



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**


**August 26, 2015**



# TACOMA HOUSING AUTHORITY

Michael Mirra  
*Executive Director*

## BOARD OF COMMISSIONERS

——  
Stanley Rumbaugh, Chair  
Dr. Arthur C. Banks, Vice Chair  
Janis Flauding  
Minh-Anh Hodge  
Derek Young

## ANNUAL MEETING Board of Commissioners

**WEDNESDAY, August 26, 2015**

The Board of Commissioners of the Housing Authority of the City of Tacoma Board will hold its regular meeting on Wednesday, August 26, 2015, at 4:45 pm

The meeting will take place at:

**Salishan Family Investment Center  
1724 East 44th Street, Tacoma, WA**

The site is accessible to people with disabilities. Persons who require special accommodations should contact the Sha Peterson (253) 207-4450, before 4:00 pm the day before the scheduled meeting.

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I, Sha Peterson, certify that on or before August 25, 2015, I faxed / EMAILED, PUBLIC MEETING NOTICE before:

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 organizations with residents reporting applications on file.

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Sha Peterson  
Executive Assistant



# TACOMA HOUSING AUTHORITY

## **AGENDA**

### **ANNUAL MEETING**

### **BOARD OF COMMISSIONERS**

**August 26, 2015, 4:45 PM**  
**Salishan, FIC**  
**1724 East 44<sup>th</sup> Street, Tacoma**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
  - 3.1 Minutes of July 30, 2015 Regular Meeting
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
  - 7.1 Finance
  - 7.2 Administration Department
  - 7.3 Client Services
  - 7.4 Property Management
  - 8.5 Real Estate Development
- 8. NEW BUSINESS**
  - 9.1 2015-8-26 (1) McCarver Rent Structure
  - 9.2 2015-8-26 (2) Rental Assistance Demonstration Moving to Work Plan Amendment
  - 9.3 2015-8-26 (3) Bay Terrace Phase 2 Project-Based Vouchers
  - 9.4 2015-8-26 (4) HAP Renewal for Salishan Phase 1
  - 9.5 2015-8-26 (5) HAP Renewal for Salishan Phase 2
  - 9.6 2015-8-26 (6) Bay Terrace Phase 11-Lender Selection
  - 9.7 2015-8-26 (7) Establishing PC Accounts, Appointing Custodians, and Establishing FL
  - 9.8 2015-8-26 (8) RAD: Authorization to Select Lender
  - 9.9 2015-8-26 (9) Sixth Avenue Property Purchase (commonly known as Outrigger Apartments)
  - 9.10 2015-8-26 (10) Martin Luther King (MLK) NEW LOOK, LLC
- 10. COMMENTS FROM THE COMMISSIONERS**
- 11. EXECUTIVE SESSION (if any)**
- 12. ADJOURNMENT**



# **TACOMA HOUSING AUTHORITY**

## **AGENDA**

**ANNUAL MEETING**  
**BOARD OF COMMISSIONERS**  
**August 26, 2015, 4:45 PM**  
**Salishan, FIC**  
**1724 East 44<sup>th</sup> Street, Tacoma**

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

# MEETING MINUTES



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, JULY 30, 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 Salishan, Family Investment Center (FIC), 1724 E. 44<sup>th</sup> Street, Tacoma, WA at 4:45 PM on Wednesday, July 30, 2015**

### **1. CALL TO ORDER**

Vice Chair Arthur Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:54 PM.

### **2. ROLL CALL**

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

<b>PRESENT</b>		<b>ABSENT</b>
<b>Commissioners</b>		
Stanley Rumbaugh, Chair		
Arthur C. Banks, Vice Chair		
Janis Flauding, Commissioner		
Minh-Anh Hodge, Commissioner		
<b>Staff</b>		
Michael Mirra, Executive Director		
Sha Peterson, Executive Assistant		
Ken Shalik, Finance and Director		
April Black, Deputy Executive Director		
Greg Claycamp, Client Services Director		
		Barbara Tanbara, Human Resources Director
		Kathy McCormick, RED Director
		Todd Craven, Administration Director
		Pat Patterson, Property Management Director

Vice Chair Arthur Banks declared there was a quorum present @ 4:54 pm and proceeded. Chair Stanley Rumbaugh arrived at 4:57 pm.

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

**Commissioner Janis Flauding moved to adopt the minutes for June 24<sup>th</sup>, Commissioner Minh-Anh Hodge seconded.**

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 0

**Motion approved.**

**Commissioner Janis Flauding moved to adopt the minutes for July 10<sup>th</sup>, Commissioner Minh-Anh Hodge seconded.**

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 0

**Motion approved.**

### **4. GUEST COMMENTS**

#### **Marion Bass Walker—Tenant at Salishan**

Ms. Marion Bass Walker has been a tenant at Salishan for seven (7) years. She requested a handicap unit, but has not yet been housed in one. She does not wish to accept a unit outside of Salishan. She enjoys the Salishan community very much. Change is not good for her health. Ms. Bass helps out in the community but less than before due to her health. She had a couple of strokes a year and a half ago which is why she requested a handicap unit. Executive Director (ED) Michael Mirra asked Senior Property Manager (PM) Frankie Johnson to make sure Ms. Bass is on the list for a handicap unit at Salishan. Commissioner Janis Flauding informed the rest of the Board that Ms. Bass is already on Salishan's list. A 5-bedroom came up for her but she is over the income limit required for the unit. ED Mirra asked PM Johnson to take this matter in hand, and thanked the tenant for the reminder to check on the status of her unit request.

**Teresa Rova-Tenant at Salishan**

Ms. Teresa Rova has been a tenant at Salishan for seven (7) years. She informed the Board that she needs a 2-bedroom handicap unit but there are none available at Salishan. She would like to stay at Salishan, and is upset that she may have to move out of Salishan in order to be housed in a 2-bedroom handicap unit. She cannot have stress due to health concerns. Ms. Rova also informed the Board that her neighbors are inconsiderate of her health concerns. ED Mirra requested Senior PM Johnson to check on the process regarding Ms. Rova's request. ED Mirra informed Ms. Rova that he wished Tacoma Housing Authority (THA) had more units to offer. He expressed THA's wish that she not leave Salishan. Commissioner Flauding stated this shows that Salishan becomes a home to THA tenants. Ms. Rova added that she never wanted to live on the East side, but she likes Salishan.

**Karen Carreau-Tenant at Salishan**

Ms. Karen Carreau is a tenant at Salishan. She is at the Board meeting in support of the other tenants. She informed the Board that there are people in handicap units who are not handicap. She does not understand why this is allowed. She understands that THA needed to fill the houses. ED Mirra informed Ms. Carreau that it is possible that she does not know if a tenant is handicapped and what features a family may require. This makes it hard to explain why a particular tenant is housed in a handicap unit.

**Daniel Jones**

Mr. Daniel Jones spoke on behalf of the citizens of Tacoma Click! Network Coalition. The coalition is a grass-roots group attempting to educate all major influences within the city. The coalition's mission is to educate what Click! is to the City of Tacoma. Mr. Jones asks that the Board write a letter to the City asking that the City not lease or sell Click! to a private entity. Chair Stanley Rumbough asked Mr. Jones to explain the reason for this position. Mr. Jones informed the Board that Click! is a public benefit to all citizens specifically to those who have less money. Chair Rumbough mentioned recent articles about Click!. Mr. Jones informed the Board that the articles regarding Click! losing money came from conversations behind closed doors. He noted that how TPU allocates costs and loses can conceal the financial health of the activity. Chair Rumbough suggested Mr. Jones write the Board with his request.



## **5. COMMITTEE REPORTS**

### **Real Estate Development Committee**

Chair Rumbaugh informed the Board that the Real Estate Development (RED) committee met a week ago. The discussions covered Key Bank, Outrigger Apartments, and New Look Apartments.

### **Finance Committee**

ED Michael Mirra asked Commissioner Minh-Anh Hodge if she was still interested in being the Finance Committee. Commissioner Hodge agreed and was assigned by the Board as THA Board of Commissioners' Finance Committee.

### **Citizen Oversight Committee**

Nothing to report.

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

### **MTW Negotiations at HUD**

ED Mirra reviewed the ongoing negotiations with HUD over the terms of the extended MTW contract. HUD continues to insist on language that would restrict THA's flexibility and allow HUD to unilaterally change the contract. Mirra described the efforts of the Steering Committee representing the MTW agencies to respond to HUD's proposals. He also reviewed the active interest in the matter that Senator Patty Murray has taken. Chair Rumbaugh inquired about the discussions concerning reserves and their susceptibility to HUD recapture. ED Mirra stated that there is no progress on that topic as well. He also noted that the present versions of the 2016 federal budget do not contain any language authorizing a HUD sweep of reserves. FD Director Shalik stated that staff will be preparing a proposal for the Board to further clarify THA's commitment of reserves for specific purposes.

### **Rental Assistance Demonstration (RAD)**

ED Mirra informed the Board that Commissioners will be hearing a lot about RAD. Getting RAD done will be the major preoccupation of staff for the year. ED Mirra reviewed his report to the Board. It recounts why THA is doing RAD, the benefits we expect and the costs and risks we will incur. There will be problems along the way, and a lot of challenges may come from HUD. Right now the main anxiety is to get the deal closed by New Year's Eve. HUD issued a rule recently that agencies who wish to close this year must file all submissions to HUD by September 18<sup>th</sup>.

### **Children's Savings Account (CSA)**

ED Mirra's report describes the CSA project THA will launch in September. The report contains a chart showing the money THA needs and the money it has already raised. He asked the Commissioners to consider what connections they have with potential funders. He reviewed the potential funders THA plans to approach. ED Mirra also asked if the Commissioners would like to participate in his conversations with the funders. A discussion ensued about the structure of the project and the savings accounts. Commissioner Flauding asked about the program will match the parent contributions. Commissioner Flauding also asked if there is a minimum or maximum on the family's deposit. ED Mirra stated that there will be no such limits. She asked about the conditions placed on the family's use of the fund balances. She also asked about those students not living at Salishan. CS Director Claycamp explained that the first priority will be Salishan students at Lister. Commissioner Minh-Anh Hodge asked how THA will decide whom to exclude from the program if funds are insufficient. ED Mirra stated that THA will first exclude non-Salishan students.

### **MTW**

Deputy Executive Director April Black directed the Board to her MTW memo, which describes the MTW plan for 2016. Chair Rumbaugh asked if THA deals with the juvenile justice systems at all. DED Black stated that referrals come from the Department of Social Health Services (DSHS) for children in the dependency system, not the offender system. A discussion ensued on how DSHS identifies and refers these dependency families. Chair Rumbaugh also asked about the Family Unification Program rules that, DED Black explained, allow parents to keep the voucher even if their children remain in foster care or if they lose parental rights to them. Chair Rumbaugh asked for the rationale behind such a rule. DED Black stated that she thinks HUD did not think it through.

ED Mirra asked DED Black if the T.C.C. College Housing Program is written to allow THA to expand it to the University of Washington-Tacoma (UWT) without going to HUD for permission for such an expansion. ED Mirra informed the Board that UWT has asked THA for the same program as Tacoma Community College's (TCC). DED Black stated that HUD's approval would not be necessary for such an expansion but she noted that there are still some program challenges that THA needs to evaluate.

Another project DED Black is working on is a proposal to equip the Tacoma School District's McKinney-Vento liaisons with housing vouchers. She also informed the Board that Goodwill received a grant to serve unemployed women of color with children less than a year of age. Chair Rumbaugh asked how this can be done in a non-discriminatory basis. DED Black stated that this question will require research. ED Mirra asked if Goodwill is getting private or public money. CS Director Claycamp stated that it is private funds from the Kellogg Foundation. DED Black is also modifying the TPS special housing activity so that THA can go to other schools. ED Mirra informed Commissioner Hodge that the school district needs to identify the schools.

Public comments on the 2016 MTW plan will be wrapped-up in August. Comments will also be gathered at THA's 75<sup>th</sup> Celebration, and at the September Board Meeting. In

August, the Board will receive the 2015 amendment. THA will send it to HUD by August 27<sup>th</sup> and HUD has to approve it by September 17<sup>th</sup>.

## **7. ADMINISTRATIVE REPORTS**

### **Finance**

**Chair Rumbaugh called to adopt a consent motion ratifying the payment of cash disbursements totaling \$4,210,093 for the month of June, 2015. Vice Chair Arthur Banks moved to ratify the payment of cash disbursements. Commissioner Flauding seconded.**

Finance Department (FD) Director Ken Shalik directed the Board to his report. His report reflects where THA is financially this year. He is not seeing challenges. The original THA budget did not include Rental Assistance Demonstration (RAD) project expenses. This means that the line items for that project will increase dramatically. FD Shalik discussed the challenges of managing THA's cash balances as HUD continues to restrict THA's ability to hold its reserves in its own account. Chair Rumbaugh asked about certain income and expenditure line items showing a variance from projections. FD Shalik replied.

ED Mirra asked if Chair Rumbaugh would like to appoint the Board's new Finance Committee representative to succeed Rose Lincoln, who resigned from the Board. Commissioner Minh-Anh Hodge graciously accepted the appointment.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	0

**Motion approved.**

### **Administration**

Administration Department (AD) Director Todd Craven was not present for the Board meeting. ED Mirra provided the administration department's report. The main topic was the anticipated increased costs of the software conversion. Chair Rumbaugh had asked in previous board meetings for a report on the efficiencies and savings the software will provide that might justify the additional costs. Commissioner Flauding had asked the same question. ED Mirra referred to AD Craven's report that provided that information. In reply to Commissioner Flauding's question, ED Mirra noted the possibility that THA could sell the software applications it will be developing. Vice Chair Banks asked what the life expectancy of the program would be. ED Mirra stated that the charm of Salesforce is that it is easily modifiable without requiring expensive programming

expertise. This should make it useful for a long time even as THA and its requirements change.

The second part of the AD report pertains to RAD. Associate Director of Administration Sandy Burgess noted how the RAD project is requiring work from every department. She outlined the elements of the effort. It is a complicated and very time consuming effort. She emphasized THA's resolve to get this done by the end of the year.

### **Client Services**

Client Services (CS) Director Greg Claycamp directed the Board to his report. THA received over 10,000 applications for the Housing Opportunity Program (HOP) compared to 7,000 from the 2013 wait list opening. Chair Rumbaugh asked for some details of the process to elicit applications and then to choose 1,200 for the wait list from the 10,000. CS Director Claycamp described how it worked. In reply to questions from Vice Chair Banks and Chair Rumbaugh, CS Director Claycamp explained how THA verifies eligibility once an applicant gets to the top of the wait list. He described the enhanced efforts THA will make with families when they join the HOP program to offer them in services to help them increase their earned income. These efforts will include using a "self-sufficiency matrix" to help THA staff assess a family's capacities and needs. ED Mirra also noted that at the lottery to choose the 1,200 households for the waiting list, THA invited two independent observers—Matt Driscoll from Tacoma News Tribune and Jennifer Bell from Northwest Justice Project.

### **Property Management**

Director Patterson was not present but Property Manager (PM) Frankie Johnson reported on Property Management. PM Johnson directed the Board to the occupancy overview. On the chart on page 1, the occupancy rate shows to be just under 96%. The numbers have remained static since last month. Staff turned 22 units in June. There were no meth units. Meth contamination is down from last year. Chair Rumbaugh asked about the new testing protocol. PM Johnson, ED Mirra and others recounted the plan to propose to the Health Department a new protocol for meth. It will reduce the testing THA will do. This proposal reflects recommendation of Dr. Locke. He is one of the state's leading authorities on the question. He helped THA understand that the health risks from meth contamination resulting from use are lower than THA previously thought. PM Johnson answered questions about the time it is taking THA to turn units. Chair Rumbaugh noted the report about water intrusion and asked how it happens without people noticing it. Maintenance Manager (MM) Jason Nepsund stated that for this particular unit, the tenant upstairs used the toilet and flushed then left his apartment. Tenants downstairs were not home. As of July 1<sup>st</sup>, THA has 55 vacant units, 45 of which were not contaminated, 13 in construction stage and 1 turned by contractor. PM Johnson ended her report by stating that 100% of THA work orders were completed within 24 hours.

## **Real Estate Development**

Real Estate Development (RED) Director Kathy McCormick was not present. Associate Director of Administration and Asset Manager Sandy Burgess directed the board to the RED report. She stated that Bay Terrace Phase 2 was having challenges with construction costs but that the budget is now back on track. She also stated that Prairie Oaks will be signing six leases tomorrow. For Outrigger, THA is talking to Heritage Bank regarding lending. THA is still working through due diligence for New Look;

### **8. OLD BUSINESS**

None.

### **9. NEW BUSINESS**

#### **8.1 RESOLUTION 2015-07-30 (1), Fiscal Year 2015 Annual Budget Revision**

**WHEREAS**, The Board of Commissioners of the Housing Authority of the City of Tacoma (“Authority”) approved the FY 2015 Budget on December 17, 2014; and

**WHEREAS**, Authority staff determined that the FY 2015 Budget should be revised on updated information on funding and expenditure needs; and

**WHEREAS**, Authority staff has prepared and the Board of Commissioners of the Housing Authority of the City of Tacoma as reviewed and provided input to the proposed Revised Fiscal Year 2015 annual budget; now, therefore, be it

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

1. The Board of Commissioners of the Housing Authority of the City of Tacoma adopts the Revised FY 2015 Budget and authorizes the Executive Director to implement and execute said document. Revised operating expenses and other cash outflows are projected as follows:

<u>Expenses</u>	
Executive	\$ 799,469
Policy & Innovation	596,028
Human Resources	733,332
Finance	1,118,771
Administration	2,186,738
Development	1,984,743
Client & Landlord Services Overhead	318,990
Community Services	2,012,599
Real Estate Management Overhead	1,072,121
Rental Assistance	34,401,893
Property Management	<u>5,446,334</u>
Subtotal	\$ 50,671,017

Additional Cash Outflows

Capital Expenditures	\$ 10,939,100
Debt Service	<u>195,240</u>
Subtotal	\$11,134,340

**TOTAL APPROVED BUDGET** \$ 61,805,357

**Commissioner Flauding motioned to approve the resolution. Chair Rumbaugh seconded the motion.**

Upon roll call, the vote was as follows:

AYES: 4  
 NAYS: None  
 Abstain: None  
 Absent: 0

**Motion Approved:** July 30, 2015

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

## **8.2 RESOLUTION 2015-07-30 (2), MTW Reserve Commitments**

**WHEREAS**, For THA to be effective in its mission it must plan its use of financial resources over multi-year periods and assembled reserves for those purposes;

**WHEREAS**, THA has assembled adequate reserves for those purposes through its responsible, prudent and patient management and budgeting;

**WHEREAS**, The attached Schedule of MTW Reserve Commitments reflects the Authority's current plans for such capital and operational expenditures of MTW Reserves; and

**WHEREAS**, The Authority intends to include a Schedule of MTW Reserve Commitments in the MTW annual report including language that allows for shifting monies between the identified commitments; now, therefore, be it

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

1. The Board commits the Authority's MTW Reserves as outlined in the attached Schedule of MTW Reserve Commitments, subject to adjustment in future budgets and budget revisions.
2. The Board authorizes THA's Executive Director to include the latest MTW Reserve Commitments in the annual MTW Report submitted to HUD.

**Commissioner Flauding motioned to approve the resolution. Vice Chair Banks seconded the motion.**

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 0

**Motion Approved:** July 30, 2015 \_\_\_\_\_  
Stanley Rumbaugh, Chair

**8.3 RESOLUTION 2015-07-30 (3), 902 South L Street Administration Building Tenant Improvement—Increase Contingency**

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

**WHEREAS**, On February 25, 2015, the Board of Commissioners authorized the award of the contract to reconstruct the 902 South L Street Building to Stetz Construction for a not to exceed amount of \$1,174,515 plus contingency of \$65,740; and

**WHEREAS**, The reconstruction of the 902 South L Street Building has encountered some unexpected costs, including the cost of cutting through concrete in the roof that we did not know was present.

**WHEREAS**, the work is otherwise going well in schedule and budget;

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

Authorizes THA's Executive Director to increase the Stetz Construction contract from \$1,240,255 to a not to exceed amount of \$1,351,732, including contingency, for the 902 South L Street Tenant Improvement project.

**Commissioner Flauding motioned to approve the resolution. Vice Chair Banks seconded the motion.**

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 0

**Motion Approved:** July 30, 2015

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Stanley Rumbaugh, Chair

**8.4 RESOLUTION 2015-07-30 (4), Authorization to Select Bay Terrace Phase II Investor**

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

**WHEREAS**, On June 9, 2015, Tacoma Housing Authority (THA) Staff issued a Request for Proposals (RFP) for Letters of Interest from investors interested in purchasing low-income housing tax credits for Bay Terrace Phase II; and

**WHEREAS**, The RFP was forwarded to seven investors of which five investors responded with Letters of Interest; and

**WHEREAS**, An evaluation team, composed of four THA staff and Brawner and Company evaluated the terms of each proposer; and

**WHEREAS**, The evaluation team agreed to recommend negotiating with the Royal Bank of Canada (RBC) for execution of the Commitment Letter and a Partnership Operating Agreement; now therefore, be it

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

Authorize THA's Executive Director to (a) negotiate and execute the commitment letter from RBC for the purchase of low-income housing tax credits to be allocated to Bay Terrace Phase II (2500 Court G LLLP), and (b) negotiate a partnership and operating Agreement between THA as General Partner and RBC as Limited Investor Partner. The negotiated agreement will be presented to the Board for its consideration and approval prior to execution.

**Vice Chair Banks motioned to approve the resolution. Commissioner Hodge seconded the motion.**

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 0

**Motion Approved:** July 30, 2015

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Stanley Rumbaugh, Chair



**8.5 RESOLUTION 2015-07-30 (5), RAD: Authorization to Form Tax Credit Entity**

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma providing for the formation of a limited liability limited partnership in which the Authority will be the sole general partner in connection with the acquisition, rehabilitation, and operation of nine affordable rental housing complexes consisting of 456 dwelling units, all located within the City of Tacoma, Washington, and providing for other matters properly related thereto.

**WHEREAS**, The Housing Authority of the City of Tacoma (the “Authority”) seeks to encourage the provision of long-term housing for low-income persons residing within the City of Tacoma, Washington (the “City”); and

**WHEREAS**, RCW 35.82.020 defines “housing project” to include, among other things, “any work or undertaking . . . to provide decent, safe and sanitary urban or rural dwelling apartments, mobile home parks or other living accommodations for persons of low income”; and

**WHEREAS**, RCW 35.82.070 authorizes the Authority, among other things, to “prepare, carry out, acquire, lease and operate housing projects; [and] to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof,” “lease or rent any dwellings . . . buildings, structures or facilities embraced in any housing project,” “make and execute contracts and other instruments, including but not limited to partnership agreements,” and “make . . . loans for the . . . acquisition, construction . . . rehabilitation, improvement . . . or refinancing of land, buildings, or developments for housing of persons of low income”; and

**WHEREAS**, RCW 35.82.040 authorizes the Authority to “delegate to one or more of its agents or employees such powers or duties as it may deem proper”; and

**WHEREAS**, The Authority expects to participate in the acquisition, rehabilitation, operation and maintenance of nine affordable rental housing complexes consisting of 456 dwelling units, all located within the City of Tacoma, Washington (the “Project”); and

**WHEREAS**, The total financing for the Project is expected to require the use of various funding and credit enhancement sources, including low-income housing tax credits, loans from public and private lenders, and grants, and certain of these sources will require the creation of a partnership or limited liability company to maximize the benefits and minimize the risks to the Authority; and

**WHEREAS**, The Board finds and determines that both the Partnership (as defined below) and the Project will provide for the necessary support of the poor within the City; and

**WHEREAS**, Based on the consideration of funding sources available for the Project, the need for affordable housing in the City, and other matters, it is necessary that the Authority proceed with the transactions described in this resolution; now, therefore, be it

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

1. The Authority is authorized to participate in the formation of, and become the sole general partner in, a Washington limited liability limited partnership (the “Partnership”), which Partnership shall have an initial limited partnership agreement (the “Partnership Agreement”) substantially in the form on file with the Authority’s Executive Director and a certificate of limited partnership (the “Certificate of Limited Partnership”) in such form as is required by chapter 25.10 RCW. The Board intends that the Partnership will acquire and rehabilitate the Project and receive low income housing tax credits in connection therewith.
2. The Authority’s Executive Director and his designees (each, an “Authorized Officer” and, collectively, the “Authorized Officers”), and each of them acting alone, are authorized on behalf of the Authority to: (i) execute, deliver and file (or cause to be executed, delivered and filed), to the extent required by law, the Partnership Agreement, the Certificate of Limited Partnership and all such forms, certificates, applications and other documents that are necessary to form the Partnership; (ii) approve any changes to the Partnership Agreement and the Certificate of Limited Partnership, including any material changes; (iii) determine the name of the Partnership (it being understood that the words “Renew Tacoma Housing” should appear in the name to the greatest extent feasible); and (iv) take any other action that they deem necessary and advisable to give effect to this resolution and the transactions contemplated herein. The Authority’s Executive Director is delegated the authority to cause, in his discretion, the Partnership to be created as a Washington limited liability company, in which case all references in this resolution to limited liability limited partnership, partnership agreement, general partner, limited partner, chapter 25.10 RCW, and certificate of limited partnership shall be deemed to be references to limited liability company, operating agreement, managing member, investor member, chapter 25.15 RCW and certificate of formation, respectively.

3. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority (in its individual capacity and/or in its capacity as the Partnership's general partner) to: (i) apply for, and enter into contracts relating to, such funding for the Project as they deem necessary or desirable, including without limitation public and/or private sector financing, Community Development Block Grant(s), Washington State Housing Trust Fund grant(s) and/or loan(s), an allocation of private activity bond volume cap from the Washington State Department of Commerce, and other federal, state and local funds; (ii) apply for any and all necessary approvals from the U.S. Department of Housing and Urban Development in connection with such funding; (iii) lend or grant all or any portion of the money derived from such funding sources to the Partnership, and/or cause any contracts relating to such funding to be assigned to the Partnership; (iv) apply to the Washington State Housing Finance Commission for an allocation of (or approval of the use of) low income housing tax credits for the Project (depending on whether the Authorized Officers determine to pursue "9%" or "4%" tax credits), enter such agreements (including a credit reservation and carryover allocation contract), provide such documents (including cost certifications) necessary to secure such allocation (or approval), and cause such allocation (or any portion thereof) to be assigned to the Partnership if the allocation initially is made to the Authority; (v) seek and approve investors to serve as subsequent limited partners in the Partnership in connection with the receipt of low income housing tax credits for the Project; (vi) negotiate with potential investors regarding their acquisition of limited partnership interests in the Partnership and, if the Executive Director determines the same to be advisable, limited partner or member interests in limited partnerships and/or limited liability companies formed to finance other Authority tax credit projects; (vii) execute documents pursuant to which Authority funds (including amounts granted or lent to the Authority for the Project) may be lent to the Partnership; (viii) prepare all appropriate resolutions for Board review and approval; (ix) prepare all documents required so that the Authority and the Partnership comply with state and federal securities laws; (x) negotiate contracts relating to the use, management and naming of Project buildings; (xi) take all necessary and appropriate actions for the Partnership to acquire the Project by sale or lease from the existing owner thereof (including entering into any option to lease, or lease, necessary to provide the Partnership with control of the Project site); (xii) apply for bond insurance and other credit enhancement for any bonds to be issued by the Authority for the Project (but only if the Authority's Executive Director determines such credit enhancement to be cost effective); (xiii) solicit investment banking firms to serve as the lead underwriter(s) and as members of a selling group (if any) for any bonds to be issued for the Project, and select such lead underwriter(s) and the members of any selling group (if the Executive Director determines that a selling group is desirable); (xiv) apply for ratings of any bonds to be issued by the Authority for the Project (but

only if the Authority's Executive Director determines such ratings to be desirable);

(xv) assist in the preparation of any official statement to be used in connection with the offering of any bonds by the Authority for the Project; and (xvi) otherwise execute the Authority's rights under the Partnership Agreement. Nothing herein shall commit the Authority to issuing bonds to finance the Project.

4. The Authority is authorized to expend such funds as are necessary to pay for all filing fees, application fees, registration fees and other costs relating to the actions authorized by this resolution. To the extent any fees or predevelopment costs are incurred and payable by the Partnership prior to the time the Authority enters into a formal loan agreement, the Authority may lend money to the Partnership to pay such costs, with the loan bearing interest at such rate that the Executive Director determines, in his discretion (which may be 0% per annum).
5. The Authorized Officers, and each of them acting alone, are hereby directed, and granted the discretionary authority, to execute and deliver any and all other certificates, documents, agreements and instruments that are necessary or appropriate in their discretion to give effect to this resolution and to consummate the transactions contemplated herein, including, but not limited to, a development services agreement between the Partnership and the Authority (and/or others) providing for the development of the Project, contracts with architects, engineers and other consultants, and construction contracts.
6. Any action required by this resolution to be taken by the Executive Director of the Authority may, in his absence, be taken by the duly authorized acting Executive Director of the Authority.
7. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.
8. This resolution shall be in full force and effect from and after its adoption and approval.

**Vice Chair 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:	0

**Motion Approved:** July 30, 2015

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

**8.6 RESOLUTION 2015-07-30 (6), RAD: Tax Credit Investor Selection**

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

**WHEREAS,** On June 15, 2015, Tacoma Housing Authority (THA) Staff issued a Request for Proposals (RFP) for Letters of Intent from investors interested in purchasing low-income housing tax credits for the RAD project;

**WHEREAS,** The RFP was forwarded to seven investors of which five investors responded with Letters of Intent;

**WHEREAS,** An evaluation team, composed of four THA staff and Brawner and Company evaluated the terms of each proposer;

**WHEREAS,** The evaluation team agreed to recommend negotiating with the Royal Bank of Canada (RBC) for execution of the Commitment Letter and a Partnership Operating Agreement.

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

Authorize THA's Executive Director to (a) negotiate and execute the commitment letter from RBC for the purchase of low-income housing tax credits to be allocated to the RAD properties, and (b) negotiate a partnership and operating agreement between THA as General Partner and RBC as Limited Investor Partner. The negotiated agreement will be presented to the Board for its consideration and approval prior to execution.

**Vice Chair 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:	0

**Motion Approved:** July 30, 2015

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

**9. COMMENTS FROM COMMISSIONERS**

Commissioner Flauding announced the National Night Out, which is scheduled for next Tuesday, August 4<sup>th</sup>. Michael will be there to be recognized. The event is scheduled at Salishan from 4-8 pm. Commissioner Flauding also thanked THA staff for their help especially the maintenance department.

**10. EXECUTIVE SESSION**

None.

**11. ADJOURNMENT**

There being no further business to conduct the meeting ended at 7:11 PM.

**APPROVED AS CORRECT**

**Adopted:** August 26, 2015

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Stanley Rumbaugh, Chair

# EXECUTIVE DIRECTOR REPORT



# TACOMA HOUSING AUTHORITY

**To:** THA Board of Commissioners  
**From:** Michael Mirra, Executive Director  
**Date:** August 20, 2015  
**Re:** Executive Director's Report

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

## 1. MTW NEGOTIATIONS WITH HUD

In my July report, I reported hopeful news about the MTW negotiations with HUD on the terms of the extension of the MTW contracts. Since then some of that optimism has diminished in the face of renewed HUD adamancy. At the board meeting, I will relate the few details we know. If indeed we get a "take it or leave it" demand from HUD that we sign a contract that is not acceptable to us, we face some options that the Board will have to decide. Although we hope the negotiations do not come to that, we should start the discussions in anticipation. Discussing the options now will help clarify our thinking should we face them. Let us start the discussion at the Board meeting. The following may help structure those discussions:

Let us contemplate a contract offer from HUD that is not acceptable. It may not be acceptable for several reasons. Here are some of them:

- It may unduly restrict our flexibility to preclude important policy choices and programming options, like THA's Education Project, HOP, or our rapid rehousing investment for homeless families with children or homeless youth without families.
- It may leave THA's reserves too vulnerable to HUD "recapture".
- It may allow HUD to unilaterally change the contract.

If we indeed find the contract to be unacceptable for these or other reasons, we appear to have two main options, each with their benefits and risks:

Options	Benefits	Risks
1. Sign the contract	<ul style="list-style-type: none"><li>● signing at least insures against the deal getting worse</li><li>● at least we have the assurance of MTW status until 2028, which is valuable, even with reduced flexibility.</li></ul>	<ul style="list-style-type: none"><li>● even if we sign the deal it could get worse if the contract allows for HUD's unilateral changes.</li><li>● other PHAs may refuse to sign and hold out for a better deal; if they get it we would not benefit from it if we have signed</li></ul>



Options	Benefits	Risks
2. Do not sign.	<ul style="list-style-type: none"> <li>• HUD has confirmed that we do not have to sign until our present contract expires on December 31, 2018. We can decline to sign and hope that HUD, perhaps with the new administration in 2017, will offer a better deal; we can also hope that this improvement in the deal becomes plausible with the continued help of our congressional delegation.</li> </ul>	<ul style="list-style-type: none"> <li>• the deal could get worse than what HUD is now offering.</li> <li>• as we get closer to the expiration of our present contract on December 31, 2018, our lenders, investors and program partners will get nervous that we will lose the flexibility they rely on in their dealings with us. We may lose those partnerships.</li> <li>• as we get closer to that expiration date we cannot make long term commitments that rely on that flexibility and, at some point, we will have to start winding down our MTW programs, like the Education Project, HOP and rapid rehousing.</li> </ul>

## 2. **STRATEGIC PLANNING**

As I do every August, I enclose a print out of THA's open projects sorted by the strategic objectives they serve. This displays some very good work.

This month I had hoped to present draft performance measures, baselines and targets for each of the strategic objectives. This would begin the Board's review to allow for its adoption in December. I must now ask the Board to expect the draft in September. Staff have been too busy with RAD and other urgencies. I thank the Board for its patience.

## 3. **DECISION TO FOREGO CHIEF OPERATING OFFICER**

The Board can recall that it budgeted this year for me to get a Chief Operating Officer (C.O.O.). I proposed a C.O.O. for two reasons: to free my time for important tasks of fund raising, strategic planning and community partnerships; to improve our operations. I have decided to do without a C.O.O., at least for now. This will spare us the expense. I attach an August 18<sup>th</sup> memo from me and April to the cabinet. It explains the reasons for this decision.

**4. THA's 2016 BUDGET**

THA's Board must adopt a budget for the calendar fiscal year by the end of December of the previous year. Usually, staff would begin now to prepare a draft budget for the Board's review around Halloween and adoption at the December Board meeting.

This year we face some unusual uncertainties that make it unusually hard to write a budget. I list them below. I propose that staff present and the Board adopt a budget that mostly repeats the budget for 2015, and that we anticipate a budget review in March or April 2016 when, we hope, the uncertainties clarify. Here are the uncertainties:

- **RAD:** As the Board knows we hope to get HUD's approval and all financing in place for our RAD conversion this year. Getting that done will change our finances significantly, both in amounts and in how we budget. We will not know if we will get this done until late into the year. If we presume that it will happen and budget accordingly, but do not get it done, we will have to rewrite the budget. If we presume that we will not get it done and budget accordingly, but then do it by the end of the year, we will have to rewrite the budget. Either way, we would be writing two budgets. Staff do not have time for that.
- **MTW:** If we sign a new MTW contract that notably changes our financial flexibility, we will have to budget accordingly. We are not likely to know this until late this year.
- **Congress:** Congress's budget writing effort appears to be in disarray. This is actually become the Congressional norm.. Congress is supposed to finish its budget by October 1<sup>st</sup>. That would be convenient since the Board could then adopt THA's budget in December knowing our allocation. Congress has not made this deadline within recent memory. Instead, we usually do not find out our allocation until well after January. This means we must place our bets. In doing so, we bet conservatively and budget to the worse of the plausible budget versions that Congress is considering. This year, we face all that normal uncertainty made worse by the politics of the presidential election in 2016.

I propose that we draft a budget that largely repeats the 2015 budget, with some modest adjustments. This is quite manageable. We are not planning any notable new budget expenditures anyway. The worst of the plausible budget versions before Congress would keep most of our funding in 2016 at 2015 levels. I would like the Board's direction about my proposal so staff can plan.

Thank you.



## Tacoma Housing Authority Project Database

### ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
<b>ADMINISTRATION</b>					
1.	ADMIN - ADMINISTRATION DEPARTMENT FORMS AND PROCESSES	AD-2011-6	OPEN Ongoing	Develop processes and forms related to functions performed within the Administration Department.	2
2.	ADMIN - BUSINESS PROCESS DESIGN	AD-2009-3	OPEN 12/31/2015	THA needs current business process for each process performed in the agency as well as a system that will ensure these processes are maintained, accurate, and improved upon. This project covers all processes that are either 1) needed now due to their immediacy, or 2) not part of the Salesforce Implementation project.	1
3.	ADMIN - DEPARTMENT PERFORMANCE MEASURES	AD-2011-7	OPEN Ongoing	Develop set of metrics to measure performance of all functional areas within the department.	2

## ALL OPEN PROJECTS

August 20, 2015

	Project Title	Number	Status	Summary	Priority
			Due Date		
4.	ADMIN - MISCELLANEOUS	AD-2012-3	OPEN Ongoing	This project refers to miscellaneous tasks in the Administration Department. It will be a place to record and track more minor tasks that are not worth their own project entry.	3
5.	ARCHBRIGHT PROJECT 2015	HR-2012-16	OPEN 12/31/2015	THA and Archbright have a two phase project to development competency-based job descriptions and to conduct leadership development training.	1
6.	ASSET MGT - DEVELOP PROPERTY LIFE-CYCLE ANALYSIS TOOLS	AD-2011-10	OPEN 10/31/2015	This project will develop and implement a tool to assess the life-cycle of THA's properties and to perform reserve analysis. THA staff have performed a detailed property needs analysis through the work in the RAD conversion. This information will be loaded into the Salesforce system when it is ready.	1
7.	ASSET MGT - DEVELOPMENT OF ASSET MANAGEMENT PLAN	AD-2011-9	OPEN 6/30/2016	Develop comprehensive, property-specific plan for managing, assessing, and overseeing THA's portfolio.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
8.	ASSET MGT - MARKET RATE SINGLE FAMILY HOME DISPOSITION	AD-2014-22	OPEN 10/30/2015	The 10 bond financed single family homes provide housing at market rate to residents in the Tacoma community. This project will analyze their value if sold at market rates, and project the proceeds of sale against the capital needs identified in other subsidized housing stock the Housing Authority owns. Pending board approval, THA will then market and sell the units to finance portfolio preservation	3
9.	ASSET MGT - SCATTERED SITE SINGLE FAMILY HOME DISPOSITION	AD-2014-21	OPEN 10/30/2015	The HUD Section 32 program allows public housing authorities to dispose of rental public housing units for the purpose of providing these units for sale to low income (< 80% AMI) PHA residents and the general public. If the Board approves, THA will submit a Section 32 application for the 34 scattered sites disposition	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
10.	ASSET MGT - TAX CREDIT YEAR 15 AND CONDUIT BOND PROPERTIES ANALYSIS	AD-2011-14	OPEN 11/30/2015	THA has tax credit properties. As part of the deal with the investors, THA has a right to purchase the properties from the investors at the end of the 15 year compliance period. THA has a similar purchase right for properties it financed as a conduit issuer of bonds. This project will calculate the purchase price for each property.	1
11.	ATTENDANCE GUIDELINES PILOT	HR-2015-6	OPEN 8/28/2015	Design and pilot a THA Attendance Guidelines project so that Managers will have a consistent method to hold employees accountable to attendance standards	1
12.	BENEFIT COMMITTEE & REVIEW 2016	HR-2015-3	OPEN 1/29/2016	This project will review whether it is advantageous for THA to join with a larger benefit plan	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
13.	BOARD COMMISSIONER RECRUITMENT	EX-2015-5	OPEN Ongoing	The Commissioners on THA's board provide essential leadership, strategic direction and support to THA and staff. By law, Tacoma's Mayor appoints them. The Mayor typically asks the executive director to suggest several people he or she might consider. This project pertains to the effort to find good candidates to suggest to the Mayor.	1
14.	BUDGET PROCESS - 2016	FD-2015-4	OPEN 1/31/2016	Create balanced budget for coming fiscal year. Do so in manner that provides direction from the Board of Commissioners and Executive Director. Incorporates input from all departments.	1
15.	CIVIL - AFFIRMATIVELY FURTHERING FAIR HOUSING: ANALYZE NEW HUD RULE AND PLAN THA'S COMPLIANCE	AD-2015-6	OPEN 11/30/2015	In July 2015, HUD issued a new final rule governing the statutory obligation to "affirmatively further fair housing." This obligation, and this rule, pertains to all of THA's activities. This project will analyze this rule and plan THA's compliance.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
16.	CIVIL - LIMITED ENGLISH PROFICIENCY PLAN (LEP)	AD-2011-34	OPEN 11/3/2014	Federal and state laws set forth THA's obligation to make its services adequately available to persons with a limited ability to speak, read or understand English. This project will research those obligations and design and implement the plan for fulfilling them. This plan will appear in the appropriate desk manual.	1
17.	COACHING AND SUPPORT-MANAGERS & DIRECTORS	HR-2012-3	OPEN Ongoing	Assisting mgmt with employee issues-coaching, discipline, Reasonable Accommodation, Workers Compensation injuries, contract interpretation, dispute resolution is of paramount importance for the HR dept. This projects sets goals for ensuring this is done in such a way to show real value to our customers and to produce effective results.	1



## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
18.	COMMISSIONER ORIENTATION - DEREK YOUNG	EX-2015-11	OPEN 9/30/2015	The Mayor will be appointing Derek Young to THA's Board of Commissioners. This project will orient him to THA and his position. Its purpose is to help equip him for a constructive, active and enjoyable service to THA and the City.	2
19.	COMPLIANCE - QA REVIEWS	AD-2011-16	OPEN Ongoing	Put in place process and schedule for performing regular file reviews at all properties and for all projects. Includes resource planning and determining what additional staff may be required to perform these tasks or whether we can reallocate tasks currently performed in compliance to other areas of the agency.	2
20.	COO RECRUITMENT	HR-2015-1	OPEN 12/31/2015	THA will procure and work with an executive search firm to conduct a nationwide search to recruit and hire a top notch professional Chief Operating Officer.	1
21.	ELECTRONIC BILLING OF UTILITY BILLS	FD-2015-1	OPEN 9/30/2015	Work with City of Tacoma to transition utility bills to an electronic format	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
22.	INTERNSHIP PROGRAM WITH UNIVERSITY OF WASHINGTON-TACOMA	EX-2015-9	OPEN 12/31/2018	This project seeks to create a THA internship program for Urban Policy students of the UW-T. This would serve three purposes: (1) provide THA with assistance from students with valuable skills, e.g, GIS, planing, research; (2) give students a valuable professional experience; (3) create a potential pipeline of future THA staff.	3
23.	IT - CELL PHONE REIMBURSEMENT POLICY	AD-2014-4	OPEN 7/31/2015	This project will design a policy and process for THA to offer employees a reimbursement for their cell phone plan that will take the place of company-issued cell phones.	2
24.	IT - DIGITAL DASHBOARD DISPLAY OF PERFORMANCE MEASURES AND RESULTS	AD-2006-3	OPEN 2/27/2015	In another project THA will identify the various performance measures for its work. This project will devise ways to track and display the agency's results according to these measures.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
25.	IT - NEW SECURITY ACCESS EQUIPMENT	AD-2014-12	OPEN 3/31/2015	Procure necessary equipment to enable THA to assign access codes to individuals. Will also enable THA staff to modify user records, eliminating the need to call contractor each time a new tenant moves into our senior buildings.	1
26.	IT - ONGOING SOFTWARE DEVELOPMENT PROJECTS	AD-2013-22	OPEN Ongoing	THA has a number of software projects under development and slated for future development. This project will track them along with their delivery dates.	2
27.	IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION	AD-2014-26	OPEN 8/31/2016	This project will plan, design, develop, and implement THA's new enterprise software system on the Salesforce platform.	1
28.	IT - SOCIAL MEDIA FOR AGENCY COMMUNICATION	AD-2011-30	OPEN 12/31/2014	Develop means to communicate to staff, landlords, advocates, and others in the community through social media means	2
29.	IT - WEBSITE ENHANCEMENT ONGOING	AD-2013-23	OPEN Ongoing	This project is to track the ongoing enhancements to THA's website. It will not track routine updates such as adding resolutions or press releases, but it will track the more major changes we make to the website.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
30.	LOCK BOX	FD-2015-2	OPEN 12/31/2015	THA is transitionng the PM tennant payments from being posted at the sites to a centralized Lock Box. The end goal is to have tenants pay electronically.	1
31.	LONG RANGE REVENUE FORECAST	FD-2006-17	OPEN 12/31/2015	This project will forecast THA's long range revenues. The effort to do this will try to account for the many transitions and uncertainties facing THA, including the changing HUD funding formulas, the changing appropriation levels, the changing THA portfolio and the changing expenses.	2
32.	MANAGE AN INTERNAL SITE FOR EMPLOYEE ENGAGEMENT	PI-2015-2	OPEN Ongoing	This project will manage the functions of tacomahousing.info. This is an internal website that allows all departments to share up-to-date information, introduce new employees and projects, and engage employees.	2
33.	NEGOTIATIONS-OPEIU CBA BEGINNING 9/15	HR-2014-8	OPEN 12/31/2015	The collective bargaining agreement between THA and OPEIU expires June 30, 2015. This project pertains to the effort to negotiate a new contract.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
34.	OPEN GOVERNMENT TRAININGS ACT	EX-2014-6	OPEN 12/31/2015	A new state law requires officials of public agencies to receive periodic training in the requirements of the Open Public Meetings Act and Public Records Act. This project will get that done for present THA officials and imbed it into the appropriate business process.	1
35.	ORIENTATION AND TRAINING-SHA PETERSON	EX-2015-10	OPEN 7/31/2015	Sha Peterson is THA's new Executive Administrator. This project will plan and manage her orientation and training.	1
36.	PCI - INCREASE USE OF STATE CONTRACTS	AD-2013-10	OPEN Ongoing	Increase our use of cooperative purchasing through the State of Washington.	2
37.	PCI - REVISE PROCUREMENT POLICY	AD-2015-4	OPEN 9/30/2015	HUD issued Notice SD-2015-01 on 2/26/15, effective to non federal entities receiving federal assistance on 12/26/14, implementing new procurement regulations. Non federal entities may delay implmentation of the new standards until 12/26/15, but must continue to comply with OMB circulars A-87 or A-110 for the fiscal year beginning after 12/26/14.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
38.	PCI - TRACKING SMALL AND ATTRACTIVE ASSETS	AD-2013-6	OPEN Ongoing	Develop, implement, and maintain system for tracking and disposing of small and attractive assets throughout the agency.	1
39.	PERFORMANCE EVALUATION ONLINE SYSTEM UPDATE	HR-2007-6	OPEN 9/25/2015	This project will revise the performance evaluation system so it is easier to use. This project will also complete implementation of the performance system so that managers use the evaluation tool annually and at probation end to evaluate their employees.	3
40.	PRODUCE A NEWSLETTER FOR THA STAFF	PI-2015-13	OPEN Ongoing	THA is a diverse agency with many programs and activities. This project will create a high-quality newsletter that is interesting, colorful, and relevant to THA staff. The newsletter is published quarterly and will have department news, new hires and other agency-related news. This newsletter is published with help from the Human Resources Dept.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
41.	PROJECT MANAGEMENT AND ORGANIZATION	RD-2011-8	OPEN 8/28/2015	This project's purpose is to free up both actual and virtual space by disposing of , archiving or otherwise organizing real estate project files from our work areas and from the department electronic drive.	1
42.	PROJECT MANAGEMENT DATA BASE	EX-2006-26	OPEN 11/4/2016	THA has commissioned the creation of a data base for several purposes. (i) to link projects with agency mission statements and strategies; (ii) to allow managers and staff to track projects and assignments; (iii) to allow project teams and other staff to share information about a project; (iv) to produce attractive reports.	2
43.	PUBLIC RECORDS REQUEST PROCESS	EX-2015-14	OPEN 9/30/2015	The Washington Public Records Act RCE 42.56 requires that records requested are "identifiable." A general question is not a public disclosure request. The Act also lists certain public records that do not have to be disclosed.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
44.	RE-ORGANIZATION OF THA TRANSITION	EX-2015-2	OPEN 2/29/2016	THA has decided to re-organize. Choosing the new organizational structure was the subject of Project No. EX-2014-7. This project will implement the transition.	1
45.	REASONABLE ACCOMMODATION PROCESS AND DATA BASE	AD-2014-27	OPEN 2/27/2015	This project will create the processes that: (i) can determine at any time the status of our inventory of units accessible to persons with disabilities; (ii) ensure that units with accessible features are occupied by persons who need them; (iii) determine the appropriate waiting lists for such features.	2
46.	REVIEW OF PAYROLL SERVICE AND POSSIBLE CONVERSION	FD-2011-3	OPEN 12/31/2015	Current payroll system is challenging both to staff and administratively. The goal is to reveiw, go out for RFP, and possibly change to a system that better suits the agencies needs in 2012	2



## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
47.	STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION	EX-2008-21	OPEN 2/12/2016	THA will devise an annual process for the Board to set and review the agency's mission and strategic direction, with appropriate performance measures. The goal is a process that is manageable, reflective and enjoyable. This project will also devise the on-line system for recording these strategic directives and linking them with the work of the agency.	1
48.	TERMINATION/DENIAL TRACKING SYSTEM	PI-2006-2	OPEN 12/31/2014	THA needs a system that allows for its efficient and effective system for tracking the grievance hearing requests and outcomes. This will allow us to track our hearing outcomes to identify areas needing improvement and respond to any civil rights requests.	2
49.	VARIABLE PAY PROGRAM-UPDATE FOR 2016	HR-2015-4	OPEN 2/26/2016	THA's Variable Pay Program will be (1) rolled out for maintenance personnel and (2) updated, negotiated with OPEIU and implemented in 2016.	1
50.	VARIABLE PAY-MAINTENANCE	HR-2015-5	OPEN 8/28/2015	Revise current Variable Pay program so that it works for maintenance personnel	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
51.	VOLUNTARY SEPARATION INCENTIVE PROGRAM-TC	HR-2015-2	OPEN 8/28/2015	THA is increasing the work standards for their maintenance staff. For those maintenance staff meembers who do not want to work towards the new standards, the VSIP willallow the option of voluntarily separating with a financial incentive package.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
<b>ADVOCACY AND PUBLIC EDUCATION</b>				
52. ADMIN - THA LIBRARY	AD-2006-5	OPEN 2/29/2016	THA will establish a library for the storage and retrieval of documents and data pertinent to housing policy, programs and services, and management. This library will make THA more effective in its role as a source of high quality advice and information on housing topics to the community and its policy makers. It will also help make the large amount of material we collect more useful to use internally.	2
53. ADVISORY BOARD FOR THA: CONSIDERATION AND PLANNING	EX-2015-7	OPEN 12/31/2015	This project will consider creating a THA advisory board. Such a board would serve four purposes: (1) advise on policy choices; (2) embed THA's work more firmly in the community; (3) raise community support and funds; (4) nurture future THA commissioners. If THA decides to create one, this project will create it.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
54.	ARTS AND TECHNOLOGY CENTER FOR PIERCE COUNTY: STEERING COMMITTEE TO ASSESS FEASIBILITY	EX-2015-4	OPEN 12/31/2015	Pierce County, led by WorkFirst Central, has convened a Steering Committee to assess the feasibility of creating for Pierce County an Arts and Technology Center. The National Center for Arts and Technology (NCAT) will conduct the assessment, under the Steering Committee's direction. WorkFirst Central has asked THA to serve on the committee.	3
55.	CELEBRATION OF THA'S 75TH BIRTHDAY	EX-2014-9	OPEN 9/30/2015	On August 16, 2015, THA will turn 75 years old. Its origins derive from a city council resolution dated August 16, 1940. This project will plan and manage a celebration and use the occasion to further help the community understand and appreciate THA's work.	2
56.	CITY OF TACOMA HOUSING POLICY	EX-2010-1	OPEN Ongoing	THA seeks to provide the City of Tacoma with useful data and advice on policies for the effective preservation and development of affordable housing for lower income city residents. This project pertains to that effort.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
57.	CIVIL - HOMEWARD BOUND IN PUYALLUP	AD-2012-5	OPEN Ongoing	Christine Wilson has been appointed to the by Homeward Bound Board, a 501 c (3) agency who coordinates homeless families and individuals services in Puyallup.	1
58.	CIVIL - PUYALLUP HOMELESS COALITION	AD-2012-6	OPEN Ongoing	THA is providing a voice to the Puyallup Homeless Coalition (PHC) by participating in monthly meeting and their strategic planning sub-committee.	3
59.	CREATE PROMOTIONAL MATERIALS REGARDING THA'S HIGH PROFILE PROGRAMS	PI-2015-1	OPEN Ongoing	This project will create promotional materials regarding THA's high profile programs in order to raise awareness about THA's innovation, high construction standards, community engagement and use of MTW. The materials will be used in public meetings, presentations and in attempts to fundraise.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
60.	DSHS TITLE IV-E WAIVER ADVISORY COMMITTEE	EX-2011-9	OPEN 9/1/2015	DSHS has convened an committee of citizens, partners and advocates to advise its efforts to apply to HHS for a "Title IV-E" waiver. The wiaver will allow DSHS to use federal dollars usually reserved for foster care payments to pay for supportive services to families to prevent or shorten foster care placements care payments. DSHS asked THA to participate.	2
61.	GROWING TRANSIT COMMUNITIES CONSORTIUM: PUGET SOUND REGIONAL COUNCIL	EX-2011-4	OPEN 12/31/2016	The Puget Sound Regional Council invited THA to join its Growing Transit Communities Consortium to "develop detailed implementation strategies to help improve access to affordable housing, provide more transportation options, and lower transportation costs while protecting the environment."	3

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
62. MOVING TO WORK CONTRACT EXTENSION	EX-2015-3	OPEN 12/31/2015	Each of the nation's Moving to Work public housing authorities, including THA, have a contract with HUD that confers and defines the MTW authority and funding. Those contracts expire in 2018. HUD has agreed to extend them to 2028, but it proposes terms on the extension that may seriously limit MTW flexibility. This project will govern THA's participation in those discussions.	1
63. PIERCE COUNTY HOUSING AFFORDABILITY TASK FORCE	EX-2006-31	OPEN 12/31/2015	The Pierce County Council convened a Task Force to recommend policies to the Pierce County Planning Commission, and Council that would promote the development of affordable housing. The Council appointed Michael Mirra to the Task Force. The Task Force agreed upon 22 recommendations. It has remained in place to advise the Council on implementation.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
64.	PIERCE COUNTY LEADERSHIP IN ACTION PROGRAM	EX-2014-4	OPEN 12/31/2015	The Annie E. Casey Foundation chose Pierce County to offer its Leadership in Action Program (LAP). LAP seeks to nurture future civic leaders from among middle level managers of nonprofit and public organizations. Building Changes will lead this effort for the Foundation. Building Changes asked Michael Mirra to help.	3
65.	PRODUCE A COMMUNITY SERVICES NEWSLETTER FOR THA RESIDENTS	PI-2015-14	OPEN Ongoing	THA residents are a diverse group with many programs and activities. This project will create a high-quality newsletter that is interesting, colorful, and relevant to THA residents. The newsletter is published quarterly and will advertise CS events and programs. This newsletter is published with help from the CS Dept.	2



## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
66.	RESEARCH AGENDA	PI-2015-15	OPEN 12/30/2016	This project will allow us to identify our research priorities and determine which questions can be answered in coordination with other HAs and/or using the Urban Institute contract. It will allow us to focus our research priorities on questions that will help drive us toward our vision, mission and strategic objectives.	2
67.	TACOMA GANG REDUCTION EXECUTIVE STEERING COMMITTEE	EX-2013-5	OPEN 12/31/2016	The City of Tacoma City Council convened a Gang Reduction Task Force. An Executive Steering Committee oversee sits efforts. The Council asked THA through its executive director to serve on that Committee.	3
68.	TACOMA LIGHT LINK EXTENSION ADVISORY PANEL	EX-2010-8	OPEN 1/1/2019	The City of Tacoma, Sound Transit and Pierce Transit have convened an advisory panel to advise them on the route for the extension of Tacoma's light rail line. They have invited THA to participate. THA's interest arises from the effect rail service would have on its various properties and its development goals for the city.	3

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
69.	TACOMA-PIERCE COUNTY AFFORDABLE HOUSING CONSORTIUM	EX-2006-38	OPEN Ongoing	The Tacoma-Pierce County Affordable Housing Consortium (AHC) is a membership organization of developers, funders, managers or supporters of affordable housing in Pierce County. THA is a founding member. The AHC is a useful forum for advocacy, mutual support and information sharing. This project pertains generally to THA's membership.	3
70.	UNITED WAY OF PIERCE COUNTY'S HOUSING AND INCOME IMPACT TEAM	EX-2010-6	OPEN Ongoing	United Way of Pierce County has convened a Housing and Income Impact Team to advise its Board on funding applications and advocacy decisions. It has asked THA to participate. This project pertains to that participation.	3
71.	WASHINGTON STATE LEGISLATIVE ACTIVITY	EX-2006-36	OPEN Ongoing	The Washington State Legislature is an important forum for housing and other issues that affect THA, its work and clients. THA participates as a member in advocacy organizations or more directly on its own behalf. This project pertains to that work generally. Other projects concern specific issues or legislation before the legislature.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
<b>ALL</b>					
72.	NEW COMMISSIONER PROCESS	EX-2015-15	OPEN 10/30/2015	Create a process necessary when new Commissioners are assigned to the THA Board. -Orientation Binder -Name Block -Picture for website and framed building -Business Cards -Email linked to personal email -Add to outlook list -Add to Board of Commissioners distribution list -Properties tour with the Executive	2
73.	RISK MGT - REDUCE RISKS AND LIABILITIES	AD-2014-24	OPEN Ongoing	This project develops strategies to reduce risk agency wide.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
<b>ENVIRONMENTAL RESPONSIBILITY</b>					
74.	BAY TERRACE COMMUNITY CENTER ACOUSTICS	RD-2015-10	OPEN 11/30/2015	Investigate, design and construct a sound atinuation solution for the Headsstart and Multi-Purpose Rooms	1
75.	TREE SERVICES - THA WIDE	PM-2012-4	OPEN Ongoing	This project will develop a plan to manage trees on THA and Salishan property, increase their number, and create a sustainable, lush, and attractive canopy of trees. It will also imbed the plan and its implementation into the appropriate business processes.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
<b>FINANCIALLY SUSTAINABLE</b>					
76.	ASSET MGT - RAD CONVERSION - TAX CREDIT PROJECTS	AD-2015-2	OPEN 1/31/2016	RAD seeks to convert Public Housing to the Section 8 Project Based program. THA submitted applicaitons to HUD to convert all of the agency's Public Housing Portfolio. The portfolio and conversion is broken into two groups, Traditional Public Housing, and Tax Credit projects. This project governs the Tax Credit Public Housing conversion.	1
77.	ASSET MGT - RAD CONVERSION - TRADITIONAL PUBLIC HOUSING	AD-2015-1	OPEN 2/29/2016	RAD seeks to convert Public Housing to the Section 8 Project Based program. THA submitted applicaitons to HUD to convert all of the agency's Public Housing Portfolio. The portfolio and conversion is broken into two groups, Traditional Public Housing, and Tax Credit projects. This project governs the Traditional Public Housing conversion.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
78.	ASSET MGT - RAD: PUBLIC HOUSING CONVERSION	AD-2012-4	OPEN 6/30/2015	This project will find ways to convert some or all of THA's public housing portfolio to section 8 or other more sustainable funding sources. THA seeks this because the present levels of congressional appropriations for public housing is presently not sustainable, and shows no prospect of becoming sustainable in the near future.	1
79.	FINANCIAL RESERVES: PROTECTING THA'S RESERVES FROM HUD RECAPTURE	FD-2015-3	OPEN 10/1/2015	THA's reserves are vital to operations, its ability to borrow money and its financial stability. HUD periodically threatens to recapture them. Some reserves should be protected from recapture because they are not federal dollars or because of THA's MTW status. This project will seek to best protect THA's reserve within THA's present structure.	1
80.	PROJECT MANAGEMENT DATA BASE: MARKETING AND SALE	EX-2009-8	OPEN 8/31/2015	THA has designed its Project DataBase. It did so for its own use. The program may have market value. This project will determine if it does and, if so, seek to market it for the purpose of making money for THA.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
81.	PROPERTY MANAGEMENT DEPARTMENT BUSINESS PROCESS IMPROVEMENT (BPI)	PM-2013-3	OPEN 12/31/2014	We have hired a Warehouse Improvement Analyst, a Lead Property Management Assistant (PMA) and we are hiring a Business Process Improvement Analyst.	2
82.	REAL ESTATE DEVELOPMENT ACTIVITIES TOOL KIT	RD-2011-3	OPEN 12/31/2015	THA has several development tools, e.g, bonds, its status as a Community Development Entity, its ability to borrow money, its own sources of capital, its status as a public development authority. This project will produce a written analysis of these tools and describe how THA might use them for at least three purposes: (i) to further develop of its own properties; (ii) to promote community development; (iii) to make money.	2
83.	REASONABLE ACCOMMODATION MARKETABILITY STUDY PROJECT	EX-2009-21	OPEN 8/31/2015	The housing authority has a Reasonable Accommodation System. If we were to market this software, what would be the steps we would need to take to maximize our return on investment.	3

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
84.	RISK MGT - MANAGING THA'S RISK IN LIGHT OF METH CONTAMINATION	AD-2013-19	OPEN Ongoing	Assess THA's risk in regards to methamphetamine contamination.	1



## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
<b>HOUSING AND SUPPORTIVE SERVICES</b>				
85. COMMUNITY HEALTH ADVOCACY	CS-2014-3	OPEN 12/31/2018	This project will determine the viability of developing community health advocate positions at THA. Specifically we will determine need, metrics for evaluation and sustainability for funding for CHAs at our senior and disabled properties, new Salishan and the Hilltop community.	2
86. COMMUNITY SERVICE STRATEGY	CS-2006-2	OPEN 1/30/2016	Community Services is an important part of THA's programs. Services make THA's housing assistance more effective. Services help THA-assisted families prosper. This project will devise THA's service strategy. It will identify who THA will serve, what services it will provide to them, how it will provide the services and how it will pay for them.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
87.	CREDIT REPORTING FOR GOOD RENT PAYING TENANTS	PI-2015-7	OPEN 1/1/2016	Good credit scores can help families prosper. Many low-income families, including THA tenants, have poor credit. Yet, most of them pay rent on time. This project will devise a way for THA to track those positive rental payment histories and report them to credit agencies. This will (1) boost credit scores and (2) encourage timely rent payments.	2
88.	DEVELOP THE MTW-APPROVED SECURITY DEPOSIT ASSISTANCE PROGRAM	PI-2015-3	OPEN 9/30/2015	This project will design the security deposit assistance program that was approved in THA's 2014 MTW Plan. This project will also develop all of the policy documents related to the project so it can be absorbed into operations. This project will also help identify the project owner for once the program is operational.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
89. DSHS DATA SHARING PROJECT	PI-2014-2	OPEN 8/31/2015	THA, the Seattle Housing Authority and the King County Housing Authority have signed a data sharing agreement with DSHS. This will allow DSHS to aggregate our data with data DSHS collects from state programs and school districts. This should allow PHAs to better understand and serve its populations. This project will manage the contract and make it as useful as possible to THA and the other PHAs.	2
90. EDUCATION PROJECT	CS-2006-6	OPEN Ongoing	THA seeks to promote the educational and career outcomes of the children and families who participate in its housing and service programs as part of an innovative two generation approach to transforming lives during a temporary time with THA. This project will devise, implement and evaluate large and small programs designed to make that happen.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
91.	ELDERLY AND DISABLED SERVICES PLANNING AND REDESIGN	CS-2013-3	OPEN 8/28/2015	THA will devise a plan for improved services for the elderly and disabled residents of its seven apartment buildings. The plan will include changes and additional services that will be implemented by late summer 2013. The plan will also include an assesment of longer term needs of Tacoma's aging populations and how THA can best serve them.	2
92.	FIT PROGRAM: REVIEW OF PROCESSES AND FORMS	CS-2013-6	OPEN 8/28/2015	The Families in Transition (FIT) Program offers THA units to homeless families. It links housing with services and requires a commitment from the family to an individualized case plan. This project will review our FIT processes and forms. It will make sure they are clear and meet the needs of property management.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
93.	GRANT FUNDING AND EARNED INCOME FOR COMMUNITY SERVICES	CS-2006-7	OPEN Ongoing	This project pertains to the ongoing effort to find suitable, sustainable and adequate funding for THA's community services. As part of this effort, THA seeks to diversify its funding so that it is not too dependent on HUD or any other funding source.	1
94.	HOMEOWNERSHIP PROGRAM REDESIGN	CS-2013-2	OPEN 4/30/2015	In the past, HCV homeowners used their monthly voucher payment to pay a portion of the mortgage payment. Starting in 2013, THA will no longer pay a portion of the monthly mortgage for new homeowners. Instead, THA will offer down payment assistance. THA will continue to provide pre-purchase and post-purchase counseling for homeownership program participants.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
95.	HOUSING CHOICE VOUCHER LANDLORD RELATIONS	CS-2006-19	OPEN Ongoing	THA has many interests in common with private landlords. First, its Housing Voucher Program depends on their interest and willingness to participate in it. Second, THA is the largest residential landlord in the City of Tacoma. This project will manage THA's relations with landlord and the landlord community to keep it productive.	3
96.	INCREASED COORDINATION BETWEEN CLIENT SERVICES AND PROPERTY MANAGEMENT	CS-2013-5	OPEN Ongoing	Increase coordination between REMHS and CS in order to increase involvement of public housing and rental assistance clients in CS services.	1
97.	MCCARVER MODEL ELEMENTARY SCHOOL HOUSING ASSISTANCE PROGRAM: EXTENSION AND EXPANSION	CS-2014-1	OPEN 5/26/2020	THA and TPS partner to impact families, children and a struggling school by providing 50 homeless families with children enrolled at McCarver Elementary School housing vouchers and supportive services when they agree to the terms of the program, including maintaining their children at McCarver and pursuing their own educations and employment.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
98.	MOVING TO WORK IMPLEMENTATION	PI-2010-1	OPEN Ongoing	HUD has now designated THA as a Moving to Work (MTW). Getting that designation was the subject of Project RM-2009-7. This project will pertain to the effort to implement THA's MTW plan.	3
99.	RAPID REHOUSING AND YOUTH HOUSING INVESTMENTS MONITORING	PI-2015-5	OPEN 12/31/2015	This project will establish systems for monitoring THA's investments in special programs such as rapid rehousing and homeless youth housing. It will monitor the use of funds, assess effectiveness of the investment, and establish regular reports for the staff and Board.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
100. RAPID REHOUSING INVESTMENT	PI-2014-1	OPEN 12/31/2016	Under this project, THA is investing in rapid re-housing interventions into the homelessness of families with children, homeless youth without families, and homeless young adults. THA signed contracts for this purpose with Pierce County, whose rapid rehousing program THA helped to design. This project will negotiate those contracts, implement them, evaluate the results and judge whether to end them, continue them or expand them.	2
101. RENT REFORM PLANNING 2014-2015	PI-2013-2	OPEN 10/15/2015	THA may change the amount and terms of the rental assistance it provides to clients. THA will do this for four (4) reasons: (i) to continue to serve the same number of households or more, (ii) to serve households better/differently, (iii) to sustain THA portfollio, and (iv) to prepare for budget cuts/financial sustainability. This project incorporates all planning, data analysis and consultation regarding rent reform THA may undertake.	1



## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
102.	REOPENING OF HOP WAITING LIST	PI-2015-6	OPEN 8/14/2015	This project will manage the reopening of the HOP waiting list. It will manage the project through marketing, opening, lottery and notification of applicants regarding selection for the lottery.	1
103.	SALISHAN CHILDREN'S SAVINGS ACCOUNT PROJECT	CS-2010-1	OPEN 1/1/2016	The Salishan Children's Savings Accounts Programs seek to secure funding and programmatic support required to give every child in Salishan an initial balance, and further contributions, into a CSA. This project also seeks to track the effects of outcomes pertaining to savings, academic achievement, behavior and postsecondary attainment.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
104.	SALISHAN CHILDRENS SAVINGS ACCOUNTS PROJECT: FUND RAISING	CS-2015-1	OPEN 9/1/2018	Project CS-2010-1 will have THA design and launch the Salishan Childrens Saving Account program. This ambitious project will establish bank accounts for the children of Salishan to save for the non-tuition costs of college. THA must raise the money necessary each year for its contribution to those accounts. This project will raise that money.	1
105.	STAFF TOURS OF THA PORTFOLIO	EX-2015-12	OPEN 9/4/2015	The Executive Director of Tacoma Housing Authority would like to provide periodic tours of THA properties to new and current staff. The Executive Assistant has been tasked to make the necessary arrangements for the tours.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
106. TACOMA COMMUNITY COLLEGE HOUSING ASSISTANCE PROGRAM	CS-2013-8	OPEN 12/30/2016	THA will provide vouchers to house 25 homeless Tacoma Community College students and their dependents in order to remove of one of the most serious impediments to their pursuit of post-secondary education. The vouchers are valid for up to three years or until graduation and are contingent upon adequate academic progress toward a degree.	1
107. TRAINING: TRAUMA INFORMED CARE AND MOTIVATIONAL INTERVIEWING	CS-2013-7	OPEN 6/30/2015	Community Services is moving toward more consistent, measurable practices and outcomes. To accomplish this, we are creating a common service model with a therapeutic theory and strategic practice. Trauma Informed Care and Motivational Interviewing provide this theory and strategy. The strategy will be reflected in all service planning and reporting documents.	1
108. VOTER REGISTRATION	CS-2012-2	OPEN 11/10/2015	This project will offer voter registration to THA public housing and housing choice voucher households	3

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
<b>PROPERTY MANAGEMENT</b>				
109. ACCESSIBLE UNITS TRACKING	PM-2014-6	OPEN 8/31/2015	THA will compile a list of accessible units with corresponding tenants and document the tenant's need for their corresponding unit as well as document the signing of a waiver if the occupying tenant is not in need of the unit.	2
110. ASSET MGT - EVALUATE THA'S PROPERTY MGT FUNCTION	AD-2014-15	OPEN 4/1/2015	Procure consultant to review THA's management of its properties, including staff, skills, etc, and make recommendations and set benchmarks.	1
111. ASSET MGT - IMPLEMENTATION OF TCAM RECOMMENDATIONS	AD-2015-5	OPEN 10/31/2016	THA hired TCAM in 2014 to evaluate the agency's property management function. TCAM had recommendations to improve the efficiency and effectiveness of property management. The RAD conversion also requires more efficiency in operations. This project outlines the steps the agency will take to implement these changes and improvements.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
112. ASSET MGT - RAD MANAGEMENT PLAN DEVELOPMENT	AD-2015-3	OPEN 11/30/2015	Through RAD, THA will convert its entire portfolio of Public Housing to the Section 8 Project Based program. In doing so, THA must analyze our current property management strategy and adjust to the demands of the Tax Credit partnership environment. This project oversees the proposal of a refined property management structure	1
113. ASSET MGT - SALISHAN ASSOCIATION	AD-2008-1	OPEN Ongoing	THA has built the community of New Salishan to be safe, enjoyable, attractive, diverse, healthy, and vibrant. The Salishan Association has important responsibilities to keep it that way and improve the community further. This project will organize the Salishan Association to make it effective.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
114. DEVELOPMENT OF VIRUTAL MARKETING MATERIALS FOR THA'S ENTIRE PORTFOLIO	PI-2015-4	OPEN 7/31/2015	This project will develop virtual marketing materials for THA's entire portfolio. floor plans and interior and exterior pictures for potential tenants, property management staff and leasing staff to use to assist in quickly leasing our properties. One web site will be for prospective residents, and another web site will have specific unit info.	2
115. DISASTER AND EMERGENCY PLANNING	PI-2006-3	OPEN 12/31/2015	THA needs a plan for both tenants and staff that directs the response to emergencies and disasters. This project will devise and implement the plan.	1
116. GARBAGE COSTS SAVINGS PROJECT	PM-2014-3	OPEN 9/30/2015	Reduce THA garbage expenses by identifying proper service levels and billing errors.	1
117. IMPROVED MANAGEMENT OF THA'S TRANSFER WAITING LIST	CS-2014-4	OPEN 10/30/2015	This project will improve the overall management of THA's transfer waiting list. It will devise a strategy to serve the households that have been on the list in excess of the time stated in our policies, create a regular review process, and take into account the impacts on property budgets.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
118.	INVENTORY AND WAREHOUSE MANAGEMENT IMPLEMENTATION	PM-2014-1	OPEN 6/30/2014	This project will organize the warehouse and storage spaces at each of THA's properties, organize the THA-owned Maintenance vehicles, and create an inventory management system for THA's Property Management division.	1
119.	MAINTENANCE STAFF EXPECTATIONS DEVELOPMENT	PM-2014-2	OPEN 6/30/2014	This project will set expectations on maintenance staff on unit turn times as well as repairs This project will also place all maintenance staff under one supervisor	1
120.	MAINTENANCE STANDARDIZATION OF CHARGES	PM-2014-10	OPEN 5/29/2015	The purpose of this project is to establish a schedule of standardized charges for our property management department. This will address standard materials costs to tenants, as well as standardized maintenance work functions. By accomplishing this, we will be able to provide consistent charges to all tenants, no matter which property they reside. Additionally, it will decrease the turnaround time for issuing charges and will also provide	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
121. METH STRATEGY	PI-2013-1	OPEN 12/31/2015	This project will continue to refine THA's meth strategy to make it applicable to THA's existing and future portfolio, make it more financially sustainable and easy to understand.	1
122. NEW RESIDENTIAL LEASE	PI-2012-1	OPEN 1/31/2016	THA will re-write its residential lease to comply with State and Federal law. It will also be clearer for staff and tenants and allow THA to enforce the lease in an effort to keep our tenants safe.	2
123. PREVENTIVE MAINTENANCE SCHEDULE AND SYSTEM CREATION	PM-2013-2	OPEN 12/31/2015	All property portfolios need a preventive maintenance schedule and a system to implement it. This will keep down maintenance costs and save money in the long run. Funders and investors and regulators also expect to see such a schedule and system for the same reason. This project will create such a schedule and implement it.	2



## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
124.	SALISHAN SHINE	EX-2007-22	OPEN 12/31/2016	This project will design, raise money for and install additional features to Salishan and THA's other properties to make them shine. It will do this in a way that will engage the residents and neighbors, especially children, and help them unite as communities.	2
125.	UTILITY RESPONSIBILITY ANALYSIS	PM-2015-2	OPEN 12/31/2015	This project will assess whether utility responsibilities should be assigned to the tenants in THA's portfolio. The project will assess the financial impact to THA and tenants. It will also contemplate the payback in terms of energy and water conservation as well as more responsible garbage and recycling practices.	3
126.	WAITING LISTS AND LEASING FOR THE PORTFOLIO: SITE BASED OR CENTRALIZED?	CS-2014-5	OPEN 8/28/2015	This project will consider TCAM's recommendation to push waiting list management and leasing to the sites.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
<b>REAL ESTATE DEVELOPMENT</b>					
127.	902 SOUTH L STREET 2ND FLOOR TENANT IMPROVEMENT	RD-2013-1	OPEN 9/30/2015	Remodel the 2nd floor of THA's Admin building to accommodate additional staff, improve the work flow and use of existing space by providing more meeting rooms, upgrade the HVAC system for better working conditions and energy efficiency.	1
128.	AG NEIGHBORHOOD STABILIZATION PROGRAM	RD-2013-7	OPEN 6/16/2015	THA entered into an agreement with the City of Tacoma, TCRA to acquire, rehab and resale foreclosed homes using AG Grant program funds. The purpose of the program is to improve the home and demonstrate that improvements are happening in a neighborhood so other potential buyers will come to the area.	1
129.	BAY TERRACE PHASE 1	RD-2006-6	OPEN 9/2/2016	THA will demolish and redevelop its housing communities of Hillside Terrace 1800 and 2500 Blocks on S. "G" Street. These properties are the remaining parts of Hillside Terrace in need of redevelopment.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
130. BAY TERRACE PHASE 2	RD-2015-4	OPEN 12/31/2017	Phase II will offer 74 units of high quality, well designed multifamily rental units that integrates into the neighborhood. It will be a mix of one, two and three-bedroom units that are affordable to households earning 30% to 60% of the AMI. The development will begin construction in 2016 and be complete in 2017.	1
131. BERGERSON TERRACE GROUND FLOOR UNITS	RD-2015-2	OPEN 8/28/2015	This project is for work on the ground floor units of the property. The First Phase of work is related to the first floor units which are showing signs of water damage due to leaky pipes.	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
132. BOND FINANCING INSTRUCTION	FD-2013-3	OPEN 12/31/2015	THA has the capacity to issue bonds. It can also be a conduit for bond financing of other people's projects. This project will improve THA's understanding of this capacity, of its uses and risks. This project will review the bond deals THA presently has underway or consumated. It will also devise any necessary policies and procedures to govern THA's use of its bonding authority.	2
133. FIC TENANT IMPROVEMENT PROJECT	RD-2013-4	OPEN 12/31/2015	There is a desire to renovate the FIC staff area to improve the functionality of the space and provide for greater collaboration between property management and client services. In addition, there is need to improve the work space for the maintenance staff that are located at the FIC. Discussions include improvements to the maintenance shop.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
134.	HILLSDALE HEIGHTS INTERGENERATIONAL HOUSING PROJECT - FEASIBILITY	RD-2006-1	OPEN 3/1/2017	With the gradual stabilization of financial and housing markets, and a new expression of interest from a potential non-profit development partner (the Many Lights Foundation), THA is re-opening this project to consider the possibilities of development on this site in partnership with the Many Lights team.	2
135.	HILLTOP LOFTS	RD-2012-8	OPEN 7/4/2017	The City owns four parcels on the Northwest corner of 12th and MLK Avenue in the Hilltop neighborhood of Tacoma. This project will arrange for THA to acquire, free of charge, two of the parcels pursuant to a development agreement with the City and a private development partner who will acquire the other parcels.	2

## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
136. HILLTOP REDEVELOPMENT PLANNING PROJECT	RD-2009-5	OPEN 8/3/2016	The Hilltop neighborhood of Tacoma is the city's poorest. It also suffers from decades of public and private underinvestment. The MLK Corridor is the main thoroughfare through the Hilltop. This project will determine THA's role in spurring its redevelopment	2
137. MANY LIGHTS FOUNDATION/HOPE LIGHTS	RD-2015-6	OPEN 12/14/2018	A partnership between THA and MLF to create a multigenerational housing and supportive services community, focused on seniors and foster families. The site is located at the corner of 60th Street and McKinley Avenue and could be developed with 90+ units. The MLF proposal is for 57 units. A partnership agreement will be negotiated.	2

**ALL OPEN PROJECTS****August 20, 2015**

<b>Project Title</b>	<b>Number</b>	<b>Status Due Date</b>	<b>Summary</b>	<b>Priority</b>
138. NEW LOOK APARTMENTS	RD-2013-3	OPEN 8/1/2016	This 49-unit mixed-use senior housing tax credit project is at the intersection of MLK and 11th in the Hilltop. Martin Luther King Housing Development Association (MLKHDA) owns 1% and is also the General Partner. MLKHDA is interested in selling its 1% ownership to THA.	1
139. OUTRIGGER ACQUISITION	RD-2015-8	OPEN 9/30/2015	THA will acquire a 49 unit property in West Tacoma. This property will be managed as a market rate property, which means that rents will be established at what the market will bear. THA will maintain rents to be affordable to households earning 80% or less of the AMI.	1

**ALL OPEN PROJECTS****August 20, 2015**

<b>Project Title</b>	<b>Number</b>	<b>Status Due Date</b>	<b>Summary</b>	<b>Priority</b>
140. PRARIE OAKS PROJECT DEVELOPMENT	RD-2012-3	OPEN 8/31/2015	LASA and THA have entered into a partnership that will result in the creation of approximately 15-25 units of supportive housing for homeless families, and a supportive services family center on land currently owned by LASA in Lakewood..	1
141. REAL ESTATE DEVELOPMENT OPPORTUNITIES AND INITIATIVES TO CONSIDER	RD-2006-2	OPEN Ongoing	THA seeks development opportunities in Tacoma and Pierce County. It seeks properties to further its strategic objectives, including: (i) more units throughout the housing continuum; (ii) properties that will produce an income; (iii) mixed-use, mixed-income and mixed-tenure properties. It also seeks partnerships with other non-profits or developers for these purposes.	1
142. RED PUT-BACKS	RD-2015-9	OPEN 5/26/2017	RED is doing the construction management for Property Management put-backs valued at over \$20,000.00. This is a Pilot Project and will be re-evaluated in September 2015.	1



## ALL OPEN PROJECTS

August 20, 2015

Project Title	Number	Status Due Date	Summary	Priority
143. SALISHAN NEIGHBORHOOD CENTER DEVELOPMENT	RD-2007-8	OPEN 12/31/2017	New Salishan will have an Community Center of of several buildings thatat will include a variety of youth and adult activities and services.	1
144. SALISHAN REDEVELOPMENT	RD-2006-5	OPEN 12/31/2016	THA is redeveloping its public housing community of Salishan. Salishan started as 855 units on 188 acres. It was built in the 1940s as war worker housing. The units and the infrastructure have long been worn out. This project will demolish the housing and build a new neighborhood with new housing, new infrastructure and nonresidential uses.	1
145. SALVATION ARMY	RD-2015-7	OPEN 2/22/2017	<b>Representatives from the Tacoma Salvation Army are interested in having THA develop their property along Sixth Avenue into affordable housing for homeless families. It is expected that the preliminary designs and student business plan will provide a take off for developing an MOU or developer agreement. Aiming for a 2017 Tax Credit Application.</b>	1

## ALL OPEN PROJECTS

August 20, 2015

Project Title		Number	Status Due Date	Summary	Priority
146.	STRATEGIC PLAN FOR THA'S REAL ESTATE DEVELOPMENT	RD-2014-14	OPEN 10/30/2015	THA needs a strategic plan to guide its real estate development over the next five years. The plan shall seek to fulfill the performance measures that THA Board set for the real estate strategic objective. This project will devise the plan.	1
147.	TRINITY, SALVATION ARMY AND CHANGING LIFE MINISTRIES - DEVELOPMENT FACILITATION	RD-2014-4	OPEN 12/25/2015	THA will facilitate conversations among the three faith based groups who own property along Sixth Avenue. The result of this work will be the creation of a framework from which development and redevelopment decisions can be made and an initial agreement on next steps for potential projects.	2
148.	UWT HOUSING PARTNERSHIP	RD-2014-8	OPEN Ongoing	This project will identify options for entering into partnership with UWT to provide housing and/or a partnership for redevelopment of the surrounding neighborhood.	2



# TACOMA HOUSING AUTHORITY

**To:** Cabinet  
**From:** Michael Mirra and April Black, Executive Director and Deputy Executive Director  
**Date:** August 18, 2015  
**Re:** Whether to get a C.O.O.

---

We write to report and explain our decision not to seek a Chief Operating Officer (C.O.O.) at this time. Instead, between now and the end of February 2016, we will try some alternative ways we describe below to address the needs that a C.O.O. might have fulfilled. If this works as well as we have adequate reason to hope, it will spare THA the significant expense and risks of a C.O.O. and the associated disruption that even a good choice would mean for us.

By the end of February, we will judge this arrangement and whether or not it allows us to forego a C.O.O.. If things go well enough or poorly enough soon enough we can decide before February. Until then we will have the structure shown on the attached THA Organization Chart Overview, dated July 25, 2015.

## OPTIONS CONSIDERED

We thank all of you for the many discussions as a group and individually that informed this decision. Out of those discussions, we distilled the following eight options. The attached memo of July 22<sup>nd</sup> describes them in some more detail.

- Option 1: forego a C.O.O.
- Option 2: trial period without a C.O.O.
- Option 3: deputy executive director as coordinator
  
- Option 4: executive director and deputy executive director divide the departments between them as direct reports (the SHA model)
  
- Option 5: administration director as C.O.O.
- Option 6: temporary C.O.O.
- Option 7: window shop for a C.O.O.
- Option 8: get a C.O.O. now

The arrangement we choose is a combination of options 2, 3 and 8.

## THE ARRANGEMENT

1. We will do without a C.O.O. at least for now.

2. Alternatives to a C.O.O.

We contemplated a C.O.O. to serve two purposes that we must now fulfill in other ways.

### 2.1 *Freeing Up Michael's Time*

The **first** purpose was to free Michael up from the operational and even ministerial details that the directors and their departments should be able to do without him. Michel described those details in his memo to the cabinet of May 5<sup>th</sup>. We all thought a C.O.O. was one way to relieve Michael of this work. Without a C.O.O. we will relieve Michael in the following ways:

#### 2.1.1 Assurances of the directors

We will take advantage of the assurances that the subcabinet gave Michael in its June 5<sup>th</sup> memo to him, in the follow-up discussion in his office and in various and helpful discussions he had since then with individual department directors. In that memo and in those discussions directors offered an assurance that his attention to operational and ministerial matters will become less necessary. We choose to rely on that assurance.

#### 2.1.2 Shared responsibility between the executive director and the deputy executive director

We are still pretty early in our experience with a deputy executive director. April and Michael are still working out the full meaning of that relationship. As we do that, and going forward, April will share with Michael in whatever operational oversight remains necessary. She will also share with him the responsibility to evaluate the performance of directors.

### 2.2 *Coordination, Prioritization and Accountability*

The **second** purpose a C.O.O. would fulfill comes from the directors' request for help to better coordinate their efforts, to better prioritize their work, and to better hold themselves accountable. The directors did not think we could expect this from a better exercise of the considerable talents and experience in the cabinet and from a more focused exercise of THA values of "communication", "collegial support and respect" and "leadership". Instead, we understand their view that the departments need a person with a directive authority over them and with superior project management and other skills. We will address those important needs in these ways:

#### 2.2.1 Subcabinet under the leadership of the deputy executive director

Let us use the subcabinet to achieve the better coordination, prioritization and accountability that we need. April will lead it. She has already done this to good effect. To the extent that such planning requires a directive authority, April can provide it as deputy executive director in which capacity she represents me.

2.2.2 Clarified relationship between the cabinet and subcabinet and a reset schedule for their meetings

April is devising a proposal to clarify the relationship between the cabinet and the subcabinet. We are set to discuss this in cabinet on August 28<sup>th</sup>. This will include a reset schedule for their meetings and a clarification of the purposes of their meetings..

2.2.3 Clearer authority for the working committees leads

Much of the agency's work occurs in committees. Some of them are standing committees such as the Asset Management Committee, the Safety Committee, and the Civil Rights Reasonable Accommodation Committee. Some of the committees are temporary, such as the meth policy committee, and the RAD committee. These committees serve several purposes. They convene the necessary expertise and resources a project requires. They coordinate the effort. They allow varied voices and interests to contribute. They allow staff who will have to implement the solution to feel invested in it because they helped to devise it.

The committees will be more effective in these purposes with four enhancements. **First**, every committee will have a clear charter that states its purpose and its performance measures. **Second**, every committee will have a chairperson. The responsibility for the committee's governance, decisions and success will rest with that chairperson. **Third**, the chairperson may be but need not be a department director. If he or she is a department director, the chairperson will be under the supervision of the cabinet. If the chairperson is not a department director, he or she will work under the supervision of an assigning department director. **Fourth**, every committee will use formalize and polish its work in at least the following ways: keep records of decision making, make and maintain an orderly and effective use of the Share Drive 50 subfolder for the committee to store committee documents in an orderly way.

2.2.4 Better joint use of the project management data base

We will strive to more effectively use the project management data base. It is not only a tool to allow a person to manage his or her own project. It is a way to coordinate and communicate among a team.

2.2.5 Better use of the shadow drive

Coordination among the department will be easier if we posted our project documents in a more orderly way in a place that all can see. We will increase and improve our use of the Shadow and the Share drives. We will also decrease the project use of the department drives . Todd is leading the effort to put them in better order.

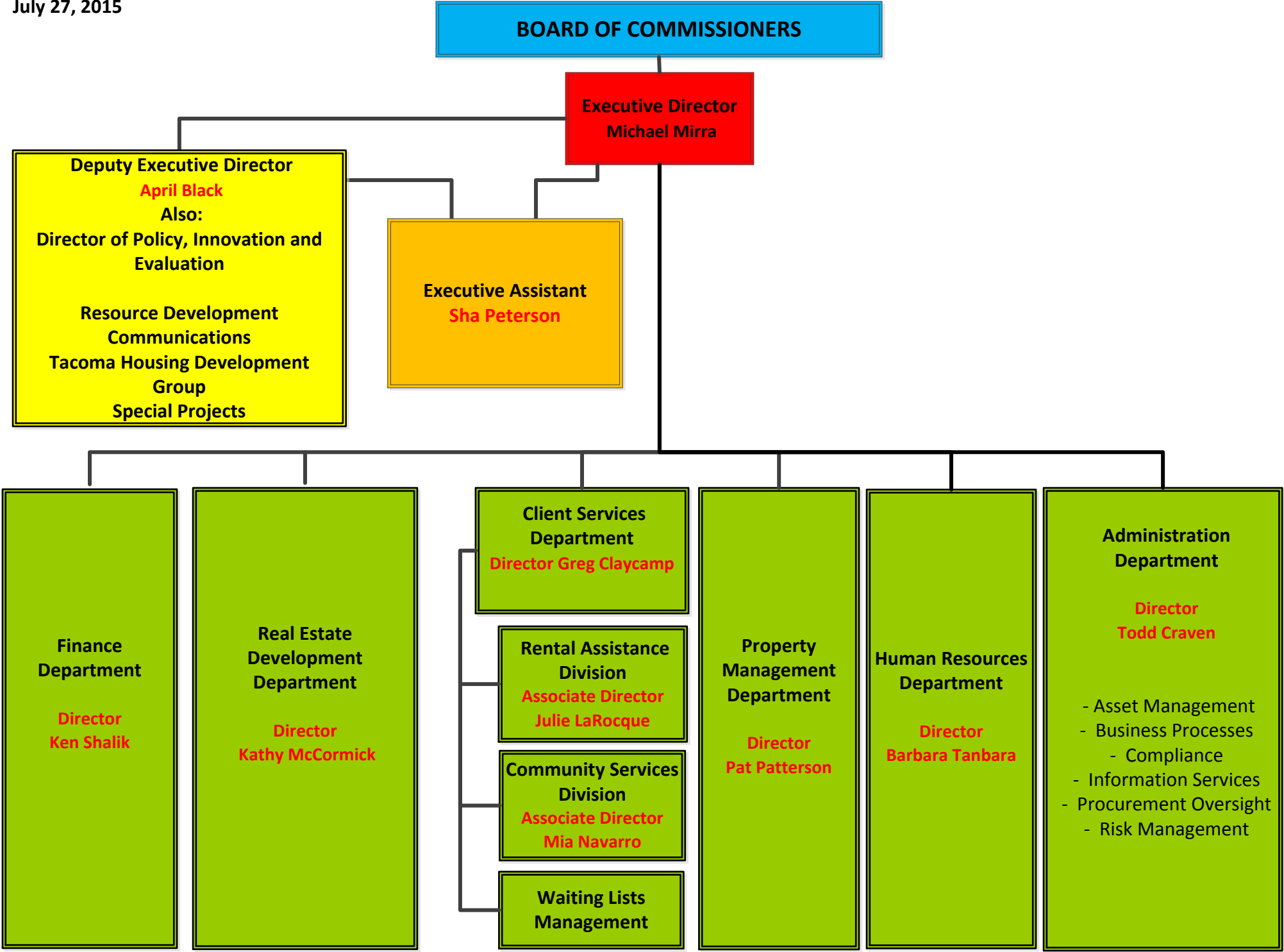
#### 2.2.6 Chart of Responsibilities

We are finalizing the new chart of responsibilities. It will help to clarify who is responsible for what. This clarification will particularly help in some gray areas that have confused us. April leads this effort.

### **3. Trial Period until the end of February**

We will try this arrangement for a trial period between now and the end of February. At that time, we will judge. If it works well, we will forego a C.O.O.. If it shows that we cannot do without a C.O.O. we will get one. If either outcome becomes clear enough sooner than February, we can decide earlier.

We thank you again for your thoughtful discussions. We expect this decision may disappoint some. We at least hope you understand the reasons for our proposal and why we think it will work. We acknowledge that its chances of working depend on the good will and talents of all of us. Fortunately, we count that among our advantages.





# TACOMA HOUSING AUTHORITY

## OPTIONS RE CHIEF OPERATING OFFICER

July 22, 2015

### Option 1: FOREGO A C.O.O.

The directors have assured us that they will need less oversight for operational and ministerial purposes from the executive director and the deputy executive director. Let us believe them.

They have asked for a C.O.O. to help them better coordinate among themselves by providing a superior authority to hold each better accountable. Let us ask them to accomplish these improvements on their own, using an enhanced and renewed attention to THA's values of "communication", "collegial support and respect" and "leadership".

### Option 2: TRIAL PERIOD WITHOUT A C.O.O.

Let us wait until January 2016 to see if we can do without a C.O.O. on the terms stated in Option 1 above.

### Option 3: DEPUTY EXECUTIVE DIRECTOR AS COORDINATOR

Let the deputy executive director serve as coordinator among the departments. This function would not include direct supervision but only the role of coordinator and tracker of the strategic plan's performance measures and strategies.

### Option 4: EXECUTIVE DIRECTOR AND DEPUTY EXECUTIVE DIRECTOR DIVIDE THE DEPARTMENTS BETWEEN THEM AS DIRECT REPORTS (The SHA Model)

Let the executive director and the deputy executive director divide the departments between them as direct reports. This is the SHA model. The deputy would still direct P.I.E. For example:

Executive Director	Deputy Executive Director
Finance Real Estate Development Human Resources	Client Services Property Management Policy, Innovation and Evaluation Administration

*[continued . . . ]*



**Option 5: ADMINISTRATION DIRECTOR AS C.O.O.**

Running the administration department is or can be closely akin to the C.O.O. function. Let us wait for the software upgrade and B.P.I. project to finish. Then we can expand the directorship of that department to assume C.O.O. responsibilities.

**Option 6: TEMPORARY C.O.O.**

Let us find a temporary C.O.O. to improve our processes. This person can be a temporary employee or a contractor.

**Option 7: WINDOW SHOP FOR A C.O.O.**

One of the apprehensions about getting a C.O.O. is that we will get the wrong person. Let us recruit. The recruitment effort will clarify our own expectations. It will also allow us to consider the question with real candidates in mind. That too will clarify if we want one.

**Option 8: GET A C.O.O.**

Let us resolve on getting a C.O.O. and start looking for one.

# ADMINISTRATION REPORTS

# FINANCE



# TACOMA HOUSING AUTHORITY

## Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,014,055 for the month of July, 2015.

**Approved: August 26, 2015**

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Stanley Rumbaugh, Chair

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of July 2015**

		Check Numbers				
		From	To	Amount	Totals	
A/P Checking Account						
Low Rent Module Checks	Check #'s	2,810	-	2,813	323	
Accounts Payable Checks	Check #'s	85,303	-	85,544		
Business Support Center				332,406	Program Support	
Moving To Work Support Center				562,817		
Tax Credit Program Support Center				17,437		
Section 8 Programs				89,331	Section 8 Operations	
SF Non-Assisted Housing - N. Shirley				831	Local Funds	
SF Non-Assist Housing - 9SF Homes				11,985		
Salishan 7				41,109		
Tacoma Housing Development Group				1,839		
Prairie Oaks Operations				3,691		
Hillsdale Heights				3,017	Development	
Salishan Developer Fee				40		
AG Hsg Recovery Grant				1,651		
Development Activity				4,670		
Hillside Terrace 2500 Court G Development				13,968		
Hillside Terrace 1800 Court G Development				101		
Prairie Oaks (LASA)				210,985		
THA RAD Project				12,000		
CS General Business Activities				1,680	Community Service	
Community Services MTW Fund				7,700		
Gates Ed Proj Grant				10,015		
Gates Tacoma Pub Schools Grant				64		
WA Families Fund				250		
COT-CDBG-FSS Grant				30		
Pierce Co. 2163 Funds				83		
WA Families Fund - Systems Innovation				614		
COT-McCarver Grant				94		
AMP 1 - No K, So M, No G				90,833	Public Housing	
AMP 2 - Fawcett, Wright, 6th Ave				72,024		
AMP 3 - Lawrence, Orchard, Stevens				180,202		
AMP 5 - Salishan Common Areas				2,572		
AMP 6 - Scattered Sites				10,007		
AMP 7 - HT 1 - Subsidy				6,034		
AMP 8 - HT 2 - Subsidy				3,008		
AMP 9 - HT 1500 - Subsidy				4,162		
AMP 10 - SAL 1 - Subsidy				22,784		
AMP 11 - SAL 2 - Subsidy				24,235		
AMP 12 - SAL 3 - Subsidy				18,236		
AMP 13 - SAL 4 - Subsidy				23,339		
AMP 14 - SAL 5 - Subsidy				26,321		
AMP 15 - SAL 6 - Subsidy				25,250		
Allocation Fund				70,597	Allocations-All Programs	
THA SUBTOTAL				1,908,332		
Hillside Terrace 1 through 1500				2,486	Tax Credit Projects - billable	
Bay Terrace				2,029		
Salishan I - through Salishan 6				971		
Salishan Association - Operations				-		
TAX CREDIT SUBTOTAL (Operations - billable)				5,487		1,913,819
Section 8 Checking Account (HAP Payments)						
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	481,603	-	481,618	15,649	
	ACH	80,043	-	81,422	2,438,116	\$ 2,453,765
Payroll & Payroll Fees - ADP						\$ 646,470
Other Wire Transfers						
						-
						\$ -
TOTAL DISBURSEMENTS						\$ 5,014,055

# TACOMA HOUSING AUTHORITY

## CASH POSITION - July 2015

Account Name	Current Balance	Interest
<b>HERITAGE BANK</b>		
Accounts Payable	\$ 2,613,341	0.40%
Section 8 Checking	5,714,298	0.40%
THA Affordable Housing Proceeds	3,110,043	0.40%
Note Fund Account	100	0.40%
Credit Card Receipts	100	0.40%
THA Investment Pool	289	0.40%
THA LIPH Security Deposits	91,437	0.40%
THDG - Tacoma Housing Development Group	72,063	0.40%
LF - SF 9Homes Alaska	3,712	0.40%
LF - SF 9Homes Alaska Sec Dep Acct	2,756	0.40%
LF - SFH No. Shirley	29,470	0.40%
LF - SFH N Shirley Security Deposit Acct	1,002	0.40%
Salishan 7	923,431	0.40%
Salishan 7 Security Deposit	26,938	0.40%
Salishan 7 Replacement Reserve	142,708	0.40%
Salishan 7 Operating Reserve	198,850	0.40%
Prairie Oaks Operations	100	0.40%
Prairie Oaks Security Deposit	100	0.40%
Prairie Oaks Replacement Reserve	100	0.40%
Payroll Account	7,233	0.40%
General Fund Money Market	537,886	0.40%
<b>WASHINGTON STATE</b>		
Investment Pool	\$ 1,628,883	0.12%
<b>1. TOTAL THA CASH BALANCE</b>	<b>\$ 15,104,842</b>	
<b>Less:</b>		
<b>2. Total MTW Cash Balance</b>	<b>\$ 4,899,319</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>\$ 3,033,319</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	924,774	
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)	1,001,199	
3.07 Education Projects - McCarver & Others	310,000	
3.08 Exigent Health & Safety Issues (Meth Remediation)	72,936	
3.10 Total Reserve Commitments (Lines 3.01 through 3.08)	\$ 7,394,909	

TACOMA HOUSING AUTHORITY				
CASH POSITION - July 2015				
<i>MTW Cash Held By HUD</i>				
3.11 Undisbursed HAP Reserves Held by HUD			\$	4,193,922
3.20 Total MTW Cash Held By HUD			\$	4,193,922
<b>4. Non MTW Cash Restrictions</b>				
<i>Other Restrictions:</i>				
4.01 FSS Escrows	\$	99,878		
4.02 VASH, FUP & NED HAP Reserves		120,690		
4.03 Mod Rehab Operating Reserves		121,053		
4.04 Security Deposit Accounts		123,385		
4.05 Salishan Sound Families - 608		58,118		
4.06 Gates Foundation - 612, 615, 616, 617		536,689		
4.07 WA Families Fund - 675, 713		15,867		
4.08 Bond Financed Single Family Homes Reserve		90,000		
4.09 Salishan 7 Reserves		766,558		
4.10 Prairie Oaks Reserves		100		
4.11 THDG - 048		72,063		
4.12 Area 2B Sales Proceeds (Afford Hsg)		3,110,043		
4.20 Total - Other Restrictions			\$	5,325,844
<i>Agency Liabilities:</i>				
4.30 Windstar Loan - 042		276,450		
4.40 Total - Agency Liabilities			\$	276,450
4.45 Development Draw Receipts for Pending Vendor Payments			\$	-
4.50 Development Advances/Due Diligence Commitments <sup>1</sup>			\$	70,000
<b>5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.45+4.50)</b>			\$	5,672,294
<b>6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)</b>			\$	4,533,228
<b>7. Agency Current Commitments:</b>	Board Approval	Expended	Obligation Balance	
Salishan Campus (PY exp plus 2014 budget)	\$	196,174	\$	126,174
<sup>1</sup> Total Current Commitments outstanding			\$	70,000
<b>Agency Advances that resulted in reduced amount of Unencumbered Cash (line 6)</b>				
Hillside Terrace Redevlpmnt - Chase Loan, LP Equity Funds	\$	-		
Prairie Oaks - Pierce Co CDBG, Lakewood CDBG, HTF	\$	48,089		
<b>Total Agency Advances</b>	\$	48,089		

**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

		June, 2015				Thru 12/31/2015		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
<b>OPERATING RECEIPTS</b>								
1	Tenant Revenue - Dwelling rent	215,705	1,296,770	1,268,893	2.20%	2,593,540	2,537,785	2.20%
2	Tenant Revenue - Other	4,660	193,320	5,043	3733.43%	233,320	231,850	0.63%
3	HUD grant - Section 8 HAP reimbursemen	2,985,090	15,940,397	18,306,433	-12.92%	35,362,866	36,612,866	-3.41%
4	HUD grant - Section 8 Admin fee earned	213,990	1,313,936	1,399,713	-6.13%	2,627,872	2,799,425	-6.13%
5	HUD grant - Public Housing subsidy	197,789	1,175,201	1,093,605	7.46%	2,350,402	2,187,210	7.46%
6	HUD grant - Community Services	26,369	169,529	176,747	-4.08%	339,058	353,493	-4.08%
7	HUD grant - Capital Fund Operating Reve	81,110	292,404	601,912	-51.42%	1,207,415	1,203,824	0.30%
8	Management Fee Income	257,698	1,511,136	1,560,643	-3.17%	3,022,272	3,121,285	-3.17%
9	Other Government grants	20,842	174,042	204,554	-14.92%	357,084	409,108	-12.72%
10	Investment income	4,904	29,035	19,388	49.76%	58,070	38,775	49.76%
11	Fraud Recovery Income - Sec 8	96	6,349	20,000	-68.26%	12,698	40,000	-68.26%
12	Other Revenue- Developer Fee Income	0	0	459,743	-100.00%	919,485	919,485	0.00%
13	Other Revenue	66,648	332,898	336,034	-0.93%	665,796	672,068	-0.93%
14	<b>TOTAL OPERATING RECEIPTS</b>	<b>4,074,901</b>	<b>22,435,017</b>	<b>25,452,705</b>	<b>-11.86%</b>	<b>49,749,878</b>	<b>51,127,174</b>	<b>-2.69%</b>
<b>OPERATING EXPENDITURES</b>								
<b>Administrative Expenses</b>								
15	Administrative Salaries	397,761	2,338,416	2,727,580	-14.27%	5,126,832	5,455,159	-6.02%
16	Administrative Personnel - Benefits	145,205	809,093	1,058,783	-23.58%	1,918,186	2,117,565	-9.42%
17	Audit Fees	0	23,978	40,857	-41.31%	81,713	81,713	0.00%
18	Management Fees	212,555	1,232,645	1,284,898	-4.07%	2,565,290	2,569,796	-0.18%
19	Rent	10,686	64,116	64,100	0.02%	128,232	128,200	0.02%
20	Advertising	11,563	12,353	15,641	-21.02%	24,706	31,282	-21.02%
21	Information Technology Expenses	23,328	120,454	159,386	-24.43%	325,908	318,772	2.24%
22	Office Supplies	2,435	25,046	29,684	-15.62%	58,092	59,368	-2.15%
23	Publications & Memberships	311	30,469	21,640	40.80%	43,280	43,280	0.00%
24	Telephone	8,012	57,760	54,780	5.44%	115,520	109,559	5.44%
25	Postage	2,339	14,210	29,407	-51.68%	38,420	58,813	-34.67%
26	Leased Equipment & Repairs	7,193	52,134	58,394	-10.72%	104,268	116,788	-10.72%
27	Office Equipment Expensed	6,647	38,635	38,418	0.57%	77,270	76,835	0.57%
28	Legal	13,567	69,010	142,794	-51.67%	283,020	285,588	-0.90%
29	Local Milage	717	4,785	5,561	-13.95%	9,570	11,122	-13.95%
30	Staff Training/Out of Town travel	6,185	92,139	153,145	-39.84%	269,278	306,289	-12.08%
31	Administrative Contracts	93,096	319,093	446,864	-28.59%	888,186	893,727	-0.62%
32	Other administrative expenses	11,143	43,920	47,274	-7.09%	87,840	94,547	-7.09%
33	Due diligence - Perspective Development	(210,502)	15,495	177,250	-91.26%	280,990	354,500	-20.74%
34	Contingency	0		36,500	-100.00%	0	73,000	-100.00%
35	<b>Total Administrative Expenses</b>	<b>742,241</b>	<b>5,363,751</b>	<b>6,592,952</b>	<b>-18.64%</b>	<b>12,426,601</b>	<b>13,185,903</b>	<b>-5.76%</b>



		June, 2015				Thru 12/31/2015		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	<b>Tenant Service</b>							
36	Tenant Service - Salaries	73,991	447,392	467,216	-4.24%	894,783	934,432	-4.24%
37	Tenant Service Personnel - Benefits	27,565	152,109	195,283	-22.11%	349,218	390,566	-10.59%
38	Relocation Costs	4,478	41,930	30,315	38.31%	63,860	60,630	5.33%
39	Tenant Service - Other	11,853	25,815	68,287	-62.20%	126,630	136,574	-7.28%
40	<b>Total Tenant Services</b>	<b>117,887</b>	<b>667,246</b>	<b>761,101</b>	<b>-12.33%</b>	<b>1,434,491</b>	<b>1,522,202</b>	<b>-5.76%</b>
	<b>Project Utilities</b>							
41	Water	17,272	62,674	58,375	7.36%	125,348	116,750	7.36%
42	Electricity	14,945	110,018	99,900	10.13%	220,036	199,800	10.13%
43	Gas	3,096	27,289	27,775	-1.75%	54,578	55,550	-1.75%
44	Sewer	31,274	151,243	151,445	-0.13%	302,486	302,890	-0.13%
45	<b>Total Project Utilities</b>	<b>66,587</b>	<b>351,224</b>	<b>337,495</b>	<b>4.07%</b>	<b>702,448</b>	<b>674,990</b>	<b>4.07%</b>
	<b>Ordinary Maintenance &amp; Operations</b>							
46	Maintenance Salaries	43,299	292,743	351,615	-16.74%	585,486	703,230	-16.74%
47	Maintenance Personnel - Benefits	17,313	104,967	125,140	-16.12%	209,934	250,279	-16.12%
48	Maintenance Materials	14,421	117,492	116,375	0.96%	234,984	232,750	0.96%
49	Contract Maintenance	62,751	350,328	338,295	3.56%	700,656	676,589	3.56%
50	<b>Total Routine Maintenance</b>	<b>137,784</b>	<b>865,530</b>	<b>931,424</b>	<b>-7.07%</b>	<b>1,731,060</b>	<b>1,862,848</b>	<b>-7.07%</b>
	<b>General Expenses</b>							
51	Protective Services	7,389	45,952	49,175	-6.55%	91,904	98,350	-6.55%
52	Insurance	16,337	96,386	105,191	-8.37%	222,772	210,381	5.89%
53	Other General Expense	94,654	573,446	730,595	-21.51%	1,446,892	1,461,190	-0.98%
54	Payment in Lieu of Taxes	1,198	7,192	6,902	4.21%	14,384	13,803	4.21%
55	Collection Loss	14,670	22,080	122,753	-82.01%	240,000	245,506	-2.24%
56	Interest Expense	55,484	56,744	57,688	-1.64%	115,376	115,376	0.00%
57	<b>Total General Expenses</b>	<b>189,732</b>	<b>801,800</b>	<b>1,072,303</b>	<b>-25.23%</b>	<b>2,131,328</b>	<b>2,144,606</b>	<b>-0.62%</b>
58	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,254,230</b>	<b>\$ 8,049,550</b>	<b>\$ 9,695,275</b>		<b>\$ 18,425,928</b>	<b>\$ 19,390,549</b>	
	<b>Nonroutine Expenditures</b>							
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	44,957	178,519	167,500	6.58%	357,038	335,000	6.58%
60	Casualty Losses	34,660	67,358	9,000	648.42%	67,358	18,000	274.21%
61	Sec 8 HAP Payments	2,598,882	14,804,496	15,463,735	-4.26%	30,358,992	30,927,469	-1.84%
62	<b>Total Nonroutine Expenditures</b>	<b>2,678,499</b>	<b>15,050,373</b>	<b>15,640,235</b>	<b>-3.77%</b>	<b>30,783,388</b>	<b>31,280,469</b>	<b>-1.59%</b>
63	<b>TOTAL EXPENDITURES</b>	<b>3,932,729</b>	<b>23,099,923</b>	<b>25,335,509</b>	<b>-8.82%</b>	<b>49,209,316</b>	<b>50,671,018</b>	<b>-2.88%</b>
64	<b>OPERATING SURPLUS/(DEFICIT)</b>	<b><u>142,172</u></b>	<b><u>(664,906)</u></b>	<b><u>117,196</u></b>	<b><u>-667.35%</u></b>	<b><u>540,562</u></b>	<b><u>456,156</u></b>	<b><u>18.50%</u></b>
65	Debt Service Principal Payments	(11,596)	(12,500)	(97,620)	-87.20%	(195,240)	(195,240)	0.00%
66	<b>Surplus/Deficit Before Reserve Appropriations</b>	<b>130,576</b>	<b>(677,406)</b>	<b>19,576</b>	<b>-3560.39%</b>	<b>345,322</b>	<b>260,916</b>	
67	Reserve Appropriations - Operations	2,058	15,447	12,355	25.03%	26,894	24,710	8.84%
68	<b>Surplus/Deficit Before Captial Expenditures</b>	<b><u>132,634</u></b>	<b><u>(661,959)</u></b>	<b><u>31,931</u></b>		<b><u>372,216</u></b>	<b><u>285,626</u></b>	
69	Capitalized Items/Development Projects	(1,299,824)	(2,841,145)	(5,469,550)	-48.06%	(8,646,845)	(10,939,100)	-20.95%
70	Revenue - Capital Grants/Property Sales	1,036,709	2,265,266	3,137,750	-27.81%	3,848,790	6,275,500	-38.67%
71	Reserve Appropriations - Capital	263,115	575,879	2,943,000	-80.43%	5,048,055	5,886,000	-14.24%
72	<b>THA SURPLUS/(DEFICIT)</b>	<b><u>132,634</u></b>	<b><u>(661,959)</u></b>	<b><u>643,131</u></b>		<b><u>622,216</u></b>	<b><u>1,508,026</u></b>	



# TACOMA HOUSING AUTHORITY

**Date:** August 26, 2015

**To:** THA Board of Commissioners

**From:** Ken Shalik  
Director of Finance Department

**Re:** Finance Department Monthly Board Report

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## 1. FINANCIAL STATEMENT COMMENTS

The Finance Department is submitting the financial statement for the period through June 30, 2015. This is the mid-year report. Finance has updated the Budgeted column to reflect the approved revised budget numbers from the mid-year budget revision approved at the last Board meeting.

For 2015, with cash management more fully in place by Housing and Urban Development (HUD), Line 68 – Surplus/Deficit before Reserve Appropriations is a negative amount in the Year to Date Actual column shows in a deficit position. Finance is not able to effectively draw down HUD funds for Moving to Work (MTW) purposes until after a reconciliation of MTW cash is completed. This reconciliation is not completed until after the months are closed, thus during the year it will look like THA is operating on a deficit. This is reflected in the June report, as Line 68 shows a deficit of \$661,959 for Year to Date, while the Projected Actual through 12/31 column shows a surplus of \$372,216. Additionally, the Cash Position document that is provided monthly will show how much of THA's Housing Assistance Program (HAP) funding remains at HUD to be disbursed to the agency as needed. Currently, the amount of HAP funding at HUD is \$4,193,921.

Finance does not see any areas of concern at the moment, but will comment on a few areas that contain anomalies, or to keep watch on as the year progresses. Additionally, as THA continues to transition to RAD, Finance will keep monitoring the expenses required to assist THA in moving over to the new platform.

- *Line 3 – HUD Grant – Section 8 HAP reimbursement* – This is the category that is disbursed based on cash management. Initial fund disbursement is based solely upon HAP payments (line 61). Additional drawdowns are requested from HUD after MTW cash reconciliations are completed by THA. It is anticipated that the funding in this area will allow THA to end with a surplus in 2015. The budgeted amount indicates how much THA is authorized to use for the year. Any difference between the Projected Actual and Budgeted will remain at HUD for future use by THA.

- *Lines 46- 47 – Maintenance Salaries and Benefits* - Finance did not adjust the Salary and Benefit line item during the mid-year budget, but there were 5 staff members who participated in the buy-out program in July-August. Finance will move staff around between THA's Tax Credit and portfolio during the second half of the year to accommodate agency needs. Finance will keep watch on financial impact.
- *Line 61 – Section 8 HAP* - Finance budgeted at 100% utilization, and is hovering a little over 98%. Additionally, Finance has not received all invoices from partners on the special populations THA is serving.

## **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 are working on the financial portion of THA's audit and will have it completed in time for the Real Estate Assessment Center (REAC) submission deadline of September 30<sup>th</sup>. This will be followed by the accountability audit.

## **4. BUDGETS**

The mid-year budget revision was passed in the July Board meeting. The RAD conversion will have a major impact on THA's agency budget so Finance is looking at the best ways to proceed on THA's 2016 budget. This is based on whether THA will be able to close on the RAD deal by December 31.

## **5. YEAR END UPDATE**

There is no update at this time.

# CLIENT SERVICES



# TACOMA HOUSING AUTHORITY

**DATE:** August 26, 2015

**TO:** THA Board of Commissioners

**FROM:** Greg Claycamp  
Director of Client Services

**RE:** Monthly Board Report

## STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

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

## 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

July 2015	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Unduplicated Number Served (Month)	Unduplicated Number Served (YTD)
<b>General Programs</b>				
Case Staffing	13	2	35	73
Families in Transition (FIT)	2	4	122	136
Family Self Sufficiency (FSS)	2	4	120	130
General Services	12	0	20	64
Hardship	1	8	15	25

<b>July 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>
Housing Opportunity Program (HOP) Case Management	8	0	13	25
<b>Education Project</b>				
Children's Savings Account (CSA)	N/A	N/A	N/A	N/A
McCarver	0	0	34	39
Scholar Incentive Program (SIP)	N/A	N/A	N/A	N/A
College Housing Assistance Program (Quarterly Data)	3	0	16	16
<b>Senior &amp; Disabled</b>				
Senior & Disabled	42	40	24	134
<b>DEPARTMENT TOTAL</b>	<b>83</b>	<b>58</b>	<b>399</b>	<b>642</b>

## 2. CLIENT STORIES/PROGRAM UPDATES

### 2.1 Education Project

Tacoma Community College (TCC) Housing Assistance Program is a partnership established between Tacoma Community College and Tacoma Housing Authority to provide temporary housing for students (and their dependents) who are currently homeless or at a serious risk of homelessness. This program provides a proactive approach towards affordable housing needs in the area and at a time that can be crucial to a person's progress towards self-sufficiency.

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

The College Housing Assistance Program is designed to provide rental assistance for up to a maximum of three years as long as the student makes adequate academic progress. This assistance will greatly enhance the chances these striving students will have of graduating and prospering. The program will help up to twenty-five students who are currently attending TCC. After an appropriate amount of time, Tacoma Housing Authority (THA) will evaluate the program and review its progress towards its performance measures. This may lead to changes or expansion of the program depending on its success/failure. As of August 4, sixteen current students are housed with assistance from THA. An additional nine are shopping around for the right place to use their vouchers.

## **2.2 General Services**

In March, Community Services and Rental Assistance started a process to increase outreach to families that are reporting zero-income to sub-standard income. Sub-standard income is defined as a family that is reporting less income than what would be a Temporary Assistance for Needy Families (TANF) grant based on their family size in Visual Homes. Approximately 465 households meet this definition. THA's goal for this program is to help these households increase their earned income.

Three General Services' case workers were each paired with two to three Leasing and Occupancy Specialists (L&O) to meet with the families. When the program began in March, these households received a letter inviting them to set up an appointment. The response rate to this letter was very low, so L&Os are now sending a letter inviting the client to a pre-set appointment. Clients can reschedule this appointment if they need to.

At the meeting, case workers and L&Os explain the reason for the appointment, and review a budget worksheet with the family. Case workers also explain the support services available to them and encourage clients to enroll. The case worker, L&O and the client sign a form acknowledging that the client received information about Community Services and indicating whether or not they decided to enroll in the support services. Copies of this form are kept in the client's Rental Assistance file, and their Community Services file. If they accept services they simply make an appointment for intake and an assessment with a Community Services case worker. Then the case worker and the client develop a goal plan together, and meet regularly to review progress.

As of 07/09/2015:

- 91 (19.5%) of the approximately 465 eligible households have been invited to a pre-set meeting (Invitations are going out slowly in batches.);
- Six (5.5%) of the invited clients had already started working with a case worker since their last certification;
- Twenty (22%) of the invited clients have attended a meeting with a case worker and an L&O;
- Thirteen (65%) of the clients who attended a meeting signed enrollment forms to begin working with case workers.

These results are typical of outreach efforts to date. No-show rates are high with this population. Client Services (CS) is constantly working to identify and try out new ways to engage clients in services. However, CS is encouraged by the rate of enrollment for those households that do show up at their meeting.

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

FROM: Julie LaRocque  
Rental Assistance Division

Housing Choice Voucher utilization is reported at 100% for the month of July 2015.

The Rental Assistance opening was a success! THA received nearly 10,000 applications. After all of the applications were reviewed and duplicates were removed, a lottery was held to pull 1,200 applications for the HOP waiting list. The lottery process was witnessed by the Tacoma News Tribune, Northwest Justice Project and THA staff. Notifications have been sent to all applicants notifying them of the outcome of the lottery.

The Rental Assistance Division would like to thank all involved in the opening and to all staff that took time out of their schedule to help.



Below is a breakdown of the utilization of THA's 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)	167	146
NED (Non Elderly Disabled) Vouchers	100	97
FUP (Family Unification Program)	50	45
McCarver Program	50	33
CHAP (College Housing Assistance Program)	25	16
CHOP (Child Welfare Housing Opportunity Program)	20	19
<b>TOTAL</b>	<b>412</b>	<b>356</b>

<b>Project-Based Properties</b>	<b>Units Allocated</b>	<b>Units Leased</b>
Bay Terrace	20	20
Eliza McCabe Townhomes	10	10
Flett Meadows	14	12
Guadalupe Vista	40	38
Harborview Manor	125	121
Hillside Gardens	8	7
Hillside Terrace	9	9
Nativity House	50	49
New Look Apts.	42	41
Pacific Courtyards	23	18
Salishan 1-7	340	327
Tyler Square	15	13
<b>TOTAL</b>	<b>696</b>	<b>665</b>

# PROPERTY MANAGEMENT



# TACOMA HOUSING AUTHORITY

**Date:** August 26, 2015

**To:** THA Board of Commissioners

**From:** Pat Patterson  
Director of Property Management

**Re:** Property Management Monthly Board Report

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## 1. OCCUPANCY OVERVIEW

### 1.1 Occupancy

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

PROPERTY	UNITS AVAILABL E	UNITS VACAN T	UNITS OFFLIN E	UNITS OCCUPIE D	% Month OCCUPIE D	% YTD OCCUPIE D
All Hillside/ Bay Terrace	132	3	0	129	97.7%	97.7%
			0			
Family Properties	147	27	13	120	81.6%	80.3%
Salishan	631	15	0	616	97.6%	98.2%
Senior/ Disabled	353	13	0	340	96.3%	96.2%
All Total	1,263	58	13	1,205	95.4%	95.6%

## **1.2 Vacant Unit Turn**

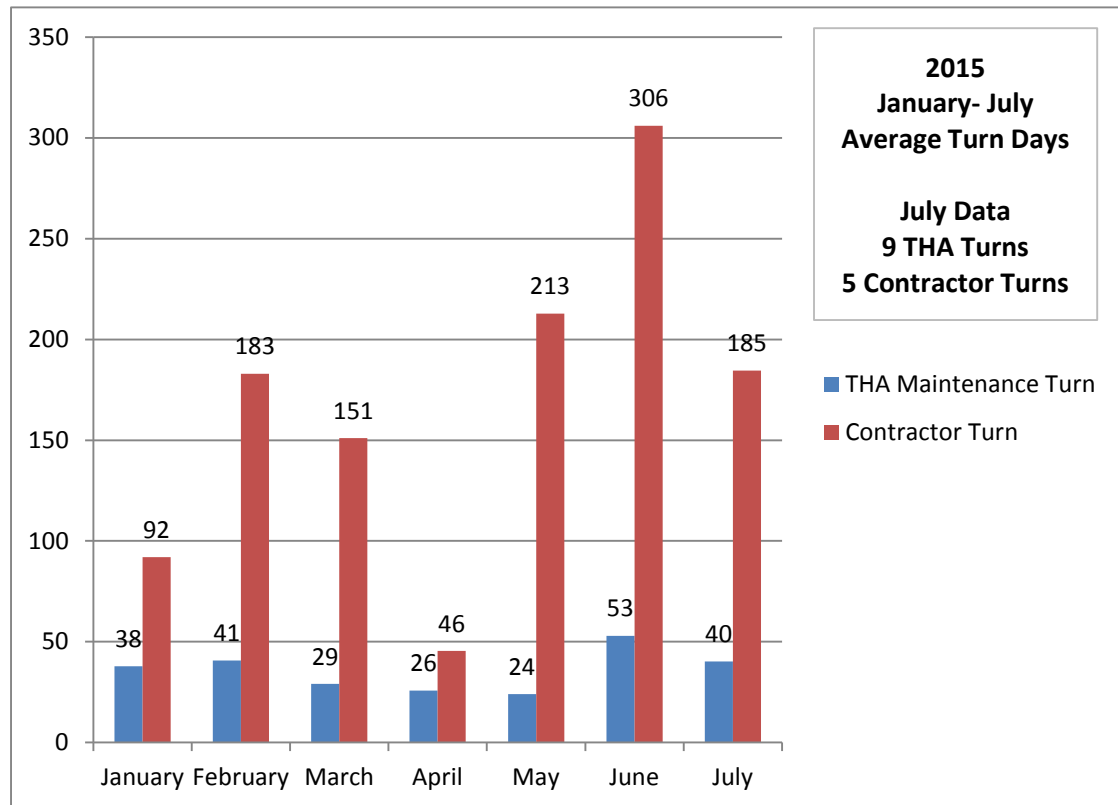
The table on page 6 shows all of the units turned in fiscal year 2015. Fourteen units were turned and rented in July. Five of the units were turned by contractors due to extensive work needed or part of a rehabilitation project. These extraordinary units will affect the overall turn rate so it was decided to report the units that Tacoma Housing Authority (THA) maintenance staff turned and those turned by contractors separately in the bar chart on page 3. The average unit turn time for the month of July was **40 days for 9 clean units turned by THA staff**.

Three (3) units turned in July 2015 tested positive for meth.

Since 2012 to July 1, 2015, 153 of the 542 units that have been tested for contamination have tested positive for methamphetamine for an overall hot rate of 28%. As of August 1, 2015, current Year-to-date (YTD) hot rate is 6%.

## **1.3 Vacant Clean Unit Turn Status**

The average turn days for nine 9 clean units turned by THA staff in July were 40 days. The main reason for the high unit turn days is, a result of the high volume of units needing to be turned at the same time. Twelve (12) of the nineteen 19 vacant units being worked on during this time were in Salishan. This count reflects the total number of units being worked on during the month of July, but some will not be completed until August. Property Management (PM) continues to struggle with the volume and the availability of appropriate staff to reach the targeted twenty 20-day expectation. PM normally assigns 2 staff per unit but has been forced to assign 1 maintenance staff per unit in an attempt to keep up with the volume of routine, emergent, and urgent work order requests. The volume of turns has impacted leasing efforts as well. Transfers and voucher releases have also been contributing factors. This month THA had 13 units exceeding 20 days that will be explained on page3. PM will also explain the 5 contracted unit turns in further detail. THA is averaging 15-20 vacant units per month. PM will continue to look for trends to reduce these numbers and find reasons for the move outs. Weekend and holiday days (e.g. two weekends (non-working days) in a 20-day period would account for 4 days in the average).



**Below is a list of units that exceeded THA's 20-day expectation both by THA staff and contractors. All of these units are a result of the issues mentioned on page 2.**

- **AMP 1 1202 South M St #103 (29 days)**  
Maintenance work was completed in 14 days. 29 days were attributed to leasing. There were multiple unit offer refusals due to lack of move-in funds and applicants tied up in current leases.
- **AMP 1 1202 South M St #409 (248 days)**  
Contracted turn due to meth contamination.
- **AMP 1 401 N G St #109 (109 days)**  
Contracted turn due to meth contamination.
- **AMP 1 401 North G St #202 (135 days)**  
Contracted turn due to meth contamination.
- **AMP 2 2302 6<sup>th</sup> Ave #205 (29 days)**  
Unit was in downtime for 6 days due to the holidays and maintenance staff availability. Maintenance took 22 days to make the unit rent ready.

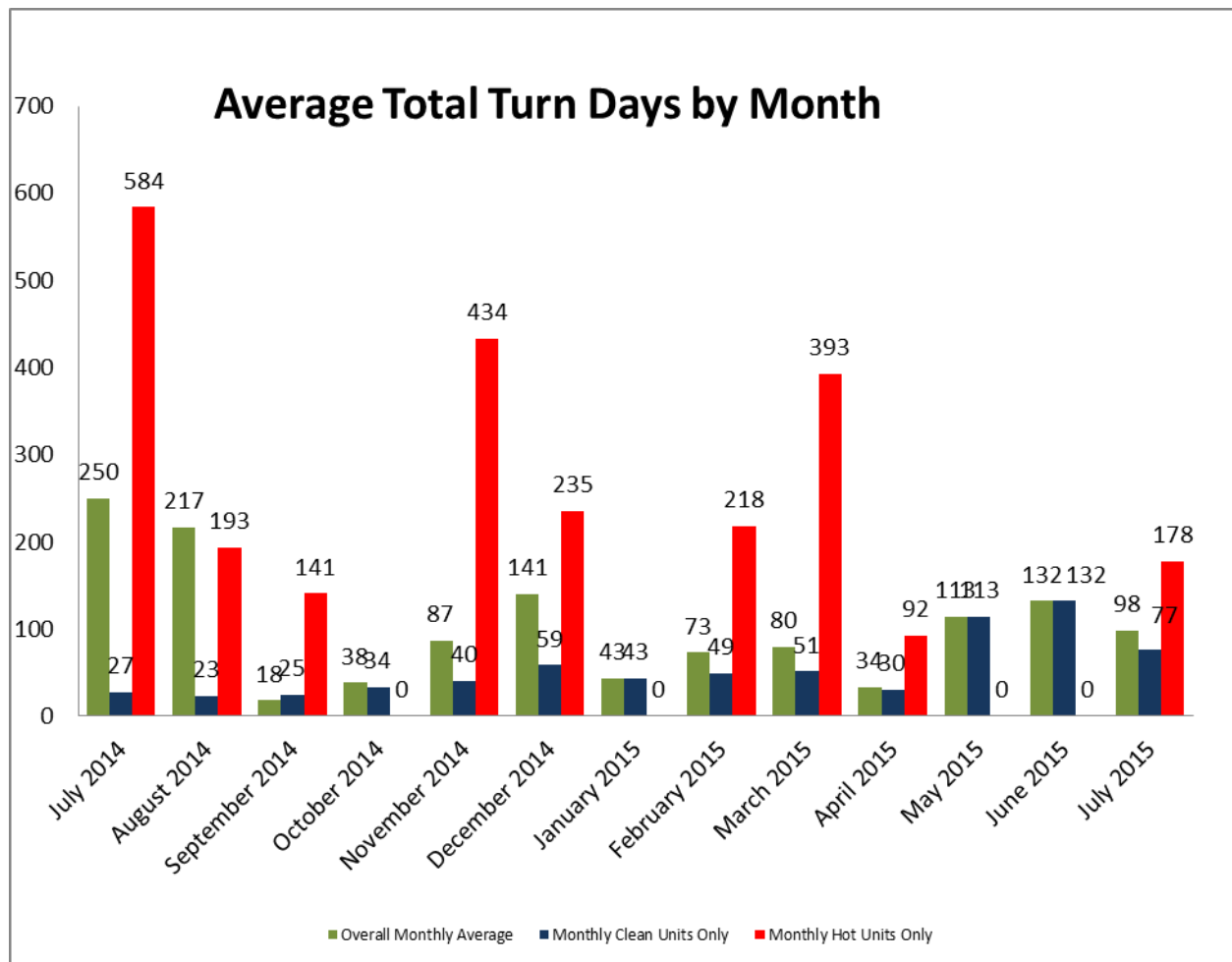
- **AMP 3 5311 South Orchard #51 (42 days)**  
Unit was in downtime for 10 days due to staff availability to turn the unit. Maintenance took 28 days to complete the turn due to the delay in flooring materials from flooring supplier. The 4 additional days were attributed to leasing efforts.
- **AMP 3 5315 South Orchard St #66 (305 days)**  
Contracted turn due to underground water intrusion.
- **AMP 10 4032 East Q Street (132 days)**  
Contracted turn due to meth contamination.
- **AMP 11 4301 Salishan Blvd (49 days)**  
Eviction unit: Extensive repairs were needed as well as pest control for flea infestation. Maintenance work was delayed for 15 days to complete the treatments before the turn work could be started. The unit was placed in the proper order to be turned once the extermination was completed.
- **AMP 12 4345 East Q St (57 days)**  
Tenant transferred into another THA unit. 8 days were lost due to the transfer process. Multiple units needing to be turned in Salishan contributed to the delay as well.
- **AMP 13 4414 East Q St (36 days)**  
Tenant transferred into another THA unit which caused a 7-day delay in starting the turn. Due to the multiple units to be turned, a contractor was brought in to complete the painting process. There was a delay of 7 days to assign the appropriate staff to complete the turn.
- **AMP 15 2047 East 44<sup>th</sup> St (71 days)**  
Multiple units were in need of being turned. There were no contractors available to assist on this turn so the Salishan maintenance staff had to work in this unit while taking on other required duties. Due to no family assigned to this unit, it was decided to concentrate on units where a family has been screened and ready to lease. Heavy rodent infestation treatments occurred during this time period.
- **AMP 16 4678 East Q St (75 days)**  
Multiple units were in need of being turned. There were no contractors available to assist on this turn so the Salishan maintenance staff had to work in this unit while taking on other required duties.

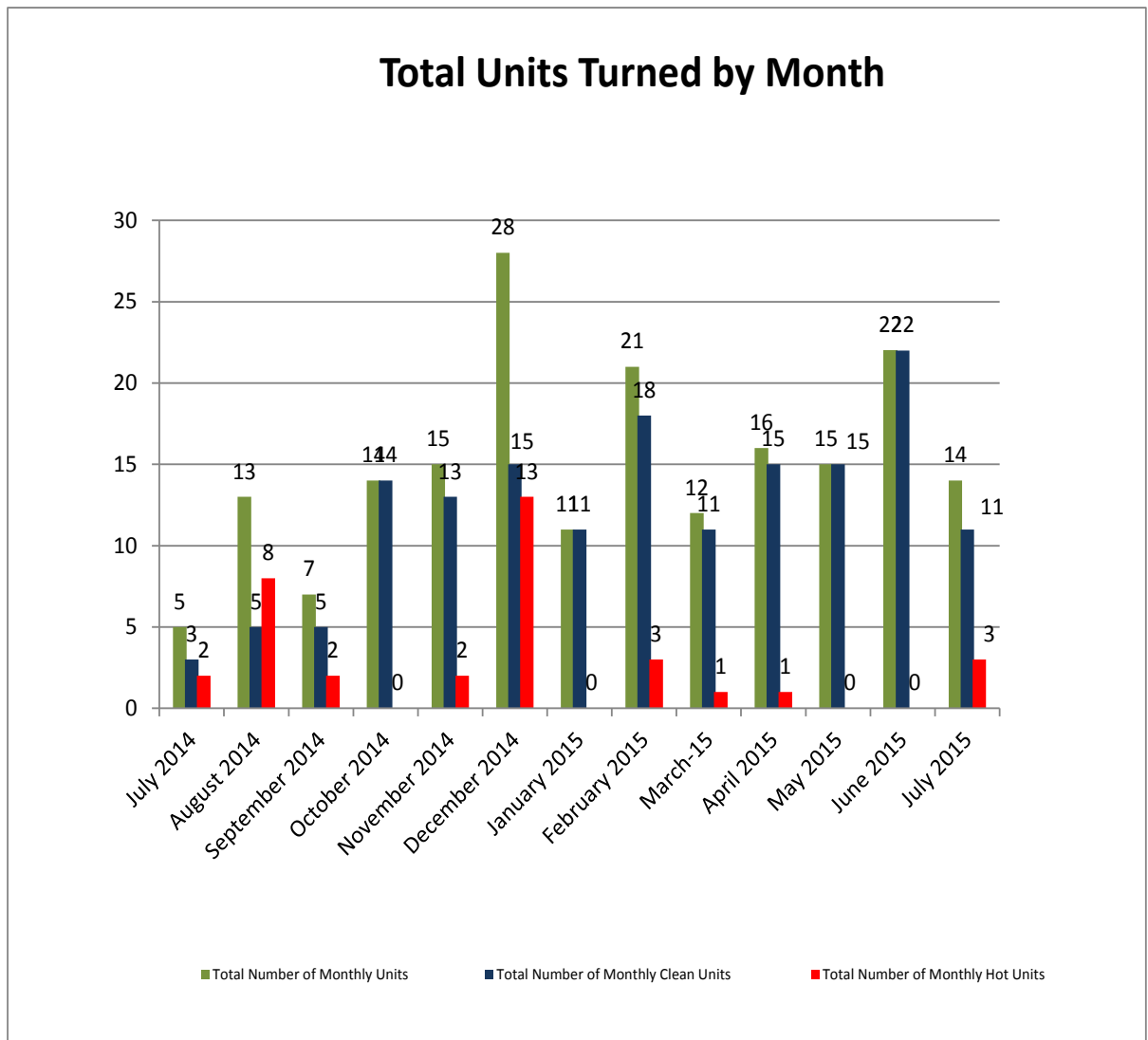
## 1.4 Contaminated unit turns

As of August 1, 2015, there were 53 vacant units in THA's portfolio. Of these units:

- 46 are not contaminated
- 7 are contaminated turns
- 18 are in modernization/reconstruction/contracted
- 10 units were completed and returned to sites

The charts on the next two pages (5 and 6) show the fiscal year trend in *Average Total Turn Days* and *Total Units Turned By Month*.







PM's 20-day target turn cycle allows for certain amount of days to be allocated to each stage in the process. The target goals for these allocations are as follows:

- Two (2) Downtime Days (10% of time)-Meth Testing
- Fifteen (15) Make Ready Days (75% of time)-Maintenance Turn
- Three (3) Vacant/Leasing Days (15% of time)-Site Property Management Team
- 20 Turn Days (100%) to Occupied Unit

In order to accomplish this goal, processes that PM is trying to improve are as follows:

- Define areas in need of improvement through tracking
- Establish written processes to increase work flow production in each area
- Develop unit turn team that will only be dedicated to the turn process and avoid pulling staff from the units to service work orders
- Identify qualified applicants and have them ready to lease once units are ready to occupy
- Contract out unit turns when appropriate in our tax credit portfolio

## **1.5 Work Orders**

In the month of July, 100% of emergency work orders were completed within 24 hours. In July, maintenance staff completed 236 non-emergency work orders with a total of 1,997 for the calendar year. The year-to-date average number of days to complete a non-emergency work order is 16.49.

PM also discovered duplicate work orders entered into the system that has created a spike in the aged work orders report. PM is working with the Administration Department in solving this problem.

PM continues to bring down the number of outstanding work orders and trying to improve customer service. Processes that PM is trying to improve are as follows:

- Make every attempt to address routine work orders within 5 days. When this is not possible, PM contacts the tenants and provide them with an alternate date that they may expect service.
- Improve communication with the tenants when service will be delayed and/or when procurement is needed to service the request.
- Close out the work orders within 48 hours of completion.

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

Completed Work Orders										
Portfolio	Emergency				Urgent		Non-Emergency			
	Month		YTD		Month		Month		YTD	
	# Completed	% Completed in 24 Hrs	# Completed	% Completed in 24 hrs (99% HUD Std)	# Completed	Avg Completion Days	# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
<b>All Hillside</b>										
BAY TERRACE	0	0.0%	0	0.0%	2	2.50	10	1.20	100	3.77
HILLSIDE TERRACE 1500 Block	0	0.0%	0	0.0%	0		2	0.00	30	4.13
HILLSIDE TERRACE PH I	0	0.0%	0	0.0%	0		13	4.92	26	4.35
HILLSIDE TERRACE PH II	0	0.0%	0	0.0%	0		8	2.25	38	4.53
	0	0.0%	0	100.0%	2	2.50	33	2.85	194	4.05
<b>Family Properties</b>										
BERGERSON TERRACE	1	100.0%	16	100.0%	1		22	4.55	115	13.91
DIXON VILLAGE	1	100.0%	5	100.0%	0		9	6.89	55	19.16
MARKET RATE SFR	0	0.0%	1	100.0%	1		9	4.33	33	14.67
SCATTERED SITES	2	100.0%	5	100.0%	1		17	6.47	76	16.78
	4	100.0%	27	100.0%	3	0.00	57	5.46	279	15.82
<b>Salishan</b>										
SALISHAN I	13	100.0%	26	100.0%	7	3.14	1	7.00	122	34.66
SALISHAN II	3	100.0%	15	100.0%	6	0.50	3	17.33	117	23.05
SALISHAN III	3	100.0%	7	100.0%	5	1.80	4	31.50	106	32.74
SALISHAN IV	2	100.0%	9	88.9%	4		8	17.38	131	24.55
SALISHAN SEVEN	3	100.0%	7	100.0%	0		5	35.60	87	12.54
SALISHAN V	1	100.0%	5	100.0%	2	1.50	2	9.00	106	32.67
SALISHAN VI	4	100.0%	12	100.0%	3	0.67	2	13.50	117	16.38
	29	100.0%	81	98.8%	27	1.44	25	21.88	786	25.55
<b>Senior / Disabled Properties</b>										
6TH AVE	5	100.0%	26	96.2%	9	1.22	20	22.10	140	12.86
E.B. WILSON	4	100.0%	27	100.0%	5	2.00	7	22.71	150	8.77
FAWCETT APARTMENTS	2	100.0%	10	100.0%	0		3	12.67	56	2.96
LUDWIG APARTMENTS	3	100.0%	17	100.0%	0		10	3.90	86	13.45
NORTH G ST	1	100.0%	5	100.0%	0		6	21.83	63	9.38
NORTH K ST	0	0.0%	14	100.0%	3	0.67	11	48.18	94	9.40
WRIGHT AVE	2	100.0%	24	100.0%	3		12	30.25	149	11.65
	17	100.0%	123	99.2%	20	1.15	69	24.67	738	10.37
<b>Agency Totals:</b>	<b>50</b>	<b>100.0%</b>	<b>231</b>	<b>99.1%</b>	<b>52</b>	<b>1.29</b>	<b>184</b>	<b>14.42</b>	<b>1,997</b>	<b>16.49</b>

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

		Emergency		Urgent		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Urgent WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
<b>All Hillside</b>								
BT	BAY TERRACE (S8)	0	0	0	0	10	2	8
HT1	HILLSIDE TERRACE PH 1	0	0	0	0	1	0	1
HT1500	HILLSIDE TERRACE 1500 Block	0	0	0	0	9	1	8
HT2	HILLSIDE TERRACE PH II	0	0	0	0	10	0	10
		0	0	0	0	30	3	27
<b>Family Properties</b>								
020	BERGERSON TERRACE	1	0	0	0	17	16	1
022	LOW RENT SCATTERED SITES (19)	1	0	0	0	5	3	2
023	DIXON VILLAGE	1	0	0	0	16	16	0
044	NORTH SHIRLEY	0	0	0	0	1	0	1
		3	0	0	0	39	35	4
<b>Salishan</b>								
SAL1	SALISHAN ONE LLC (S8)	13	3	0	0	109	56	53
SAL2	SALISHAN TWO LLC (PH)	3	0	0	0	100	18	82
SAL3	SALISHAN THREE LLC (S8)	3	0	0	0	101	21	80
SAL4	SALISHAN FOUR LLC (S8)	2	2	1	0	93	53	40
SAL5	SALISHAN V LLC (S8)	1	0	0	0	68	34	34
SAL6	SALISHAN SIX LLC (PH)	4	0	0	0	57	18	39
SAL7	SALISHAN SEVEN	3	0	0	0	66	24	42
		29	5	1	0	584	224	370
<b>Senior / Disabled Properties</b>								
006	NORTH K ST	0	0	0	0	38	1	37
008	E.B. WILSON	4	0	0	0	54	2	52
009	FAWCETT APARTMENTS	2	0	0	0	5	1	4
010	WRIGHT AVE	2	0	0	0	1	1	0
012	LUDWIG APARTMENTS	3	0	0	0	1	1	0
013	NORTH G ST	1	0	0	0	5	2	3
014	6TH AVE	5	0	0	0	16	4	12
		17	0	0	0	120	12	108
<b>Agency Totals:</b>		<b>49</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>783</b>	<b>274</b>	<b>509</b>

REAL ESTATE

DEVELOPMENT



# TACOMA HOUSING AUTHORITY

**DATE:** August 26, 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.

Staff met with representatives of United Grocers to discuss the possibility of a grocery store that would be located in the core. They were interested and suggested a market study be completed. Staff plan to issue a Request for Proposal for a market study that would identify potential grocery and related retail uses for the core.

#### 1.1.2 Area 3 Lot Sales

DR Horton has four models open. DR Horton is pleased with the level of interest. To date, 26 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 second quarter 2015, DR Horton closed on 23 homes, 6 of which were sold to low-income buyers.

1.1.3 Area 2B

DR Horton has commenced with construction activities for area 2B; however, a report from them was not delivered in time for the BOC update.

1.1.4 Area 2B Property Sale to Metro Parks

THA has executed an agreement 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. The next step is to prepare a disposition application for HUD approval.

1.1.5 Arlington Road

THA received an unsolicited Letter of Interest for the parcel known as Arlington Road. This is approximately a 5-acre 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. Summit Housing is moving slowly on closing this agreement as they want to be reasonably sure of receiving tax credits for this and other projects they are pursuing in Pierce County. Staff are contemplating terminating this relationship and evaluating another use for this property. This recommendation will be vetted through the Asset Management Committee and brought to the board at a later date.

## 2. NEW DEVELOPMENT

### 2.1 Bay Terrace – Phase II

Phase II Proposal: Staff is working with GGLO, Absher Construction and an internal staff team on the 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.

Construction cost estimates were higher than planned; however, through a combination of redesign and clarification of the estimated pricing, the budget is back on target. A waiver of the 2015 Total Development Cost (TDC) will be requested from the Washington State Housing Finance Committee (WSHFC). The project is approximately 7% above the TDC.

2.1.1 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. These will be lent to the project with a 2% interest rate and a 50-year term.

The Royal Bank of Canada (RBC) was selected as the investor for Bay Terrace Phase II. As proposed, their equity investment will generate \$16,848,708 in tax credit equity or \$1.12 per tax credit, with 1.48% paid at the execution of the Partnership Agreement and \$98.52% paid at the Certificate of Occupancy.

On July 21, 2015, staff issued a Request for Proposals for the construction and permanent loan for BT II and received proposals from the following lenders.

Institution	Construction Loan	Permanent Loan
Bank of America	X	-
Citi Community Capital	X	X
Chase Bank	X	X
Banner Bank	X	X
US Bank/WCRA	X	X
US Bank/Berkandia	X	X

Staff will present a recommendation for the construction and permanent loan for consideration by the Board at its August 26, 2015, meeting.

2.1.2 Design

GGLO Architects completed schematic design on May 15, 2015, and is starting the Design Development drawings and specifications phase. Absher Construction has prepared a schematic design cost estimate. In July the Development Team considered design changes to bring the cost of construction down. The team eliminated the parking structure and relocated units to the mid-rise building eliminating two townhome buildings. This decision reduced the construction cost by over \$1 million.

On August 17, 2015, Absher Construction Company will issue a Request for Proposal for Design/Build services to include mechanical, electrical and plumbing. GGLO will provide performance specifications for this bid process. Competitive bids are due September 3, 2015.

2.1.3 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, the City of Tacoma Arts issued a call to Artists RFP. Kenji Stoll and Chris Jordan, the artists select to work with youth at Bay Terrace and create public art into the final design have been busy. They have begun outreach activities with residents at Bay Terrace and surrounding THA properties. The first focus session will be Tuesday August 18<sup>th</sup>. Workshops will continue thereafter based on the artistic interests of residents.

**3. BERGERSON TERRACE**

Substantial completion for all of the units in Phase I is completed on time and within budget. The final punch was completed July 28<sup>th</sup>, on schedule. The contract schedule was extended due to additional abatement and increased Scope of Work.

15 units have been completed in the first phase. The second, phase will fix up the remaining 21 units as part of the RAD conversion for the Property.

**4. OTHER PROJECTS**

**4.1 AG Program**

The initial buyer for 6615 S. Puget Sound was unable to close on the sale due to financing concerns and the property was relisted for sale. A new offer has been accepted for the full listing price of \$179,950. The buyer is proceeding with home inspection activities. The purchase is expected to close in early September.

**4.2 Prairie Oaks: LASA Supportive Housing Project**

THA issued a Notice to Proceed effective June 9, 2014, to Pavilion Construction and received Certificate of Occupancy on June 8, 2015. Additional data and communication lines were requested by Living Access Support Alliance (LASA) and this work is in progress. Work was completed on time and under budget.

**4.2.1 Property Management & Lease-up**

THA is contracting with REIS property management company to provide property management services for Prairie Oaks. As of July 31, 2015, Prairie Oaks has 5 of 15 units leased. LASA has additional applications in process and continues to work with Access Point 4 Housing on referrals and 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 is continuing their work in Phase 2. They have completed demolition and HVAC and electrical rough in are under way. The current schedule has staff moving into Phase 2 mid-September. HVAC work has also commenced on the first floor.

**4.5 Market Rate Scattered Sites**

Construction at 1225 Trafton has been completed. An offer was made, countered and accepted for \$217,000. THA invested \$3,600 in renovations. The net gain, after paying fees and closing costs is \$192,000. Renovations have continued on four other homes. Two houses located on South Alaska will be complete by the end of August. The preconstruction meeting took place for the two Sherman properties and demolition has begun. 1219 Trafton and 1215 Trafton will be going out to bid in August. Notices to vacate September 1<sup>st</sup> have been issued for the remaining 2 market rate scattered sites.

**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.

The combination of the business plan and design was submitted as a student project to the Bank of America Affordable Housing Competition for a May competition and was the winner based on design community outreach and financial feasibility. Following the competition, several students expressed how educational working on this project with THA had been and were more interested in working on affordable housing projects because of their experience.

The Salvation Army hosted a celebration for the students at Bay Terrace and viewed the work students completed to progress the project.

#### **4.7 RED Put-Backs**

4032 East Q – Project completed June 22, 2015; on-time and within budget. Unit was put-back to Americans with Disabilities Act (ADA) and RAD standards.

#27 Bergerson – Contract award in process (awaiting bond) for unit damaged by fire. Unit will be put-back using RAD standards and will allow THA to assess new heating and plumbing components for the RAD conversion.

#117 & #227 Fawcett – Contract awarded July 16, 2015, for meth and water damaged units. These units will be put-back to RAD standards as well.

### **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 mutually beneficial partnership.

#### **5.2 Hilltop Lofts**

THA and the City extended by one year the timeline for THA to develop the Hilltop Loft project. A convergence of opportunities and constraints for this project require the extension.. These include:

- **Increased Construction Cost**

In August, 2014 the initial feasibility for this project was completed with a construction cost estimate at \$8.3M. THA determined that the project was viable and proceeded to design development. This phase was completed in December, 2014. The updated estimate resulted in a projected cost of \$11.6M. One of the contributors to this increase was the Commercial Prevailing Wage that applies when a development is five or more stories.

- **Acquisition**

THA has made an offer on a property nearby (Key Bank) and is negotiating with the owners. The property is on the same block as the Hilltop Lofts. The proximity to the property means there is a potential expand the residential development to the property and provide additional parking.

- **Financing**

Staff is evaluating different financing options for the development. Top options include combining the lofts with the development of the acquisition site, different unit mixes for the current location, and the potential of partnering with an employer interested in master leasing some units. The assessments include using Low Income Housing Tax Credit (LIHTC) or conventional financing to complete the project.

### **5.3 Acquisition**

- THA executed a Purchase and Sale agreement for the Outrigger Apartments at 6102 6<sup>th</sup> Avenue, Tacoma on June 8, 2015. Staff is continuing to review due diligence and entered into an Amendment to the Purchase and Sale Agreement to extend the Buyer's Feasibility Contingency Period to August 27, 2015; with closing to occur on or before September 11, 2015. The final agreement will be presented to the Board in August, along with any financing requirements for final approval.
- Staff submitted a proposal to purchase Key Bank in Hilltop. Discussions with Key Bank about this property continue in a positive vein.
- THA entered into a Managing Member Interest Purchase and Sale Agreement on May 8, 2015, to acquire the managing member interest in MLK New Look LLC. Staff has completed its due diligence and the evaluation of the physical condition of the property. The operating agreement with NEF has been revised and negotiations started with TCRA and WCRA on future revisions to the long-term debt on this property.

## 6. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the schedules as of August 4, 2015, for THA's obligation and expenditure of the public housing capital funds it receives from HUD.

Grant	Total Grant	Obligation Start Date	Obligated	% Obligated	Obligation Deadline	Expended	% Expended	Expended Deadline
2010 CFP	\$2,345,627	7/15/10	\$2,345,627	100%	7/14/12	\$2,345,627	100%	7/14/14
2011 CFP	\$1,721,353	8/3/11	\$1,721,353	100%	8/2/13	\$1,721,353	100%	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
CFCF	\$1,881,652	8/3/11	\$1,881,652	100%	8/2/13	\$1,849,510	98%	8/2/15
2012 CFP	\$1,593,197	3/12/12	\$1,593,197	100%	3/11/14	\$1,872	1%	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	\$1,319,864	100%	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	\$1,015,495	100%	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	\$403,428	46%	5/12/18
2015 CFP	\$1,846,052	4/13/15	\$0	0%	4/12/17	\$0	0%	4/12/19
2015 CFP (2 <sup>nd</sup> R)	\$813,451	4-13-15	\$0	0%	4-12-17	\$0	0%	4-12-19
<b>TOTAL</b>	<b>\$17,490,552</b>		<b>\$12,544,890</b>			<b>\$9,551,519</b>		

**NEW BUSINESS**

## RESOLUTION #1



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (1)

**Date:** August 26, 2015

**To:** THA Board of Commissioners

**From:** Michael Mirra, Executive Director

**Re:** McCarver Elementary School Housing Assistance Program: Changes in Rent Structure

### Background

This resolution would approve a change to the rent structure of the McCarver Elementary School Housing Assistance Program. This approval would revise THA's Administrative Plan, which governs THA's administration of the Housing Choice Voucher program. The plan sets policies for the programs in a manner consistent with the Housing and Urban Development (HUD) requirements and local goals and objectives contained in THA's Moving to Work (MTW) plan. This administrative plan is a supporting document to the Public Housing Authority (PHA) agency plan, and is available for public review as required by CFR 24 Part 903.

### Changes to the Rent Structure

The McCarver Housing Program currently requires participants to increase the percentage of rent they pay by 20% annually, beginning at 0% and ending at 100% by the conclusion of Year Five of their participation, when households were expected to exit without requiring subsidy. THA is now in Year Four, with households expected to pay 60% of their monthly rent burden. Utility costs are not considered within this calculation.

The original design assumed that households would meet an increasing responsibility by increasing earned income. This was a general expectation, not tied directly to Area Median Income (AMI) or to acceptable rent burden as a percentage of monthly income.

In practice, most participant households have not been able to increase monthly income at an adequate pace. Table 1 describes current capacity to pay 60% of rent as a percentage of monthly income.



**Table 1: Rent Burden for McCarver Households, February 2015**

<b>Number of Households (N=37)</b>	<b>Able to Pay 100% of Rent at &lt;= 28.5% of Income</b>	<b>Able to Pay 60% of Rent at &lt;= 28.5% of Income</b>	<b>Able to Pay 60% of Rent at &lt;= 50% of Income</b>	<b>Able to Pay \$75 at 28.5% of Income</b>	<b>Able to Pay \$75 at 50% of Income</b>	<b>Households qualifying for hardship under traditional HCV</b>
	5	8	12	20	28	9

Only 24% of participant households can afford the current 60% rent expectation at or below 28.5% of monthly income. The percentage increases modestly to 32% of households that can afford rent by paying 30-50% of monthly income. These percentages do not include utility burden.

Clearly, the initial assumption that most participants would substantially increase earned income was incorrect. Many of the families who cannot meet this rent burden face challenges such as disability, domestic violence and addiction behaviors.

Thus far, to relieve families of unreasonable rent burdens THA has relied upon the Program's hardship exemption. The hardship exemption is not a good solution. The exemption places households on \$0 rent for an indefinite period of time. There are no additional service requirements to qualify for the hardship. The rent amount remains at \$0, regardless of household income, as long as the family faces a high rent burden. This policy precludes participants from making a reasonable minimum contribution, and provides them with no incentive to increase earned income. At the same time, it places an inequitable rent burden on those other households who do not qualify for a hardship exemption and who must pay as much as 50% of income toward rent.

**Below are the proposed changes to the rent structure and hardship policies:**

**1. Rent Structure Proposal**

THA proposes that the Program adopt the rent calculation, utility allowance and hardship exception currently used for the MTW Housing Choice Voucher (HCV) subsidy. This means that:

- Households with any earned or unearned income will pay the greater of 28.5% of monthly income or a \$75 minimum rent (29 of 37 households, or 76 %).
- A utility allowance will keep the overall burden close to the 30% threshold identified as optimal for families to invest discretionary income in children.



- Households with no income, or for whom the \$75 minimum rent exceeds 50% of monthly income will qualify for a hardship exception and pay \$0 rent for up to six months. During the hardship period, households will have additional case management requirements (9 of 37 households or 24%).

## 2. Hardship Policy Proposal

Households will qualify for hardships using the same guidelines that THA uses in the MTW HCV program: Rent must exceed 50% of monthly income, households must have applied for other income sources, and households must be willing to engage in additional case management services designed to increase their household income. Households will only qualify for six months of hardship exception each biennium (between their biennial review cycles).

McCarver participants are already required to actively engage in Individual Service Plans (ISPs), and THA can remove them from the program for non-participation. The McCarver Housing Program Manual specifies the types of activities that the program may require of families.

During the household's hardship period, McCarver caseworkers will work with families to determine if income can be increased to support a \$75 minimum rent. For those households who cannot increase income, caseworkers will encourage application for State and Federal disability status as appropriate. Caseworkers will also refer households to Guadalupe Vista or other permanent supportive housing programs, as capacity at these programs allows. Households who do not appear to have a qualifying disability, decline to pursue benefits, and/or decline referral to Supportive Housing may be exited from the hardship program for non-participation. Exit from the hardship exemption may lead to loss of housing assistance if the household is not able to sustain its rent and/or utility responsibilities. However, the Special Housing Program will have attempted intensive, sustained intervention to avoid this outcome, and the household may use THA's grievance process to contest a decision to end voucher assistance.

## Changes in the Administrative Plan

THA will revise its Administrative Plan to detail the changes to the program rent structure and hardship policy. Table 2 is a list of major policy changes organized by the associated policy chapter, the current practice with the proposed policy.

**Table 2: Administrative Plan Changes**

Chapter/Topic	Current Policy	Proposed Policy
6-III.A. Overview of Rent and Subsidy Calculations	Household rent portions increase 20% annually.	Households will pay the greater of 28.5% monthly income or \$75 minimum rent.
6-III.B. Financial Hardships Affecting Minimum Rents	Rents must exceed 50% of monthly income. Households are placed on \$0 rent.	Rent must exceed 50% of monthly income, households must have applied for other income sources, and households must be willing to engage in additional case management services.

## Public Comments

Notice of public comment and draft revisions to THA's Administrative Plan were posted on THA's website on July 24<sup>th</sup>. Program participants and any interested parties were invited to learn more about the changes and to submit feedback on the changes during a public hearing on August 6<sup>th</sup>. Greg Claycamp and Rich Price held a public hearing and did not receive any comments or questions.

Additionally, case workers notified all households currently participating in the McCarver Program of the proposed rent structure and hardship policy changes. Participants were informed either in-person or by phone and by mail correspondence.

## Implementation

Program staff laid out the next steps for implementation of the changes to the McCarver rent structure and hardship policy. The schedule is detailed below.

**Table 3: Implementation Schedule**

Date	Task
August 28 <sup>th</sup>	60 day notice: case workers will notify in writing all McCarver participants of their new rent obligations.
September 1 <sup>st</sup>	New households will enter the program under the new rent structure.
November 1 <sup>st</sup>	The traditional HCV rent structure will be effective for all McCarver households.

## Future of the Program

THA should view this change in rent structure as an interim step while staff analyzes the strengths and weaknesses of the McCarver model as a whole and adjusts it to prepare for its expansion in the fall of 2016 to additional elementary schools in Tacoma with ruinous transient rates due to family homelessness. Staff will ask the Board to review and approve design changes in the summer of 2016.

## Recommendation

Approve Resolution 2015-08-26(1) allowing program staff to implement the rent structure and hardship policy changes.





# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (1)

### **McCarver Elementary School Housing Assistance Program: Changes in Rent Structure**

**WHEREAS**, the experience of the McCarver Elementary School Housing Assistance Program has shown that the initial rent structure imposes an unreasonable rent burden on too many families in the program who have not been able to increase their household income. As a result THA has granted those families a “hardship exemption” under present policy allowing them to pay zero rent. The program needs to adjust the rent structure to account for these low family incomes while requiring them to pay what their incomes can support;

**WHEREAS**, these changes to the rent structure require changes to THA’s Administrative Plan. The Administrative plan governs THA’s HUD funded rental assistance programs and helps ensure those programs are managed to be consistent with HUD requirements and local goals and objectives contained in the THA’s Moving to Work Plan; and

**WHEREAS**, THA’s Board of Commissioners must approve changes to the Administration Plan; now, therefore, be it

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

Authorize THA to adopt updates to the Administrative Plan as described in the above covering memo.

**Approved:** August 26, 2015

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

## RESOLUTION #2



# TACOMA HOUSING AUTHORITY

**Date:** August 26, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra, Executive Director  
**Re:** Rental Assistance Demonstration Moving to Work Plan Amendment

## RESOLUTION 2015-08-26 (2)

### Background

This resolution would amend THA's Moving to Work (MTW) Plan to allow THA to submit it to HUD as part of the submissions HUD requires for THA's conversion of its public housing portfolio under HUD's Rental Assistance Demonstration Program (RAD).

HUD designed RAD to help address the underfunding of public housing capital needs. It does this by allowing housing authorities to trade in their public housing dollars for project based section 8 dollars. It also allows housing authorities to fix up the properties using private debt and tax credit equity. THA has applied to HUD to do this. It is presently preparing submissions to HUD of the various documents and approval HUD will require. One of those submissions must be a revised THA MTW plan.

Every year, THA submits a Moving to Work (MTW) plan to HUD detailing the agency's use of MTW flexibility and any other operational changes during the fiscal year. THA needs to amend its 2015 MTW Plan to include the required RAD information. THA has expedited the submission of this amendment to comply with an approaching deadline imposed by the RAD office, which requires the agency to submit all documents associated with the RAD property financing plans by September 18<sup>th</sup>. This MTW Plan amendment is one piece of that submission.

### MTW Plan Amendment

This amendment to THA's 2015 MTW Plan states that upon conversion to Project Based Vouchers the agency will adopt the resident rights, participation, waiting list and grievance procedures listed in Section 1.6 of PIH Notice 2012-32, REV-2; and Joint Housing PIH Notice H-2014-09/PIH-2014-17. Furthermore, the amendment addresses THA's planned use of Capital Funds, Replacement Housing Factor Funds, and Operating Reserves to support the RAD Conversion. The amendment also details the MTW flexibilities the agency will use in the RAD Project Based Voucher (PBV) units.

In general, this amendment certifies that RAD households will have some different rights than THA's current project-based voucher households. These rights include:

- The right to receive a tenant based voucher after one year of occupancy in a RAD unit (often referred to as "an exit voucher");

- The right to an expanded grievance procedures that are more similar to Public Housing rights than Project-Based Voucher rights;
- The right to remain in the RAD unit regardless of changes in financing;
- The ability to return to the RAD unit if relocation is necessary for rehabilitation; and
- The right to full relocation benefits for temporary and short term relocation.

The amendment does not preclude THA from using its MTW authority to modify rent calculation, calculation of Family Self-Sufficiency (FSS) escrow accounts, or to waive the HUD Earned Income Disallowance (EID) calculation. For example, the amendment does not restrict THA's ability to provide a HOP voucher as the exit voucher.

The draft amendment and associated attachment can be found on THA's website at: <http://www.tacomahousing.net/content/moving-work-0> and selecting the links titled "2015 Moving to Work Plan – RAD Attachment" and "2015 Moving to Work Plan – Attachment 1."

## Public Comments

Notice of public comment and draft revisions to THA's Moving to Work plan were posted on THA's website on July 24<sup>th</sup> for the HUD required 30-day public comment period. Program participants and any interested parties were invited to learn more about the RAD amendment and to submit feedback on the changes during a public hearing on August 10<sup>th</sup>. Zak de Gorgue and Sheryl Stansell facilitated the public hearing and received the following comments/questions.

**Table 1:** Public Comments Received August 10, 2015

Source of Comment	Question/Comment	THA Response
Public Housing Resident	Will we have more inspections moving forward with RAD?	There will be special inspections while we prepare to convert to RAD but there will be the same amount after we convert.
Public Housing Resident	Will THA still be the manager?	Yes, THA will still be the manager, just like at Salishan and Bay Terrace.
Public Housing Resident	Will THA have more of a presence on site?	There have been some staff departures in the Senior/Disabled portfolio, so we hope to have more of a presence there in the future.
Public Housing Resident	Will this impact the resident meetings such as S.A.F.E?	No. RAD will not impact resident's right to organize and participate in groups.
Public Housing Resident	Will RAD separate seniors and disabled populations?	No. THA is looking into exploring this in the future, though.

## Recommendation

Approve Resolution 2015-08-26 (2) authorizing THA's Executive Director to submit an Amendment to the Housing Authority of the City of Tacoma's Fiscal Year 2015 Moving to Work Plan.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (2)

### **Rental Assistance Demonstration Moving to Work Plan Amendment**

**WHEREAS**, HUD requires THA to amend its Moving to Work (MTW) Plan to include provisions that HUD requires as part of THA's conversion of its public housing portfolio to project based section 8 units under HUD's Rental Assistance Demonstration (RAD) program;

**WHEREAS**, THA's Board of Commissioners must approve changes to the MTW Plan;

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

Authorizes THA to submit and seek HUD approval of an amendment to its 2015 Moving to Work plan as described in the accompanying memo.

**Approved:** August 26, 2015

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

## RESOLUTION #3





# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (3)

**Date:** August 26, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra, Executive Director  
**Re:** Project Based Voucher Contract Approval

### Background

This resolution will allow the executive director to negotiate and sign an Agreement to Execute a Housing Assistance Payment (AHAP) contract and a Housing Assistance Payment (HAP) contract to project base 52 vouchers into Bay Terrace Phase 2.

Tacoma Housing Authority (THA) plans to complete the redevelopment of the former Hillside Terrace 2500 block site. In late 2014, THA completed the first phase as Bay Terrace Phase 1. THA is planning Bay Terrace Phase 2. THA has secured 9% tax credits and well-qualified investors to purchase those credits. Bay Terrace Phase 2 will include 74 units. THA needs to project based vouchers into 52 of the units. These vouchers will make those units affordable to very low-income households and provide the property with a reliable rental income. This anticipated rental income has allowed THA to finance the construction. The 52 units with project based subsidy will be set aside for households with the following incomes:

Bedroom Size	No. of Units	AMI Served
1 bedroom	13	30%
1 bedroom	10	40%
2 bedroom	10	30%
2 bedroom	9	40%
3 bedroom	7	30%
3 bedroom	3	40%
<b>Total</b>	<b>52</b>	

THA will execute the AHAP immediately to complete the financial closing. It will execute the HAP when the units are finished. We anticipate finishing this in early 2017. THA does not need to go through a competitive process to award these vouchers to Bay Terrace Phase 2. This is because our approved Moving-to-Work activity allows THA to place vouchers without an RFP into properties where it has an ownership interest without an RFP.

**Recommendation**

Approve Resolution 2015-8-26 (3) authorizing THA's Executive Director to execute an Agreement to Execute a Housing Assistance Payment (AHAP) and Housing Assistance Payment (HAP) contract with 2500 Court G LLLP.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (3)

### **BAY TERRACE PHASE 2: Project Based Voucher Contract Approval**

**WHEREAS**, the financing for Bay Terrace Phase 2 requires THA to project based vouchers into 52 of its units;

**WHEREAS**, through THA's Moving-to-Work (MTW) flexibilities, it does not need to issue a Request for Proposals and to have the property compete for the vouchers;

**WHEREAS**, THA must negotiate the terms of the contract to project base the vouchers with the tax credit investor; now, therefore, be it

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

the Executive Director is authorized to negotiate the terms of an Agreement to Execute a Housing Assistance Payment (AHAP) and a Housing Assistance Payment (HAP) contract with 2500 Court G LLLP and to execute those contracts.

**Approved: August 26, 2015**

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

## RESOLUTION #4



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (4)

**Date:** August 26, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra, Executive Director  
**Re:** Project Based Voucher Contract Approval-Renewal SALISHAN ONE

### Background

Tacoma Housing Authority provides project based vouchers (PBV) to New Salishan. Each phase of the development has a signed Housing Assistance Payment (HAP) contract. The HAP contract provides rental assistance to 35 units listed in the HAP contract. The, Salishan One contract expires on August 28, 2015.

### Recommendation

Approve Resolution 2015-8-26 (4) authorizing the Executive Director to execute a new Agreement to Execute a Housing Assistance Payment (AHAP) and a Housing Assistance Payment (HAP contracts with Salishan One, LLC.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (4)

### **Project Based Voucher Contract Approval-Renewal SALISHAN ONE**

**WHEREAS**, THA project bases vouchers into Salishan 1 pursuant to a Housing Assistance Payment (HAP) contract. That contract expires August 28, 2015;

**WHEREAS**, THA needs to renew that contract on terms that the executive director will negotiate with the tax credit partnership; now, therefore, be it

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

the Executive Director is authorized to negotiate and execute an Agreement to Execute a Housing Assistance Payment (AHAP) and a Housing Assistance Payment (HAP) contract with Salishan One LLC to project base vouchers into the property.

**Approved: August 26, 2015**

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

## RESOLUTION #5



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (5)

**Date:** August 26, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra, Executive Director  
**Re:** Project Based Voucher Contract Approval-Renewal SALISHAN TWO

### Background

Tacoma Housing Authority provides project based vouchers (PBV) to New Salishan. Each phase of the development has a signed Housing Assistance Payment (HAP) contract. The HAP contract provides rental assistance to 34 units listed in the HAP contract. The, Salishan Two contract expires on December 31, 2015.

### Recommendation

Approve Resolution 2015-8-26 (5) authorizing the Executive Director to execute a new Agreement to Execute a Housing Assistance Payment (AHAP) and a Housing Assistance Payment (HAP contracts with Salishan Two, LLC.





# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (5)

### **Project Based Voucher Contract Approval-Renewal SALISHAN TWO**

**WHEREAS**, THA project bases vouchers into Salishan 1 pursuant to a Housing Assistance Payment (HAP) contract. That contract expires December 31, 2015;

**WHEREAS**, THA needs to renew that contract on terms that the executive director will negotiate with the tax credit partnership; now, therefore, be it

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

the Executive Director is authorized to negotiate and execute an Agreement to Execute a Housing Assistance Payment (AHAP) and a Housing Assistance Payment (HAP) contract with Salishan Two LLC to project base vouchers into the property.

**Approved: August 26, 2015**

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

## RESOLUTION #6



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (6)

**Date:** August 26, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** Bay Terrace Phase II-Lender Selection

---

This resolution would choose Chase Bank as the construction and permanent lender for Bay Terrace Phase II and authorize the THA Executive Director to negotiate and execute a Commitment Letter. Later, he will present the final terms and loan agreements to the Board for its consideration and approval.

### Background

Tacoma Housing Authority (THA) received a 2015 allocation of 9% Low Income Housing Tax Credits from the Washington State Housing Finance Commission (WSHFC) for Bay Terrace Phase II, a 74 unit new construction project. THA sold the tax credits to investors (Royal Bank of Canada, syndicator) to generate equity for the development. THA estimates the initial value of the tax credits to be \$15,044,990.

The project will also need an \$18 million construction loan and \$3.5 million permanent loan. On July 21, 2015, THA requested Letters of Interest from prospective lenders.

### THA sent the Request for Proposal to the following lenders:

Banner Bank	US Bank
Chase Bank	WCRA
Bank of America	Union Bank
Citi Bank	Hunt Mortgage Group
Heritage Bank NW	

### On August 7, 2015, staff received Letters of Interest from the following responders:

Banner Bank	Citi Bank
Chase Bank	US Bank/WCRA
Bank of America	

An evaluation team comprised of 4 THA staff and THA's Financial Services Advisor, Brawner and Company, evaluated the proposals based on loan terms, including interest, fees, operating reserve requirements, guarantees, and conversion from construction to permanent financing requirements. The evaluation team unanimously agreed to recommend Chase Bank as the Bay Terrace Phase II lender for both construction and permanent financing.

**The selection committee favored Chase Bank for the following reasons:**

**Construction Loan**

Chase will provide a \$17,756,324 construction loan. This loan would come in parts tranches with an "A" Note in the amount of \$14,331,324 and a "B" Note in the amount of \$3,425,000. The "B" note will be tax exempt. For the tax exempt portion, the bank will purchase tax exempt bonds that THA will issue. THA will repay the construction loan in full from a combination of \$3,425,000 from the permanent loan and \$14,331,324 tax creditor equity.

**Interest Rates**

"A" Note. A fixed rate of interest reset every 30 days at 180 basis points in excess of the 30-day LIBOR rate. The current indicative fixed rate is 1.99%.

"B" Note. A fixed rate of interest reset every 30 days at 135 basis points in excess of the 30-day LIBOR rate. The current indicative fixed rate is \$1.54%.

The tax exempt interest rate for the Permanent Loan shall be locked at Construction Loan closing.

Loan Fees: 75 basis points

Maturity Date:

Construction Loan, 36 months maximum from closing.

Permanent Loan, 252 months from construction loan closing.

Operating Reserves: \$0.00

Replacement Reserve: \$350/unit/year

Lease-up Reserve: \$80K

**THA Guarantees**

Provide full, unconditional joint and several guarantees of completion and repayment. Chase will release these guarantees when the Permanent loan commences. During the period of the Permanent loan, THA will provide standard joint and several recourse carve-out guarantees.

**Recommendation**

Approve Resolution 2015-08-26 (7) authorizing THA's Executive Director to negotiate and execute the Commitment Letter from Chase Bank for construction and permanent financing for Bay Terrace Phase II (2500 Court G LLLP). The negotiated final terms and loan agreements will be presented to the Board for its consideration and approval prior to execution and financial closing for the project.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-8-26 (6)

### Bay Terrace Phase II-Lender Selection

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

**WHEREAS**, On July 21, 2015, Tacoma Housing Authority (THA) staff issued a Request for Proposals (RFP) for Letters of Interest from lenders interested in providing construction and permanent financing for Bay Terrace Phase II; and

**WHEREAS**, Staff sent the RFP to nine lenders; six with Letters of Interest on August 7, 2015; and

**WHEREAS**, An evaluation team, composed of four THA staff and Brawner and Company evaluated the terms of each proposal; and

**WHEREAS**, The evaluation team unanimously agreed to recommend negotiating with the Chase Bank and the execution of the Commitment Letter for both the construction and permanent financing; now, therefore, be it

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

Authorize THA's Executive Director to negotiate and execute the Commitment Letter from Chase Bank for construction and permanent financing for Bay Terrace Phase II (2500 Court G LLLP). The Executive Director will present the negotiated final terms and loan agreements to the Board for its consideration and approval prior to execution and financial closing for the project

**Approved: August 26, 2015**

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Stan Rumbaugh, Chair

## RESOLUTION #7



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (7)

**Date:** August 26, 2015

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Petty Cash Accounts, Appointing Custodians, and Establishing Funding Levels

---

Washington State auditing rules govern THA's use of petty cash accounts. Those rules require the Board by resolution to establish the accounts, their purpose and their allowable balances. The Board has done that. This resolution would lower the allowable balances from \$250 and \$1,000 to \$100 because THA has decreased the use of these accounts.

### Background

The Washington State Auditor's Budgeting, Accounting and Reporting System (BARS) manual requires governments using petty cash accounts to adopt resolutions establishing the accounts, their use and their allowable balances. THA Resolution 118 (August 16, 1949) set up the initial accounts for THA. Resolutions 2009-11-18 (2) and 2012-7-25 (1) updated them. The chart below shows, the allowable balances in the various accounts. THA has greatly decreased its use of some of these accounts. For example, the Rental Assistance account was mainly to reimburse applicants for the costs of getting fingerprint cards. THA now uses a screening company and now rarely sends applicants to get fingerprint cards. The accounts for the Departments of Finance and Property Management are mainly for small purchases. Their use has also decreased because THA now uses purchasing cards (P-Cards). The chart also shows the new balances staff recommends:

Petty Cash Account	Present Allowable Balance	Proposed New Balance
Finance/902 South L Street	\$1,000.00	\$100.00
Rental Assistance/902 South L Street	\$ 250.00	\$100.00
Community Services/FIC	\$ 250.00	\$250.00
Property Management/Senior Projects	\$1,000.00	\$100.00
Property Management Family Projects	\$ 250.00	\$100.00
Property Management/Go to Team	\$250.00	\$100.00

### Recommendation

I recommend the Board adopt this resolution to decrease the petty cash allowable balances and to state the custodian and transaction limit of each account.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (7)

### Establishing Petty Cash Accounts, Appointing Custodians, and Establishing Funding Levels

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

**WHEREAS**, The State Auditor's Office prescribes that all Petty Cash Accounts be established by Resolution of the governing body; and

**WHEREAS**, Section 8 of THA's Procurement Policy authorizes purchases up to \$500 to be processed through the use of a petty cash account; and

**WHEREAS**, THA's Procurement Policy requires THA's finance officer or designee to periodically audit the petty cash accounts; and

**WHEREAS**, THA's management has identified the need to decrease the Rental Assistance petty cash account to efficiently process small purchases and reimbursements; and

**WHEREAS**, THA's management has also identified the need to decrease the Finance Department and Property Management petty cash accounts to efficiently process small purchases and reimbursements; now, therefore, be it

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

1. The following petty cash accounts are authorized in the amounts and with the custodians and transactions limits showing in the following chart:

Department/Location	Custodian	Authorized Balance	Transaction Limit
Finance / 902 So L	As designated in writing by the Finance Director	\$100	\$50
Rental Assistance / 902 So L	As designated in writing by the Client Services Director	\$100	\$50
Community Services / FIC	As designated in writing by the Client Services Director	\$250	\$50



<b>Department/Location</b>	<b>Custodian</b>	<b>Authorized Balance</b>	<b>Transaction Limit</b>
Property Management / Senior Projects	As designated in writing by the Property Management Director	\$100	\$50
Property Management / Family Projects	As designated in writing by the Property Management Director	\$100	\$50
Property Management / Go-To-Team	As designated in writing by the Property Management Director	\$100	\$50
<b>TOTAL</b>		<b>\$750</b>	

2. The Finance Director shall adopt such procedures as may be necessary to implement the provisions of this resolution. Such procedures shall include but not be limited to, (1) defining limitations on the use of petty cash funds, and (2) providing accounting and reporting procedures for operation and replenishment of the petty cash accounts.
3. Resolutions prior to this resolution establishing petty cash accounts, appointing custodians for accounts and establishing amounts of monies to be on deposit in each account are rescinded.

**Approved: August 26, 2015**

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Stanley Rumbaugh, Chair



# TACOMA HOUSING AUTHORITY

## CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director of the Housing Authority of the City of Tacoma (the "Authority") and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution No. 2015-8-26 (7) (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on the 26<sup>th</sup> day of August, 2015, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 26<sup>th</sup> day of August, 2015.

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Michael Mirra, Executive Director of the Authority

## RESOLUTION #8



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (8)

**Date:** August 26, 2015  
**To:** THA Board of Commissioners  
**From:** Michael Mirra  
Executive Director  
**Re:** RAD: Authorization to Select Lender

---

This resolution would choose Citi Bank as the construction and permanent lender for the RAD fix-up of nine THA properties. It would authorize the THA Executive Director to negotiate and execute a Commitment Letter with Citi Corp. Later, he will present the final terms and loan agreements to the Board for its consideration and approval.

### Background

In late February 2015, HUD approved THA's proposal to refinance its portfolio of properties under HUD's Rental Assistance Demonstration (RAD) program. The RAD program allows THA to convert its Public Housing stock to Project Based Section 8. As part of this conversion, HUD requires housing authorities to renovate their properties so the major systems and components will have at least a 20-year life span. Unlike public housing, RAD allows THA to use private equity and debt to finance the renovation. THA plans to do this by using 4% Low Income Housing Tax Credits and issuing private-activity tax-exempt bonds.

On July 21, 2015, THA requested Letters of Intent from prospective lenders for the fix up of its 9 traditional public housing sites: at Dixon Village, Bergerson Terrace, G Street, K Street, E.B. Wilson, Fawcett, Ludwig, Wright, and 6th Avenue.

THA sent the Request for Proposal to the following lenders:

Banner Bank  
Chase  
Citi Bank  
US Bank  
BAML

Union Bank  
Hunt Mortgage  
Heritage Bank NW  
Cornerstone

On August 7, 2015, staff received Letters of Intent from the following responders:

Cornerstone	US Bank
Hunt Mortgage	Chase
Citi Bank	

An evaluation team comprised of four THA staff and Financial Services Advisor, Brawner and Company, evaluated the proposals based on terms, including interest, fees, operating reserve requirements, guarantees and conversion from construction to permanent financing requirements.

The evaluation team recommends Citi Bank as the RAD lender. The selection committee favored Citi Bank for the following reasons:

- Low replacement reserve requirements: \$250/unit
- Option to convert a floating rate construction loan to a fixed rate construction loan
- Competitive up front and related fees

### **Terms of the Proposed Loan:**

#### *Financing Terms*

The bonds will be issued in fully-registered form in an aggregate principal amount estimated to be \$44,500,000, of which approximately \$17,000,000 is expected to convert to permanent financing. The terms of the construction and permanent loans from Citi bank are described below.

#### Construction Loan Terms

##### Option A

Base Index:	1-month LIBOR
Base Index Rate:	0.19%
Spread or Stack over Index:	1.65%
Current Rate Based on Above Index and Spread:	1.84%
Projected Term:	36 months

##### Option B: Fixed

Index and Rate:	Fix using the 2.5 year LIBOR swap index (currently 1.14%) plus 1.85%.
Current Rate Based on Above Index plus 1.85%	2.99%

### Permanent Loan Terms

Term:	30-year term callable in year 19
Amortization Period:	35 years
Base Index:	19-year LIBOR swap index
Current Base Rate Using Above Index:	2.57%
Spread or Stack Over Index:	2.10%
Current Rate Based on Above Index and Spread:	4.67%

### **Recommendation**

Approve Resolution 2015-8-26 (8) authorizing THA's Executive Director to negotiate and execute the Commitment Letter from Citi Bank to provide the construction and permanent financing for the 9 traditional public sites at Dixon Village, Bergerson Terrace, G Street, K Street, E.B. Wilson, Fawcett, Ludwig, Wright, and 6th Avenue. He will present the negotiated final terms and loan agreements to the Board for its consideration and approval prior to execution and financial closing of the RAD properties.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2015-08-26 (8)**

### **RAD: Authorization to Select Lender**

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

**WHEREAS,** On July 21, 2015, Tacoma Housing Authority (THA) staff issued a Request for Proposals (RFP) for Letters of Intent from lenders interested in providing construction and permanent financing for THA's 9 traditional Public Housing RAD sites; and

**WHEREAS,** THA sent the Request for Proposal to 9 lenders; 5 lenders responded with Letters of Intent; and

**WHEREAS,** An evaluation team, composed of 4 THA staff and Brawner and Company evaluated the terms of each proposer; and

**WHEREAS,** The evaluation team recommends negotiating with Citi Bank for execution of the Commitment Letter; now, therefore, be it

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

Authorize THA's Executive Director to negotiate and execute the Commitment Letter from Citi Bank to provide the construction and permanent financing for the 9 traditional Public Housing sites at Dixon Village, Bergerson Terrace, G Street, K Street, E.B. Wilson, Fawcett, Ludwig, Wright, and 6th Avenue. The negotiated final terms and loan agreements will be presented to the Board for its consideration and approval prior to execution and financial closing of the RAD properties.

**Approved: August 26, 2015**

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Stan Rumbaugh, Chair

## RESOLUTION #9





# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (9)

**Date:** August 26, 2015

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Sixth Avenue Property Purchase (commonly known as Outrigger Apartments)

---

This resolution would approve THA's purchase of Outrigger Apartments.

### Background

On April 22, 2015, Resolution 2015-04-22 (3) authorized THA's Executive Director to negotiate and execute an agreement to purchase the Outrigger Apartments located on Sixth Avenue in West Tacoma. The purchase would serve the following goals:

- acquire Property in area where THA has a limited presence
- investment and return in future
- cash flow over time
- maintain more affordable rents in an area where rents are expected to rise

The Purchase and Sale Agreement provided a due diligence period to assess the condition of the property and to finalize financing terms acceptable to THA. It also conditions a final sale on THA Board approval.

THA staff completed its due diligence review that included inspections of the property to identify capital needs and cost. The degree of capital need was as expected for the age of the building. The financial model for funding of capital improvements ensures that the project goals stated above are attainable. Heritage Bank will provide the financing. Heritage Bank's terms will allow THA to acquire the property, complete the up-front capital improvements and take out the existing Union Bank loan.

## Loan Terms

### Option A: Term Loan

Loan Amount:	Up to \$3,100,000
Loan Term:	Up to 10 years
Amortization Period:	30 years
Interest Rate and Terms:	<ul style="list-style-type: none"><li>• Tax exempt equivalent of the 5-year Federal Home Loan Bank rate plus 210 basis points.</li><li>• The interest rate is subject to change on the 5<sup>th</sup> anniversary of the Note.</li></ul>
Rate Using Above Interest Rate/Terms if closed today	2.45%
Estimated Loan Fees:	Not-to-Exceed \$20,000

### Option B: Floating Rate Loan with Swap

Loan Amount:	Up to \$3,100,000
Loan Term:	Swapped at 5, 7 and 10 years
Amortization Period:	30 years
Interest Rate:	Tax exempt equivalent of the then-current 1 month LIBOR rate plus spread of 200 basis points, swapped for 5, 7 and 10 years
Rate Using Above Interest Rate/Terms if closed today:	2.45%
Estimated Future Rates at 5, 7 and 10 years:	5 years: 2.28% 7 years: 2.86% 10 years: 3.02%
Estimated Loan Fees:	Not-to-Exceed \$20,000

### Estimated Sources

THA Cash Investment:	\$ 574,272
Heritage Bank Loan	<u>\$3,071,650</u>
Total Sources	\$3,645,922

### Estimated Uses

Purchase Price	\$3,013,706
Capital Improvements	\$ 600,000
Estimated Fees	<u>\$ 32,216</u>
Total Uses	\$3,645,922

### Recommendation

Approve Resolution 2015-08-26 (9) authorizing THA's Executive Director to execute financing with Heritage Bank and close on the acquisition of the Sixth Avenue Property (commonly known as Outrigger Apartments).



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2015-08-26 (9)**

### **Sixth Avenue Property Purchase (commonly known as Outrigger Apartments)**

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; and

**WHEREAS**, THA is interested in acquiring existing rental housing to meet its short and long term financial and community goals, including providing cash flow to subsidize its programs; and

**WHEREAS**, THA does not own rental housing in West Tacoma and believes that rental rates in this area will increase and affect 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; now, therefore, be it

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

Authorize THA's Executive Director to execute financing with Heritage Bank and close on the acquisition of the Sixth Avenue Property (commonly known as the Outrigger Apartments).

**Approved: August 26, 2015**

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Stanley Rumbaugh, Chair

## RESOLUTION #10



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2015-08-26 (10)

**DATE:** August 26, 2015  
**TO:** Board of Commissioners  
**FROM:** Michael Mirra  
Executive Director  
**RE:** Martin Luther King (MLK) NEW LOOK, LLC

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This resolution would approve Tacoma Housing Authority's (THA's) purchase of a 0.1% interest in the tax credit partnership that would own New Look Apartments. This purchase is part of the purchase of the property that THA will arrange through its nonprofit affiliate, Tacoma Housing Development Group (THDG). This resolution also authorizes a loan of up to \$1.2 million from THA to the New Look property. The THA loan will be used for some capital improvements, soft costs, and pay for the primary loan that Washington Community Reinvestment Association (WCRA) has on the New Look property.

### Background

On May 8, 2015, with THA Board approval, THA signed a Purchase and Sale Agreement with the Martin Luther King Housing Development Association (MLKHDA) to purchase its managing member interest in the MLK New Look, LLC. The original tax credits allocated to this project were for a non-profit as managing member. This means that its purchaser must be a nonprofit. THA does not qualify. For this reason, the Tacoma Housing Development Group (THDG) will purchase most of the Managing Member interest, 0.9%. THA will purchase the 0.1% interest. Combined, this represents 1% of the interest in the MLK New Look, LLC. The tax creditor investors will continue to own 99% of the partnership. THA expects to arrange for the tax credit investors exist in December 2016. When that happens, THA and THDG will be the sole owners, unless THA refinances with new tax credit investors. One reason to refinance in that way is to pay for the estimated \$1.8 Million in improvements that the property requires.

This resolution will authorize THA's acquisition of the 0.1% interest in MLK New Look, LLC and allow THA to loan up to \$1.2 Million to the project to provide funding for capital improvements, soft costs and pay for the primary loan that WCRA has on the property .

### Recommendation

Approve Resolution 2015-08-26 (1).



# TACOMA HOUSING AUTHORITY

## **Tacoma Housing Authority 2015-08-26 (10)**

### **Martin Luther King (MLK) NEW LOOK, LLC**

A **RESOLUTION** (i) authorizing the Authority to serve as special member of MLK New Look, LLC in connection with the MLK New Look Senior Housing Project, (ii) authorizing a loan to MLK New Look, LLC for the purpose of refinancing outstanding debt, and (iii) providing for other matters properly rated thereto.

**WHEREAS**, The Housing Authority of the City of Tacoma (the “Authority”) seeks to encourage the provision of long-term housing for low-income persons residing within the City of Tacoma, Washington (the “City”); and

**WHEREAS**, The Authority is authorized by the Housing Authorities Law (Chapter 35.82 RCW) to, among other things, “make and execute contracts and other instruments, including but not limited to partnership agreements” (RCW 35.82.070(1)), “delegate to one or more of its agents or employees such powers or duties as [the Authority] may deem proper” (RCW 35.82.040), and make loans for the “rehabilitation, improvement, leasing or refinancing of land, buildings, or developments for housing for persons of low income” (RCW 35.82.070(18); and

**WHEREAS**, MLK New Look, LLC (the “Company”) owns and operates the 49-unit low-income housing apartment complex known as the MLK New Look Senior Housing Project located at South Eleventh Street and Martin Luther King Jr. Way in the City (the “Project”); and

**WHEREAS**, The Authority agreed to purchase the interests of Martin Luther King Housing Development Association, Inc. (the “Withdrawing Member”) in the Company pursuant to the Managing Member Interest Purchase and Sale Agreement between the Authority and the Withdrawing Member dated May 8, 2015, (the “Purchase Agreement”), subject to the satisfaction of certain conditions precedent; and

**WHEREAS**, The Authority’s staff has negotiated the terms of a Second Amended and Restated Operating Agreement (the “Operating Agreement”) with the Company’s investor member, a copy of which is on file with the Authority; and

**WHEREAS**, If the Authority becomes a member of the Company, the Board finds and determines if it would be desirable for the Authority to lend the Company money to refinance certain outstanding debt (the “Refinancing”) and make certain improvements to the Project (the “Improvements”); and

**WHEREAS**, The Authority wishes to undertake those steps as may be necessary, reasonable and/or advisable for the Authority to acquire the Withdrawing Member’s interest in the Company pursuant to the Purchase Agreement and to provide a loan to the Company for the purpose of carrying out the Refinancing and the Improvements, all as described above; and

**WHEREAS,** The Authority has requested Tacoma Housing Development Group (“THDG”) participate as the Company’s managing member; now, therefore, be it

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

1. Acquisition of Special Member Interest; Approval of Operating Agreement. The Authority is authorized to acquire a special member interest in the Company. The Chair of the Board, the Authority’s Executive Director and their respective designees (each, an “Authorized Officer” and, collectively, the “Authorized Officers”), and each of them acting alone, are authorized and directed to execute and deliver on behalf of the Authority (i) the Operating Agreement substantially in the form on file with the Authority; and (ii) any other documents reasonably required to be executed by the Authority to carry out the transactions contemplated by the Operating Agreement. The Authorized Officers (and each of them acting alone) are further authorized and directed to take any other action and to execute such other documents as may be required to be taken or executed by the Authority, under the provisions of or as necessary to carry out the transactions contemplated by the Operating Agreement (including the amendment of any such documents if necessary to further the purposes thereof or resolve ambiguities therein). From and after the date the Operating Agreement is effective, the Executive Director (or his designee) is authorized and directed, without further Board approval, to take such actions on behalf of the Authority as are required to be taken by the special member of the Company.

The Authority’s authorization to serve as special member of the Company shall become effective only upon the satisfaction of all conditions precedent set forth in the Purchase Agreement, including but not limited to the restructuring of certain outstanding Company debt.

2. Approval of Loan. The Authority is authorized to lend to the Company up to \$1,200,000 of available Authority funds (the “Loan”) to be used to carry out the Refinancing and the Improvements. The Authorized Officers, and each of them acting alone, are authorized and directed to take all actions required of the Authority in connection with the Loan including, without limitation, negotiation and execution of loan documents and any other documents reasonably required to be executed by the Authority (including the amendment of any such documents if necessary to further the purposes thereof or resolve ambiguities therein). Notwithstanding the foregoing, the Authority shall not make the Loan unless and until it has been admitted as the Company’s special member.
3. Supplemental Authorization. The Authorized Officers, and each of them acting alone, are hereby directed, and granted the discretionary authority, to execute and deliver any and all other certificates, documents, agreements and instruments that are necessary or appropriate in their discretion to give effect to this resolution and to consummate the transactions contemplated herein.

4. Acting Officers Authorized. Any action required by this resolution to be taken by the Chair of the Board or the Executive Director of the Authority may, in such person's absence, be taken by the Vice Chair of the Board or the duly authorized Acting Executive Director of the Authority, respectively.
5. Ratification and Confirmation. All actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.
6. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

**Approved: August 26, 2015**

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Stanley Rumbaugh, Chair





# TACOMA HOUSING AUTHORITY

## CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director of the Housing Authority of the City of Tacoma ("the Authority"), CERTIFY:

1. That the attached Resolution 2015-08-26 (1) (the "Resolution") is a true and correct copy of a resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on the 26<sup>th</sup> day of August, 2015, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 26<sup>th</sup> day of August, 2015.

HOUSING AUTHORITY OF THE CITY  
OF TACOMA

By: \_\_\_\_\_  
Michael Mirra, Executive Director