major policy changes unless there is sufficient funding for a rigorous evaluation to determine the impact on participants.

HUD's request for proposals for an evaluation of MTW activities, outcomes and impacts, and program performance, released just this month (FR-5800-N-26, March 11, 2015), strongly underscores the case against long-term contract renewals at this juncture. HUD proposes a comprehensive backward-looking evaluation of activity and performance in the MTW program to date. This evaluation would for the first time provide HUD and the public with data-driven analytical information on how MTW agencies have used their program flexibility, and what the results have been toward the goals of increasing housing choice and self-sufficiency for residents and achieving cost efficiency for PHAs. HUD will be accepting proposals in April to perform this evaluation, with work anticipated to be final by August 2018. It is frankly hard to imagine the case for locking down the programs into 2028 without the benefit of this information. A limited period of renewal through 2020 is appropriate to enable PHAs to plan for and maintain current programs, while preserving flexibility to be responsive to the results of the evaluation.

#### **Recommendations Regarding Performance Criteria in Renewal Contracts**

##### **1. Definition of Assistance for "Substantially the Same" Requirement**

Regarding the requirement to serve substantially the same number of families, we appreciate your openness to suggestions on modifying the criteria for counting families as assisted. Under the current criteria, virtually any eligible family that receives any MTW-funded housing assistance, or lives in a unit that has received it, can be counted. Since this would allow agencies to meet their "substantially the same" obligation with only a modest

share of their voucher and public housing funding, it would undercut Congress' intent to establish a meaningful requirement for agencies to maintain the number of families they assist. It would also diminish the value of HUD's plans to re-benchmark the assisted family baseline.

As we have stated in our earlier letters, the best way to implement the statutory intent of the MTW program would be to count only families receiving substantial rental assistance. HUD should implement this by establishing a specific quantitative definition of the level of assistance that will be counted.

One option would be to set a dollar threshold. For example, HUD could count only families assisted through programs where the average subsidy funded by public housing and voucher funds is \$4,000 or more, with adjustments for inflation. (For families in units that received upfront development subsidies, the total subsidy should be divided by the project's affordability term.) This would require meaningful assistance, but still allow subsidies that are significantly smaller than is typical in the voucher program. HUD could also allow these thresholds to vary from one community to another, for example by setting them as a multiple of the local fair market rent or a percentage of an agency's pre-MTW per-voucher cost.

A second option would be to count only families with rent burdens below a specified level. This was the approach taken in the 2012 MTW stakeholder agreement, which established criteria that allowed substantial variation in rent rules but required that rent burdens be roughly comparable on average to those in the regular public housing and voucher programs.

## **2. Maintaining a Comparable Mix of Families Served**

As you know, in addition to serving the same number of households, the statute authorizing the MTW demonstrations requires an MTW housing authority to maintain a comparable mix of families served by family size as would have been provided had the authority not participated in the demonstration. This requirement does not seem to have received much attention from the PHAs, perhaps because they are not required to track or report it in their MTW Plans and Reports. (It is otherwise difficult for residents and advocates to track because demographic data on MTW housing authorities' public housing and HCV households is not made available in the Resident Characteristics Report (RCR) system that contains data for non-MTW PHAs). As a result, we have seen some very significant changes in the mix of families served during the demonstration, and reductions in the housing made available to certain types of households, for example, families with children who require two, three, or four bedroom units.

MTW agencies should be required to maintain demographic data, track it over time and evaluate how actions undertaken by the PHA have served households at particular income levels and impacted the mix of family size. The data and analysis should be reported out in the MTW Annual Plan separately for public housing, the HCV program, and overall (the data should be included in the Plan, which PHAs are required to make available to stakeholders and the public, and should not be relegated solely to the MTW Annual Report, which some PHAs do not make available to the public or post on their websites). For example, for the baseline year and each year of the PHAs participation in the MTW demonstration, the PHA should show the percentage of households leased under the HCV program that are families with children, elderly households, single persons with disabilities, and other households, and the resulting overall mix of families served by the HCV program at the close of the previous (fiscal or calendar) year. Similarly, it should provide data on the percentage of vouchers leased each year to households that qualify for one, two, three, or four or more bedrooms.

If the data and analysis shows that there has been a shift in the mix of families served, or a reduction of the number or proportion of families served in one or more of the PHA's programs, then the PHA should be required to describe the actions or factors causing the change and the actions it will take to bring itself back into compliance with the statutory requirement. For example, if the data shows that families with children comprise

a declining share of the households served by the HCV program as compared to the baseline year, the PHA should be required to identify the actions or factors leading to the change in the mix of families, and the steps that it will take to increase leasing to families with children over a defined timetable until it comes into compliance.

If the PHA believes that the change in family mix is caused by circumstances outside its control, it should be required to provide data explaining the variance, which could be considered by HUD in determining whether sanctions for non-compliance are warranted. But since the "comparable mix" requirement is a statutory requirement at the core of the MTW demonstration, waivers should not be granted by HUD.

### 3. Voucher Utilization Requirement

We appreciate that HUD plans to prohibit agencies from meeting the 90 percent utilization requirement based on the share of authorized vouchers in use or through expenditures on services. We hope that, as HUD continues to consider enforcement options, it will adopt our recommendation that throughout the term of the extensions 90 percent of MTW funding be based on prior-year utilization.

We were disappointed, however, that HUD intends to allow MTW agencies to count development expenditures toward their 90 percent utilization requirement, and urge you to reconsider this plan. If HUD does include such a policy in its final MTW agreements, we strongly encourage you to take three steps to limit the degree to which counting development expenditures can reduce the number of families an agency assists.

First, HUD should require agencies to show that they have pursued all other options to fund a development project before they will be permitted to count development expenditures as utilization. This should include making full use of available agency funds (including using all Replacement Housing Factor funds to develop replacement housing) and applying for resources such as the Low-Income Housing Tax Credit.

Second, HUD should limit the percentage of an agency's voucher funds that can be spent on upfront development subsidies and count as utilization to 5 percent. Together with the 10 percent of voucher funds that the 90 percent requirement already allows to be used for any eligible purpose, this would allow agencies to use up to 15 percent of their voucher funds for development, the same percentage used to cap rental assistance "dips" for development in the 2012 stakeholder agreement.

Third, HUD should set per-unit caps on the development costs that can be counted toward utilization that are low enough to exclude expenditures that would assist many fewer families than the same funds could assist through vouchers. HUD indicated that it was considering using the full total development cost (TDC) limit as a cap, but **these amounts are far too high. For example, the \$264,344 TDC for a two-bedroom elevator unit in Philadelphia is equivalent to the cost of assisting 34 families in that agency's voucher program.** It would be highly unlikely that an expenditure of this magnitude would be as cost-effective as a voucher.

Moreover, use of the full TDC seems premised on the idea that PHAs would -- and should be permitted to -- fund the entire cost of a project through up-front transfers of voucher funds. In most or all cases, however, voucher funds would be combined with other sources such as LIHTC, HOME, RHF, and debt financed with future rent revenues or ongoing rental assistance such as project-based vouchers. HUD should set the per-unit limit no higher than one-third of the TDC, which would still provide agencies broad flexibility to use voucher funds for development in combination with other resources.

### 4. Advancing the statutory goal of "increasing housing choices"

Failure to develop or track activities that “increase housing choices” remains a significant shortfall of the MTW program. As noted in HUD’s February response to our memorandum, there have been encouraging efforts by some individual housing authorities to develop activities that “increase housing choices for low-income families.” However, such isolated initiatives do not address the problems identified by GAO and advocates: the failure to provide a clear definition of this goal or to require outcome-based evaluations. Many activities identified as “increasing choice” are targeted at increasing housing supply or tenant self-sufficiency, but may fail to expand choices outside of segregated, high-poverty areas. We emphasize the continuing need for clarity and accountability around this goal. Specifically, we recommend that HUD:

1) Clarify the “housing choices” goal for participating agencies, to avoid conflation with the other MTW goals and to align with the “affirmatively furthering fair housing” (AFFH) mandate. We recommend that HUD issue guidance recommending activities for this goal, to include:

- Targeted landlord/property manager outreach and provision of leasing incentives in low poverty communities with greater racial, ethnic and income diversity and that provide improved educational and employment opportunities.
- Redistribution of project-based vouchers through the targeted use of new vouchers in high-opportunity neighborhoods, and affirmative marketing to ensure access to these units by families in high poverty neighborhoods.
- Provision of mobility counseling to voucher holders or families about to receive vouchers or come to the top of a waiting list for tenant and/or project-based voucher assistance, including through briefings, community tours, and housing search assistance on a group or individual basis.
- Financial assistance (such as payment toward security deposit, last month’s rent or moving allowance) to reduce barriers that impede families moving to high-opportunity areas.
- Use of exception payment standards in designated high-opportunity areas.

2) Establish methods for evaluation of the demonstration and specific pilot activities in increasing choice, to fulfill the intent of the authorizing legislation. Evaluations should be outcome-based, and should measure progress in promoting racial and economic deconcentration and access to housing in areas of opportunity, as well as measures of other resident outcomes.

3) Extensions should provide that for PHAs with high concentrations of HCV families leased in high poverty/low opportunity areas, the MTW Plan must identify the specific strategies and steps it will take to reduce the concentrations, and report on progress in its annual MTW Report. Similarly, PHAs with low utilization or lease up rates, or that otherwise have difficulty complying with the obligation to house the same number and mix of families can benefit from these strategies. They should likewise be required to consider these strategies, including those listed above, to develop a plan to increase voucher leasing, and to report on progress.

As in our prior correspondence, we want to reiterate the significance of the decisions HUD makes about this program, for the well-being and opportunities of families in our respective jurisdictions.

Sincerely,

ACLU of Baltimore  
Baltimore, Maryland  
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Atlanta Legal Aid Society, Inc.  
Atlanta, Georgia  
Margaret L. Kinnear, Attorney

ATL

Center for Tax and Budget Accountability  
Ralph Martire, Executive Director

Center on Budget and Policy Priorities  
Washington, DC  
Will Fischer, Senior Policy Analyst

Chicago Housing Initiative  
Chicago, IL  
Leah Levinger, Executive Director

Citizens Housing and Planning Association  
Boston, Massachusetts  
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HOMELine  
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Eric Hauge, Lead Tenant Organizer

Housing Action Illinois  
State of Illinois  
Bob Palmer, Policy Director

Housing and Homelessness Coalition of Kentucky  
Lexington & Louisville, Kentucky *LOUISVILLE*  
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Jane Addams Senior Caucus,  
Chicago, IL  
Lori Clark, Executive Director

Kenwood Oakland Community Organization  
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Jawanza Brian Malone, Executive Director

Law Foundation of Silicon Valley  
San Jose, California *SAN JOSE*  
Nadia Aziz, Senior Attorney

Legal Aid Society of San Mateo County *SAN MATEO*  
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Legal Assistance Foundation  
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Lawrence Wood, Housing Practice Group Director

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Dorinda L. Wider

National Alliance of HUD Tenants  
National  
Charlotte Delgado, Board President

National Housing Law Project  
National  
Stephen Knight, Staff Attorney

Organizing Neighborhoods for Equality  
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Jennifer Ritter, Executive Director

People for Community Recovery,  
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Cheryl Johnson, Executive Director

Poverty and Race Research Action Council  
National  
Megan Haberle, Policy Counsel

Sargent Shriver National Center on Poverty Law  
Chicago, IL  
Kate Walz, Director of Housing Justice

Southside Together Organizing for Power  
Chicago, IL  
Alex Goldenberg, Executive Director

Tenants Union of Washington State  
State of Washington  
Liz Etta, Interim Executive Director

*KCHA/SHA/TRAUMA*

Cc:  
Senator Boxer, California  
Senator Feinstein, California  
Senator Kirk, Illinois  
Senator Durbin, Illinois  
Senator Grassley, Iowa  
Senator McConnell, Kentucky  
Senator Mikulski, Maryland  
Senator Klobuchar, Minnesota  
Senator Franken, Minnesota  
Senator Blunt, Missouri  
Senator Menendez, New Jersey  
Senator Murray, Washington State

Congressman Waters, CA  
Congressman Speier, CA  
Congressman Bass, CA  
Congressman Lee, CA  
Congressman Degette, CO  
Congressman Hastings, FL  
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Congressman Davis, IL  
Congressman Quigley, IL  
Congressman Rush, IL  
Congressman Kelly, IL  
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Congressman Barr, KY  
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Congressman Capuano, MA  
Congressman Levin, MI  
Congressman Kildee, MI  
Congressman Ellison, MN  
Congressman McCullom, MN  
Congressman Higgins, NY  
Congressman Beatty, OH  
Congressman Green, TX  
Congressman Norton, Washington D.C.  
Congressman Larsen, WA  
Congressman Pocan, WI



**Tacoma Housing Authority**  
**Project Database**  
**PROJECT OUTLINE**

**Project Number:** EX-2008-21

**Project:** STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION

**Date:** April 15, 2015

**Deadline:** February 12, 2016

**Project Manager:** Michael Mirra

Task or Objective	Who	Deadline	Status
<b>1. MISSION STATEMENT AMENDMENTS AND STRATEGIC OBJECTIVES</b>	M. Mirra	4/25/2011	Closed
1.1 Draft proposed amendments for circulation	M. Mirra	9/30/2008	Closed
1.2 Board Chair approval of draft	M. Mirra	12/31/2008	Closed !
1.3 Post proposed amendments on the shadow drive	M. Mirra	10/1/2008	Closed
1.4 Post in staff newsletter	M. Mirra	10/10/2008	Closed
1.5 Request to Cabinet to convene department discussions	M. Mirra	10/7/2008	Closed
<b>1.6 Department Staff Discussions of Proposed Amendments</b>	M. Mirra	12/8/2008	Closed
1.6.1 Finance	K. Shalik	12/3/2008	Closed
1.6.2 Real Estate Development	J. Rice+	11/9/2008	Closed
1.6.3 Real Estate Management	R. Sowerby+	11/9/2008	Closed
1.6.4 Community Services	M. Fait+	11/9/2008	Closed
1.6.5 Human Resources	B. Tanbara	12/1/2008	Closed
1.7 Cabinet Review	M. Mirra	12/8/2008	Closed
<b>1.8 Board Approval Of Statements of Vision and Mission and Strategic Objectives</b>	M. Mirra	12/31/2008	Closed
1.8.1 Proposal in Board packet	M. Mirra	12/8/2008	Closed
1.8.2 Board approval	M. Mirra	12/17/2008	Closed !

**Project:** STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION  
**Date:** April 15, 2015  
**Deadline:** February 12, 2016  
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Task or Objective		Who	Deadline	Status
<b>1.9 Publish Amended Statements of Vision, Mission and Values, and Strategic Objectives</b>		C. Wilson	5/1/2009	Closed
1.9.1	Email to all staff	M. Mirra	12/31/2008	Closed
1.9.2	Share drive	M. Mirra	1/16/2009	Closed
1.9.3	Desk Manuals	T. Craven	2/27/2009	Closed
1.9.4	Post at THA properties	C. Wilson	5/1/2009	Closed
1.9.5	Web site	M. Mirra	1/16/2009	Closed
1.9.6	Send to Community Partners	N. Vignec+	12/31/2008	Closed
1.9.7	Send to Media	M. Mirra	1/2/2009	Closed
<b>2. MODIFY PROJECT DATA BASE DESIGN</b>		M. Mirra	1/28/2009	Closed
<b>3. PRELIMINARY DISCUSSIONS, CONSULTATIONS AND ENVIRONMENTAL SCAN</b>		M. Mirra	10/1/2011	Closed
3.1	General	M. Mirra	10/1/2011	Closed
3.2	Design Survey Tool	M. Mirra	6/21/2011	Closed
<b>3.3 Arrange Staff Participation</b>		M. Mirra	8/8/2011	Closed
3.3.1	Email to Staff to Sign Up for Committee Work	M. Mirra	6/23/2011	Closed
3.3.2	Email Invitation to Staff to Take Survey	M. Mirra	6/23/2011	Closed
Monkey Survey				
3.3.3	Convene Committees	M. Mirra	8/1/2011	Closed
<b>3.4 Community Consultation</b>		M. Mirra	9/15/2011	Closed
3.4.1	Compile List of Community Partners to Consult	M. Mirra	6/6/2011	Closed
3.4.2	Email Community Invitation to Take Survey	M. Mirra	6/23/2011	Closed
Monkey				

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Task or Objective	Who	Deadline	Status
3.4.3 Close SurveyMonkey	M. Mirra	8/16/2011	Closed
<b>4. REVIEW STRATEGIC DIRECTIVES</b>	M. Mirra	3/30/2013	Closed !
4.1 Draft Chart to Record Discussions	M. Mirra	2/16/2011	Closed
4.2 Cabinet Review of Vision Statement, Mission Statement and Strategic Objectives	M. Mirra	3/7/2011	Closed
<b>4.3 Arrange for Consultant</b>	M. Mirra	6/27/2011	Closed
4.4 General Discussion of Performance Measurement Techniques with Teams	M. Mirra	8/8/2011	Closed
<b>4.5 Staff Draft Performance Measures for Strategic Objectives, Strategies and Performance Measures for Strategies</b>	M. Mirra	1/31/2012	Closed
<b>4.5.1 Housing and Supportive Services</b>	N. Vignec+	1/1/2012	Closed
<b>4.5.2 Housing and Real Estate Development</b>	W. Zisette+	1/31/2012	Closed
<b>4.5.3 Creating Community</b>	W. Zisette+	1/31/2012	Closed
<b>4.5.4 Property Management</b>	A. Black	1/1/2012	Closed
<b>4.5.5 Financially Sustainable Operations</b>	K. Shalik	10/31/2011	Closed
<b>4.5.6 Environmental Responsibility</b>	W. Zisette+	1/31/2012	Closed
<b>4.5.7 Advocacy/Public Education</b>	M. Mirra	10/31/2011	Closed
<b>4.5.8 Administration</b>	T. Craven	1/1/2012	Closed
4.6 Compile Drafts for Cabinet Review	M. Mirra	4/4/2012	Closed
4.7 Cabinet Review	M. Mirra	10/8/2012	Closed !
4.8 Executive Director Review and Approval	M. Mirra	10/8/2012	Closed !
<b>4.9 Board Review</b>	M. Mirra	3/30/2013	Closed !
4.9.1 Board Study Sessions	M. Mirra	2/1/2013	Closed

**Project:** STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION  
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Task or Objective	Who	Deadline	Status
4.9.2 Board Review and Adoption of Statements of Vision and Mission, Strategic Objectives, and Their Performance Measures	M. Mirra	2/28/2013	Closed !
<b>5. DISTRIBUTE NEW STRATEGIC DIRECTIVES</b>	M. Mirra	1/30/2015	Closed
5.1 Post New Directives Around THA	C. Wilson	3/29/2013	Closed
5.2 Post New Directives on THA's Web Site and Intranet	C. Wilson	4/15/2013	Closed
<b>5.3 Present Directives to Staff</b>	M. Mirra	5/31/2013	Closed
5.3.1 All Staff Email	M. Mirra	5/31/2013	Closed
5.3.2 Present at All Staff Retreat	M. Mirra	4/24/2013	Closed
<b>6. CHOOSE BASELINES AND TARGETS FOR PERFORMANCE MEASURES</b>	M. Mirra	12/31/2015	Open
<b>6.1 Committees Proposals</b>	M. Mirra	12/31/2013	Closed
6.1.1 Housing and Supportive Services	G. Claycamp	12/31/2013	Closed
(a) Convene first meeting	N. Vignec+	6/19/2013	Closed
(b) Convene second meeting	N. Vignec+	6/26/2013	Closed
6.1.2 Housing and Real Estate Development	T. Hansen	12/31/2013	Closed
(a) Convene First Meeting	T. Hansen	12/31/2013	Closed
(b) Convene 2nd meeting	T. Hansen	12/31/2013	Closed
6.1.3 Property Management	A. Black	12/31/2013	Closed
(a) Convene first meeting	A. Black	12/31/2013	Closed
(b) Convene second committee meeting	A. Black	12/31/2013	Closed
6.1.4 Financially Sustainable Operations	K. Shalik	12/31/2013	Closed
(a) Convene Committee	K. Shalik	12/31/2013	Closed

**Project:** STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION  
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	Task or Objective	Who	Deadline	Status
	(b) Convene Second Meeting	K. Shalik	12/31/2013	Closed
6.1.5	Environmental Responsibility	T. Hansen	12/31/2013	Closed
	(a) Convene first meeting	T. Hansen	12/31/2013	Closed
	(b) Convene second meeting	T. Hansen	12/31/2013	Closed
6.1.6	Advocacy and Public Education	M. Mirra	7/4/2013	Closed
	(a) Convene committee - first meeting and review performance measures and draft targets	M. Mirra	6/10/2013	Closed
	(b) Second committee meeting - preliminary choices of targets	M. Mirra	6/21/2013	Closed
	(c) Final committee meeting - choose targets	M. Mirra	6/28/2013	Closed !
6.1.7	Administration	T. Craven	7/4/2013	Closed
	(a) Convene first committee meeting	T. Craven	6/24/2013	Closed
	(b) Second committee meeting	T. Craven	7/1/2013	Closed
6.2	Cabinet Review	M. Mirra	6/30/2015	Open !
6.3	Executive Director Review and Approval	M. Mirra	7/10/2015	Open !
6.4	Board Review of Draft to Date	M. Mirra	7/31/2015	Open
6.5	Community Consultation	M. Mirra	10/30/2015	Open
6.5.1	Urban Institute Review of draft Strategic Plan	A. Black	10/30/2015	Open
6.5.2	Landlord Advisory Group	A. Black	10/30/2015	Open
6.5.3	Wait List Applicants	A. Black	10/30/2015	Open
	(a) Focus Group	A. Black	10/30/2015	Open
	(b) Survey	A. Black	10/30/2015	Open
6.5.4	Current Participants	A. Black	10/30/2015	Open

**Project:** STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION  
**Date:** April 15, 2015  
**Deadline:** February 12, 2016  
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<b>Task or Objective</b>	<b>Who</b>	<b>Deadline</b>	<b>Status</b>
(a) Focus Group	A. Black	10/30/2015	Open
(b) Survey	A. Black	10/30/2015	Open
6.5.5 Social Service Partners Focus Group	A. Black	10/30/2015	Open
6.5.6 Advocacy Group Focus Groups	A. Black	10/30/2015	Open
6.6 Board Approval	M. Mirra	12/31/2015	Open !
<b>7. DEVISE STRATEGIES AND THEIR PERFORMANCE MEASURES</b>	M. Mirra	12/31/2015	Open
<b>7.1 Committee Proposals</b>	M. Mirra	12/31/2015	Open
<b>7.1.1 Housing and Supportive Services</b>	G. Claycamp	12/31/2015	Open
<b>7.1.2 Housing and Real Estate Development</b>	K. McCormick	12/31/2015	Open
<b>7.1.3 Property Management</b>	P. Patterson	12/31/2015	Open
<b>7.1.4 Financially Sustainable Operations</b>	K. Shalik	12/31/2015	Open
<b>7.1.5 Environmental Responsibility</b>	K. McCormick	12/31/2015	Open
<b>7.1.6 Advocacy and Public Education</b>	M. Mirra	12/31/2015	Open
<b>7.1.7 Administration</b>	T. Craven	12/31/2015	Open
7.2 Cabinet Review and Approval	M. Mirra	12/31/2015	Open !
7.3 Executive Director Review and Approval	M. Mirra	12/31/2015	Open !
<b>8. DISTRIBUTE OR PUBLICIZE PERFORMANCE MEASURES AND STRATEGIES</b>	M. Mirra	12/31/2015	Open
<b>9. ENTER NEW DIRECTIVES INTO PROJECT DATA BASE</b>	M. Mirra	6/30/2015	Open
<b>10. LOAD STRATEGIC DIRECTIVES AND PERFORMANCE MEASURES INTO THE DIGITAL DASHBOARD</b>	T. Craven	9/30/2015	Open

# FINANCE



# TACOMA HOUSING AUTHORITY

## **Motion**

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,086,375 for the month of March, 2015.

Approved: April 22, 2015

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Stanley Rumbaugh, Chair

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of March, 2015**

		Check Numbers				
		From	To	Amount		Totals
A/P Checking Account						
Low Rent Module Checks	Check #'s	2,800	- 2,802	648		
Accounts Payable Checks	Check #'s	84,463	- 84,678			
Business Support Center				290,516	Program Support	
Moving To Work Support Center				11,257		
Section 8 Programs				40,083	Section 8 Operations	
SF Non-Assist Housing - 9SF Homes				2,785		
Wedgewood				260	Local Funds	
Salishan 7				11,441		
Salishan Developer Fee				2,550		
AG Hsg Recovery Grant				37,357		
Development Activity				5,882		
Salishan Area 4				17	Development	
Hillside Terrace 2500 Court G Development				22,771		
Hillside Terrace 1800 Court G Development				18,462		
Bay Terrace Development				22,643		
Prairie Oaks (LASA)				1,118,270		
CS General Business Activities				160		
Community Services MTW Fund				3,456		
Gates Ed Proj Grant				1,073	Community Service	
WA Families Fund				166		
COT-CDBG-FSS Grant				61		
Pierce Co. 2163 Funds				86		
WA Families Fund - Systems Innovation				394		
COT-McCarver Grant				94		
AMP 1 - No K, So M, No G				44,557		
AMP 2 - Fawcett, Wright, 6th Ave				76,736		
AMP 3 - Lawrence, Orchard, Stevens				108,204		
AMP 5 - Salishan Common Areas				158		
AMP 6 - Scattered Sites				11,791		
AMP 7 - HT 1 - Subsidy				4,999		
AMP 8 - HT 2 - Subsidy				2,498	Public Housing	
AMP 9 - HT 1500 - Subsidy				1,127		
AMP 10 - SAL 1 - Subsidy				22,053		
AMP 11 - SAL 2 - Subsidy				23,403		
AMP 12 - SAL 3 - Subsidy				17,699		
AMP 13 - SAL 4 - Subsidy				21,719		
AMP 14 - SAL 5 - Subsidy				24,493		
AMP 15 - SAL 6 - Subsidy				23,496		
Allocation Fund				65,005	Allocations-All Programs	
THA SUBTOTAL				2,038,369		
Hillside Terrace 1 through 1500				1,145		
Bay Terrace				1,196	Tax Credit Projects - billable	
Salishan I - through Salishan 6				1,355		
Salishan Association - Operations				114		
TAX CREDIT SUBTOTAL (Operations - billable)				3,810		2,042,179
Section 8 Checking Account (HAP Payments)						
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	481,520	- 481,539	28,236		
	ACH	74,524	- 75,913	2,480,539	\$	2,508,775
Payroll & Payroll Fees - ADP					\$	535,421
TOTAL DISBURSEMENTS					\$	5,086,375



# TACOMA HOUSING AUTHORITY

**Date:** April 22, 2015  
**To:** THA Board of Commissioners  
**From:** Ken Shalik  
Director of Finance  
**Re:** Finance Department Monthly Board Report

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## 1. FINANCIAL STATEMENT COMMENTS

I present the March, 2015 disbursement report for your approval.

The next financial report presentation will be in May, 2015 where we review the financials for the period ending March 31<sup>st</sup>. The first couple months of the year do not present a clear picture. Even though it is early, I am not seeing any real issues that will cause financial concern for 2015. The areas that I am currently watching is the effect of the reorganization, the IT conversion, and also the impact of the RAD conversion on the agency budget. The good news is based on the 2015 federal funding we will be authorized over \$400K for Housing Assistance payments than budgeted. The March information will provide us some additional initial information for how we are performing for the year so far. Any needed adjustments will be accomplished at mid-year.

## 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 Washington State auditors have started the Single Audit portion of the audit. Once completed, they will commence the financial portion, and finally the accountability audit. The entrance conference with the auditors will be during the May Finance Committee meeting.

## 4. BUDGETS

There is no update at this time. We are monitoring expenses and starting to look at what changes both the Reorganization, the RAD and IT conversions will have on the mid-year budget.

## 5. YEAR END CLOSING UPDATE

No update at this time.

# TACOMA HOUSING AUTHORITY

## CASH POSITION - March 2015

Account Name	Current Balance	Interest
<b>HERITAGE BANK</b>		
Accounts Payable	\$ 2,174,091	0.40%
Section 8 Checking	6,406,122	0.40%
THA Affordable Housing Proceeds	3,105,888	0.40%
Note Fund Account	100	0.40%
Credit Card Receipts	100	0.40%
THA Investment Pool	289	0.40%
THA LIPH Security Deposits	91,315	0.40%
THDG - Tacoma Housing Development Group	73,855	0.40%
LF - SF 9Homes Alaska	21,735	0.40%
LF - SF 9Homes Alaska Sec Dep Acct	2,753	0.40%
LF - SFH No. Shirley	26,096	0.40%
LF - SFH N Shirley Security Deposit Acct	1,001	0.40%
Salishan 7	989,379	0.40%
Salishan 7 Security Deposit	26,902	0.40%
Salishan 7 Replacement Reserve	133,660	0.40%
Salishan 7 Operating Reserve	198,584	0.40%
Payroll Account	5,987	0.40%
General Fund Money Market	537,167	0.40%
<b>WASHINGTON STATE</b>		
Investment Pool	\$ 1,628,068	0.10%
<b>1. TOTAL THA CASH BALANCE</b>	<b>\$ 15,423,093</b>	
<b>Less:</b>		
<b>2. Total MTW Cash Balance</b>	<b>\$ 5,848,032</b>	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)	1,140,000	
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.10 Total Minimum Operating Reserves	\$ 1,866,000	
<b>3. MTW Cash Available (Lines 2-2.10)</b>	<b>\$ 3,982,032</b>	
<i>MTW Reserve Commitments</i>		
3.01 2nd Phase Hillside Terrace Redevelopment	\$ 2,420,000	
3.02 Renovation/Remodel of 2nd Floor of Admin Building	1,477,987	
3.03 Renovation/Remodel of Salishan FIC Building	579,500	
3.04 Renovation of Salishan Maintenance Shop	286,500	
3.05 RAD Conversion Costs - Capital Contributions to Projects	1,500,000	
3.06 Software Conversion for Operational Platform (VH)	600,000	
3.07 Education Projects - McCarver & Others	310,000	
3.08 Exigent Health & Safety Issues (Meth Remediation)	185,046	
3.10 Total Reserve Commitments (Lines 3.01 through 3.08)	\$ 7,659,033	
<i>MTW Cash Held By HUD</i>		
3.11 Undisbursed HAP Reserves Held by HUD	\$ 3,677,842	
3.20 Total MTW Cash Held By HUD	\$ 3,677,842	

# TACOMA HOUSING AUTHORITY

## CASH POSITION - March 2015

### 4. Non MTW Cash Restrictions

<i>Other Restrictions:</i>			
4.01 FSS Escrows	\$	119,658	
4.02 VASH, FUP & NED HAP Reserves		107,872	
4.03 Mod Rehab Operating Reserves		109,891	
4.04 Security Deposit Accounts		122,234	
4.05 Salishan Sound Families - 608		65,642	
4.06 Gates Foundation - 612, 614 & 615		160,464	
4.07 WA Families Fund - 675, 713		29,688	
4.08 Bond Financed Single Family Homes Reserve		90,000	
4.09 Salishan 7 Reserves		757,244	
4.10 THDG - 048		73,855	
4.11 Area 2B Sales Proceeds (Afford Hsg)		3,105,888	
4.20 Total - Other Restrictions			\$ 4,953,836
<i>Agency Liabilities:</i>			
4.30 Windstar Loan - 042		274,868	
4.40 Total - Agency Liabilities			\$ 274,868
4.45 Development Draw Receipts for Pending Vendor Payments			\$ -
4.50 Development Advances/Due Diligence Commitments <sup>1</sup>			\$ 70,000
5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.45+4.50)			\$ 5,298,704

### 6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)

7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
Salishan Campus (PY exp plus 2014 budget)	\$ 196,174	\$ 126,174	\$ 70,000
<sup>1</sup> Total Current Commitments outstanding			\$ 70,000

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

Hillside Terrace Redevlpmnt - Chase Loan, LP Equity Funds	\$	-	
Prairie Oaks - Pierce Co CDBG, Lakewood CDBG, HTF	\$	581,816	
Total Agency Advances	\$	581,816	

## CLIENT SERVICES



# TACOMA HOUSING AUTHORITY

DATE: April 22, 2015

TO: THA Board of Commissioners

FROM: Greg Claycamp  
Client Services Department

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.

## SECTION ONE: COMMUNITY SERVICES

FROM: Mia Navarro  
Community Services Division

### 1. NUMBER OF PEOPLE AND HOUSEHOLDS SERVED

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

<b>FEBRUARY 2015</b>	<b>Program/ Caseload Entries this Month</b>	<b>Program/ Caseload Exits this Month</b>	<b>Unduplicated Number Served (Month)</b>	<b>Unduplicated Number Served (YTD)</b>
<b>General Programs</b>				
Case Staffing	5	7	20	31
Families in Transition (FIT)	0	3	28	31
Family Self Sufficiency (FSS)	3	1	119	120
General Services	5	7	27	35

<b>FEBRUARY 2015</b>	<b>Program/ Caseload Entries this Month</b>	<b>Program/ Caseload Exits this Month</b>	<b>Unduplicated Number Served (Month)</b>	<b>Unduplicated Number Served (YTD)</b>
Hardship	2	0	10	13
Housing Opportunity Program (HOP) Case Management	1	0	10	11
<b>Education Project</b>				
Children's Savings Account (CSA)	N/A	N/A	N/A	N/A
McCarver	0	0	35	39
Scholar Incentive Program (SIP)	N/A	N/A	N/A	N/A
College Housing Assistance Program	N/A	0	8	8
<b>Elderly &amp; Disabled</b>				
Elderly & Disabled	16	8	21	24
<b>DEPARMTMENT TOTAL*</b>	<b>32</b>	<b>26</b>	<b>270</b>	<b>304</b>

*\*Some households may be enrolled in more than one program, so this number will not necessarily be the sum of the program numbers every time.*

Last month we reported that TCC data would be available in April. While we have received some data from TCC, there is still some yet to pull and analyze from Visual Homes, and neither are complete enough to report at this time.

In summary, eight TCC students are currently using vouchers, and one is shopping. Getting students through the eligibility and lease up process has been more time consuming than TCC staff anticipated. The cumulative GPA for TCC students during the 2013-2014 academic year was 2.96. The cumulative GPA for TCC College Housing Assistance Program students is 3.06. THA and TCC staff will be meeting over the next few weeks to discuss the project and address any challenges.

## **2. CLIENT STORIES**

### **2.1. Education Project**

When C. joined the McCarver Special Housing Program in 2012, she was homeless as a result of chronic substance abuse and had a troubled history of domestic violence. Her three children were struggling as a result of all the instability. Once she had stable housing, C. found the strength to concentrate on improving her life and the lives of her children. She successfully graduated from a substance abuse treatment program in 2013 and is proud that on April 24, 2015 she will be able to celebrate 3 years of sobriety.

In addition, she has pursued support for survivors of domestic violence and engaged her children in the program for their healing too. Her children are thriving at McCarver. Her third grader is in the accelerated reading program and the McCarver Scholars program. Her 1st grader is among the top in his class for math. He has a diagnosis of autism but is very high functioning. Her youngest is enrolled in head start and can proudly write her name already.

Once sober, C. concentrated on earning her GED. She completed the program in May of 2014 and is the first in her family to earn a high school degree. She plans to begin pursuing her Associate's Degree in Human Services at Tacoma Community College this fall. In the meantime she has been working steadily, though part time, as a cashier at KMart.

One element of C.'s success is her insistence on giving back and sharing her newfound strength with her community. She is currently the parent representative for Tacoma Public Schools on the Washington Association of School Administrators (WASA), the parent representative for McCarver's Headstart program and is serving on the family council board for the McCarver Scholars program through the Peace Community Center. She will be an honored guest speaker for the Peace Community Center Charity Dinner on April 25, 2015. We are proud of C.'s successes and of her determination.

### **2.2. General Services**

A 21 year old female was housed in the FIT program 12/29/14. She has a 15 month old daughter and is receiving TANF. Soon after being housed the client found out she was 12 weeks pregnant. She presents with many barriers i.e., little education, lack of employment skills and limited use of resources. She has a history of domestic violence but does not see herself as the victim of abuse. This makes it challenging for her to be

involved in healthy relationships and make healthy choices. She has very little family support.

Her electricity was recently disconnected due to inability to pay her monthly bill. Although her lights have been restored through community resources provided by her caseworker, the client continues to make decisions based on her crisis mentality. She is currently at risk of losing her TANF benefits due to non-compliance for not being in an approved job search activity. She does meet with her caseworker weekly to set short term goals for GED completion and employment training, but does not seem to see the connection between the choices she is making and her problems.

## **SECTION TWO: RENTAL ASSISTANCE AND LEASING**

FROM: Julie LaRocque  
Rental Assistance Division

Housing Choice Voucher utilization is reported at 99.73% for the month of March 2015. We are continuing to issue HOP subsidies to bring this average to meet MTW requirements of 100%.

Nativity House completed their lease up filling all 50 Project Based Voucher units at their new property. This was a large undertaking for Nativity House as well at THA. The staff at THA prioritized these clients in an effort to help Nativity House meet their deadline. The goal was to have each client complete from initial referral to inspection to final lease signing to be completed in 5 days or less.

Below is a breakdown of the utilization of our special programs and project based vouchers:

<b>Program Name</b>	<b>Units Allocated</b>	<b>Units Leased and Shoppers</b>
VASH Veterans Administration Supportive Housing	168	150
NED Non elderly disabled vouchers	100	97
FUP Family Unification Program	50	46
McCarver Program	50	34

<b>Program Name</b>	<b>Units Allocated</b>	<b>Units Leased and Shoppers</b>
CHAP College Housing Assistance Program	25	22
CHOP Child Welfare Housing Opportunity Program	20	10

<b>Project Based Properties</b>	<b>Units Allocated</b>	<b>Units Leased and Shoppers</b>
Bay Terrace	20	20
Eliza McCabe Townhomes	10	9
Flett Meadows	14	13
Guadalupe Vista	40	37
Harborview Manor	125	120
Hillside Gardens	8	7
Hillside Terrace	9	9
Nativity House	50	50
New Look Apts.	42	41

# PROPERTY MANAGEMENT



# TACOMA HOUSING AUTHORITY

Date: April 22, 2015

To: THA Board of Commissioners

From: Pat Patterson

Director of Property Management

Re: Department of Property Management Monthly Board Report

## 1. OCCUPANCY OVERVIEW

- Occupancy:*

Unit occupancy is reported for the first day of the month. This data is for the month of February. The high vacancy rate in the family properties is attributable to THA's meth strategy, units being offline for rehabilitation and the sale of our Market Rate homes.

PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% Month OCCUPIED
All Hillside/Bay Terrace	132	2	0	130	98.5%
Family Properties	147	32	18	115	78.2%
Salishan	631	4	0	627	99.4%
Senior/Disabled	353	16	0	337	95.5%
All Total	1,263	54	18	1,209	95.7%

- Vacant Unit Turn:*

On page four (4) there is a table with all of the units turned in fiscal year 2015. Twelve (12) units were turned and rented in the month of March. The average unit turn time for the month of March was **51 days for Eleven (11) clean units**.

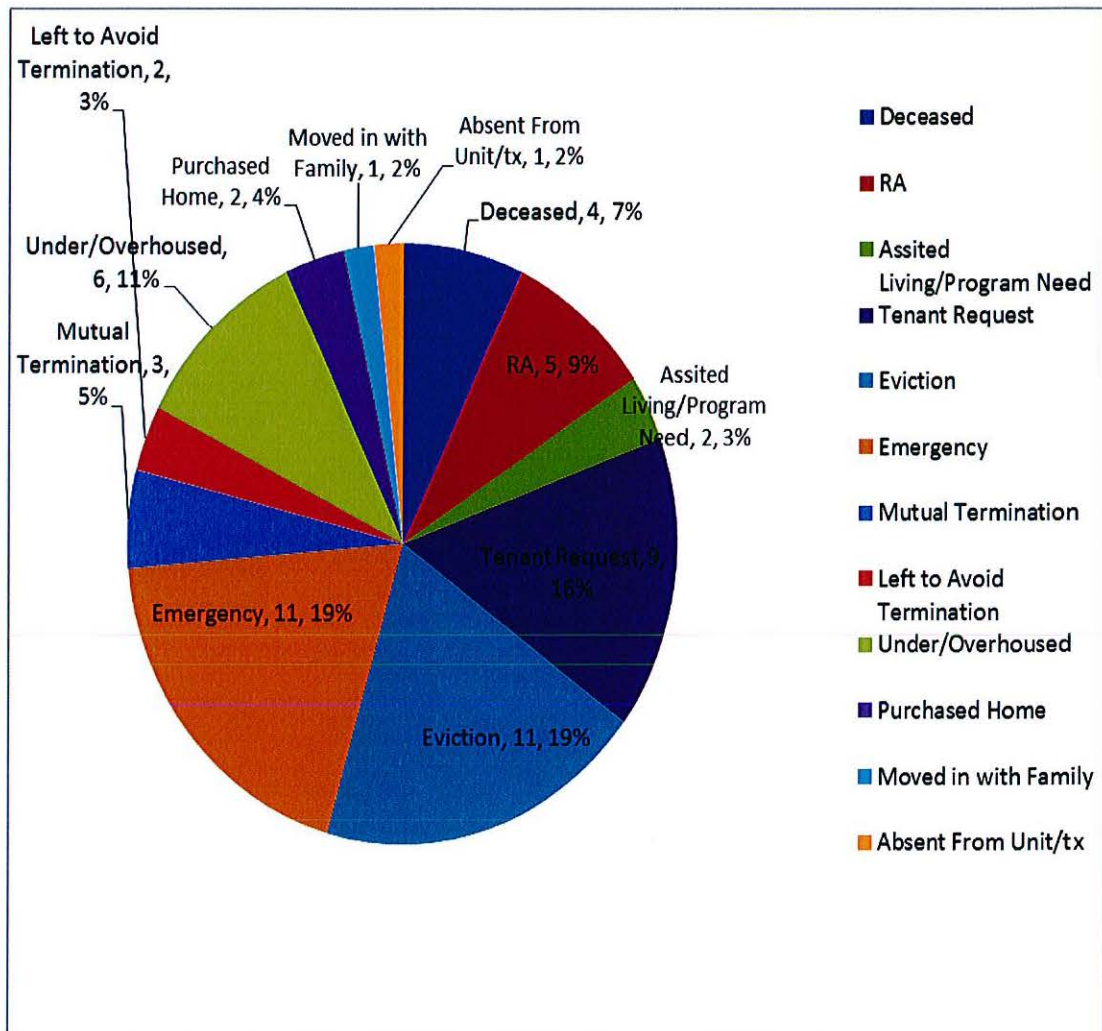
One (1) unit that was turned in March tested positive for meth. All contaminated units have gone out to bid and are scheduled to be rent ready in the month of April 2015. You will see their average turn times in future reports.

As of April 1, 2015, 147 of the 463 units that have been tested for contamination have tested positive for methamphetamine. Since March 1, 2015, 2 units have tested positive for methamphetamine making the 2015 current hot rate 7% and the overall hot rate 32%. This is down from 42% in March of 2014.

### 1.1 Vacant clean unit turn status

The average turn days for clean units in March were 51 days (11 units). We had (2) two units that contributed to the high average that will be explained below. We are averaging 15-20 vacant units per month. We will be looking for trends to reduce these numbers and find reasons for these move outs. Weekend and holiday days (e.g. two weekends in a 20 day period would account for (4) days in the average, though they were not work days) and attendance issues within the maintenance team still remain a challenge as we strive to reduce our unit turn days. Maintenance staff during the month of March had a 4% absentee rate. This was a decrease by 4% from last month.

Below is a chart that breaks down the move out reasons in 2015. We have had 57 move outs through March 2015.



Below is a list of units that exceeded our 20 day expectation. All of these units are a result of the above mentioned issues.

- AMP 1, 1202 South M Street #206 (27 days).
- The maintenance days were eighteen (18). It took nine (9) days to find a new tenant.
- AMP 1 1202 South M Street #407 (23 days). The maintenance days were eighteen (18). (5) days were attributed to leasing efforts.
- AMP 2 602 S Wright Ave #118 (25 days). The unit was in downtime for (2) two days. Maintenance work was completed in seven (7) days. Sixteen (16) days were attributed to leasing efforts. We had multiple turn downs on this unit that caused the delay in leasing.
- AMP 2 2302 6<sup>th</sup> Avenue #114 (147 days). This unit was taken off line due to water damage caused by the above unit. This unit was one of 6 that were contracted out for repairs in the senior portfolio. The unit was in downtime for one hundred nine (109) days. Contractor work was completed in thirty three (33) days. (5) days were attributed to leasing efforts.
- AMP 3 5311 S Orchard St #53 (37 days). This unit was in downtime for seventeen (17) days due to staff unavailability to turn the unit. The backlog of units in January and February cause the delay in maintenance starting the turn. Once maintenance started the turn it was completed in seventeen (17) days. Three (3) days were attributed to leasing efforts.
- AMP 3 5311 S Orchard St #54 (25 days). Unit was in downtime for (8) eight days. Maintenance work was completed in fifteen (15) days. Two (2) days were attributed to leasing efforts.
- AMP 3 5427 South Stevens (62 Days). Unit was in downtime for six (6) days determining the scope of work to place the unit out for bid to be repaired. Once a contractor was procured the work was completed in fifty five (55) days. There was heavy damage left by the previous tenant due to wear and tear. (1) one day was attributed to leasing efforts
- AMP 6 2225 East George (155 Days). Due to the extensive work needed in this unit due to deferred maintenance, it was decided to focus our efforts on units that could be turned more quickly in the portfolio. This was during a period when we devoted staff to the tax credit units in order to have them rent ready and leased by year's end 2014. The unit was in downtime for thirty one (31) days. ) One hundred ten (110) days were charged to maintenance. Fourteen (14) days were attributed to leasing efforts.

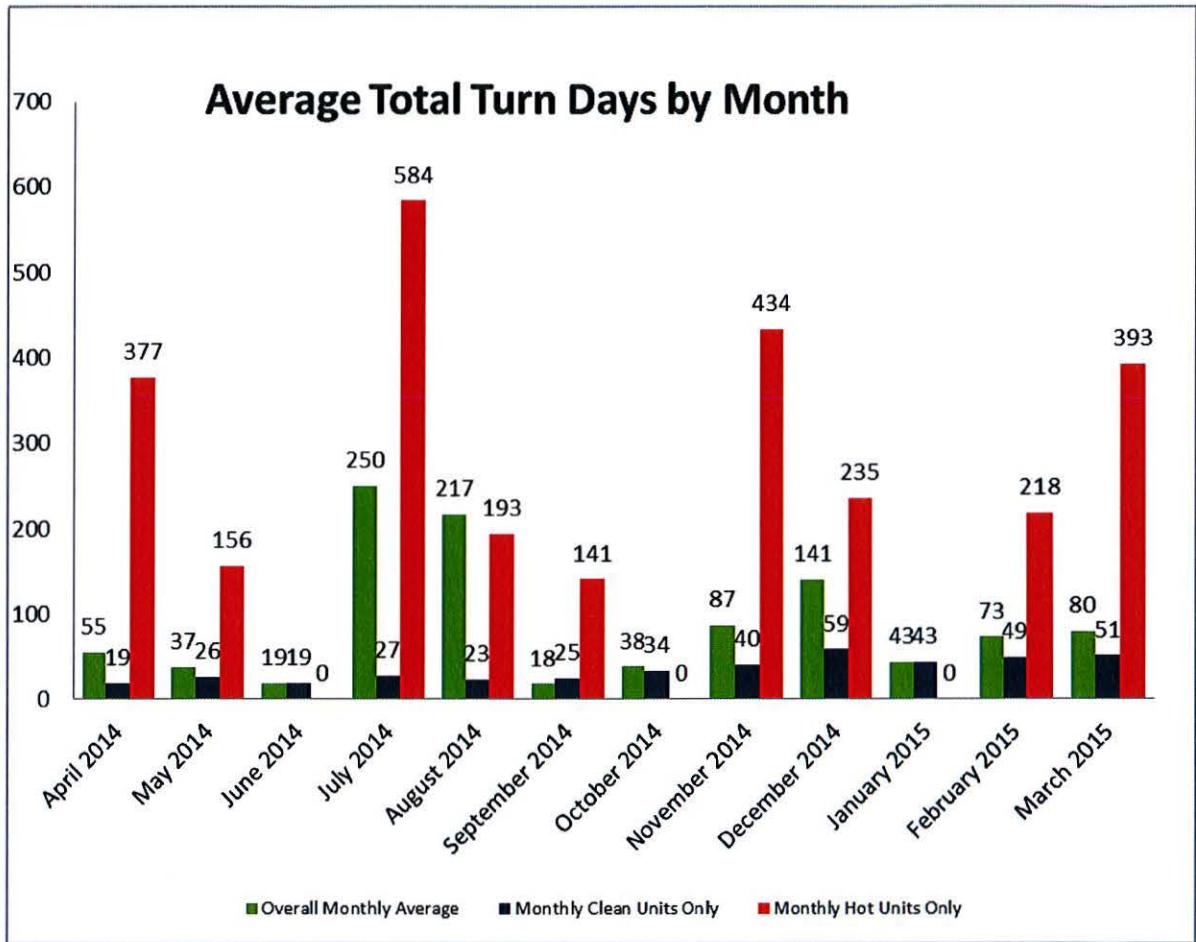
- AMP 14 3916 Roosevelt Ave (32 Days). The unit was in downtime for six (6) days. Maintenance days were nineteen (19), seven (7) days were attributed to leasing efforts.

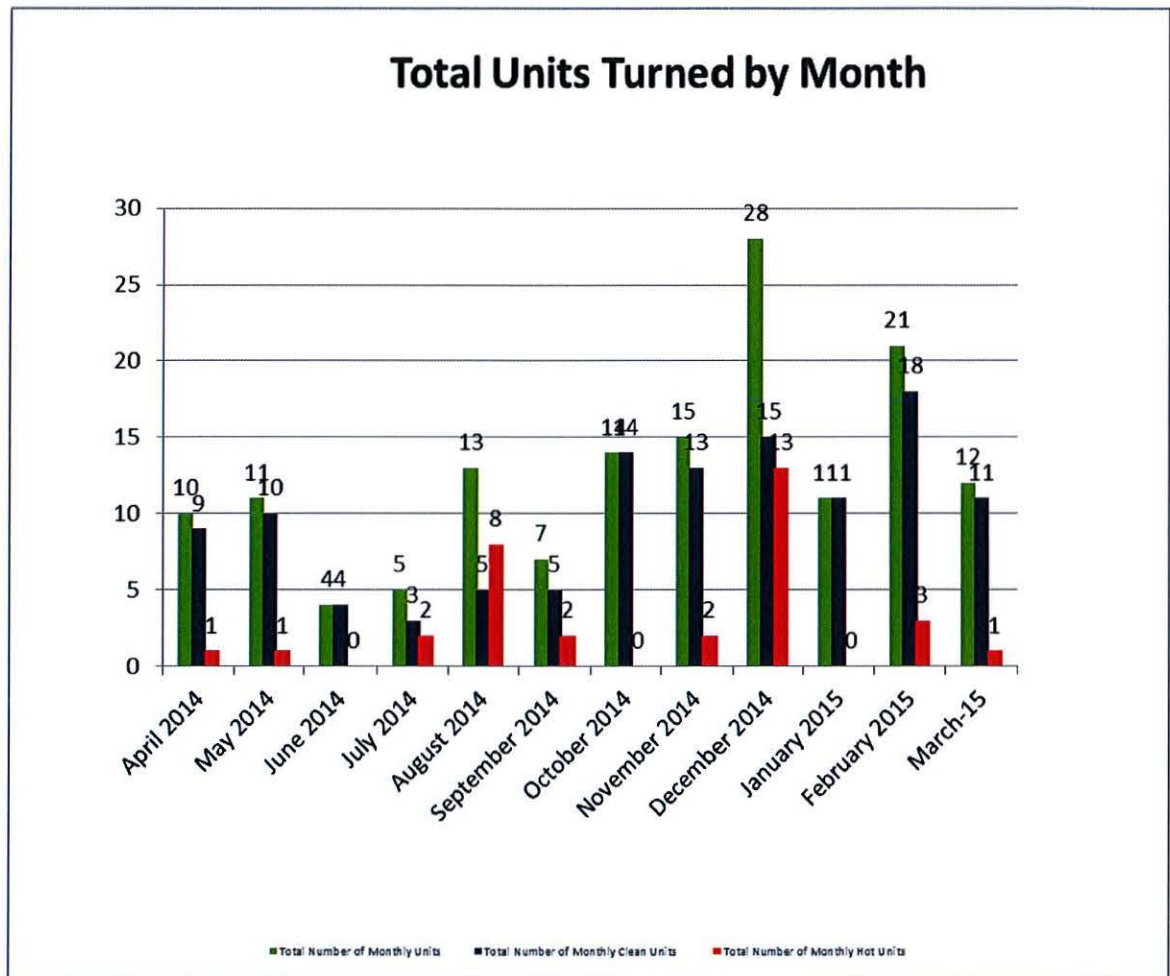
## **1.2 Contaminated unit turns**

As of April 1, 2015 there were 60 vacant units in THA's portfolio. Of these units:

- 51 are not contaminated
- 2 are awaiting testing
- 7 are in remediation/reconstruction
- 12 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:





### **1.3    *Work Orders***

In the month of March, all emergency work orders were completed within 24 hours. In March, maintenance staff completed 192 non-emergency work orders and a total of 746 for the calendar year. The annual average number of days to complete a non-emergency work order is 20.45.

In the table on page 8, you may note a spike in aged work orders. This spike is attributed to a new process for work order entry. Staff have been entering each individual work item, rather than a single work order for each unit. The Asset Management Committee has made the decision to stop creating single item work orders. Although this process was suggested by our 3<sup>rd</sup> party consultants, we found that the increased efforts to close these work orders became unmanageable. We have been creating a single work order that will have multiple tasks attached that will allow us to close out our work orders in a timely manner.

We continue to bring down the number of outstanding work orders as well as trying to improve our customer service in this area. Processes that we are trying to improve are as follows:

- Make every attempt to address routine work orders within (5) days. When this is not possible, we contact the tenants and give an alternate date that they can expect service.
- Improve our communicating with the tenants when service will be delayed when procurement is needed to service the request
- Lastly close out the work orders within (48) hours of completion.

## Work Order Summary by Portfolio For the Month of March, 2015

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)
<b>All Hillside</b>								
BAY TERRACE	0	0.0%	0	0.0%	13	3.46	37	5.51
HILLSIDE TERRACE 1500 Block	0	0.0%	0	0.0%	2	0.50	10	4.60
HILLSIDE TERRACE PH I	0	0.0%	0	0.0%	2	1.00	5	9.60
HILLSIDE TERRACE PH II	0	0.0%	0	0.0%	4	0.25	18	7.50
	0	0.0%	0	100.0%	21	2.33	70	6.19
<b>Family Properties</b>								
BERGERSON TERRACE	0	0.0%	5	100.0%	11	17.73	28	15.50
DIXON VILLAGE	0	0.0%	1	100.0%	12	31.83	26	20.08
MARKET RATE SFR	0	0.0%	0	0.0%	1	32.00	6	38.17
SCATTERED SITES	0	0.0%	1	100.0%	7	1.57	9	5.33
	0	0.0%	7	100.0%	31	20.00	69	17.87
<b>Salishan</b>								
SALISHAN I	0	0.0%	1	100.0%	2	19.50	60	55.73
SALISHAN II	2	100.0%	5	100.0%	7	17.14	48	34.00
SALISHAN III	0	0.0%	0	0.0%	6	17.17	38	60.68
SALISHAN IV	1	100.0%	4	75.0%	7	15.14	48	45.50
SALISHAN V	0	0.0%	2	100.0%	15	116.40	49	57.82
SALISHAN VI	0	0.0%	1	100.0%	8	87.38	65	20.89
SALISHAN VII	1	100.0%	3	100.0%	7	14.29	25	10.04
	4	100.0%	16	93.8%	52	56.02	333	41.77
<b>Senior/Disabled Properties</b>								
6TH AVE	2	100.0%	12	91.7%	10	10.90	38	8.82
E.B. WILSON	2	100.0%	9	100.0%	16	4.00	75	4.79
FAWCETT APARTMENTS	0	0.0%	1	100.0%	6	0.50	21	1.48
LUDWIG APARTMENTS	2	100.0%	4	100.0%	10	7.30	23	16.13
NORTH G ST	1	100.0%	3	100.0%	15	1.60	29	1.69
NORTH K ST	1	100.0%	3	100.0%	9	2.00	35	5.74
WRIGHT AVE	0	0.0%	5	100.0%	22	2.45	53	1.91
	8	100.0%	37	97.3%	88	3.92	274	5.28
<b>Agency Totals:</b>	<b>12</b>	<b>100.0%</b>	<b>60</b>	<b>96.7%</b>	<b>192</b>	<b>20.45</b>	<b>746</b>	<b>22.82</b>

## Open Work Order Summary by Portfolio For the Month of March, 2015

		Emergency		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
<b>All Hillside</b>						
BT	BAY TERRACE (S8)	0	0	10	6	4
HT150i	HILLSIDE TERRACE 1500 Block	0	0	1	0	1
HT2	HILLSIDE TERRACE PH II	0	0	2	2	0
		0	0	13	8	5
<b>Family Properties</b>						
020	BERGERSON TERRACE	0	0	13	8	5
022	SCATTERED SITES W/SUB REHAB	0	0	16	4	12
023	DIXON VILLAGE	0	0	8	3	5
044	ALASKA 9 HOMES	0	0	7	7	0
		0	0	44	22	22
<b>Salishan</b>						
SAL1	SALISHAN ONE LLC (S8)	0	0	47	26	21
SAL2	SALISHAN TWO LLC (S8)	2	0	74	23	51
SAL3	SALISHAN THREE LLC (S8)	0	0	62	18	44
SAL4	SALISHAN FOUR LLC (S8)	1	0	32	17	15
SAL5	SALISHAN V LLC (S8)	0	0	77	16	61
SAL6	SALISHAN SIX LLC (PH)	0	0	74	17	57
SAL7	SALISHAN SEVEN	1	0	73	25	48
		4	0	439	142	297
<b>Senior / Disabled Properties</b>						
006	NORTH K ST	2	0	28	13	15
008	E.B. WILSON	2	0	25	11	14
009	FAWCETT APARTMENTS	0	0	21	2	19
010	WRIGHT AVE	0	0	9	2	7
012	LUDWIG APARTMENTS	2	0	17	8	9
013	NORTH G ST	1	0	7	5	2
014	6TH AVE	2	0	36	9	27
		9	0	143	50	93
<b>Agency Totals:</b>		<b>13</b>	<b>0</b>	<b>639</b>	<b>222</b>	<b>417</b>

REAL ESTATE

DEVELOPMENT



# TACOMA HOUSING AUTHORITY

DATE: April 22, 2015

TO: THA Board of Commissioners

FROM: Kathy McCormick  
Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

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## 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. Potential uses of the site will be coordinated with Metro Parks and the city to ensure complementary community uses for the Eastside Community Center and Salishan. Final recommendations will be delayed until planning for the Community Center is complete.

#### 1.1.2 *Area 3 Lot Sales*

DR Horton has four models open. DR Horton is pleased with the level of interest. To date, 20 low income households have been approved to purchase homes at Salishan. In 2014, DR Horton closed on 86 homes; 14 were to income eligible homebuyers. During the first quarter 2015, DR Horton closed on eighteen (18) homes, 4 of which were sold to low income buyers.

#### 1.1.3 *Area 2B*

D.R. Horton has commenced with construction activities.

##### *Area 2B Property Sale to Metro Parks*

THA is working with Metro Parks of Tacoma on the sale of two home ownership parcels and one parcel of open space located in Salishan's Area 2B. Staff is following up on questions raised by the board at its March, 2015 and will be prepared to present updated information at its next meeting.

#### 1.1.4 *Arlington Road*

THA received an unsolicited Letter of Interest for the parcel known as Arlington Road. This is an approximately 5-acres site located at the north end of Salishan along Portland Avenue. THA continues to negotiate with the prospective purchaser as outlined in the resolution approved by the board in April, 2014. Pursuant to that letter we signed a non-binding letter of interest

for the sale. THA is negotiating a Purchase and Sale Agreement with the buyer. Final terms will be brought to the Board for its approval before it is executed. Summit Housing is moving slowly on closing this agreement as they want to be reasonable sure of receiving tax credits for this and other projects they are pursuing in Pierce County.

## **2. PUBLIC HOUSING PROJECTS**

### **2.1 Bay Terrace Phase I**

Phase I is complete. In April, the project converted to permanent financing.

### **2.2 Bay Terrace – Phase II**

Phase II Proposal: Staff is working with GGLO, Absher Construction and an internal staff team on the schematic design for this phase. The current development budget for this project is projected to be \$21 Million, which will provide 74 units in a mix of one, two and three bedrooms. This will also include community spaces that are complementary to Phase I.

#### *2.2.1 Financing.*

HOME Funds. On January 21, 2015, staff received official notification of the award of \$1 million in HOME funds from the Tacoma Community Redevelopment Authority.

On February 4, 2015 the Finance Commission issued the list of accepted projects of which Bay Terrace Phase II was one! This award will generate approximately \$15 million in private equity for

Staff will prepare and publicize a Request for Proposals for lenders and investors in August 2015. Jim Brawner is the Financial Advisor for this transaction.

#### *2.2.3 Community Meetings*

Staff will organize an additional community meeting over the next couple of months to display the design concept and programming for Phase II. In addition, staff will engage the City of Tacoma Arts to find local artists who will work with youth living in the first phase of Bay Terrace as a way to incorporate their input into the final design for this project.

## **3. Bergerson Terrace**

The first five units of Phase One are scheduled for substantial completion April 14, 2015. Demolition and asbestos abatement work, mechanical, electrical and plumbing are finished and drywall repairs and painting are complete in five more of the units. The concrete floor overlay is finishing up and doors, and trim and cabinetry are scheduled for completion the

middle of April. Demolition of the final five units will begin after the first units are occupied.

15 units are to be completed in the first phase and the remaining 21 units in the second Phase. The Second Phase of work will be completed when THA does its RAD conversion for the Property. The Second Phase will incorporate items identified in this assessment as well as the remaining 21 first floor units.

#### **4. OTHER PROJECTS**

##### **4.1 AG Program**

6615 S Puget Sound; Mechanical, Engineering, and Plumbing (MEP) rough-ins and drywall repairs and interior painting are finished. New kitchen cabinet, bathroom vanities and countertops have been installed. This home will be ready to be placed on the market in the next 30 days.

##### **4.2 LASA Supportive Housing Project**

THA issued a Notice to Proceed effective June 9, 2014 to Pavilion Construction. The estimated construction time frame was nine (9) months. The Project completion date was extended through Change Orders and is on schedule:

Construction Start	June 2014
Certificate of Occupancy	April 13, 2015

###### **4.2.1 Construction**

Final site work improvements are underway and final touchups and cleaning are in process. Pavilion Construction has scheduled Final Completion and Turn-over for April 23, 2015.

###### **4.2.2 Property Management**

THA is contracting with REIS property management company to provide services for Prairie Oaks. On a parallel track, staff is coordinating with LASA, Pierce County Housing Authority, REIS and THA Compliance and Asset Management to identify everyone's roles and prepare for lease-up

##### **4.3 Construction Management Services for the City of Tacoma**

The contract with the City is in effect. Staff continues to make site visits and complete reports for the projects.

##### **4.4 THA 902 Administration Building Tenant Improvement Project**

Stetz Construction mobilized on March 30, 2015 and demolition of Phase 1A is nearing completion.

**4.5 Market Rate Scattered Sites**

Staff completed the Scope of Work and Specifications for five of the scattered sites. The Scope of Work will include; cabinetry, mechanical, electrical and plumbing (MEP) upgrades, painting, flooring, siding, roofing and other miscellaneous repairs.

The ITB was issued March 27, 2015 and bids are due April 15<sup>th</sup>. Work is anticipated to start the first of May and scheduled for completion the end of August.

**4.6 Consulting and Community Engagement**

The Design Studio conducted by UWT for Trinity Presbyterian Church, Life Changing Ministries and the Salvation Army is complete. All three agencies were positive about this experience and found designs they would like to investigate more carefully. On a parallel track, students from UW Real Estate and Business School are preparing a business plan for the Salvation Army portion of the site. The combination of the business plan and design will be submitted as a student project to the Bank of America Affordable Housing Competition for a May competition. This annual competition is designed encourage students to consider affordable housing careers.

**5. DEVELOPMENT PIPELINE PROJECTS**

**5.1 Intergenerational Housing at Hillsdale Heights**

The Many Lights Foundation (MLF) continues work on this project and was approved for a predevelopment loan with IMPACT capital. THA staff assisted with the predevelopment budget for this project and will continue the discussions with MLF about a joint development where THA would own the units and master lease to the MLF. They are open to this concept.

On April 11, 2015, staff met with the Many Lights Foundation Board of Directors to discuss development options in greater detail.

**5.2 Hilltop Lofts**

The Schematic Design phase of the project was completed in early December. Staff and the A&E team are working on scope changes to keep the project within a financeable budget. We have learned that the design will require that commercial wage rates be paid, which increases the project cost significantly. Staff is evaluating options for proceeding with this development. Once these options are more clearly defined, a follow-up public meeting will be scheduled. Staff submitted a Stage 1 funding application to the Department of Commerce on December 15, 2014 requesting \$3 Million from the Housing Trust Fund.

### **5.3 Acquisition**

5.3.1 A proposal to acquire Lakeside Landing was presented to the board during the February meeting. THA responded to the seller's call for offers and presented an offer to acquire Lakeside Landing on March 5, 2015. The seller received a proposal to purchase the property for \$37 million; this was \$6M more than the THA offer.

5.3.2 Staff is evaluating a 49 unit property in West Tacoma for potential purchase.

5.3.3 Staff is evaluating the potential purchase of Key Bank in the Hilltop.

**PHAS INDICATOR FOR MODERNIZATION ACTIVITIES**

The following are the schedules as of April 2, 2015 for THA's obligation and expenditure of the public housing capital funds it receives from HUD.

<b>Grant</b>	<b>Total Grant</b>	<b>Obligation Start Date</b>	<b>Obligated</b>	<b>% Obligated</b>	<b>Obligation Deadline</b>	<b>Expended</b>	<b>% Expended</b>	<b>Expended Deadline</b>
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 <sup>st</sup> 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	\$533,308.41	30%	8/2/15
2011 CFP (1 <sup>st</sup> R)	\$736,455	8/3/11	\$736,455	100%	8/2/13	\$736,455	100%	8/2/15
2011 CFP (2 <sup>nd</sup> 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	\$1,845,014	98%	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 <sup>st</sup> R)	\$1,026,290	3/12/12	\$1,026,290	100%	3/11/14	\$1,026,920	100%	3/11/16
2012 CFP (2 <sup>nd</sup> R)	\$128,701	3/12/12	\$128,701	100%	3/11/14	\$128,701	100%	3/11/16
2013 CFP	\$1,319,864	9/9/13	\$0	0%	9/8/15	\$0	0%	9/8/17
2013 CFP (1 <sup>st</sup> R)	\$322,158	9/9/13	\$322,158	100%	9/18/15	\$322,158	100%	9/8/17
2013 CFP (2 <sup>nd</sup> R)	\$1,015,495	9/9/13	\$1,015,495	100%	9/18/15	\$983,187	96%	9/8/17
2014 CFP	\$1,590,067	5/13/14	\$0	0%	5/12/16	\$0	0%	5/12/18
2014 CFP (1 <sup>st</sup> R)	\$277,032	5/13/14	\$0	0%	5/12/16	\$0	0%	5/12/18
2014 CFP (2 <sup>nd</sup> R)	\$873,158	5/13/14	\$454,098	52%	5/12/16	\$0	0%	5/12/18

# HUMAN RESOURCES



# TACOMA HOUSING AUTHORITY

DATE: April 22, 2015

TO: THA Board of Commissioners

FROM: Barbara Tanbara  
Human Resources Director

RE: April Human Resources Board Report

## 1. HR DEPARTMENT CHANGES

As I reported in October report, my former HR Manager, Kate O'Farrell, left to relocate to Portland in early October. After an extensive search, my new HR Manager, Toby Kaheiki started on January 5<sup>th</sup>. Toby comes to THA with over 15 years of human resource experience, the last 7 of which were at the Seattle Housing Authority. I am confident that Toby's experience in HR, coupled with his experience of working for a public housing authority will enable the department to move forward seamlessly. We are fortunate to have him.

## 2. BENEFITS

We were very pleased to have received a low 2015 plan year healthcare premium increase for our OPEIU and non-represented staff (4.5%). This means that (1) we will continue to have a very strong employee healthcare plan; (2) that we will not be reducing benefits as we have had to do for the last four years; and (3) will have only minor increases in cost sharing. Plans for future years are discussed under Point 5 below.

## 3. GRIEVANCES / EEOC COMPLAINTS

This chart lists the most recent grievances and/or formal complaints we have received.

Most recent or ongoing Grievances or Human Rights Complaints	Date	Result
OPEIU Grievance	March 2015	At Step 1 of the grievance cycle
EEOC / Human Rights & Human Services Department complaint	Sept 2014	Sent Response Nov 2014. Waiting to hear next step.
OPEIU Grievance	July 2012	Settled
Trades Council Grievance	July 2012	Withdrawn

#### **4. 2014 and 2015 STAFFING**

Our 2014 turnover was 11.67%, which is above our annual goal of 10%. Excluding our voluntary turnover; it was at 7.5%. While the involuntary turnover is not good, there were a few positions that were addressed after an extended period of non-performance.

2015 has started out trending at 10%. Of note in the staffing area are the eight internal promotions during the first three months of the years. We are doing a better job of developing our employees for promotion. We remain committed to the continued development of key employees and take this challenge seriously.

#### **5. HR DEPARTMENT 2015 PLANNING**

Our projects for 2015 are varied and we are working hard to plan out how we will accomplish it all.

- Agency re-organization work- We are still working on all that comes with the agency re-organization, including new job descriptions, salary assessments, changing duties, and appropriate accountability for all positions
- Oversee recruitment of new COO- We are planning to conduct a search to find a Chief Operating Officer for the agency. It is always a lot of work to find and attract top candidates, so we will be ready to focus once the search gets started.
- 2016 Benefit work- One of the challenges of our healthcare plans is that we have only about 95 people in the two plans. The maintenance employees are in their own third plan; our other employees cannot participate in the maintenance plan. The small group size is one reason we are subject to swings in plan costs including double digit increases year after year. Based on discussions with our THA Benefit Committee, I am going to look into options for our participation in larger trust plans that may serve THA better over the years than our current plans. This process takes a lot of time since benefit brokers are not paid by these plans and do not assist in the evaluation and/or selection of this type of option.
- New Maintenance Variable Pay plan- We negotiated to have a Variable Pay program for our maintenance staff. We will soon begin meeting with the union to discuss and negotiate our plans.
- OPEIU full contract negotiations- Our current OPEIU contract has been extended to end in September 2015. Our negotiation team has met already so that I could cover my ideas for potential changes and to solicit the team's ideas. We will begin meeting again in June for planning for our approach to the new contract. Our long-term positive relationship with OPEIU is very helpful in this process.

- Maintenance Voluntary Separation Incentive Program – For some time, we have been planning to implement a voluntary separation program for our eligible maintenance personnel. Employees accepted into the program have an opportunity to voluntarily resign from THA in exchange for a benefit package to which they are not already entitled. This program is being offered to aid efforts to redeploy, reorganize and make more effective use of THA's maintenance workforce. At the same time THA will maintain adequate staffing levels, retain positions that are key to achieving the department's goals and mission, and avoid disrupting agency services caused by the loss of personnel with desired skills and experience.
- Learning & Development Program – Last year HR began the process of designing an agency-wide learning and development program. Due to shortages with staffing and other priorities, this project has been on hold. However, we hope to resume the work soon.
- Leadership Development – Our Cabinet agreed that we wanted to have some type of leadership development this year. Our first phase of this process will begin soon with the Cabinet (and consultants) using the advanced Meyers-Briggs Type Indicator Step II assessment as both a personal assessment tool and for team building. The MBTI Step II results will be used in a full-day team building retreat. The following areas will be addressed with the team:
  - Team Operating Agreements
  - Giving & Receiving Feedback
  - Problem Solving
  - Conflict Resolutions
  - Communication Styles
  - Managing Change
- Redesign of OPEIU & non-represented Variable Pay program for 2016- We have plans to work with the union and our Variable Pay Committee to redesign the Variable Pay Program for 2016. Three years is a good "life" for a variable pay plan and we have ideas to improve it. We may choose to make only a few changes, but we'd like it to be even more successful.

One thing about HR is that it is continually changing. It wouldn't surprise me if our plans evolve over the 2015 calendar year. However our main focus of supporting our agency, our employees and supervisors does not change. We are here to help them by providing the necessary tools and guidance for success.

## NEW BUSINESS

## RESOLUTION #1



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-4-22 (1)

**Date:** April 22, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Ratification of Carahsoft as Salesforce Reseller

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### **Background**

On January 25, 2015, the Board approved a resolution authorizing the Executive Director to negotiate and execute a contract for THA's enterprise software provider, eightCloud/Salesforce.

Since then we have successfully negotiated and executed the contract with eightCloud. We also learned that the Salesforce transaction requires us to contract with a Salesforce license reseller named Carahsoft. We have done that. We negotiated and executed the contract on March 19, 2015. We made a payment to Carahsoft in accordance with the contract in the amount of \$144,710.03 on April 2, 2015. Although the Board's initial resolution clearly contemplated the purchase of the Salesforce license, the resolution did not mention Carahsoft as the license seller. The purpose of this resolution is to ratify that Carahsoft contract and the payment we made under it.

Note: The initial resolution approved a cost of licensing at \$161,289. Through our negotiations, we were able to reduce the ongoing licensing costs to \$144,710, a reduction of roughly 10%.

### **Recommendation**

Approve Resolution 2015-4-22(1), formally ratifying the contract with Carahsoft for Salesforce licensing dated March 19, 2015, and the subsequent payment to Carahsoft dated April 2, 2015.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2015-04-22 (1) Ratification of Carahsoft as Salesforce Reseller**

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

**Whereas**, Resolution 2015-1-28(5) authorized the Executive Director to negotiate and execute a contract with eightCloud/Salesforce to be its Enterprise Software Solution;

**Whereas**, that resolution contemplated the purchase a Salesforce license.

**Whereas**, THA later learned that it needed to contract for the purchase of the Salesforce license not from Salesforce directly but from a license reseller called Carahsoft. THA has done that by contract of March 19, 2015. The amount is for \$144,710 for one year of salesforce licensing. THA has made this payment on April 2, 2015.

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

The Board ratifies the following actions:

1. Carahsoft contract dated March 19, 2015
2. Payment made to Carahsoft on April 2, 2015 in the amount of \$144,710.

**Approved: April 22, 2015**

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Stanley Rumbaugh, Chair

## RESOLUTION #2



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-4-22 (2)

**Date:** April 22, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Brawner & Company Financial Advisor Services

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### Background

On December 17, 2014, the Board of Commissioners passed Resolution 2014-12-17 (1), authorizing contracts with a stable of financial advisors not-to-exceed \$200,000 each. The purpose of this stable is to advise THA on mixed finance real estate development and asset management transactions. This resolution pertains to one of the financial advisors in the stable, Brawner & Company. This resolution would raise the not-to-exceed amount for that contractor by an additional \$200,000 for a total contract authority of \$400,000

THA has found that it needs the services of Brawner & Company for some important and extension work. Shortly after the Board of Commissioners passed Resolution 2014-12-17 (1), THA began working with Brawner & Company on two significant projects:

- the development of Bay Terrace Phase II, and
- the strategic repositioning of THA's public housing portfolio through the RAD conversion.

Brawner & Company has been integral to the success and progression of both of these projects to date. On these projects so far, THA has entered into three Letters of Engagement (LOEs) with Brawner & Company, totaling just under the Board of Commissioner's not-to-exceed amount of \$200,000. The Letters of Engagement are as follows:

Bay Terrace Phase II LOE	\$65,000
Traditional Public Housing Financing and RAD Conversion LOE	\$87,000
Tax Credit Public Housing RAD Conversion LOE	\$45,000
<b>Total</b>	<b>\$197,000</b>

THA is quickly approaching the next phase of the RAD conversion, which is the Pre-Development/Pre-Construction phase. During this phase, THA will be

- Submitting a 4% Tax Credit application, procuring a General Contractor/Construction Manager, selecting a Lender and Investor for the Traditional Public Housing projects, and negotiating with the investor and lender through closing, and
- Negotiating with lenders and investors through closing on the Tax Credit Public Housing portfolio.

To bring THA through the “Pre-Development/Pre-Construction” phase, Brawner & Company and THA have negotiated a Scope of Work for two new LOEs for the RAD conversion of both the Traditional and Tax Credit public housing projects. The totals for the Scopes of Work are as follows:

Traditional Public Housing Financing and RAD Conversion Scope of Work	\$142,000
Tax Credit Public Housing RAD Conversion Scope of Work	\$61,000
<b>Total Additional Work</b>	<b>\$203,000</b>
<b>Total Work</b>	<b>\$400,000</b>

THA requests that the Board of Commissioners raise the not-to-exceed amount by an additional \$200,000 for a total contract authority of \$400,000.

#### **Recommendation**

Approve Resolution 2015-4-22 (2) authorizing and directing the Executive Director or his designee to amend the December 17, 2014 contract with Brawner & Company, to increase its not-to-exceed amount from \$200,000 to \$400,000. This will allow the executive director to sign Letters of Engagement with Brawner & Company up to the total amount of \$400,000.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2015-4-22 (2) Brawner & Company Financial Advisor Services**

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

**Whereas**, On December 17, 2014, the Board of Commissioners passed Resolution 2014-12-17 (1), authorizing a contract with Brawner & Company not-to-exceed \$200,000;

**Whereas**, On February 27, 2015, HUD accepted THA's Portfolio RAD application, and THA entered into a "Commitment to enter into a Housing Assistance Payment (CHAP) contract with HUD;

**Whereas**, THA is prepared to begin the Pre-Development/Pre-Construction phase of the RAD conversion;

**Whereas**, Brawner & Company has provided exemplary financial consulting, providing creative and tailored insight into THA's RAD transactions;

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

The Executive Director or his designee is authorized to negotiate and execute contracts for the Financial Advising Services of Brawner & Company up to amounts not-to-exceed to \$400,000.

**Approved: April 22, 2015**

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Stanley Rumbaugh, Chair

## RESOLUTION #3



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-4-22 (3)

**Date:** April 13, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Sixth Avenue Purchase and Sale Agreement

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### **Background**

A property has become available that is of interest to the Tacoma Housing Authority. The property is not currently being marketed, as the sellers have expressed an interest in selling the property to THA for the tax benefits that selling to a housing authority brings.

This property is located in West Tacoma, off Sixth Avenue and Pearl. It consists of 49 units in a mix of one and two-bedrooms. It has on-site laundry, play areas and a pool. It is well located relative to shopping, public transit and parks. It is close to the YMCA and the Tacoma Community College.

We would seek a Purchase and Sale Agreement that provides a due diligence period of at least 60 days to assess the condition of the property and to finalize financing terms acceptable to THA. It would also condition a final sale on board approval.

### **Recommendation**

Approve Resolution No. 2015-4-22 (3) authorizing the Executive Director authorize to enter into negotiations to purchase a property located on Sixth Avenue.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-4-22 (3) 6<sup>th</sup> Avenue Property Purchase Agreement

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

**Whereas**, THA owns and manages affordable rental housing in Tacoma;

**Whereas**, THA is interested in acquiring existing rental housing to meet its short and long term financial and community goals;

**Whereas**, THA does not own rental housing in West Tacoma and believes that rental rates in this area will increase and effect affordably priced rental housing in the area; and

**Whereas**, THA wants to acquire property that is close to shopping, public transit, employment, recreational services and other community amenities.

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

authorizing the Executive Director to negotiate and executive an agreement to purchase the property on 6<sup>th</sup> Avenue on terms consistent with those discussed in executive session.

**Approved: April 22, 2015**

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Stanley Rumbaugh, Chair

## RESOLUTION #4



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-4-22 (4)

**Date:** April 15, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Key Bank Purchase and Sale Agreement

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### **Background**

The Key Bank branch at 1120 S. 11<sup>th</sup> Street is closing. The bank will be selling the property. Key Bank has proposed to sell the property to THA. The property includes a building of 10,582 square feet built in 1950. There is approximately 26,000 Square Feet of land. It acknowledges that its closure of the bank is a blow to the neighborhood. It believes that selling to THA, with its community mission, would mitigate the effects of the closure. Key Bank is interested in maintaining an ATM at the property. Key Bank would like to have a transaction completed by June.

According to information on the Pierce County Assessor's office, the Key Bank property has an assessed value of \$1,475,000 or \$57 per square foot. Of this, \$368,000 of the value is attributed to the land. The main value to the THA is the land. The building is not apparently easily adapted to other uses. It is also old and appears to have mold and asbestos in different places. . The initial review of other sales or pending sales in the area show widely varying prices. Key Bank is doing its own evaluation of the property's value.

THA's acquisition of the property could serve two purposes. It would strengthen THA's efforts to spur development on the Hilltop. Also, developing the property in tandem with THA's development of the Hilltop Loft's project nearby offers design and financing advantages.

### **Recommendation**

Approve Resolution No. 2015-4-22 (4) authorizing the Executive Director to negotiate, and if those negotiations, are successful to execute an agreement to purchase the Key Bank Property located at 1120 S. 11<sup>th</sup> Street under the terms and conditions discussed in Executive Session.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2015-4-22 (4) Key Bank Purchase Agreement**

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

**Whereas**, Key Bank is closing its branch bank at 1120 South 11<sup>th</sup> Street, on Tacoma's Hilltop.

**Whereas**, Key Bank has asked whether THA is interested in purchasing the property.

**Whereas**, THA's acquisition of the Key Bank Property would further THA's ability to spur the development of the Hilltop and improve the development potential and financial performance of THA's proposed Hilltop Lofts project nearby.

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

The Executive Director is authorized to negotiate and, if those negotiations are successful, to execute an agreement to purchase the Key Bank property at 1120 S. 11th Street in Tacoma's Hilltop on terms and conditions consistent with those discussed during executive session.

**Approved: April 22, 2015**

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Stanley Rumbaugh, Chair