



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET


September 23, 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

REGULAR MEETING Board of Commissioners

WEDNESDAY, SEPTEMBER 23, 2015

The Board of Commissioners of the Housing Authority of the City of Tacoma Board will hold its Regular Meeting on **Wednesday, September 23, 2015, at 4:45 pm.**

The meeting will take place at:

**EB Wilson
1202 South M 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.

I, Sha Peterson, certify that on or before September 22, 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.

Sha Peterson
Executive Assistant



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR MEETING

BOARD OF COMMISSIONERS

September 23, 2015, 4:45 PM
EB Wilson
1202 South M Street, Tacoma, WA

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES**
 - 3.1 Minutes of August 26, 2015—Regular Session
 - 3.2 Minutes of August 26, 2015 – Annual Session
 - 3.3 Minutes of September 16, 2015 – Special 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
 - 7.5 Real Estate Development
- 8. NEW BUSINESS**
 - 8.1 2015-9-23 (1) Approval of Tenant Account Receivable Write Offs
 - 8.2 2015-9-23 (2) Ballard Spahr Contract Increase
 - 8.3 2015-9-23 (3) Approval of THA's 2016 Moving to Work Plan
 - 8.4 2015-9-23 (4) Amendment to Foster Peppers Legal Services Contract
 - 8.5 2015-9-23 (5) Amendment to Absher's Pre-Construction Services Contract
 - 8.6 2015-9-23 (6) Third Amendment to the Moving to Work Agreement
 - 8.7 2015-9-23 (7) Bond Resolution for Acquisition of Outrigger Apartments
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. EXECUTIVE SESSION**
 - 10.1 Key Bank Real Estate Purchase
- 11. ADJOURNMENT**

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES ANNUAL SESSION WEDNESDAY, August 26, 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 1724 East 44th Street, Tacoma, WA at 4:45 PM on Wednesday, August 26, 2015.

1. CALL TO ORDER

Vice Chair Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:55 pm.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Rumbaugh (Stan)	
Vice Chair Banks (Arthur)	
Commissioner Flauding (Janis)	
Commissioner Hodge (Minh-Anh)	
Commissioner Young (Derek)	
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Assistant	
April Black, Deputy Executive Director	
Ken Shalik, FD Director	
Barbara Tanbara, HR Director	
Kathy McCormick, RED Director	
Greg Claycamp, CS Director	
Todd Craven, AD & AM Director	
Pat Patterson, PM Director	

Vice Chair Banks declared there was a quorum present @ 4:55 pm and proceeded. Chair Stanley Rumbaugh arrived at 5:06 pm.

Tacoma Housing Authority (THA) Executive Director (ED) Michael Mirra introduced THA's newest Commissioner, Derek Young. Commissioner Young will finish the last year of Rose Hamilton's term. The Mayor knows that she can reappoint him to a full term next year.

Vice Chair Arthur Banks on behalf of the Commissioners and THA Board Chair welcomed Commissioner Derek Young to the THA Board of Commissioners.

3. **DESIGNATED EXECUTIVE DIRECTOR TO BE TEMPORARY CHAIRPERSON**
Chair Stanley Rumbaugh called for a motion to designate Executive Director Michael Mirra to be temporary Chair for the nomination of Chair.

4. **NOMINATIONS FOR CHAIRPERSON**
Temporary Chair Mirra called for nominations for the office of Chair of the Board of Commissioners. Commissioner Janis Flauding nominated Commissioner Rumbaugh to serve as Chair. Commissioner Minh-Anh Hodge seconded the motion. Chair Rumbaugh accepted the nomination with gratitude.

Upon roll call, the vote was as follows:

AYES:	5
NAYS:	None
Abstain:	None
Absent:	None

Motion approved.

5. **EXECUTIVE DIRECTOR MIRRA RETURNS GAVEL TO CHAIRPERSON**
Executive Director Mirra turned the gavel over to Chair Rumbaugh.

6. **NOMINATIONS AND VOTE FOR VICE CHAIR**
Rumbaugh called for nominations for the office of Vice Chair for the coming year. Commissioner Hodge nominated Commissioner Banks to serve as Vice Chair. Commissioner Janis Flauding seconded the motion.

Upon roll call, the vote was as follows:

AYES:	5
NAYS:	None
Abstain:	None
Absent:	None

Motion approved.

7. APPOINTMENT TO STANDING COMMITTEES

The Board by unanimous vote appointed the following committees:

Real Estate Development Committee – Commissioner Rumbaugh

Finance Committee – Commissioners Hodge and Young, as co-chairs

Education Committee – Commissioner Hodge

Citizen Oversight Committee – Commissioner Banks

8. BY-LAW REVIEW AND RECOMMENDATION

There were no by-law changes.

9. COMMISSIONER ANNUAL CERTIFICATION

In accordance with section 5.4 of the By-laws, Board Secretary, Executive Director Mirra, acknowledged receipt from all Commissioners in attendance of certification of whether any conflict of interest occurred during the prior calendar year. No conflicts exist in the reported year 2014-2015.

10. ADJOURNMENT

There being no further business to conduct at the Board of Commissioners Annual Meeting, Chair Rumbaugh moved to adjourn. All votes were in favor of adjournment.

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

APPROVED AS CORRECT

Adopted: September 23, 2015

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, August 26, 2015

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at Salishan Family Investment Center, 1724 East 44th Street, Tacoma, WA at 4:45 PM on Wednesday, August 26, 2015.

1. CALL TO ORDER

Vice Chair Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:55 pm.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Rumbaugh (Stan)	
Vice Chair Banks (Arthur)	
Commissioner Flauding (Janis)	
Commissioner Hodge (Minh-Anh)	
Commissioner Young (Derek)	
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Assistant	
April Black, Deputy Executive Director	
Ken Shalik, FD Director	
Barbara Tanbara, HR Director	
Kathy McCormick, RED Director	
Greg Claycamp, CS Director	
Todd Craven, AD & AM Director	
Pat Patterson, PM Director	

Vice Chair Banks declared there was a quorum present @ 4:55 pm and proceeded. Chair Stanley Rumbaugh arrived at the meeting at 5:06 pm. Vice Chair Banks left the meeting at 5:48 pm.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, July 30, 2015. Commissioner Janis Flauding moved to adopt the minutes, Commissioner Minh-Anh Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	5
NAYS:	None
Abstain:	None
Absent:	0

Motion approved.

4. GUEST COMMENTS

Teresa Rova, Tenant at Salishan

Ms. Teresa Rova addressed the Board. She informed the Board that at the last meeting, she complained about the tenants upstairs from her unit and the noise they make. She still has problems with the tenant's two young children running around. Ms. Rova added that THA wants her to move out of Salishan, but she does not want to move. The children upstairs run around from 9-11 at night and she feels it is ridiculous. Ms. Rova informed the Board that she is not moving and that she is very comfortable where she is. She has many health conditions and the noise at night is putting her over the edge. She has gone to Frankie, Antoinette, and Wilson at the Salishan main office and nothing has been done. Executive Director Mirra, remembering her from the last Board meeting, repeated his understanding that she needs an accessible unit without anyone living above. He noted that they are in short supply at Salishan and she is on the list behind others. ED Mirra asked Property Management (PM) Director Pat Patterson to follow up with Ms. Rova. Vice Chair Banks informed Ms. Rova that THA will try to resolve her concerns. PM Director Patterson will follow-up with Ms. Rova.

5. COMMITTEE REPORTS

Real Estate Development Committee – Commissioner Rumbaugh

Chair Rumbaugh was pleased to announce the imminent closing on THA's purchase of Outrigger Apartments, which has 40 units. This, he stated, was a result of the exceptional work by Real Estate Development (RED) Director Kathy McCormick and Associate Director of Asset Management Sandy Burgess--pulling financing together and inspecting the property. THA also has an ongoing negotiation for its purchase of New Look Apartments, which has been a year-long discussion. Chair Rumbaugh anticipates conclusion by end of September. And finally, Chair Rumbaugh informed the Board that negotiations are underway with Key Bank for THA's purchase of its closed bank branch property on the Hilltop.

Finance Committee – Commissioner Hodge

Nothing to report.

Citizen Oversight Committee – Commissioner Banks

Nothing to report.

6. EXECUTIVE DIRECTOR REPORT

Executive Director (ED) Michael Mirra referred the Board to his report and welcomed questions. ED Mirra highlighted negotiations with the Department of Housing and Urban Development (HUD) on the terms of the new Moving to Work (MTW) contract. Negotiations are not going too well. He reviewed the choices THA may face if HUD presents a contract that is not what THA is seeking. He reviewed the consultations about those choices with other housing authorities, especially Seattle and King County, and with our congressional offices. Discussion ensued about the choices and the various risks each posed. Commissioner Young asked about HUD's goals in the negotiations. ED Mirra recounted the various factors and influences that likely account for HUD's positions.

ED Mirra informed the Board that THA staff owes the Board its proposed draft of the performance measures, baselines and targets for the strategic objectives. He informed the Board to expect it in September.

The Board discussed the recent celebration of THA's 75th birthday. The Board and staff expressed appreciation for Commissioner Rumbaugh's remarks at the celebration and the remarks of the other speakers, including Lyle Quasim as master of ceremonies. All the Commissioners added their signature to a "thank you" baseball to be presented to Mr. Quasim.

7. ADMINISTRATION REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the Board to his report. This is the month that he presents a quarterly financial report. FD Director Shalik informed the Board that THA passed the mid-year budget revision last month and changes are reflected on his report. He reviewed his report. He and ED Mirra gave an overview of the "cash management" rules that has HUD hold some of THA's reserves and the effect that has on what THA can and cannot show on its own ledgers.

FD Director Shalik then directed the Board to the MTW Funds portion of his report. In particular he outlined the amount of MTW reserves and the commitments that the Board has designated. Discussion ensued about those reserves and those commitments.

FD Director Shalik informed the Board that the financial portion of the audit is finished and there will be an exit conference on September 3rd. There were no findings.

ED Mirra mentioned THA's 2016 budget and Congress is supposed to pass its own budget by October 1st. If Congress ever made its own deadline it would conveniently inform THA about its allocation, allowing the Board to budget appropriately. However, Congress has rarely made its deadline. Congress often does not pass a budget until after the New Year. As a result, THA must make a judgement and a guess. An important budget principle that has served THA well is that the Board will budget to the worst of the plausible budget versions that Congress is considering. This year presents not only that uncertainty but two others: the RAD financial closing and MTW negotiations. ED Mirra asked the Board to allow staff to present a 2016 budget that is largely a repeat of the 2015 budget, with some adjustments that we can judge now to be necessary. The Board would adopt this budget with the expectation of reviewing it in the early Spring of 2016. By then, Congress should (we hope) pass a budget and we will have the answers on the RAD refinancing and the MTW negotiations. Such a flat line budget should accommodate the allocation we finally receive since the worst of the plausible budgets before Congress (the House version) is largely a flat line budget for our programs.

Commissioner Hodge recounted that she had received this proposal in the finance committee meeting with staff and she favors it. The Board accepted the proposal.

Commissioner Flauding moved to ratify the payment of cash disbursements totaling \$5,014,055 for the month of July, 2015. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	5
NAYS:	None
Abstain:	None
Absent:	0

Motion Approved.

Administration

Nothing to report.

Client Services

(Vice Chair Banks left the meeting at 5:48 pm.)

Client Services (CS) Director Greg Claycamp directed the Board to his report. He informed the Board that the Children's Savings Account program for the children of Salishan is on track and will launch in September. THA will have a cohort of 80 children starting at Lister Elementary School and a cohort of 60 starting at First Creek Middle School.

Next month, CS Director Claycamp will be reporting on a reorganization of the department, including the Education Project.

Chair Rumbaugh asked about the Children's Savings Account—does THA have a financial institution. CS Director Claycamp said that the program will use Heritage Bank. Chair Rumbaugh then asked what Heritage Bank is contributing to the cost. Heritage Bank is making no donation; they are also not charging THA any fees. ED Mirra informed the Board that THA has not presented its request yet. Chair Rumbaugh asked if there was a plan and ED Mirra said yes. CS Director Claycamp stated that ED Mirra is heading the effort to raise funds. ED Mirra reviewed the funds the program needs and the funds raised to date. He also listed the prospects. Commissioner Flauding and Chair Rumbaugh asked questions about how THA will change the McCarver Program. CS Director Claycamp reviewed the changes under review relating to rent structure, supportive services and the types of family needs the program has the capacity to address.

Property Management

Property Management (PM) Director Pat Patterson directed the Board to his report. PM Director Patterson informed the Board that Property Management is going through a reorganization. Chair Rumbaugh asked about meth contaminated units. PM Director Patterson informed the Board that there are no meth units in the month of July. He added that THA is doing better and that maybe next month there will be movement on the plan with meth. Chair Rumbaugh asked about bed bugs. PM Director Patterson is looking at a new tenant regarding an infestation but he has no report yet from M street. There is one unit that PM is still fighting with because of accessibility with the unit. They are working with the tenant. Treatment is needed but the unit needs to be emptied out. THA needs to be careful because when they move anything from the unit, they are potentially moving the bugs. They are doing treatments above and in surrounding units to keep it contained. One treatment is being done per week. Commissioner Flauding asked what PM is telling the other tenants. PM Director Patterson informed the Board that he has not received comments of intrusion but the treatments are becoming expensive.

Chair Rumbaugh asked how the new computer tablets for maintenance are working out. PM Director Patterson informed the Board that the learning curve is tough, but he feels that with the new software it will be easier to upload and download reports. The field reports do not work with the current system. It does allow them to communicate better, but has not solved the issue with slow data transfer, which has caused some delays. Chair Rumbaugh asked if it is better than the paper system. PM Director Patterson said yes. It has eliminated 90% of the paperwork for work orders. Chair Rumbaugh asked to be kept informed. Administration Director Todd Craven added that THA is gathering more data (i.e., how long it takes to process orders, etc.). PM Director Patterson agreed.

Ms. Teresa Rova, who is a tenant at Salishan stated that she placed a work order but has yet to hear anything from anyone. PM Director Patterson will follow-up with Ms. Rova.

Real Estate Development

Real Estate Development (RED) Director Kathy McCormick has little to report to the Board because most of her reports will be discussed during the New Business section.

RED Director McCormick informed the Board that the Bay Terrace design is almost complete. Bay Terrace will be under the new WA Finance. There was a good team that came together and had a good discussion.

In regards to Key Bank, RED is expecting a counter offer from Key Bank.

8. NEW BUSINESS

8.1 RESOLUTION 2015-8-26 (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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

**8.2 RESOLUTION 2015-8-26 (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; and

WHEREAS, THA's Board of Commissioners must approve changes to the MTW Plan; now, therefore, be it

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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

**8.3 RESOLUTION 2015-8-26 (3), Bay Terrace Phase 2: Project Based Vouchers
Contract Approval**

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

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; and

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 THA's 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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

8.4 RESOLUTION 2015-8-26 (4), HAP Renewal for Salishan Phase 1

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

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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

8.5 RESOLUTION 2015-8-26 (5), HAP Renewal for Salishan Phase 2

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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

8.6 RESOLUTION 2015-8-26 (6), Bay Terrace Phase 11-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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

8.7 RESOLUTION 2015-8-26 (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
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
TOTAL		\$750	

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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

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 26th 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 26th day of August, 2015.

Michael Mirra, Executive Director of the Authority

8.8 RESOLUTION 2015-8-26 (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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

**8.9 RESOLUTION 2015-8-26 (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).

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

**8.10 RESOLUTION 2015-8-26 (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.

Upon roll call, the vote was as follows:

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

Approved: August 26, 2015

Stanley Rumbaugh, Chair

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 26th 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 26th day of August, 2015.

HOUSING AUTHORITY OF THE CITY OF TACOMA

By: _____
Michael Mirra, Executive Director

9. COMMENTS FROM COMMISSIONERS

None.

10. EXECUTIVE SESSION

None.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 7:20 PM.

APPROVED AS CORRECT

Adopted: September 23, 2015

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES EXECUTIVE SPECIAL MEETING WEDNESDAY, September 16, 2015

The Commissioners of the Housing Authority of the City of Tacoma met for a Special Meeting at 902 South L Street, Tacoma, WA 98404, at 12:00 pm.

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 12:17 pm.

2. ROLL CALL

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

PRESENT

ABSENT

Commissioners

Stanley Rumbaugh, Chair

Arthur C. Banks, Vice Chair

Janis Flauding, Commissioner

Minh-Anh Hodge, Commissioner

Derek Young, Commissioner

Staff

Michael Mirra, Executive Director

Sha Peterson, Executive Assistant

April Black, Deputy Executive Director

Ken Shalik, Finance Director

Barbara Tanbara, Human Resources Director

Greg Claycamp, Client Services Director

Kathy McCormick, RED Director

Todd Craven, Administration Director

Pat Patterson, Property Management Director

Sandy Burgess, Associate Director of Administration and Asset Management

Chair Rumbaugh declared there was a quorum present @ 12:17 pm and proceeded.

3. THA EXECUTIVE DIRECTOR CONTRACT

The Board of Commissioners went right into Executive Session for 14 minutes to discuss the employment contract for Tacoma Housing Authority's Executive Director. Chair Rumbaugh moved to approve the contract. All commissioners were in favor.

The commissioners came back into the regular board meeting at 12:28 pm. Chair Rumbaugh stated that appropriate signage was posted outside THA building. No one from the public attended the meeting.

Upon roll call, the vote was as follows:

AYES:	3
NAYS:	0
Abstain:	0
Absent:	2

Motion Approved: September 16, 2015

Stanley Rumbaugh, Chair

4. COMMENTS FROM COMMISSIONERS

None.

5. ADJOURNMENT

There being no further business to conduct, the meeting ended at 12:31 pm.

APPROVED AS CORRECT

Adopted: September 23, 2015

Stanley Rumbaugh, Chair



Finance Committee

Commissioner Minh-Anh Hodge

Commissioner Derek Young

Real Estate Development Committee

Commissioner Rumbaugh

Citizen Oversight Committee

Commissioner Banks

Education Committee

Commissioner Minh-Anh Hodge

EXECUTIVE DIRECTOR REPORT



TACOMA HOUSING AUTHORITY

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

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

1. MTW NEGOTIATIONS WITH HUD

I will have some news to report about the negotiations with HUD on the changes HUD seeks to make to our contracts as a condition of extending them to 2028. I will also report on related discussions with other MTW housing authorities and with our congressional offices.

2. FEDERAL GOVERNMENT SHUTDOWN

As you may read from the newspapers, the federal government appears headed for another shut-down on October 1st. This happened in 2013 for about two weeks. If it happens, it may affect THA in two ways. **First**, if it lasts long enough it will require THA to cut expenditures. Below I set out a proposal I ask the Board to consider on how we will make and manage the choices we may face. **Second**, even a short shut down will delay HUD's processing of our RAD applications. This may imperil our ability to close on our RAD financing this year. This in turn may risk some of our financing.

I hope to have some more details by the Board meeting.

2.1 Federal Government Shut Down and THA Financing: A Proposal

If the federal government shuts down on October 1st, the Board must decide how to respond. This means we must make some judgments about what Congress will likely do or not do, and when. This week I have consulted about this with Len Simon, our D.C. representative, and with our congressional offices. Below I describe a proposal. I would like to discuss this proposal at the Board meeting on Wednesday. By then we may know more about Congress's likely actions or inactions.

If by the Board meeting a federal government shut-down remains likely, I propose that we respond as we did in 2013:

1. At this time, we make no changes and do not plan any changes because of the shutdown:
 - We do not plan to suspend or end any household's participation in our programs.

- We do not plan to delay payments to our section 8 landlords or vendors.
- We do not plan to cut our maintenance or management of our properties.
- We do not plan to furlough or layoff any staff.

We have adequate reserves to last two months or so. Let us wait and judge how long the shutdown will likely last. If it lasts days or weeks and not months we should manage well enough. Ending assistance, suspending rent payments and furloughing staff would be very disruptive and dispiriting to our clients, our partner landlords and our staff. These would be especially so if the cuts turned out to be unnecessary.

2. Let us watch the news carefully and consult closely with our representatives in D.C.. In the unlikely event that the shut-down lasts until the Board's October meeting, the Board will then judge how much longer it will last. If the Board judges that the shut-down will last deep into November, the Board would direct me to start preparations for a wind down of expenditures. I will have some alternative ways to do that for the Board to consider.
3. Let us now release a public statement to THA clients, staff and vendors. I attach a draft. It is similar to what we issued in 2013. It might be reassuring to people.

I look forward to discussing this more at the Board meeting.

2.2 Federal Government Shut Down and THA's RAD Financing

A federal government shut down may imperil THA's ability to close the financing on its RAD conversion by the end of the year. This is because our ability to close now depends on HUD's review and approval of our financing documents. Through much very good work by THA staff and our consultant, Jim Brawner, and our attorneys, we submitted those documents to HUD by HUD's deadline of September 18th. We now wait on HUD's review.


There are several risks. If we do not close by Thanksgiving or so, we will lose about \$500,000 in the new section 8 funding our converted portfolio will be set to receive next year. I am not sure why but it is related to HUD's internal deadlines for setting next year's allocation.

More significantly, the very favorable tax credit bids we received for the project expire in February. A lengthy governmental shut down might delay our financial closing long enough to lose those bids.

3. STRATEGIC PLANNING

I am very pleased to attach for the Board's review a draft version of the performance measures for each of THA's seven strategic objectives, with proposed baselines and targets for each. (NOTE: You will note that the chart shows that we will determine show of them later once we gather a year's worth of data.)

Here is a depiction of the steps for this entire effort.

	What the Board Chooses:	Status
	THA's Statement of Vision	Done
	THA Mission Statement	Done
	Strategic Objectives	Done
	Performance Measures for each strategic objectives with baselines and targets	Partially done
	What the Staff Chooses	
	Strategies to try to attain each strategic objective	Partially done
	Performance measures for each strategy, with baselines and targets	Partially done
	Projects, with performance measures	Ongoing
	Job objectives	Ongoing

I also attach an updated project outline and schedule. It shows my hope that by the end of December the Board will review and adopt a final version. The schedule also shows what will happen between now and then:

- We will consult our clients, partners and other community partners
- I would also like the Board to convene in a study session. That will be a chance to discuss the proposal and hear what we learned with our community consultation, all in advance of the Board's decision on the proposal at its December meeting.

Until then, the attached draft can get you started. As staff works further on this draft I will send you the successive drafts.

Please remember that this chart will not be the way we will depict these choices or the results we get. Instead, after the Board approves, we will turn it into a digital dashboard. That will display our choices and our results in a visually humane and effective way for a variety of audiences at varying levels of detail. This display will be available to the Board, staff and the public through our web site.

With the digital dashboard up on the screen, I expect Board meeting will change. The dashboard will allow the Board to focus on the upper level performance measures it has chosen and to ask whether we are meeting the targets or not, why or why not and what we should then do.

4. EDUCATION PROJECT NEWS

Greg's report mentioned some news about the launch this month of the Children's Savings Account (CSA) Program for the children of Salishan. He also mentioned the first year's data from our Tacoma Community College Housing Assistance Program. I append two updated program summaries and a press release we issued announcing the launch of the CSA program.

On September 16th, in Washington D.C. I participated in a half-day meeting on these topics. HUD's Office of Policy Development and Research convened it and hosted it. Also participating were impressive people from community colleges in New York City and Philadelphia, program evaluators and academics from the University of Wisconsin at Madison. Joining me from TCC was Shema Hanebutte, Dean of Counseling, Advising, Access and Career Services. The THA-TCC initiative and partnership attracted a lot of interest.

On September 22nd, I will make a similar presentation to the annual conference in Yakima of the Washington Asset Building Coalition.



TACOMA HOUSING AUTHORITY

POSSIBLE FEDERAL GOVERNMENT SHUTDOWN: A Note to THA's Customers, Partner Landlords, Vendors and Fellow Citizens September 19, 2015

If you follow the news you may know that the federal government appears headed for another shutdown starting on Tuesday, October 1st. This happened in 2013. I write to let you know what THA's Board decided to do if a shutdown happens. At this time, we plan to make no changes because of the shutdown:

- We do not plan to suspend or end any household's participation in our programs.
- We do not plan to delay payments to our section 8 landlords or vendors.
- We do not plan to cut our maintenance or management of our properties.
- We do not plan to furlough or layoff any staff.

The Board decided this for two main reasons. **First**, THA has reserves to last two months or so. This will allow us to wait and judge how long the shutdown will likely last. If it lasts days or weeks and not months we should manage well enough. **Second**, ending assistance, suspending rent payments and furloughing staff would be very disruptive and dispiriting to our clients, our partner landlords and our staff. These would be especially so if the cuts turned out to be unnecessary.

We will watch the news carefully. If it looks like the shutdown will last much longer than a month, the THA Board will make longer-range changes. This may require delays in payments, more budget cuts or furloughs. We very much hope that it does not come to that.

We must also note other uncertainties even if the government does not shut down for long: At some point, Congress must set our funding level for 2016. Continuing the funding level from last year will mean we will have the same funding for an ever-increasing cost of our work. The challenge would be harder if Congress reduces the funding below last year's levels with a resumption of some sort of the "sequestration" cuts that Congress adopted in 2011.

We wish we could give you clearer information, but the news is pretty muddled right now. On behalf of THA's Board, we appreciate your interest in THA. Some of you are households who rely on our assistance. Some are landlord partners in our rental assistance programs. Some are THA's contractors and vendors. Some are THA staff whose work gives meaning to THA's mission every day. Your various interests are as important as ever, whether or not their value shows very clearly in the curious Congressional budget deliberations we are trying to understand.

Thank you.

Michael Mirra, THA Executive Director



TACOMA HOUSING AUTHORITY

THA PERFORMANCE MEASURES for STRATEGIC OBJECTIVES

[Adopted by THA Board: February 27, 2013]

and

DRAFT BASELINE AND TARGETS FOR PERFORMANCE MEASURES

DRAFT STRATEGIES

DRAFT PERFORMANCE MEASURES FOR STRATEGIES

September 20, 2015

With further edits

Tacoma Housing Authority
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Tacoma, WA 98405
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www.tacomahousing.org

TABLE OF CONTENTS

1.	HOUSING AND SUPPORTIVE SERVICES.....	1
1.1	NUMBER OF PEOPLE AND HOUSEHOLDS SERVED	1
1.2	SERVING THE NEEDIEST.....	2
1.3	CHANGES IN EARNED INCOME AND ASSET ACCUMULATION.....	8
1.4	EDUCATIONAL OUTCOMES	11
1.5	QUALITY OF LIFE AND ACCESS TO COMMUNITY ASSETS	14
1.7	COST PER HOUR OF DIRECT SERVICE AND VALUE OF COMMUNITY SERVICES INVESTMENTS.....	15
2.	HOUSING AND REAL ESTATE DEVELOPMENT STRATEGIC OBJECTIVE	17
2.1	SIZE AND QUALITY OF THA’S PORTFOLIO OF PROPERTY AND WHOM IT SERVES	17
2.2	EFFICIENCY OF THA’S REAL ESTATE DEVELOPMENT	19
2.3	ASSISTING DEVELOPMENT OF AFFORDABLE HOUSING BY OTHER ORGANIZATIONS.....	20
3.	PROPERTY MANAGEMENT	21
3.1	EFFICIENCY OF THA’S PROPERTY MANAGEMENT	21
3.2	QUALITY OF THA’S PROPERTIES	25
4.	FINANCIALLY SUSTAINABLE OPERATIONS	28
4.1	FINANCIAL MANAGEMENT	28
4.2	EARNING MONEY	30
5.	ENVIRONMENTAL RESPONSIBILITY.....	31
5.1	GREEN REAL ESTATE DEVELOPMENT.....	31
5.2	GREEN REAL ESTATE MANAGEMENT	33
6.	ADVOCACY and PUBLIC EDUCATION.....	34
6.1	PUBLIC REGARD FOR THA	34
6.2	THA AS AN EFFECTIVE ADVISOR	35
6.3	THA AS EFFECTIVE ADVOCATE FOR THE VALUE OF ITS WORK AND PEOPLE IT SERVES.....	36

7.	ADMINISTRATION.....	37
7.1	AGENCY OPERATIONAL EFFICIENCY	37
7.2	STAFF PERFORMANCE AND INVESTMENTS	39
7.3	AUDIT RESULTS	40

DRAFT

1. HOUSING AND SUPPORTIVE SERVICES

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

Performance Measures: Housing and Supportive Services Strategic Objective									
1.1 NUMBER OF PEOPLE AND HOUSEHOLDS SERVED									
1.1.1 INCREASE NUMBER OF HOUSEHOLDS AND PERSONS RECEIVING THA HOUSING OR RENTAL ASSISTANCE The number of households and persons receiving THA’s housing or rental assistance, including rapid rehousing assistance, rental assistance through THA’s Education Project, rental assistance that other organizations provide with THA funds and project based units owned by other organizations. (Project based voucher tenants in THA properties will count as THA tenants and not recipients of rental assistance.	1.1.1 INCREASE NUMBER OF HOUSEHOLDS AND PERSONS RECEIVING THA HOUSING OR RENTAL ASSISTANCE								
	THA Tenants (including all properties that THA owns or manages and project based voucher tenants in THA properties)			Recipients of THA Rental Assistance (including project based vouchers in non-THA properties, rapid rehousing, Education Project, FUP, NED, VASH)			Total		
		2013 Baseline	Target	Result to date	2013 Baseline	Target	Result to date	2013 Baseline	Target
	# of households	1,164	1,500		3,605	3,650		4,769	5,105
	# of persons	1,835	2,370		9,515	9,600		11,350	11,970

Performance Measures: Housing and Supportive Services Strategic Objective							
1.2 SERVING THE NEEDIEST							
1.2.1 VARIOUS INCOME LEVELS FOR TACOMA HOUSEHOLDS As % of Tacoma-Pierce County AMI NOTE: These data are not performance measures. They provide a comparison for THA’s household income.	1.2.1 VARIOUS INCOME LEVELS FOR TACOMA HOUSEHOLDS As % of Tacoma-Pierce County AMI						
	Jurisdiction	Median Income	Household Size	30% Median Income	Poverty Line	50% Median Income	80% Median Income
	Tacoma-Pierce County*	\$71,000	4	\$24,250	\$20,090	\$35,450	\$56,700
	City of Tacoma**	\$50,503	2.47	\$15,151	\$20,090	\$25,252	\$40,402
	* HUD 2014 Income Limits ** US Census Quick Facts						
1.2.2 INCOME AND EARNED INCOME OF HOUSEHOLDS PARTICIPATING IN ALL THA HOUSING PROGRAMS These data are not performance measures. (If these income levels are low that might denote success at focusing on the neediest, or lack of success in helping them prosper.) Instead, these data give context to the performance measures in the following sections.	1.2.2 TOTAL INCOME (EARNED AND UNEARNED) OF HOUSEHOLDS PARTICIPATING IN ALL THA HOUSING PROGRAMS						
		Average Income	% of Tacoma- Pierce County Area Median Income	% of City of Tacoma Median Income	Median Income	% of Tacoma- Pierce County Area Median Income	% of City of Tacoma Median Income
	Seniors/Disabled	\$12,110	18%	24%	\$9,756	15%	19%
	Other	\$13,950	21%	28%	\$11,656	17%	23%
	All Households	\$13,225	20%	26%	\$10,074	15%	20%
	During the April 23 rd Cabinet meeting, the group agreed to change the term “Work-Able” to “Other.” This will allow us to account for the varying degrees of work-ability and work-readiness that currently exists within that group. In addition, when Community Services selects and begins implementing some form of Self-Sufficiency Matrix scoring tool, those categories will be added here as well.						

Performance Measures: Housing and Supportive Services Strategic Objective	
<p>Performance Measure: The percentage of households with a renter who are cost-burdened.</p> <p>Definition: A household is considered cost-burdened if it spends more than 30 percent of its income on housing costs.</p> <p>Source: American Community Survey, 2010-2014</p>	<p>Target: 15.0 percent</p> <p>Actual: 15.0 percent</p>
<p>Performance Measure: The percentage of households with a renter who are severely cost-burdened.</p> <p>Definition: A household is considered severely cost-burdened if it spends more than 50 percent of its income on housing costs.</p> <p>Source: American Community Survey, 2010-2014</p>	<p>Target: 5.0 percent</p> <p>Actual: 5.0 percent</p>
<p>Performance Measure: The percentage of households with a renter who are housing insecure.</p> <p>Definition: A household is considered housing insecure if it experiences eviction, foreclosure, or homelessness in the past 12 months.</p> <p>Source: American Community Survey, 2010-2014</p>	<p>Target: 10.0 percent</p> <p>Actual: 10.0 percent</p>
<p>Performance Measure: The percentage of households with a renter who are homeless.</p> <p>Definition: A household is considered homeless if it is living in a shelter, transitional housing, or on the streets.</p> <p>Source: American Community Survey, 2010-2014</p>	<p>Target: 2.0 percent</p> <p>Actual: 2.0 percent</p>

1.2.3

EMPLOYABILITY OF THA HOUSEHOLDS

These data are not performance measures. We currently designate households as senior/disabled if they receive disability benefits, or work-able if they do not. However, we are finding that just because a household is not receiving disability income, does not mean they are work-able. We wish to understand our population better by eventually eliminating the term work-able, and replacing it with additional categories. This will also help us ensure that each household is receiving appropriate services.

These data are not performance measures. We currently designate households as senior/disabled if they receive disability benefits, or work-able if they do not. However, we are finding that just because a household is not receiving disability income, does not mean they are work-able. We wish to understand our population better by eventually eliminating the term work-able, and replacing it with additional categories. This will also help us ensure that each household is receiving appropriate services.

1.2.3 EMPLOYABILITY AT A POINT IN TIME		
	Number of Households	% of Total Households
Disabled Elderly	739	15.54%
Disabled Not Elderly	1,631	34.29%
Elderly Not Disabled	281	5.91%
Other	2,106	44.27%

During the April 23rd Cabinet meeting, the group agreed to change the term “Work-Able” to “Other.” This will allow us to account for the varying degrees of work-ability and work-readiness that currently exists within that group. In addition, when Community Services selects and begins implementing some form of Self-Sufficiency Matrix scoring tool, those categories will be added here as well.

1.2.4 DEMOGRAPHICS OF THA’S CLIENTS AT THEIR ENTRY TO THA FUNDED PROGRAMS [includes all households receiving THA assistance, whether directly or from another organization that THA funds.]	1.2.4 DEMOGRAPHICS OF THA’S CLIENTS AT THEIR ENTRY TO THA FUNDED PROGRAMS [includes all households receiving THA assistance, whether directly or from another organization that THA funds.]							
		% of Low- Income Pop. of City N=80,520	Number of Households			% of Total Households		
			2013 Baseline	Target	Results to Date	2013 Baseline	Target	Results to Date
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN ALL THA HOUSING PROGRAMS: Income Bands							
	≤ 30% AMI	36%	559			88%		
	> 30% and ≤ 50% AMI	33%	71			11%		
	> 50% and ≤ 80%AMI	31%	5			1%		
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN THE HOUSING CHOICE VOUCHER PROGRAM (2012):	Note: Housing Choice Voucher numbers have been included for reference only. We used baseline numbers from 2012 rather than 2013 because that was the last full year cohort. We have not included targets for this program because we are no longer admitting new households to this program.						
	≤ 30% AMI		130			84%		
	> 30% and ≤ 50% AMI		21			14%		
	> 50% and ≤ 80%AMI		3			2%		
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN HOP:							
	≤ 30% AMI		158	158		86%	86%	
	> 30% and ≤ 50% AMI		27	27		14%	14%	
	> 50% and ≤ 80%AMI		0	0		0%	0%	
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN SPECIAL VOUCHER PROGRAMS*:	*Special Voucher Programs: FUP, Homeownership, McCarver and VASH.						
	≤ 30% AMI		59	59		93%	93%	
> 30% and ≤ 50% AMI		5	5		7%	7%		
> 50% and ≤ 80%AMI		0	0		0%	0%		

	1.2.4 DEMOGRAPHICS OF THA’S CLIENTS AT THEIR ENTRY TO THA FUNDED PROGRAMS (Cont’d) <i>[includes all households receiving THA assistance, whether directly or from another organization that THA funds.]</i>						
		Number of Households			% of Total Households		
		2013 Baseline	Target	Results to Date	2013 Baseline	Target	Results to Date
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN PUBLIC HOUSING: Income Bands						
	≤ 30% AMI	158	158		84%	84%	
	> 30% and ≤ 50% AMI	22	22		12%	12%	
	> 50% and ≤ 80%AMI	5	5		3%	3%	
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN THA-OWNED PROJECT BASED VOUCHERS (Hillside and Salishan): Income Bands						
	≤ 30% AMI	67	67		81%	81%	
	> 30% and ≤ 50% AMI	16	16		19%	19%	
	> 50% and ≤ 80%AMI	0	0		0%	0%	
	HOUSEHOLD INCOME AT THE START OF PARTICIPATION IN PARTNER-OWNED PROJECT BASED VOUCHERS: Income Bands						
	≤ 30% AMI	116	116		98%	98%	
	> 30% and ≤ 50% AMI	2	2		2%	2%	
	> 50% and ≤ 80%AMI	0	0		0%	0%	

	1.2.4 DEMOGRAPHICS OF THA’S CLIENTS AT THEIR ENTRY TO THA FUNDED PROGRAMS (Cont’d) [includes all households receiving THA assistance, whether directly or from another organization that THA funds.]						
		Number of Households			% of Total Households (N=668)		
		2013 Baseline	Target	Results to Date	2013 Baseline	Target	Results to Date
	STATUS OF HOUSEHOLDS AT THE START OF PARTICIPATION IN HOUSING PROGRAM						
	Homeless families with children (FIT [16], MCAR [8], RR [25], FUP [11], CHOP [0], CHAP [0])	60	TBD		9%	TBD	
	Homeless adults without children (PBV-Nativity House)	18	TBD		3%	TBD	
	Homeless young adults(RR [36], CHOP [0], CHAP [0])	36	TBD		5%	TBD	
	Homeless veterans (VASH)	51	TBD		8%	TBD	
	Persons coming out of corrections	0	0		0	0	
	CHOP: Child Housing Opportunity Program FIT: Families in Transition FUP: Family Unification Program (Families whose children have been removed by CPS and need housing to get them back.) MCAR: McCarver Special Housing Program PBV: Project Based Vouchers in homeless housing projects RR: Rapid Re-Housing through Pierce County VASH: Veterans Administration Supportive Housing tenant based and project based vouchers						

1.2.5 COMPARABLE DIVERSITY OF PERSONS IN ALL THA SUPPORTED PROGRAMS	1.2.5 COMPARABLE DIVERSITY OF PERSONS IN ALL THA SUPPORTED PROGRAMS				
		% of City	% of Households Below the Poverty Level in City	Baseline	Target
	RACES				
	Black	10.7%	18.8%	35%	≥ the percentage of low- income city residents that are protected classes.
	White	66.4%	61.7%	48%	
	American Indian or Alaska Native	1.4%	2.6%	2%	
	Asian	8.4%	9.4%	9%	
	Native Hawaiian or Other Pacific Islander	1.4%	1.9%	TBD	
	Some Other Race	3.8%	5.8%	TBD	
	Two or More Races	8%	10.6%	TBD	
	None Selected	1.2%	N/A	3.8%	
	ETHNICITY				
	Hispanic	10.8%	17.3%	8%	
	LIMITED ENGLISH PROFICIENT GROUPS				
	Spanish	2.9%	Not available	.53%	≥ the percentage of city residents.
	Other Indo-European	1.4%	Not available	N/A	
	Russian	?	Not available	2.62%	
	Asian	3.8%	Not available	N/A	
	Vietnamese	Not available	Not available	1.17%	
	Cambodian	Not available	Not available	0.9%	
	Korean	Not available	Not available	0.89%	
	Other Languages	0.6%	Not available	N/A	
	PERSONS OVER 62 and older (65 and older for below poverty level in the City)	14.8%	6.3%	11.6%	≥ the percentage of low- income city.
	PERSONS WITH DISABILITIES	14.1%	20%	24.3%	
	CHILDREN (<18 years of age)	22.8%	33.6%	5,442	
	HOUSEHOLDS WITH CHILDREN	26.9%	Not available	2,553	≥ the percentage of city residents.

1.3 CHANGES IN EARNED INCOME AND ASSET ACCUMULATION													
1.3.1 CHANGE IN EARNED INCOME OF NON-SENIOR/DISABLED THA HOUSEHOLDS. Entry: Earned Income; % of Pierce County AMI at the start of THA program; % of Tacoma Median Income at the start of THA program Exit: Earned Income; % of Pierce County AMI at the start of THA program; % of Tacoma Median Income upon exiting THA program Δ: Change in earned income from entry to exit/Annual Change in Income LOS: Length of Stay in THA program Tacoma Median Income: \$50,503	1.3.1 (a) ANNUAL AVERAGE AND MEDIAN CHANGES IN INCOME OVER TIME (N=266)												
		Average Income					Median Income						
	Year Income was Recorded/Yrs of Housing Assistance	2012/0	2013/1	2014/2	2015/3	2016/4	2017/5	2012/0	2013/1	2014/2	2015/3	2016/4	2017/5
	Community Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	HOP (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Voucher (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Portfolio (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	All THA	\$14,995	\$12,662	\$14,876				\$13,139	\$9,063	\$11,232			
	1.3.1(b) <u>AVERAGE</u> CHANGE IN EARNED INCOME OF NON-SENIOR/DISABLED THA HOUSEHOLDS (N=80)												
		Baseline				Target				Results to Date			
		Entry	Exit	Δ	LOS	Entry	Exit	Δ	LOS	Entry	Exit	Δ	LOS
	Community Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	HOP (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	Voucher (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	Portfolio (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	ALL THA	\$15,028 30%	\$17,171/ 34%	\$2,143	1.75	N/A	\$30,302 60%	\$15,274	5				
	1.3.1(c) <u>MEDIAN</u> CHANGE IN EARNED INCOME OF NON-SENIOR/DISABLED THA HOUSEHOLDS (N=80)												
		Baseline				Target				Results to Date			
		Entry	Exit	Δ	LOS	Entry	Exit	Δ	LOS	Entry	Exit	Δ	LOS
	Community Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	HOP (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	Voucher (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	Portfolio (non CS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	ALL THA	\$14,142/ 28%	\$16,004/ 32%	\$0	1.91	N/A	\$30,302 60%	\$16,160	5				
	<i>Clients in the above table entered in 2012, and have had earned income at some point during their stay with THA. We do not currently have a reliable or efficient way to track Community Services vs. Non-Community Services Clients. This will be incorporated into Salesforce.</i>												

**1.3.2
BANKING HABITS OF
THA TENANTS AND
CLIENTS**

This is new data that we will begin collecting this year. The target is based on a national banking survey conducted by the FDIC in 2013.

1.3.2 % THA Tenants and Clients that are Fully Banked									
	% Banked At Lease-Up			% Banked after One Year of Housing Assistance			% Banked after more than One Year of Housing Assistance		
	2013 Baseline	Target	Current Year	2013 Baseline	Target	Result to date	2013 Baseline	Target	Result to date
Community Services	TBD	N/A		TBD	5% Increase		TBD	80%	
HOP (non CS)	TBD			TBD			TBD		
Voucher (non CS)	TBD			TBD			TBD		
Portfolio (non CS)	TBD			TBD			TBD		
All THA	TBD			TBD			TBD		

**1.3.3
EMPLOYMENT
STATISTICS FOR
COMMUNITY
SERVICES CLIENTS**
This is new data that we will
begin collecting this year.

1.3.3 EMPLOYMENT STATISTICS FOR EMPLOYED COMMUNITY SERVICES CLIENTS						
	AT START OF CS PROGRAM			AT EXIT FROM CS PROGRAM		
	Baseline	Target	Results to Date	Baseline	Target	Results to Date
Employed (N=146)	35%	N/A		TBD*	TBD	
% Working in Regular Positions	TBD	N/A		TBD	TBD	
% Working Full Time	TBD	N/A		TBD	TBD	
% Receiving Employer Benefits (Paid time off, and/or health insurance)	TBD	N/A		TBD	TBD	
% Earning at least Housing Wage for Tacoma Zero-Bedroom \$13.25 One-Bedroom \$16.13 Two-Bedroom \$21.02 Three-Bedroom \$30.98 Four-Bedroom \$37.23	TBD	N/A		TBD	TBD	

** Many people in the baseline cohort have not exited yet. Also, we will need to work on data quality to ensure accuracy.*

1.4 EDUCATIONAL OUTCOMES													
<div>1.4.1 CHANGES IN SCHOOL ACHIEVEMENT OF THA STUDENTS</div> <div>(THA tenants and voucher participants)</div> <div>We are adding capacity through a Gates grant to create an Education Analyst position to work on this project. We anticipate bringing this person on board in July or August. This data should be available in October or November.</div> <div>Entry: Lease Up</div> <div>Exit: When THA assistance ends</div> <div>EE Δ: Change from Entry to Exit</div> <div>1YR Δ: Median Annual Change</div>	SCHOOL PERFORMANCE OF STUDENTS IN TACOMA AND THA STUDENTS												
	[These data are not THA performance measures. They provide context and baselines for the performance measures in 1.4.1 below.]												
		WA State	All TPS	Low Income TPS	Tacoma McKinney -Vento	Special Housing Program	CSA Grades K-5	CSA Grades 6-12	THA Other				
	% at Grade Level for Reading	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	% at Grade Level for Math	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	High School Graduation Rates	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	% With Chronic Absenteeism	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	% With Discipline Incidents	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD				
	1.4.1 CHANGE IN SCHOOL ACHIEVEMENT FOR THA STUDENTS												
		Baseline				Target				Results to Date			
		Entry	Exit	EE Δ	1YR Δ	Entry	Exit	EE Δ	1YR Δ	Entry	Exit	EE Δ	1YR Δ
	% READING AT GRADE LEVEL	TBD	TBD	TBD	TBD	N/A	> Entry		+ 5%				
	% MATH AT GRADE LEVEL	TBD	TBD	TBD	TBD	N/A							
	% WITH CHRONIC ABSENTEEISM	TBD	TBD	TBD	TBD	N/A	< Entry		- 5%				
	% WITH DISCIPLINE INCIDENTS	TBD	TBD	TBD	TBD	N/A							
	Baseline				Target				Results to Date				
HS GRADUATION RATES	TBD				TBD				TBD				

**1.4.1 CONTINUED
CHANGES IN SCHOOL
ACHIEVEMENT OF
THA STUDENTS**

(THA tenants and voucher participants)

We are adding capacity through a Gates grant to create an Education Analyst position to work on this project. We anticipate bringing this person on board in July or August. This data should be available in October or November.

1.4.1 CHANGES IN SCHOOL ACHIEVEMENT FOR THA STUDENTS DURING STAY IN THA HOUSING							
<i>[These data are not THA performance measures. They provide context and baselines for the performance measures in 1.4.1 above.]</i>							
% READING AT GRADE LEVEL	After 1 Year	After 2 Years	After 3 Years	After 4 Years	After 5 Years	> 5 Years	At Exit
Elementary School Housing Program	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades K-5	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades 6-12	TBD	TBD	TBD	TBD	TBD	TBD	TBD
THA Other	TBD	TBD	TBD	TBD	TBD	TBD	TBD
% MATH AT GRADE LEVEL	After 1 Year	After 2 Years	After 3 Years	After 4 Years	After 5 Years	> 5 Years	At Exit
Elementary School Housing Program	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades K-5	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades 6-12	TBD	TBD	TBD	TBD	TBD	TBD	TBD
THA Other	TBD	TBD	TBD	TBD	TBD	TBD	TBD
HIGH SCHOOL GRADUATION RATES	After 1 Year	After 2 Years	After 3 Years	After 4 Years	After 5 Years	> 5 Years	At Exit
Elementary School Housing Program	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades K-5	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades 6-12	TBD	TBD	TBD	TBD	TBD	TBD	TBD
THA Other	TBD	TBD	TBD	TBD	TBD	TBD	TBD
% WITH CHRONIC ABSENTEEISM	After 1 Year	After 2 Years	After 3 Years	After 4 Years	After 5 Years	> 5 Years	At Exit
Elementary School Housing Program	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades K-5	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades 6-12	TBD	TBD	TBD	TBD	TBD	TBD	TBD
THA Other	TBD	TBD	TBD	TBD	TBD	TBD	TBD
% WITH DISCIPLINE INCIDENTS	After 1 Year	After 2 Years	After 3 Years	After 4 Years	After 5 Years	> 5 Years	At Exit
Elementary School Housing Program	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades K-5	TBD	TBD	TBD	TBD	TBD	TBD	TBD
CSA Grades 6-12	TBD	TBD	TBD	TBD	TBD	TBD	TBD
THA Other	TBD	TBD	TBD	TBD	TBD	TBD	TBD

**1.4.2
CHANGE IN ADULT
EDUCATIONAL
ATTAINMENT WITH
REGARD TO
EMPLOYMENT FOR
NON
SENIOR/DISABLED
HOUSEHOLDS**
*(THA tenants and voucher
participants)*

** The data source for this
information has too much
incomplete data. We will
need to begin collecting this
data this year to have
meaningful data.*

1.4.2 CHANGE IN ADULT EDUCATIONAL ATTAINMENT (NON SENIOR/DISABLED)						
CS Clients	Adult Education Levels at Entry			Adult Education Levels at Exit		
	Baseline	Target	Results to Date	Baseline	Target	Results to Date
Less than High School	TBD	N/A		TBD	TBD	
High School Diploma or GED	TBD	N/A		TBD	TBD	
Some Post-Secondary	TBD	N/A		TBD	TBD	
Vocational/Technical Certificate	TBD	N/A		TBD	TBD	
Associates Degree	TBD	N/A		TBD	TBD	
Bachelor’s Degree	TBD	N/A		TBD	TBD	
Graduate or Professional Degree	TBD	N/A		TBD	TBD	
Non-CS THA Clients	Adult Education Levels at Entry			Adult Education Levels at Exit		
	Baseline	Target	Results to Date	Baseline	Target	Results to Date
Less than High School	TBD	N/A		TBD	TBD	
High School Diploma or GED	TBD	N/A		TBD	TBD	
Some Post-Secondary	TBD	N/A		TBD	TBD	
Vocational/Technical Certificate	TBD	N/A		TBD	TBD	
Associates Degree	TBD	N/A		TBD	TBD	
Bachelor’s Degree	TBD	N/A		TBD	TBD	
Graduate or Professional Degree	TBD	N/A		TBD	TBD	

ADULT EDUCATIONAL ATTAINMENT AND INCOME			
[These data are not THA performance measures. They provide context and baselines for the performance measures in 1.4.2 above.]			
	25 and Older City of Tacoma (N=138,098)	≤125% Poverty Level City of Tacoma, 25 and Older (N=23,549)	Median Income 25 and Older City of Tacoma (N=138,098)
Less than High School	13.1%	25.9%	\$24,425
High School Diploma or GED	25.5%	32.2%	\$30,312
Some Post-Secondary	25.5%	33.4%	\$36,665
Vocational/Technical Certificate	N/A		
Associates Degree	9.5%		
Bachelor’s Degree	17.0%	8.5%	\$48,938
Graduate or Professional Degree	9.4%		\$56,370

1.5 QUALITY OF LIFE AND ACCESS TO COMMUNITY ASSETS						
1.5.1 % OF SENIOR AND DISABLED HOUSEHOLDS ENGAGING IN SERVICES AND PROGRAMMING This is new data that we will begin collecting this year.	1.5.1(a) % OF SENIOR AND DISABLED HOUSEHOLDS ENGAGING IN SERVICES AND PROGRAMMING					
	SERVICE/PROGRAM/ACTIVITY			Baseline	Target	Results to Date
	Chronic Health Conditions Management			TBD	TBD	
	Community Gardens			TBD	TBD	
	Engaged with a Primary Care Provider			TBD	TBD	
	Food Programs			TBD	TBD	
	Tenant Meetings			TBD	TBD	
	Usage of External Providers (Pierce County Aging and Disability Resources)			TBD	TBD	
	1.5.1(b) LEASE COMPLIANCE					
	Number of Households			% of Houseohlds		
		Baseline	Target	Results to Date	Baseline	Target
						Results to Date
	Referred for lease violations			TBD	TBD	
	Engaged in services to fix lease violations			TBD	TBD	
	Achieved lease compliance			TBD	TBD	
1.5.2 % OF HOUSEHOLDS THAT HAVE ACCESS TO COMMUNITY ASSETS This is new data that we will begin collecting this year.	1.5.2 % of HOUSEOLDS THAT LIVE IN HIGH OPPORTUNITY AREAS					
	THA PROGRAM			Baseline	Target	Results to Date
	HOP			TBD	TBD	
	TRADITIONAL VOUCHERS			TBD	TBD	
	PORTFOLIO			TBD	TBD	

1.6.3 COMMUNITY SERVICES CLIENT SATISFACTION	CS will develop a client satisfaction survey to be implemented begin in 2016 that will be administered at exit from Community Services. The results of that survey will be reported here.			
1.7 COST PER HOUR OF DIRECT SERVICE AND VALUE OF COMMUNITY SERVICES INVESTMENTS				
1.7.1 COST PER HOUR OF DIRECT SERVICE THA seeks to understand the value of its investments in supportive services. Calculating the cost per hour of direct service will allow us to calculate that value by applying the cost per hour of direct service to various client outcomes. We can also compare our costs to other similar service providers. This is new data that we will begin collecting this year.	1.7.1 COST PER HOUR OF DIRECT SERVICE			
		Baseline	Target	Results to Date
	THA Cost Per Hour of Direct Service	TBD	TBD	TBD
	Comparison Agency 1	TBD	TBD	TBD
	Comparison Agency 2	TBD	TBD	TBD

1.7.2 COST TO CS ACHIEVE CLIENT OUTCOMES This is new data that we will begin collecting this year.	1.7.2 COST TO ACHIEVE CS CLIENT OUTCOMES				
		Baseline	Target	Results to Date	
	Obtaining Full Time, Housing Wage Employment with Benefits	TBD	TBD	TBD	
	Securing Disability Benefits	TBD	TBD	TBD	
	Increase in SSM Scores by 1	TBD	TBD	TBD	
	Successful Exit	TBD	TBD	TBD	
1.7.3 VALUE OF EVICTIONS AVERTED This is new data that we will begin collecting this year. This measure is dependent upon calculating the cost per hour of direct service.	1.7.3 VALUE OF EVICTIONS AVERTED THIS YEAR				
		# OF TENANTS	PERCENT OF EVICTIONS AVERTED	GROSS SAVINGS	LESS DIRECT SERVICE COST
	TENANTS REFERRED TO COMMUNITY SERVICES FOR HARDSHIP	TBD	TBD	TBD	TBD
	TENANTS ENGAGED WITH COMMUNITY SERVICES FOR HARDSHIP (N=20)	TBD	TBD	TBD	TBD
	TENANTS REFERRED TO COMMUNITY SERVICES FOR CASE STAFFING	TBD	TBD	TBD	TBD
	TENANTS ENGAGED WITH COMMUNITY SERVICES FOR CASE STAFFING (N=12)	TBD	TBD	TBD	TBD
	TOTAL COMPLETED HARDSHIP OR CASE STAFFING (N=32)	TBD	TBD	TBD	TBD

2. HOUSING AND REAL ESTATE DEVELOPMENT STRATEGIC OBJECTIVE

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

Performance Measures: Housing and Real Estate Development Strategic Objective			
2.1 SIZE AND QUALITY OF THA’s PORTFOLIO OF PROPERTY AND WHOM IT SERVES			
2.1.1 NUMBER AND TYPE OF THA UNITS	2.1.1 NUMBER AND TYPE OF THA UNITS		
		Baseline	Target
			Results to Date
	Total Number of Units	1,335	Add 70 units per year
	Units affordable and reserved for households at these income:		
	• ≤ 30% AMI	1,071(80%)	TBD
	• 30% to 50% AMI	216(16%)	TBD
	• 51% to 60% AMI	48(4%)	TBD
	• 61% to 80% AMI	?	TBD
	Units with these # of bedrooms:		
	• Studios	0	
	• 1 BR	449(38%)	Add 27
	• 2 BR	305(26%)	add 29
	• 3 BR	359(30%)	add 14
	• 4 BR	50(4%)	
	• 5 +BR	24(2%)	

Performance Measures: Housing and Real Estate Development Strategic Objective			
<p>2.1.2 THE TOTAL NUMBER OF UNIT-YEARS IN THA’S PORTFOLIO.</p> <p>NOTE: The unit-years for a property denotes the number of units in the property multiplied by the years of service that the property will provide at the standards of quality THA seeks for its properties without needing funds beyond its ordinary maintenance budget and the replacement reserves assigned to that property.</p> <p>NOTE: THA can increase its total unit-years in various ways. It can build or buy new units or rehabilitate old ones. Its total unit-years can decrease by an unaddressed decline in the condition of a property, or by a sale of a property.</p>	2.1.2 TOTAL NUMBER OF UNIT-YEARS IN THA’S PORTFOLIO		
	Baseline	Target	Results to Date
	TBD as part of the RAD conversion and in consultation with a similar definition being developed by the WSHFC	?	?

Performance Measures: Housing and Real Estate Development Strategic Objective						
2.1.3 RECOGNITION, AWARDS, DESIGNATIONS/	2.1.5 RECOGNITION, AWARDS, DESIGNATIONS/					
		Baseline	Target	Results to Date		
	Design	5 Design Awards	1 Per New Project			
	Affordability	1 Award	1 Per New Development			
	Construction Innovation	1 Award	1 Per New Development			
2.2 EFFICIENCY OF THA’S REAL ESTATE DEVELOPMENT						
2.2.1 COST EFFICIENCY OF DEVELOPMENT	2.2.1 COST EFFICIENCY OF DEVELOPMENT					
		Standards		Baselines	Targets	Results to Date
		WSHFC	Housing Trust Fund			
	Average cost per square foot	\$123.32	\$123.32	\$225.09	Meet TDC	\$225.09

Performance Measures: Housing and Real Estate Development Strategic Objective				
2.2.2 DEVELOPMENT COSTS LEVERAGE RATIO	2.2.2 DEVELOPMENT COSTS LEVERAGE RATIO			
	Baseline	Target	Results to Date	
	\$9.3 to \$1	\$10 to \$1		
NOTE:				
<div>THA Contribution to Development Costs</div> <div></div> <div>Total Development Costs</div>	=	Leverage Ratio		
2.3 ASSISTING DEVELOPMENT OF AFFORDABLE HOUSING BY OTHER ORGANIZATIONS				
2.3.1 ASSISTING DEVELOPMENT OF HOUSING FOR OTHER ORGANIZATIONS	2.4.1 ASSISTING DEVELOPMENT OF HOUSING FOR OTHER ORGANIZATIONS			
		Baseline in Units	Target	Results to Date
	Development Services	15	Average 40 every two years.	
The number of affordable square feet, housing units and Class B or better developments that THA helped other organizations to finance or develop or fix-up.				

3. PROPERTY MANAGEMENT

THA will manage its properties so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people want to live.

Performance Measures: Property Management Strategic Objective				
3.1 EFFICIENCY OF THA’S PROPERTY MANAGEMENT				
3.1.1 OPERATING COSTS PER UNIT PER YEAR (PUPY)	3.1.1 OPERATING COSTS PER UNIT PER YEAR (PUPY)			
		Baselines	Targets	Results to Date
	6 th Ave	\$5906	\$6350	
	Fawcett	\$7711	\$6350	
	K Street	\$6727	\$6350	
	Ludwig	\$5755	\$6350	
	M Street	\$6954	\$6350	
	G Street	\$6346	\$6350	
	Wright Street	\$5519	\$6350	
	Bergerson Terrace	\$7146	\$6350	
	Dixon Village	\$8495	\$6350	
	Bay Terrace	\$3743	\$6500	
	Hillside 1500	\$8724	\$6700	
	Hillside Phase I	\$6448	\$6550	
	Hillside Phase II	\$8253	\$6550	
	Salishan 1	\$6413	\$7600	
	Salishan 2	\$6003	\$7550	
	Salishan 3	\$6215	\$7250	
	Salishan 4	\$7133	\$7400	
	Salishan 5	\$7625	\$7450	
	Salishan 6	\$6724	\$7400	
	Salishan 7	\$6971	\$7250	

**3.1.2
RENT COLLECTED AS
% OF MAXIMUM RENT
CHARGED**

3.1.2 RENT COLLECTED AS % OF MAXIMUM RENT CHARGED			
	Baselines	Targets	Results to Date
Entire Portfolio	95%	95%	
6 th Ave		95%	
Fawcett	98%		
K Street	97%		
Ludwig	97%		
M Street	96%		
G Street	98%		
Wright Street	99%		
Bergerson Terrace	97%		
Dixon Village	97%		
Bay Terrace	86%		
Hillside 1500	91%		
Hillside Phase I	99%		
Hillside Phase II	94%		
Salishan 1	97%		
Salishan 2	96%		
Salishan 3	97%		
Salishan 4	98%		
Salishan 5	89%		
Salishan 6	91%		
Salishan 7	92%		

**3.1.3
OPERATING WITHIN
BUDGET**
Properties operating within
percent of annual budget

3.1.3 NET CASH FLOW			
	Baselines	Targets	Results to Date
Entire Portfolio	TBD: We will use 2015 as the baseline year	We will use a 1:6 Debt to income ratio as proposed by 3 rd party consultant.	
6th Ave	TBD: We will use 2015 as the baseline year	No more than 105% of annual budget	
Fawcett			
K Street			
Ludwig			
M Street			
G Street			
Wright Street			
Bergerson Terrace			
Dixon Village			
Bay Terrace			
Hillside 1500			
Hillside Phase I			
Hillside Phase II			
Salishan 1			
Salishan 2			
Salishan 3			
Salishan 4			
Salishan 5			
Salishan 6			
Salishan 7			

3.1.4
LENGTH OF TIME TO RE-RENT A VACANT UNIT

This includes the number of days that elapse between receiving keys from a vacating tenant and providing keys to a new tenant.

3.1.4 LENGTH OF TIME TO RE-RENT A UNIT		
Baseline (portfolio average)*	Target*	Results to Date
40 days	20 days or less	

*The baselines and targets applies to non-meth contaminated units.

3.2 QUALITY OF THA's PROPERTIES			
3.2.1 RATING OF THA's PORTFOLIO NOTE: Class B properties have a 15 to 30 year remaining useful life in all major building systems NOTE: These measures denote physical condition of the property, amenities, age of building and location. A Class B or better designation shows a longer useful life, more amenities and ability to command higher rents.	3.2.1 RATING OF THA's PORTFOLIO		
	Baseline Baseline will be determined after completion of Capital Needs	Target 100% of THA properties at an average B Level Rating or Better	Results to Date
3.2.2 SCHEDULING AND MEETING CAPITAL NEEDS An assessment of the number of capital items identified for repair based on a reserve for replacement schedule compared to the number of those items actually replaced annually per the schedule.	3.2.2 PERCENT OF SCHEDULED CAPITAL NEEDS COMPLETED ON AN ANNUAL BASIS		
		Baselines Entire Portfolio <i>[each property]</i>	Targets Properties will be added to this table individually as they are converted to RAD and rehab is completed.
			Results to Date ? ?

3.3 Tenant Engagement and Lease Enforcement			
3.3.1 SURVEY OF RESIDENTS OR A SAMPLING OF RESIDENTS ON THEIR RATING OF THE FOLLOWING ON A SCALE OF 1 TO 5.	3.2.3 SURVEY OF THA TENANTS (AVERAGE FOR THE PORTFOLIO)		
		Baselines	Targets
	How do you feel about how you've been treated by THA Staff?	4.22	Any rating below 4.5 has a 10% increase. Any rating above 4.5, maintains a rating above 4.5.
	How quick does THA staff take care of your requests?	3.48	
	How satisfied are you with how THA staff responds to your requests?	3.7	
	How quick does THA return your phone call?	3.6	
	How safe from crime do you feel in your THA community?	3.59	
	How safe from crime do you feel in your neighborhood?	3.48	
	How quick does THA fix broken things in your home?	3.45	
	How well does THA fix broken things in your home?	3.99	
	Would you recommend THA to a friend that needed housing?	4.7	

3.3.2 CUSTOMER ORGANIZING AND CONSULTATION Solicit and respond to public comments on policy and/or practice changes and funding applications that directly impact tenants	<table><tr><th colspan="3">3.2.5 PERCENTAGE OF TIME THA CONSULTS WITH CUSTOMERS IN ADVANCE OF CHANGES</th></tr><tr><th>Baseline</th><th>Target</th><th>Results to Date</th></tr><tr><td>100%</td><td>100%</td><td></td></tr></table>	3.2.5 PERCENTAGE OF TIME THA CONSULTS WITH CUSTOMERS IN ADVANCE OF CHANGES			Baseline	Target	Results to Date	100%	100%								
3.2.5 PERCENTAGE OF TIME THA CONSULTS WITH CUSTOMERS IN ADVANCE OF CHANGES																	
Baseline	Target	Results to Date															
100%	100%																
3.3.3 EVICITION RATE A comparison of THA’s eviction rate as compared to the private market	<table><tr><th colspan="4">3.2.6 THA’s EVICTION RATE COMPARED TO THE PRIVATE RENTAL MARKET</th></tr><tr><th></th><th>Baseline</th><th>Target</th><th>Results to Date</th></tr><tr><td>Private Market</td><td>TBD</td><td colspan="2"></td></tr><tr><td>THA Portfolio</td><td>TBD. Will be established from 2015 evictions</td><td>Reduce by 5%</td><td>TBD</td></tr></table>	3.2.6 THA’s EVICTION RATE COMPARED TO THE PRIVATE RENTAL MARKET					Baseline	Target	Results to Date	Private Market	TBD			THA Portfolio	TBD. Will be established from 2015 evictions	Reduce by 5%	TBD
3.2.6 THA’s EVICTION RATE COMPARED TO THE PRIVATE RENTAL MARKET																	
	Baseline	Target	Results to Date														
Private Market	TBD																
THA Portfolio	TBD. Will be established from 2015 evictions	Reduce by 5%	TBD														

4. FINANCIALLY SUSTAINABLE OPERATIONS

THA seeks to be more financially self-sustaining.

Performance Measures: Financial Sustainable Operations Strategic Objective							
4.1 FINANCIAL MANAGEMENT							
4.1.1 OPERATING SURPLUS/DEFICIT <ul style="list-style-type: none">1. Recurring operating expenses vs. recurring incomes2. End of year variance to budget							
	4.1 OPERATING SURPLUS/DEFICIT						
		Baselines		Targets		Results to Date	
	Balance of Recurring operating expenses and recurring income	Balance		Surplus		?	
	End of year variance from budget	Income – 3% variance. Expense – 5% variance in 2012		Actuals within 10% of budget		?	
4.1.2 RESERVES: Minimum and Maximum <ul style="list-style-type: none">Operating reserves: number of months of operating cash availableMTW ReservesNon-MTW Reserves							
	4.2 RESERVES						
		Baselines		Targets		Results to Date	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	Portfolio	4 months expenses		4 months expenses	TBD		
	Other Operations	\$5.25 million		1 month expense	TBD		
Non-MTW Reserves	\$5.75 million		\$ 2 million	TBD			

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

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

5. ENVIRONMENTAL RESPONSIBILITY

THA will develop and operate its properties in a way that preserves and protects natural resources

Performance Measures: Environmental Responsibility Strategic Objective				
5.1 GREEN REAL ESTATE DEVELOPMENT				
5.1.1 DEVELOP ENVIRONMENTALLY RESPONSIBLE PROPERTIES	5.1.1 DEVELOP ENVIRONMENTALLY RESPONSIBLE PROPERTIES			
		Baseline	Target	Results to Date
	Meet LEED silver or higher requirements in new development	Portions of Salishan and BT Meet LEED/Evergreen	New Development Meet LEED Silver Requirements	
	THA’s new developments meet the evergreen standards	See above	100% New Development Meet Evergreen Standards	

Performance Measures: Environmental Responsibility Strategic Objective			
5.1.2 CREATIVE AND HEALTHY PLACEMAKING <ul style="list-style-type: none">Walking distance to parks, schools, grocery stores, jobs, public transit and other community amenities promoting health.On-site parks, playground equipment, services, schools, community space and other amenities promoting healthy lifestyle choices.Interface with local arts and cultural projects and programs	5.1.2 CREATIVE AND HEALTHY PLACEMAKING		
	Performance Measures	Baseline	Target
	Meet Evergreen Standards	Bay Terrace II Salishan	All developments: Evergreen Standards
	Meet LEED Neighborhood Designation	UNK	Projects could qualify for LEED ND

Performance Measures: Environmental Responsibility Strategic Objective				
5.2	GREEN REAL ESTATE MANAGEMENT			
5.2.1	REDUCE CARBON FOOTPRINT			
	5.2.1 REDUCE CARBON FOOTPRINT			
		Baselines	Targets	Results to Date
		TOTAL THA		
		THA will use the EPA Simplified GHG Emissions Calculator to estimate and inventory annual greenhouse gas (GHG) EMISSIONS. The methodology provided by the EPA is based on the most current Climate Leaders 1 Greenhouse Gas Inventory. This calculator determines the direct and indirect emissions from all sources as THA completes the calculator with the THA information.	Will determine following completion of EPA Simplified GHG Emissions Calculator	Reduce GHG Emissions 25% by 2035

6. ADVOCACY and PUBLIC EDUCATION

THA will advocate for the value of THA’s work and for the interests of the people it serves. It will be a resource for high quality advice, data and information on housing, community development, and related topics. THA will do this work at the local, state and national level.

Performance Measures: Advocacy and Public Education Strategic Objective			
6.1 PUBLIC REGARD FOR THA			
6.1.1 SURVEY OF PUBLIC PARTNES Personal interviews with elected officials and senior staff of the City of Tacoma, Pierce County and the elected officials and their staff for the local delegation to the Washington State legislature and the Congress; The regard for THA’s work overall and for its advocacy and public education work in particular as shown in scores from 1 to 5 and comments from the following periodic surveys	6.1.1 SURVEY OF PUBLIC PARNTERS		
	Baseline	Target	Results to Date
	4	4	4
	4.1 out of 5 [for overall work] 4 out of 5 [for advocacy and public education work] [These grades are from a Survey-Monkey of stake-holders and officials, August 2011]		

Performance Measures: Advocacy and Public Education Strategic Objective			
6.1.2 SURVEY OF PARTNERS, FUNDERS COMMUNITY LEADER AND FRIENDS OF THA Electronic survey of non-profit partners; funders; and community leaders and other “friends of THA”.	6.1.2 A FUNCTIONING ADVISORY BOARDS		
	Baseline	Target	Results to Date
	Not available	4	
6.2 THA AS AN EFFECTIVE ADVISOR			
6.2.1 ADVISORY PANELS THA shall be an authoritative source of advice and information for policy makers on housing and community development topics. THA’s effectiveness in this work shall be evident by its appointment to most of the advisory groups convened locally on topics and by persons or groups that matter to THA. Effectiveness of participation in these advisory groups as evidenced by (i) brief survey of the appointment authority and advisory group members to grade THA on a scale of 1 to 5, and (ii) THA’s own assessment	6.2.1 ADVISORY PANELS		
		Baselines	Targets
	% of Panels	90%	85%
	Survey re Effectiveness of Participation	Not available	4 out of 5

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

7. ADMINISTRATION

THA will have excellent administrative systems. Its staff will have skills that make THA highly efficient and effective in the customer service it provides to the public and among its departments. It will provide a workplace that attracts, develops and retains motivated and talented employees.

Performance Measures: Administration Strategic Objective		
7.1 AGENCY OPERATIONAL EFFICIENCY		
7.1.1 OPERATING EFFICIENCY PERCENTAGE Costs of Depts. of Admin., Finance, HR and Executive Total Operating Expenses X 100 <i>(does not include HAP or capital expenditures)</i>	7.1.1 OPERATING EFFICIENCY	
	Baseline	Target
	18%	18%
7.1.2 ADMINISTRATIVE COSTS PER HOUSEHOLD SERVED Total THA administrative budget <i>(not including housing or rental assistance)</i> Total number of households served <i>(THA tenants, recipients of rental assistance, from THA or THA funded partners from Annual MTW Report)</i>	7.1.2 ADMINISTRATIVE COSTS PER HOUSEHOLD SERVED	
	Baseline	Target
	\$550 per year	\$550 per year

Performance Measures: Administration Strategic Objective			
7.1.3 HOUSEHOLD SERVED PER FTE The number of households served by each THA Full Time Equivalent staff person: <ul style="list-style-type: none"> • Total • Tenants • Households receiving rental assistance whether directly from THA or from an organization that THA funds. Note that the difference between the total number of MTW HH FTE's and the total distinct households is that using the MTW definition, we may only count a funded voucher once per year even though those same funds may house multiple families throughout a given year.	7.1.3 HOUSEHOLD SERVED PER FTE		
		Baselines	Targets
	MTW Total Household FTE's / THA FTE's	40.4 (4850 / 120)	40
	Total distinct Households / THA FTE's	TBD	TBD
7.1.4 COMMUNITY SERVICE COSTS PER CLIENT (Cost for direct service staff, contractors and cash grants) <ul style="list-style-type: none"> • average cost per person receiving community services • average cost per person in THA's employment programs gaining new or better employment Note that this section will be TBD until we have the new system in place with the capability to track this data.	7.1.4 COMMUNITY SERVICE COSTS PER CLIENT		
		Baseline	Target
	Average cost per household receiving community services	TBD	TBD
	Average cost per person receiving community services	TBD	TBD
	Total increase in earned income / cost of THA's employment programs	TBD	TBD

Performance Measures: Administration Strategic Objective			
7.2 STAFF PERFORMANCE AND INVESTMENTS			
7.2.1 EMPLOYEE ENGAGEMENT <ul style="list-style-type: none"> Scores on the THA employee engagement survey Rate of response on the THA employee engagement survey 	7.2.1 EMPLOYEE ENGAGEMENT		
		Baselines	Targets
	Overall Score on THA Employee Engagement Survey	TBD	TBD
	Rate of Response on THA Employee Engagement Survey	91%	91%
7.2.2 STAFF TURNOVER, ATTENDANCE RATES, AND FILED L&I CLAIMS, UNION GRIEVANCES AND CLAIMS OF DISCRIMINATION	7.2.2 STAFF TURNOVER, ATTENDANCE RATES, AND FILED L&I CLAIMS, GRIEVANCES AND CLAIMS		
		Baselines	Targets
	Staff Turnover Rates	8.52%	10%
	# of unplanned absence days * # of potential days	No data available	TBD
	Lost work days Total work days		
	L&I Experience rating	1.044	1.0
	Union Grievances	0 per year	0 per year
	EEOC or Human Rights filed claims	1 per year	0 per year
	*Unplanned absence tracking will begin in 2015. No way to track on ADP at this time,		

Performance Measures: Administration Strategic Objective			
7.3 AUDIT RESULTS			
7.3.1 AUDIT SCORES BY OUTSIDE ENTITIES re THA PROPERTIES AND PROGRAMS [As each audit, site visit, or other type of review varies greatly from funder to funder and year to year, THA staff developed a form to collect all data regarding the various audits that gives appropriate weights to each one and determines a score that can be compared from year to year, but is less useful standing on its own.]	7.3.1 AUDIT SCORES		
	Baselines	Targets	Results to Date
	State of Washington Auditor	0 (2013)	0
	THA Audit Compilation	70 (2013)	40



TACOMA HOUSING AUTHORITY

CHILDREN's SAVINGS ACCOUNT

for the CHILDREN of NEW SALISHAN, Tacoma, WA

last revised September 14, 2015

1. SUMMARY

In the Fall of 2015, the Tacoma Housing Authority (THA), in partnership with Tacoma Public Schools (TPS), began offering children's savings accounts (CSAs) for the children of New Salishan. The CSA program will help its children expect that they will attend college, be ready for college, be able to pay for it, and feel that they belong when they go.

New Salishan is THA's largest and most diverse community. It is a HOPE VI mixed-income community of 1,350 renter and homeowner households on an award-winning neighborhood design. Lister Elementary School sits in the middle of Salishan; First Creek Middle School is next door.



THA's CSA will have two stages, an elementary school stage and a middle through high school stage. Both stages are linked to schools. The elementary school stage will encourage families to save for their children's education. When a Salishan student enrolls in kindergarten, THA will open a savings account in his or her name. THA will remain the account custodian and will control withdrawals. THA will deposit \$50 into the account to get it started. THA will match the family's deposit into the account up to \$400 per year. This match will last through fifth grade.

As companion goals, the program seeks to improve the financial literacy of the students and parents. Lister Elementary School will teach a highly regarded financial literacy curriculum. Parents will also receive financial training. The program will also help parents into the mainstream banking system. Financial training of this sort is more effective when the children and the parents have real money to contemplate, as the CSA will give them.

The next stage takes the student from 6th grade through high school. It is for students who live in Salishan and who enroll in 6th grade at First Creek Middle School. These 6th graders and their counselors will devise individualized plans to take the students through high school. The plan will set milestones along the way, largely of an academic nature. Upon hitting a milestone, the program will make a deposit into the account, up to \$700 per year.



Students who participate fully, with their families, from kindergarten through high school will accumulate a balance of \$9,700. The balance will be available only if a student graduates from high

school and enrolls in a qualified post-secondary educational program, and then only for the costs of attendance, including housing. Students who do not complete the journey will forsake THA's contribution to the accounts. THA will use those unused amounts to fund future cohorts of students.

Research suggests that even modest balances in such accounts greatly increase the prospects that a student will attend college. In comparison with peers without accounts, they do better in school. They are more likely to expect to go to college. They are 3 times more likely to attend college. They are 4 times more likely to graduate. They score better on socio-emotional development indicators.

THA plans this effort in collaboration with Tacoma Public Schools (TPS), the Corporation for Enterprise Development (CFED), initial funding from the Bill & Melinda Gates Foundation, the Bamford Foundation, Heritage Bank, other funders and social service partners in Tacoma.

The Urban Institute as a third party evaluator will track medium and long-term metrics.

THA's fund raising is well underway. Further funding will determine the scope and schedule for this initiative's expansion

2. **LOW-INCOME STUDENTS AND THEIR EDUCATIONAL ATTAINMENT: THE PROBLEM IN TACOMA**

Tacoma Public Schools has made great strides in improving its rate of high school graduation. In addition to a high school diploma, however, post-secondary educational achievement is important for a person's success. By this measure, Tacoma has work to do. This chart shows the problem:

Tacoma Public Schools: Class of 2014			
Rates of High School Graduation and Post-Secondary Educational Program Enrollment			
	High School Graduation Rate	Rate of Enrollment in Post-Secondary Educational or Training Programs*	
		High School Graduates	Aggregate Rate of Enrollment**
All Students	78.0%	46.5%	36.3%
Low-income	70.5%	41.8%	29.5%
African-American	73.8%	41.5%	30.6%
Asian	86.2%	60.3%	52.0%
Pacific Islander	68.6%	34.3%	23.5%
Hispanic	67.0%	33.7%	22.6 %
Multi-Racial	61.4%	29.2%	17.9%
Native American	68.2%	40.9%	27.9%
* Rate at which before high school graduation a student submitted verification of enrollment in a post-secondary educational or training program.			
** Rate of verified post-secondary enrollment for all students, including those who did not graduate from high school with their class.			

Several barriers keep low-income students out of college

- Their rate of high school graduation is not high enough.
- Many do not expect to attend college. They do not expect college to be affordable. They do not expect to be ready for college. They may be uninformed about the possibilities. Or in other ways, they do not think college is for them.
- College may indeed be unaffordable. Students in Tacoma and Washington State, however, have an advantage. The College Bound Scholarship program of Washington insures that tuition will be affordable for eligible students up to the average cost of a public 4-year college. This is an enormous advantage. However, even with tuition covered in this way, low-income students usually cannot afford the non-tuition costs of attendance, primarily housing.

In all these ways, the main barrier to college is hopelessness, either realistic or imagined. THA's CSAs are intended to address them all.

3. CHILDREN's SAVINGS ACCOUNTS GENERALLY

Children's savings accounts (CSAs) can greatly increase the prospects that children will attend college. CSA programs generally have the following features:

- The program establishes a bank account in the name of the participating child. A custodian organization controls the account.
- The program matches the family's deposits at a stated ratio and within limits. (THA's program for elementary school children will do this. Its program for middle and high school students will link program deposits to academic achievement.)
- The program limits withdrawals.
- The account balance is available only for specific purposes, generally education related.
- CSA programs often offer related services, such as financial literacy courses.

CSAs can serve four purposes. **First**, they help a child and a family save for college. **Second**, they help them get used to saving. **Third**, they can ease an unbanked family into mainstream financial services. **Fourth**, they allow a child and a family to think more positively about their future. In the case of Salishan, a CSA serves a **fifth** purpose. It will help unite that very diverse community.

Research suggests that even modest balances in such accounts greatly increase the prospects that a student will graduate from college. In comparison with peers without such accounts, they do better in school. They are more likely to expect to go to college. They are 3 times more likely to attend. They are 4 times more likely to graduate. They score better on socio-emotional indicators.

THA relies on the expertise of the Corporation for Enterprise Development (CFED). CFED is the nation's premier source of expertise on CSAs. For more information about CSAs and CFED, go to www.CFED.org.

4. NEW SALISHAN

New Salishan is THA's largest community. It has about 1,350 households. About 1,000 of them are low-income households who rent their home from THA or its nonprofit partners; the remaining Salishan households are homeowners with a wide range of incomes. THA built New Salishan as a HOPE VI redevelopment of an old, worn out public housing community. It is now a walkable mixed-income community of apartments, townhomes and single-family homes, an elementary school, a middle school next door, a regional primary health clinic, neighborhood playgrounds, and community gardens, all on an award winning design and all wrapped by a 250-acre Swan Creek Park.

New Salishan is also the region's most diverse community. It is diverse by factors that in other parts of the housing market are segregating factors. At New Salishan, they are integrating factors: homeowner/-renter, race, income, language, national origin, ethnicity, age, and ability/disability. The challenge and the charm of New Salishan is to help this community live across these lines. A CSA program available to all its children will help do that.



5. THA's CHILDREN SAVING ACCOUNTS FOR THE CHILDREN OF NEW SALISHAN: MAIN ELEMENTS

These are the main elements of THA's Children Savings Account program for the children of New Salishan:

5.1 Elementary School Children Savings Account Program: Kindergarten through 5th Grade

- The program will offer a CSA for every child that enrolls in kindergarten at Lister Elementary School regardless of whether or not the child lives in Salishan, and for every Salishan child enrolling in kindergarten at another Tacoma public school. This will serve children of both Salishan renters and Salishan homeowners.



- The program will start each year with a kindergarten cohort. As funds allow, the goal is to cover all 6 grades within 6 years. Each grade will constitute a cohort of about 80 students. At full measure, this part of the program will serve about 480 elementary children at any one time.
- The program will match deposits for each child up to \$400 per year through 5th grade. This contemplates a maximum annual program commitment per cohort of \$36,000. The maximum annual commitment for 6 elementary school consorts would be \$196,000, assuming full participation and full family deposits for each child.
- A student who starts at kindergarten and whose family participants fully, by the end of 5th grade, would have \$2,400 in family deposits and \$2,400 in program match deposits, for a total of \$4,800.
- Lister Elementary School will incorporate a highly regarded financial literacy into the curricula. THA will offer financial training to the parents. This sort of instruction is most effective when the children and parents have real money to contemplate, as will be the case with the CSA accounts.
- The match of funds ends after 5th grade. The child then moves to the next stage in 6th grade at First Creek Middle School.

5.2 Middle through High School Children's Savings Account Program: 6th Grade through High School

- First Creek Middle School is adjacent to New Salishan.
- The CSA Program will enroll all New Salishan children at First Creek Middle School.
- A student will remain eligible for the CSA program even if he or she leaves First Creek for another middle school in Tacoma Public Schools.



- A student's participation in the CSA program will remain active through high school graduation, as long as he or she continues in Tacoma Public Schools.
- The elementary school stage of the CSA program, which serves younger children, provides a deposit to match the family's deposit. In contrast, the middle through high school stage of the CSA program provides no match. Instead, it rewards the student's behavior and achievement, incentivizing academic performance and participation in college preparatory activities.

The program will match each Salishan student entering 6th grade at First Creek with a counselor. The counselor and the student will devise an individualized plan that takes the student from 6th grade through high school graduation and enrollment into a qualified post-secondary program. The plan will set academic milestones along the way for each year. These milestones may include: improving attendance, attaining a certain grade point average, enrolling in the College Bound Scholarship, taking college preparatory courses, taking the PSAT, SAT or ACT, applying to qualified post-secondary programs, getting accepted, filling out the FAFSA early, graduating from high school and then enrolling in a qualified post-secondary program.

- Upon achieving each milestone, the program will deposit money into the student's CSA. The amount of the deposit will vary with the type of milestone. THA projects a maximum annual deposit for each student of \$700.
- After 7 years of such deposits, starting in 6th grade, a student who achieved fully would have a balance of \$4,900, **plus** any balance brought over from the elementary school CSA. That additional balance would be \$4,800 for a student whose family participated fully in the elementary school CSA, for a total of \$9,700 from kindergarten through high school.
- Once a student graduates from high school, the balance in the CSA will be available for post-secondary education or training purposes. A cohort student who fails to enroll in a qualified post-secondary program will forsake the program's contribution to his or her account. Those unused funds will then help fund future cohorts.
- At a maximum of \$700 per year, a cohort of 60 middle and high school students will cost a maximum of \$42,000. All 7 cohorts from 6th to 12th grades will cost a maximum of \$294,000 per year, assuming full participation and full achievement by all students.

5.3 College Bound Scholarship Enrollment Project

Washington's College Bound Scholarship Program (CBS) offers tuition for low-income students who (i) graduate from high school; (ii) with at least a 2.0 grade point average; (iii) stay out of serious trouble; and (iv) get admitted to an approved in-state post-secondary program. Students must enroll in the CBS by the end of their 8th grade year. Starting in school year 2008-2009, THA began an effort to enroll 100% of its 8th graders every year. THA accomplished that by 2010-2011 and in each year since then. For information on this successful enrollment effort, see www.tacomahousing.org. Also since that time, TPS has enrolled 100% of eligible 8th graders throughout the city.

All students enrolled in THA's CSA program will also enroll in the CBS. This is important. It means that the CSA account balances upon high school graduation will likely not be necessary for tuition if a student attends college in state. Instead, those balances will be available for the many non-tuition expenses that often make college attendance unaffordable to low-income students, *e.g.*, housing, food, transportation, books.

5.4 Educational and Family Support

Other elements of the THA experience will fortify the CSA programs' ability to influence school achievement:

- CFED reports that even low-income families are able and willing to save for their children given a favorable structure to do so. THA's families have the added advantage of living in housing that is affordable to their income. This will free up family income to better allow a family to save for college.
- New Salishan hosts a range of enrichment activities, including after school and summer programs.
- THA provides tailored support services to its families to minimize the Adverse Childhood Experiences (ACES) affecting children. These services help families achieve the stability, self-sufficiency, and increases in household income that will make the best use of CSA programs. THA's service model emphasizes trauma-informed care and strength-based intervention.
- THA knits educational and employment attainment into all of its service plans with families who receive its community services.

5.5 Outcomes and Evaluation

THA has engaged the Urban Institute to track medium and long-range performance measures. THA will use the following performance measures of cohort students, all of which it will compare with the same measures for other TPS students and other TPS low-income students:

- performance on standardized reading and math tests in 5th grade;
- performance on standardized reading and math tests in 10th grade;
- high school graduation rates; (We will also compare these rates with College Bound Scholarship students who do not participate in the CSA programs);
- rates of enrollment in post-secondary programs. (We will also compare these rates with College Bound Scholarship students who do not participate in the CSA programs);
- rates of graduation from post-secondary programs.

Non-academic performance measures:

- increase in mainline banking activity of participating families;
- increase in financial literacy for students and adult members of the household;
- more positive attitude toward saving for students and adults;
- more positive orientation toward future goals;
- other indicators of student behavior and engagement (*e.g.*, school discipline, participation in school clubs).

6. BUDGET

The two main program costs will be the expense of administration and the expense of the program deposits. Most administrative costs should not vary greatly with the number of cohorts served. This means we can increase the number of cohorts while only marginally increasing operational costs.

THA has resolved not to launch a cohort unless it has money committed to see the cohort through to high school graduation. THA's fund raising is well underway. THA presently has funding enough to support two cohorts (80 students) from kindergarten through grade 12 and one cohort (60 students) from grades 6-12. THA seeks to add one new kindergarten and one new 6th grade cohort each year until we have thirteen active cohorts spanning grades K - 12.

Operational Budget – Annual Costs for Full Cohorts Covering K – 12 (60 students each grade))

Program Element	Cost
Administrative Costs	
Program Specialist (1.0 FTE)*	\$78,650
Program Manager (0.3 FTE)*	32,175
Program Director (0.1 FTE)*	14,300
THA Indirect	26,276
Training/Travel	17,500
Equipment/Materials	3,500
Third Party Evaluation	50,000
Subtotal	\$225,801
CSA Deposits Costs	
[assume 100% family deposits in the elementary school CSA and 100% student achievement in the SIP]	
Elementary CSA [initial deposits; up to \$400 per student per year]	\$196,000
Middle through High School CSA [up to \$700 per student per year]	294,000
Subtotal	\$490,000
ANNUAL TOTAL**	\$715,801

* Staff positions include salary and benefits.

** Assumes cohorts of 80 students in the K-5 stage and 60 students in the 7-12 stage of the program.

Total Cost of Deposits for One Cohort's Journey through Program	
Elementary School K – 5 th	\$196,000
Middle through High School 6 th – 12 th	\$294,000
Both Programs K – 12 th	\$490,000

7. PARTNERSHIPS

Partnerships are essential to a successful CSA program. THA is fortunate in its partners:

7.1 Operations Partners

- *Tacoma Public Schools*
TPS's collaboration, expertise and enthusiasm has been essential throughout THA's Education Project. For this CSA project, Lister Elementary and First Creek Middle School will be the main operational hubs. The CSA will follow students to high school. Most of them will attend Lincoln High School. We seek to add financial literacy instruction to the curricula of all these schools.
- *Corporation for Enterprise Development (CFED)*
CFED is the nation's premier source of data and expertise on CSAs generally. THA consults closely with CFED.
- *Heritage Bank*
Heritage Bank will manage the CSA program accounts. Heritage Bank has partnered with THA on a number of initiatives. Heritage has been THA's very capable and community-minded business bank for many years in a relationship that has served THA and Tacoma very well.
- *YMCA, Eagle Center at First Creek Middle School*
Eagle Center staff will advise each middle school student to devise and monitor the individualized plan with academic milestones. This staff will also provide advising support, data collection and general program support for the middle through high school stage of the CSA program.

7.2 Funding Partners

- *The Bill and Melinda Gates Foundation*
The Gates Foundation is providing \$350,000 to THA over a three-year period to develop and implement the Scholar Incentive Program and other initiatives. These dollars are for operational use only, and do not include funding for incentive payments.
- *Tacoma Housing Authority*
THA is committing \$150,000 to directly fund incentive payments.
- *United Way of Pierce County*
Beginning in 2014, United Way is providing about \$20,000 annually in a three year grant (\$60,000 total) to support early childhood development and adult navigation to vocational training.
- *The Bamford Family Foundation*
The Bamford Foundation is funding the first Lister Elementary School cohort.

- *Other Funding Partners*

THA has received a generous \$500,000 gift from an additional funder to fund an entire second cohort of students' journey from kindergarten through 12th grade. This is a challenge grant. It will become available when THA raises an equivalent amount from other sources by September 2016.

THA seeks the additional funding these programs will require.

8. THA's EDUCATION PROJECT

The CSA program is part of THA's Education Project. The Education Project has two main purposes:

- to help the children THA houses succeed in school;
- to promote the success of the schools serving all low-income children in Tacoma..

THA is interested in education for three reasons. **First**, THA's strategic mission is to house people in ways that help them succeed not just as tenants but also as "parents, students, wage earners and builders of assets who can live without assistance." THA wants families to come to its housing and prosper. In this way, it wants their time with THA to be transforming, and temporary. It wants this especially for the children. School success is part of this transformation.

Second, THA is a real estate and community developer. It develops properties and communities, some of them very large, like New Salishan. THA's mission is to make its properties and neighborhoods "attractive places to live, work, attend school, shop and play" and to help make Tacoma a place that low-income families experience that is "safe, vibrant, prosperous, attractive and just." All this requires successful schools.

Third, public schools face challenges that low-income and homeless children bring to the schoolhouse door. The schools cannot solve them without help. THA seeks to do its part.

THA began this project surmising that it does have an influence to exercise over educational outcomes. This surmise arises from facts that are likely true for most public housing authorities. They are certainly true in Tacoma:

- Except for the school district and the public assistance agency, THA serves more low-income children in Tacoma than any other organization. It houses about 1 out of every 7 Tacoma public school students and about 1 out of every 4.5 low-income public school students;
- In serving them, THA is deep into the lives of their families, as landlord, as provider of highly regulated rental assistance or housing, and as provider of supportive services. This gives THA an influence over behavior and choices.
- THA owns communities, some quite large, that can be staging grounds for educational initiatives, especially those that are more effective when focused on discrete communities and when part of the visible walking landscape.

- THA resources can leverage investments from schools districts and others.

THA's Education Project comprises several elements and initiatives. *E.g.:*

- College Bound Scholarship Enrollment Project
- McCarver Elementary School Housing Program
- Tacoma Community College Housing Program
- Rapid rehousing for homeless families with children
- Rapid rehousing for homeless youth without families
- Head Start classrooms in THA communities
- Reach Out and Read bookshelves in all THA offices and community buildings

THA now adds its Children's Savings Account Program to its educational initiatives.

To learn more about THA's Education Project go to: www.tacomahousing.org

For additional information contact:

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TACOMA HOUSING AUTHORITY

Tacoma Community College Housing Assistance Program: A Summary

(Last Revised September 11, 2015)

In September 2014, Tacoma Housing Authority (THA) and Tacoma Community College (TCC) launched an innovative pilot program to house up to 25 homeless TCC students and their dependents during their TCC enrollment. As a condition of the assistance, students must make adequate academic progress toward a degree. The assistance lasts until graduation or 3 years, whichever occurs first. After one year, the program's preliminary outcomes are sufficiently encouraging to allow THA and TCC to consider the program's expansion.

HOMELESS COLLEGE STUDENTS

TCC has a student population of nearly 14,000 students. It is the largest post-secondary educational institution in the South Puget Sound Region. In comparison to students of other institutions, TCC students are older, lower income, more likely to be parents, more likely to be working and more likely to be the first in their family to attend college. Almost half of TCC's students receive financial aid and 41% of these students receive need-based aid. Sixty-one percent (61%) are women and forty-one percent (41%) identify as a person of color. TCC is justifiably proud of the warm welcome it gives them. A TCC degree can transform their lives. On average, a student with a TCC associate degree earns \$34,559 per year, 53.5% more than the average earnings of high school graduate.



A preliminary TCC survey of the student population, revealed a great need for housing assistance. A notable number of students are homeless. The lack of housing or stable housing presents formidable barriers to academic success. The challenges are harder for homeless students who are also parents. Most homeless students drop out.

THA - TCC HOUSING ASSISTANCE PROGRAM

In September 2014, THA and TCC launched a pilot program to address the problem of homelessness among TCC enrolled students. The program has these three main elements:

Rental Assistance During Enrollment

THA provides rental assistance to a TCC students and dependents who are homeless or at imminent risk of homelessness. TCC advertises the program, screens applicants, and maintains a waiting list. The college targets students in its workforce development program. (This program provides students with comprehensive case management to help them navigate careers. Completion Coaches identify barriers and provide resources for these students. TCC strives to build the work force development students as a cohort that provides its own peer-to-peer student support.) To be eligible for the THA housing assistance students must (1) be homeless or be at serious risk of homelessness (the program uses the McKinney-Vento definition of homeless), (2) meet the relevant THA rules concerning criminal history, lawful residency for at least one household member, and income eligibility. THA performs the background checks. THA inspects the rented housing to make sure it passes THA's Housing Quality Standards.

The value of the rental assistance equals what THA's regular Housing Opportunity Program (HOP) would provide and is based on the size of the household. The average value is \$460.29 per month. Unless terminated earlier for failure to fulfill the conditions of the assistance, the rental assistance lasts until graduation or for 3 years, whatever occurs first.

Expectations and Conditions of Participation

Participating students, to remain eligible for the assistance, must: (i) remain enrolled in 12 or more academic credits and otherwise make adequate academic progress toward a degree (TCC tracks the adequacy of the student's progress); (2) maintain at least a 2.0 grade point average; (3) participate in support workshops on topics such as financial literacy.

Performance Measures and Evaluation

To judge the success of the pilot, THA and TCC have chosen the following performance measures in comparison to unassisted homeless enrolled students and TCC students generally:

- grade point average • graduation rate • post-graduation earnings

RESULTS TO DATE

The participating cohort of students has an average age of 35, 10 years older than the average age among all TCC students; 82% of the participating students are parents. With only a year of data, outcomes are preliminary. But they are promising:

- **95%** (21 out of 22) of participating students remain enrolled; in comparison, of the 146 eligible applicants the program could not serve, only **24%** (35 out of 146) remain enrolled;
- The GPA of the participating students is **3.05**; the average GPA of all TCC students, homeless or housed, is **2.96**.

THA's EDUCATION PROJECT

The THA-TCC Housing Assistance Program is part of THA's Education Project. It seeks ways to spend a housing dollar not only to house needy families but to get two other outcomes: help students succeed in school; promote the success of the Tacoma schools and educational institutions serving low-income students. When it works it becomes a very good use of a housing dollar. To learn more about THA and its Education Project go to www.tacomahousing.org.

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TACOMA HOUSING AUTHORITY

For immediate release
September 16, 2015

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**THA and TPS launch the Children's Savings Account Program for the Children of Salishan:
An innovative program to pay for education after high school.**

The Tacoma Housing Authority (THA), in partnership with Tacoma Public Schools (TPS), the Corporation for Enterprise Development and multiple funders, has launched the ambitious and innovative Children's Savings Account Program for the Children of Salishan. It will help these children expect to attend college, prepare for college, pay for college and, when they go, feel they belong there.



Salishan is THA's largest and most diverse community. Its renters and homeowners live within close walking distance of an elementary school, a middle school next door, a regional primary health clinic, parks and other community features, all on a lovely award winning neighborhood design.

Children's Savings Accounts (CSAs) are long-term asset-building accounts. Research finds that students with such accounts for education purposes, compared to peers without such accounts, do better in school, are more likely to attend college and graduate, and show better on socio-emotional development indicators. These accounts also help pay for college. Even if Washington's College Bound Scholarship (CBS) covers tuition, students often cannot pay the non-tuition costs of attendance. A major problem is the cost of housing.

THA's CSA program has two stages. **Elementary School Stage:** The first stage is for children who enroll in kindergarten at Salishan's Lister Elementary School and Salishan children who enroll in kindergarten at other Tacoma public schools. The program is available to all these children of Salishan, whether their families rent their homes from THA or own their homes or rent them from owners. THA will open a Heritage Bank savings account for these children. THA will be the account custodian, controlling with-drawals. THA will deposit \$50 to begin each account. It will match the family's account deposit up to \$400 per year. This match will last through fifth grade. **Middle-High School Stage:** The second stage is for Salishan children who enroll in 6th grade at First Creek Middle School. These students and a counselor will devise a plan to take the student through high school graduation, with academic milestones along the way.

E.g., improved attendance, improved grade point average, taking college preparatory courses, signing up for the College Bound Scholarship, taking the PSAT, SAT, and ACT, filling out the FAFSA, applying to a qualified post-secondary program, getting admitted, graduating from high school, and enrolling in a qualified post-secondary program. Upon the student hitting a milestone, the program will deposit money into the account, up to \$700 a year. A student who, with his or her family, participates fully from kindergarten will have upon high school graduation a balance of \$9,700. This will be available only if and when the student enrolls in a qualified post-secondary program and then only for the costs of attendance, including housing.

TPS will offer in-class financial education to the students. The program will offer financial training to parents and help them into the mainstream banking system.

THA will not launch a cohort of students unless it has the funds committed to see the cohort through high school. Its fund raising is well underway. THA has the funds to launch cohorts in 2015 and 2016.

Applications for this year's kindergarten and 6th grade cohorts are due **October 9, 2015** into THA, Lister Elementary School or First Creek Middle School. For more information contact THA or those schools.

THA has engaged the Urban Institute as a third party evaluator to track medium and long-range metrics.

<p>Statement from Tacoma Housing Authority: <i>"We know that in order for students to enroll in college and persist to graduation it takes more than just money. Students also have to be prepared academically and feel as if they belong on the campuses they choose. We think that the CSA program will help students and their families address all of the potential barriers to attending and succeeding in college. THA is very pleased at this new way to grow its partnership with Tacoma Public Schools."</i></p> <p>- Andrea Cobb, THA CSA Project Manager.</p>	<p>Statement from Tacoma Public Schools: <i>"We are excited to expand the successful partnership between Tacoma Public Schools and the Tacoma Housing Authority. The Children's Savings Account Program, like the McCarver Elementary School Housing Program, is a visionary example that supports the district's initiatives for Academic Excellence and Partnerships. The intentional planning and focus of the CSA program staff and leadership at Lister Elementary and First Creek Middle School will provide students the dream of possibilities that only education can provide."</i></p> <p>- Janet Gates Cortez, TPS Liaison to THA</p>
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The Children's Savings Account Program is part of THA's Education Project. This project seeks to help the children it houses succeed in school and to promote the success of Tacoma schools serving all low-income students. To learn more about THA's Education Project go to www.tacomahousing.org.

About Tacoma Housing Authority (THA): THA provides high quality housing and supportive services to people who need them. It does this in ways that help them prosper and that help Tacoma develop equitably. THA develops and manages real estate. It provides rental housing. In partnership with private landlords, it helps families pay the rent in the private rental market. Its supportive services seek to help families succeed as "tenants, parents, students, wage earners and builders of assets who can live without assistance." THA seeks to do its work in ways that help neighborhoods be "attractive places to live, work, attend school, shop and play," and that help Tacoma be a place that all residents find "safe, vibrant, prosperous, attractive and just." For more information about THA and its work, go to www.tacomahousing.org.

ADMINISTRATION REPORTS

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$4,104,446 for the month of August, 2015.

Approved: September 23, 2015

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of August 2015

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Account					
Low Rent Module Checks	Check #'s	2,814	- 2,816	672	
Accounts Payable Checks	Check #'s	85,545	- 85,745		
Business Support Center				286,802	Program Support
Moving To Work Support Center				76,472	
Tax Credit Program Support Center				8,343	
Section 8 Programs				112,410	Section 8 Operations
SF Non-Assisted Housing - N. Shirley				2	Local Funds
SF Non-Assist Housing - 9SF Homes				57,108	
Salishan 7				44,477	
Prairie Oaks Operations				3,251	Development
Hillsdale Heights				1,270	
Salishan Developer Fee				1,611	
AG Hsg Recovery Grant				4,286	
Development Activity				9,957	
Salishan Area 2B-Dev				574	
Salishan Area 4				2,442	
Hillside Terrace 2500 Court G Development				66,007	
Prairie Oaks (LASA)				10,530	
THA RAD Project				41,329	
CS General Business Activities				1,680	Community Service
SAFE				340	
Community Services MTW Fund				1,900	
Gates Ed Proj Grant				79	
WA Families Fund				362	
COT-CDBG-FSS Grant				30	
Pierce Co. 2163 Funds				83	
WA Families Fund - Systems Innovation				464	
COT-McCarver Grant				94	Public Housing
AMP 1 - No K, So M, No G				62,722	
AMP 2 - Fawcett, Wright, 6th Ave				32,829	
AMP 3 - Lawrence, Orchard, Stevens				41,784	
AMP 6 - Scattered Sites				1,799	
AMP 7 - HT 1 - Subsidy				4,962	
AMP 8 - HT 2 - Subsidy				2,055	
AMP 9 - HT 1500 - Subsidy				1,121	
AMP 10 - SAL 1 - Subsidy				55	
AMP 11 - SAL 2 - Subsidy				55	
AMP 12 - SAL 3 - Subsidy				45	
AMP 13 - SAL 4 - Subsidy				45	
AMP 14 - SAL 5 - Subsidy				45	
AMP 15 - SAL 6 - Subsidy				45	
AMP 16 - Bay Terrace - Subsidy				26	
Allocation Fund				61,581	Allocations-All Programs
THA SUBTOTAL				941,745	
Hillside Terrace 1 through 1500				1,231	Tax Credit Projects - billable
Bay Terrace				962	
Salishan I - through Salishan 6				31,345	
Salishan Association - Operations				25	
TAX CREDIT SUBTOTAL (Operations - billable)				33,562	975,307
Section 8 Checking Account (HAP Payments)					
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	481,619	- 481,633	11,926	
	ACH	81,423	- 82,805	2,443,603	\$ 2,455,529
Payroll & Payroll Fees - ADP					\$ 673,609
Other Wire Transfers					
					\$ -
TOTAL DISBURSEMENTS					\$ 4,104,446



TACOMA HOUSING AUTHORITY

Date: September 23, 2015

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance Department

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT

The next financial report presentation will be in November, 2015 where review the financials for the period ending September 30th. Financially, Tacoma Housing Authority (THA) remains in good shape. Finance does not see any real areas of concern that need to be addressed. THA's Rental Assistance Demonstration (RAD) conversion costs keep evolving, but are fitting within budget. THS is also looking to utilize its Moving To Work (MTW) funds for paying off a \$2.3 million Salishan bond required to be paid off before closing on RAD, and paying off the Washington State Housing Finance Commission (WSHFC) loan once New Look Apartments are purchased.

2. INVESTMENTS

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

3. AUDIT

The Washington State auditors have completed the financial portion of the audit with a preliminary report provided to THA's Executive Director and Finance Department Director on September 3rd letting them know there were no difficulties or findings. Information is now being entered into the online system to meet the September 30th submission deadline to HUD. The final phase of the audit, which is the accountability portion is being conducted now.

4. BUDGETS

Due to uncertainties regarding RAD, the MTW negotiations, and the Congressional budget, the full blown budget process will be delayed until there is more clarity in these areas. A streamlined budget for 2016 will be presented to the board in December, with the agency-wide proposal being submitted by June 30, 2016.

5. YEAR END CLOSING UPDATE

No update at this time.

TACOMA HOUSING AUTHORITY

CASH POSITION - August 2015

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	\$ 3,742,914	0.40%
Section 8 Checking	5,842,665	0.40%
THA Affordable Housing Proceeds	3,111,100	0.40%
Note Fund Account	100	0.40%
Credit Card Receipts	100	0.40%
THA Investment Pool	289	0.40%
THA LIPH Security Deposits	91,468	0.40%
THDG - Tacoma Housing Development Group	70,587	0.40%
LF - SF 9Homes Alaska	5,088	0.40%
LF - SF 9Homes Alaska Sec Dep Acct	2,757	0.40%
LF - SFH No. Shirley	30,875	0.40%
LF - SFH N Shirley Security Deposit Acct	1,003	0.40%
Salishan 7	963,473	0.40%
Salishan 7 Security Deposit	26,947	0.40%
Salishan 7 Replacement Reserve	142,757	0.40%
Salishan 7 Operating Reserve	198,917	0.40%
Prairie Oaks Operations	100	0.40%
Prairie Oaks Security Deposit	100	0.40%
Prairie Oaks Replacement Reserve	100	0.40%
Payroll Account	5,860	0.40%
General Fund Money Market	538,069	0.40%
WASHINGTON STATE		
Investment Pool	\$ 1,628,883	0.12%
1. TOTAL THA CASH BALANCE	\$ 16,404,153	
Less:		
2. Total MTW Cash Balance	\$ 5,080,578	
<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	
3. MTW Cash Available (Lines 2-2.10)	\$ 3,214,578	
<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	878,589	
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)	\$ 7,348,724	

TACOMA HOUSING AUTHORITY

CASH POSITION - August 2015

<i>MTW Cash Held By HUD</i>			
3.11 Undisbursed HAP Reserves Held by HUD		\$	3,866,329
3.20 Total MTW Cash Held By HUD		\$	3,866,329
4. Non MTW Cash Restrictions			
<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		125,846	
4.04 Security Deposit Accounts		123,385	
4.05 Salishan Sound Families - 608		56,436	
4.06 Gates Foundation - 615, 616, 617		521,807	
4.07 WA Families Fund - 675, 713		12,564	
4.08 Bond Financed Single Family Homes Reserve		90,000	
4.09 Salishan 7 Reserves		766,674	
4.10 Prairie Oaks Reserves		100	
4.11 THDG - 048		70,587	
4.12 Area 2B Sales Proceeds (Afford Hsg)		3,111,100	
4.20 Total - Other Restrictions		\$	5,310,468
<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 ¹		\$	70,000
5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.45+4.50)		\$	5,656,918
6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)		\$	5,666,656
7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
Salishan Campus (PY exp plus 2014 budget)	\$ 196,174	\$ 126,174	\$ 70,000
¹ Total Current Commitments outstanding			\$ 70,000
Agency Advances that resulted in reduced amount of Unencumbered Cash (line 6)			
Hillside Terrace Redevelpmnt - Chase Loan, LP Equity Funds		\$	-
Prairie Oaks - Pierce Co CDBG, Lakewood CDBG, HTF		\$	48,089
Total Agency Advances		\$	48,089

ADMINISTRATION



TACOMA HOUSING AUTHORITY

DATE: September 23, 2015

TO: THA Board of Commissioners

FROM: Todd Craven
Director of Administration Department

RE: Administration Department Monthly Board Report

1. Salesforce Implementation

1.1 Overall Project Status





The software implementation project is currently on track and I have quite a bit of progress to report this month.

We have a name! One of the first things we set out to do during this project was to select a name for our new program. While everything we are building will sit on the Salesforce platform, we have an opportunity to brand it and make it our own. We collected recommendations and feedback from staff on what we should call our new system and in August we selected OpenDoor as the name. Once this was done, Scott Hollis, Tacoma Housing Authority's (THA's) marketing and communications specialist began working on a logo and color scheme. The logo and color scheme will be used to create a professional look and feel throughout our Salesforce site. Here is the final version that we selected:

OpenDoor

font: Century Gothic (bold)



				
CMYK	94, 82, 5, 0	13, 11, 86, 0	77, 25, 2, 0	0, 94, 97, 0
RGB	47, 74, 152	228, 210, 70	3, 153, 210	255, 42, 24
Web #	364c9c	ded02c	4598d4	de2923

We hope that this logo and color scheme will help create internal buy-in for the project and a feeling of ownership among the staff who will be using the new system.

Below is a chart that was included in the July Administration Department Board report. I updated it this month to show more precise dates and to show actual dates for the phase we just completed. For more detail on the progress and the steps that remain, please consult the attached project outline.

TRACK ONE			TRACK TWO		
Activity	Begin	End	Activity	Begin	End
Phase II: Design	July 2015	August September 2015	Phase V: Design	September October 2015	October November 2015
Phase III: Build	August September 2015	February 2016	Phase VI: Build	October November 2015	June 2016
<ul style="list-style-type: none"> - Finance Consultation for Selection of Finance System - Document Management - Project Management - Community Services - Development, Asset Management, Risk Management - Policy Management, IT Help Desk - Reports, Dashboards, Merge Documents 			- Housing and Voucher		
			- Maintenance, Procurement, Purchasing, and Inventory		
			- Human Resources		
			- Finance Consulting for Implementation of Financial System and Integration with Current Systems		
			- Finance Configuration		
Phase IV: Go-Live	February 2016	March 2016	- Data Migration	June 2016	July 2016
			- Critical Integrations		
			- Reports Dashboards, Merge Documents		
Phase VII: Go-Live					

We just finished work with our consultant, eightCloud, on Phase II: Design in early September and are moving into the build phase. Staff affected by the Track One processes were heavily involved in the design phase and will have a bit of a reprieve as eightCloud builds the agreed-upon designs into Salesforce.

Concurrently with the build phase, we are in the midst of selecting a financial system and beginning the design of the Track Two processes, which are all dependent on the financial system we end up selecting. The procurement process put our timelines back a bit and we anticipate the Track Two design phase to begin in early to mid-October.

The sections that follow contain some more detail on specific components for the project.

1.2 Data Requirements

Osamu Arakawa is THA's Data Requirements Specialist. This is a sunset position and Osamu has been working in this role for the past several months. During this time, he has spent considerable time with staff defining their overall data requirements, which are the metrics that program managers want to see front and center when they navigate Salesforce. This work is critical to creating a system that will have relevant data at each managers' fingertips. I am happy to report that this work is on schedule. He worked through all of the requirements for the Track One processes and is now working on Track Two. As he completes these, he hands them off to eightCloud so they can build them into the overall design.

1.3 Document Management

During the week of August 31st, we made a final decision on THA's new document management system (DMS). We looked at five different solutions that integrate with Salesforce and work well on the Salesforce platform. The system we ended up selecting is Citrix's ShareFile. This system will store all of the documents currently stored on our department drives, the share and shadow drives, and THA's SharePoint site. It will also store all of our electronic tenant files. We have designed a folder structure for the new DMS and will be putting it out to Cabinet and staff shortly for review, suggestions, and ultimate approval. Once all of the documents have moved over to ShareFile, they will be able to be accessed from anywhere at any time through the ShareFile website, THA's OpenDoor Salesforce page, or even on mobile devices such as smartphones or tablets.

While making this decision was a big step, much of the work is still left to do. For electronic files, we need to determine which files need to come over, tag them appropriately so they can be associated with the proper objects in Salesforce, decide where to store those in the new system, and many of the documents will even need new names.

THA's client files are currently in paper format so a big part of the effort to move everything to ShareFile will be to scan certain documents from within the tenant files and associate them with the correct tenant, client, owner, unit, agent, project, etc. This is an enormous effort that will take considerable staff time to get done, which is why we are beginning this work now and planning out how to get it done smoothly by the time we go live.

1.4 Project Management

We also made a decision this past month regarding Project Management. THA currently uses a custom project management database that we designed and improved over the last nine years. We explored a variety of options to improve the database and connect the data into Salesforce so it would be available to use and report from. Ultimately, we decided to recreate the functionality of the current Project Database, along with all of the improvements and future requirements we defined, within Salesforce. This option will save us money in development costs, increase use of the project management system, connect the project data with all of the other data in Salesforce (e.g., project financials, project funding sources, etc.), and it will give us a product on the Salesforce platform we may ultimately be able to sell on the Salesforce AppExchange. This development work is underway and will go live in the first track of the project, which will be in late January / early February.



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project Number: AD-2014-26

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION

Date: September 14, 2015

Deadline: August 31, 2016

Project Manager: Todd Craven

Task or Objective		Who	Deadline	Status
1. SCHEDULING		T. Craven	6/1/2016	Closed
1.1	Notify staff of Phase I commitments	T. Craven	3/20/2015	Closed
1.2	Schedule Phase I Process Owner Sessions	T. Craven	4/10/2015	Closed
1.3	Schedule Phase I Stakeholder Sessions	T. Craven	6/1/2015	Closed
2. PHASE I: PLANNING AND ANALYSIS		T. Craven	6/30/2015	Closed
2.1 Process Owner Sessions		T. Craven	5/29/2015	Closed
2.1.1	Leasing	T. Craven	3/17/2015	Closed
2.1.2	Inspections	T. Craven	3/17/2015	Closed
2.1.3	Recertifications	T. Craven	3/18/2015	Closed
2.1.4	Leasing Units under RAD	T. Craven	3/23/2015	Closed
2.1.5	Verifications	T. Craven	3/24/2015	Closed
2.1.6	Meth Testing and Cleanup	T. Craven	3/24/2015	Closed
2.1.7	GIS Requirements	T. Craven	3/30/2015	Closed
2.1.8	Civil Rights and Reasonable Accommodation	T. Craven	3/27/2015	Closed
2.1.9	Transfers	T. Craven	3/31/2015	Closed
2.1.10	Portability	T. Craven	3/31/2015	Closed
2.1.11	Lease Enforcement	T. Craven	4/1/2015	Closed
2.1.12	Asset Tracking and Inventory	T. Craven	4/7/2015	Closed

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

	Task or Objective	Who	Deadline	Status
2.1.13	Purchasing	T. Craven	4/7/2015	Closed
2.1.14	Preventative Maintenance	T. Craven	4/8/2015	Closed
2.1.15	Unit Turns	T. Craven	4/8/2015	Closed
2.1.16	Reporting and Analysis	T. Craven	4/13/2015	Closed
2.1.17	Work Orders	T. Craven	4/14/2015	Closed
2.1.18	Section 8 Accounting	T. Craven	4/14/2015	Closed
2.1.19	Tenant Accounting	T. Craven	4/15/2015	Closed
2.1.20	Case Management	T. Craven	4/20/2015	Closed
2.1.21	Housing Opportunity Program	T. Craven	4/21/2015	Closed
2.1.22	Community Services Incentive Programs	T. Craven	4/22/2015	Closed
2.1.23	Community Services McCarver Program	T. Craven	4/22/2015	Closed
2.1.24	Finance (GL, AP, AR, Bank Rec)	T. Craven	4/27/2015	Closed
2.1.25	Construction Management	T. Craven	4/29/2015	Closed
2.1.26	Procurement	T. Craven	4/28/2015	Closed
2.1.27	Relocation	T. Craven	4/28/2015	Closed
2.1.28	Investor/Funder Reporting	T. Craven	4/29/2015	Closed
2.1.29	Travel	T. Craven	5/4/2015	Closed
2.1.30	Asset Management	T. Craven	5/5/2015	Closed
2.1.31	Compliance File Reviews	T. Craven	5/6/2015	Closed
2.1.32	HUD Systems	T. Craven	5/6/2015	Closed
2.1.33	IT Help Desk	T. Craven	5/11/2015	Closed
2.1.34	Insurance Claim Processing	T. Craven	5/12/2015	Closed

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

	Task or Objective	Who	Deadline	Status
2.2	Stakeholder Follow-Up	T. Craven	6/30/2015	Closed
2.2.1	Inspections Follow-Up	T. Craven	4/21/2015	Closed
2.2.2	Leasing Follow-Up	T. Craven	4/21/2015	Closed
2.2.3	Recertification Follow-Up	T. Craven	4/30/2015	Closed
2.2.4	Verifications Follow-Up	T. Craven	4/30/2015	Closed
2.3	Phase I Deliverables Met	T. Craven	6/30/2015	Closed
2.3.1	Overall Project Management Plan	T. Craven	6/30/2015	Closed
2.3.2	Data Architecture Plan	T. Craven	6/30/2015	Closed
2.3.3	Data Migration Plan	T. Craven	6/30/2015	Closed
2.3.4	Current System/Process Analysis (as-is)	T. Craven	6/30/2015	Closed
2.3.5	Functional Specifications	T. Craven	6/30/2015	Closed
2.3.6	Technical Specifications	T. Craven	6/30/2015	Closed
2.3.7	Data Migration Analysis	T. Craven	6/30/2015	Closed
2.3.8	Data Integration Analysis	T. Craven	6/30/2015	Closed
2.3.9	Testing Plan	T. Craven	6/30/2015	Closed
2.3.10	Training Plan	T. Craven	6/30/2015	Closed
2.3.11	Go-Live Plan	T. Craven	6/30/2015	Closed
2.3.12	Detailed Cost Estimate	T. Craven	6/30/2015	Closed
2.4	Decide whether to move forward with Implementation	T. Craven	6/30/2015	Closed !
2.4.1	Form Committee to review deliverables	T. Craven	5/15/2015	Closed
2.4.2	Review deliverables with committee	T. Craven	6/26/2015	Closed
2.4.3	Review deliveables with Michael Mirra	T. Craven	6/15/2015	Closed

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

Task or Objective	Who	Deadline	Status
2.4.4 Recommend plan going forward post-deliverable review	T. Craven	6/26/2015	Closed
3. INTERNAL MARKETING OF SALESFORCE SYSTEM	T. Craven	9/30/2015	Closed
3.1 Name THA's Salesforce System with Input from Staff	T. Craven	6/30/2015	Closed
3.1.1 Run campaign to gather names from staff	M. Elenko+	5/20/2015	Closed
3.1.2 Decide on top three names submitted	T. Craven	6/5/2015	Closed
3.1.3 Use survey for staff to vote on their favorite name	T. Craven	6/12/2015	Closed
3.1.4 Select official name for THA's Salesforce system	T. Craven	6/30/2015	Closed
3.2 Create several logos to choose from for new system - OpenDoor	S. Hollis	8/14/2015	Closed
3.3 Create several color scheme options to choose from for OpenDoor	S. Hollis	8/14/2015	Closed
3.4 Meet with Michael Mirra to review logo and color scheme options	T. Craven	8/19/2015	Closed !
4. DEFINE THA'S DATA REQUIREMENTS	O. Arakawa	3/31/2016	Open
4.1 Property Management Data Requirements	O. Arakawa	8/31/2015	Closed
4.1.1 Family Portfolio Requirements Gathering	O. Arakawa	6/26/2015	Closed
4.1.2 Salishan Portfolio Requirements Gathering	O. Arakawa	6/26/2015	Closed
4.1.3 Director Requirements Gathering	O. Arakawa	7/10/2015	Closed
4.1.4 Asset Manager Requirements Gathering for PM	O. Arakawa	7/24/2015	Closed
4.2 Rental Assistance Data Requirements	O. Arakawa	9/30/2015	Open
4.2.1 Associate Director Requirements Gathering	O. Arakawa	6/24/2015	Closed

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

	Task or Objective	Who	Deadline	Status
4.2.2	Assistant Manager Requirements Gathering	O. Arakawa	7/10/2015	Closed
4.2.3	Director Requirements Gathering	O. Arakawa	7/24/2015	Closed
4.3	Community Service Data Requirements	O. Arakawa	10/31/2015	Closed
4.3.1	Education Program Requirements Gathering	O. Arakawa	7/31/2015	Closed
4.3.2	Incentives Programs Requirements Gathering	O. Arakawa	7/31/2015	Closed
4.3.3	Casework Requirements Gathering	O. Arakawa	8/7/2015	Closed
4.3.4	Associate Directors Requirements Gathering	O. Arakawa	9/4/2015	Closed
4.3.5	Director Requirements Gathering	O. Arakawa	10/2/2015	Closed
4.4	Real Estate Development Data Requirements	O. Arakawa	11/30/2015	Open
4.4.1	Project Manager Requirements Gathering	O. Arakawa	9/30/2015	Open
4.4.2	Department Manager Requirements Gathering	O. Arakawa	10/16/2015	Open
4.4.3	Director Requirements Gathering	O. Arakawa	10/30/2015	Open
4.4.4	Asset Manager Requirements Gathering for RED	O. Arakawa	11/27/2015	Open
4.5	Finance Data Requirements	O. Arakawa	11/30/2015	Open
4.5.1	Department Manager Requirements Gathering	O. Arakawa	10/30/2015	Open
4.5.2	Director Requirements Gathering	O. Arakawa	11/20/2015	Open
4.5.3	Asset Manager Requirements Gathering for Finance	O. Arakawa	11/27/2015	Open
4.6	Administration and Asset Management Data Requirements	O. Arakawa	12/31/2015	Open
4.6.1	Systems Administration Requirements Gathering	O. Arakawa	10/30/2015	Open
4.6.2	Help Desk Requirements Gathering	O. Arakawa	10/30/2015	Open

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

Task or Objective		Who	Deadline	Status
4.6.3	Asset Management Requirements Gathering	O. Arakawa	10/30/2015	Open
4.6.4	Compliance and Civil Rights Requirements Gathering	O. Arakawa	10/30/2015	Open
4.6.5	Associate Director Requirements Gathering	O. Arakawa	11/27/2015	Open
4.6.6	Director Requirements Gathering	O. Arakawa	12/18/2015	Open
4.7	Executive Data Requirements	O. Arakawa	1/31/2016	Open
4.7.1	Go Over Agency Data Requirements with Executive Director	O. Arakawa	1/29/2016	Open
4.8	Human Resource Data Requirements	O. Arakawa	2/29/2016	Open
4.8.1	Human Resource Requirements Gathering	O. Arakawa	1/15/2016	Open
5.	TRACK I: FUNCTIONS DEPENDENT ON PROJECT AND DOCUMENT MANAGEMENT	T. Craven	2/12/2016	Open
5.1	Phase II: Design	T. Craven	9/30/2015	Open
5.1.1	Decide on Project Management App and begin implementation	T. Craven	8/21/2015	Closed
(a)	Confirm requirements	T. Craven	7/6/2015	Closed
(b)	Configure Milestone PM tool	M. Elenko+	5/15/2015	Closed
(c)	Install, Configure and Test SmartSheet Capabilities	T. Craven	6/19/2015	Closed
(d)	Demo Milestones PM	T. Craven	8/14/2015	Closed
(e)	Demo SmartSheet	T. Craven	8/14/2015	Closed
(f)	Demo DreamTeam	T. Craven	8/14/2015	Closed
(g)	Approval from Michael Mirra to move forward with tool	T. Craven	8/21/2015	Closed !

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

Task or Objective	Who	Deadline	Status
5.1.2 Decide on Document Management App/Tool and implement	T. Craven	8/21/2015	Closed
(a) Confirm Requirements	T. Craven	7/17/2015	Closed
(b) Box demo	T. Craven	8/14/2015	Closed
(c) DropBox demo	T. Craven	8/14/2015	Closed
(d) NetDocuments demo	T. Craven	8/14/2015	Closed
(e) Citrix ShareFile demo	T. Craven	8/14/2015	Closed
(f) Present tool to Michael Mirra and April Black for approval	T. Craven	8/21/2015	Closed !
5.1.3 Procure Financial System	T. Craven	9/30/2015	Open
(a) Create Scope of work	T. Craven	7/24/2015	Closed
(b) Obtain Finance and eightCloud approval to move forward	T. Craven	8/7/2015	Closed !
(c) Distribute RFP	T. Craven	8/7/2015	Closed
(d) Select Vendor	T. Craven	9/11/2015	Open !
(e) Successfully Negotiate and Execute Contract / Licensing Agreement	T. Craven	9/30/2015	Open
5.1.4 Schema Definition	N. Jamison*	8/12/2015	Closed
(a) Provide eightCloud with field defitions for TAAG, VH, and Custom Apps	T. Craven	7/17/2015	Closed
(b) Create desired field list	N. Jamison*	8/5/2015	Closed
(c) Field architecture review - approval by THA	N. Jamison*	8/12/2015	Closed !
5.1.5 Application Design	N. Jamison*	8/17/2015	Closed

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

	Task or Objective	Who	Deadline	Status
	(a) Housing and voucher - functionality needed for Track 1 only	N. Jamison*	8/11/2015	Closed
	(b) Document Management	N. Jamison*	8/17/2015	Closed
	(c) Project Management	N. Jamison*	8/17/2015	Closed
	(d) Community Services	N. Jamison*	8/13/2015	Closed
	(e) IT Help Desk	N. Jamison*	8/14/2015	Closed
	(f) Maintenance - functionality needed for Track I only	N. Jamison*	8/14/2015	Closed
	(g) Policy	N. Jamison*	8/14/2015	Closed
	(h) Workflow - Communtiy Services/Voucher/Housing	N. Jamison*	8/17/2015	Closed
	5.1.6 Data Migration and Integration Design	N. Jamison*	8/31/2015	Closed
	(a) Integration	N. Jamison*	8/31/2015	Closed
	(b) Data Migration	N. Jamison*	8/31/2015	Closed
	5.1.7 Reports and Dashboard Design	N. Jamison*	8/31/2015	Open
	5.2 Phase III: Build	T. Craven	1/29/2016	Open
	5.2.1 Document Management	T. Craven	1/29/2016	Open
	(a) Build custom solution	T. Craven	1/29/2016	Open
	(b) Integrate THA Research Library	T. Craven	1/29/2016	Open
	(c) Integrate THA's Drives: Share, Shadow Projects, Department Drives	T. Craven	1/29/2016	Open
	(d) Integrate SharePoint Lists: Contracts, Meth, Process, Claims and Incidents, RFP's	T. Craven	1/29/2016	Open
	(e) Integrate Paper Files (see other build tasks related to paper files)	T. Craven	1/29/2016	Open

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

Task or Objective		Who	Deadline	Status
5.2.2	Project Management	T. Craven	1/29/2016	Open
Salesforce AppExchange	(a) Explore option to build PM App to sell on	T. Craven	9/18/2015	Open !
	(b) Build Project Management functionality	T. Craven	11/30/2015	Open
	(c) Test Project Management functionality	T. Craven	12/31/2015	Open
	(d) Michael Mirra to approve of functionality, design, and look/feel of PM tool	T. Craven	1/8/2016	Open !
5.2.3	Community Services Case Management and Referrals	T. Craven	1/29/2016	Open
5.2.4	Funding Sources	T. Craven	1/29/2016	Open
5.2.5	Contractual Agreements	T. Craven	1/29/2016	Open
5.2.6	Help Desk	T. Craven	1/29/2016	Open
5.2.7	Marketing	T. Craven	1/29/2016	Open
5.2.8	Construction Management	T. Craven	1/29/2016	Open
5.2.9	Policy	T. Craven	1/29/2016	Open
5.2.10	Reasonable Accommodations	T. Craven	1/29/2016	Open
5.2.11	Asset Management	T. Craven	1/29/2016	Open
5.2.12	Insurance Claims and Incident Tracking	T. Craven	1/29/2016	Open
5.3	Phase IV: Go-Live Track I	T. Craven	2/12/2016	Open
6.	TRACK II: FUNCTIONS DEPENDENT ON FINANCIAL SYSTEM INTEGRATION	T. Craven	8/31/2016	Open
6.1	Phase V: Design	T. Craven	3/31/2016	Open
6.2	Phase VI: Build	T. Craven	7/29/2016	Open

Project: IT - SALESFORCE ENTERPRISE CRM IMPLEMENTATION
Date: September 14, 2015
Deadline: August 31, 2016
Project Manager: Todd Craven

Task or Objective	Who	Deadline	Status
6.3 Phase VI: Go-Live Track II	T. Craven	8/31/2016	Open

CLIENT SERVICES



TACOMA HOUSING AUTHORITY

DATE: September 23, 2015

TO: THA Board of Commissioners

FROM: Greg Claycamp
Director of Client Services

RE: Client Services Department Monthly Board Report

STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

Tacoma Housing Authority (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.

DIRECTOR'S COMMENT

As we enter September, Client Services (CS) can report that the **Children's Matched Savings Account (CSA) Program** at Salishan is launching this fall at Lister Elementary and First Creek Middle schools. We are fully funded for the first K-5 and 6-12 cohorts, with the Bamford Foundation recently increasing its commitment to the program. The hunt continues to secure \$500,000 to match the Sequoia Foundation's challenge commitment.

As Project Manager for the CSA, Andrea Cobb's work has been exemplary. Andrea will continue to directly manage the program for the next several months to ensure successful implementation.

Over the summer, we saw a late surge in allocation of vouchers by Tacoma Community College for the **College Housing Assistance Program (CHAP)**. At the beginning of August, 16 students were housed and 9 more were shopping. By the end of August, 17 are housed and 6 shopping, with 2 vouchers expired. TCC will begin new enrollments in October. Assuming the other students currently shopping are successful, we will reach full utilization of the 25 vouchers allocated for this program during the fall quarter.

Voucher utilization in the first year of CHAP program will be evaluated by PIE. Allocation of vouchers occurred more slowly than anticipated, and recipients skewed heavily toward individuals rather than family heads of household. THA has no direct administrative role in CHAP, and so we are dependent upon data and narrative from Tacoma Community College (TCC). TCC is working now to provide individual demographics and a summary report regarding first year utilization.

The participating cohort of students has an average age of 35, 10 years older than the average age among all TCC students; 82% of the participating students are parents. With only a year of data, outcomes are preliminary. But they are promising:

- 95% (21 out of 22) of participating students remain enrolled; in comparison, of the 146 eligible applicants the program could not serve, only 24% (35 out of 146) remain enrolled;
- The GPA of the participating students is 3.05; the average GPA of all TCC students, homeless or housed, is 2.96.

As discussed at the August Board of Commissioners' meeting, Client Services is undertaking a major reorganization. We are transferring some positions and resources to Policy, Innovation and Evaluation (PIE) to make more robust THA's internal capacity to research, develop and implement new program initiatives. We also expect this division of labor to enhance Client Services' ability to focus on program operations.

Within the Community Services Division, we are developing Property Management and Rental Assistance Collaboration teams, to better implement the strategies and measures proposed in the agency's draft Strategic Plan. We expect to organize similar collaboration teams within Rental Assistance, to partner with Community Services in engaging Housing Opportunity Program (HOP) households, and to partner with Property Management in implementing RAD. We are currently working with Human Resources to finalize job titles and descriptions, and hope to include a final organizational chart in the October Board Report.

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

August 2015	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Unduplicated Number Served (Month)	Unduplicated Number Served (YTD)
General Programs				
Case Staffing	22	0	45	90
Families in Transition (FIT)	1	0	20	36
Family Self Sufficiency (FSS)	1	0	118	131
General Services	12	3	33	104
Hardship	0	2	9	25
Housing Opportunity Program (HOP)	6	2	17	32
Children's Savings Account (CSA)				
K – 5 th Grade Stage	N/A	N/A	N/A	N/A
6 th – 12 th Grade Stage	N/A	N/A	N/A	N/A
McCarver	0	1	33	39
College Housing Assistance Program*	7	0	23	23
Senior & Disabled	49	24	67	153
DEPARTMENT TOTAL	98	32	365	633

2. CLIENT STORIES/PROGRAM UPDATES

2.1 Education Project

This month we are profiling H. After four years in the program, she has elected to leave the McCarver program in order to send her children to a school she thinks is better.

H became homeless because she was providing paid care for her father and lost her income and her residence at the time of his death. She is a single mother of three children, one about to start fifth grade and a set of three year old twins.

During her time in the program, she has consistently been employed either in skilled nursing, as a teaching assistant in a day care facility, and as a maintenance/janitorial specialist in a facility that served severely mental ill patients. She always pursued employment to support her family. She is now working as a Certified Nursing Assistant full time and has a part time/on-call position with a day care facility.

H's caseworker describes her as a very good mother to her children with high standards for the kind of medical care they receive, the clothes they wear and the kids they associate with. In addition, the caseworker noted that H is a strong advocate for herself and her family.

H is removing her older child from McCarver and choosing to move because she felt that her daughter's attitude was changing for the worse because of the behavior she sees from other kids at school. She was coming home with new inappropriate words, references to sexual behavior, and ideas that her mother didn't like. In addition, despite always being a strong student who teachers recognized as exceptional, her grades were starting to slip a little bit.

2.2 General Services

J is a Housing Choice Voucher resident and has custody of her two nieces. Her oldest daughter recently moved out of her unit changing her household size. As a result of the change in circumstances, J began experiencing a 50% shelter burden. J is legally blind and is awaiting double corneal transplant. She was hesitant to move because surgery was pending. J felt able to sustain the increased rent burden for a while,

On August 31, 2015, her landlord gave her a twenty-day termination notice because she was unable to come up with \$35 dollars of that month's rent. J was very upset because she is disabled, on a fixed income and didn't have anywhere to go. We referred J to the Landlord Liaison Project at the MDC. She was able to pair up with a housing advocate. The housing advocate was able to assist her in finding an affordable unit. Once J was approved, the advocate was able to assist her in obtaining the necessary deposits and fees in order to get into the unit.

J was able to sign the lease on September 1st, move into her new unit and register her nieces to start school on the 9th. J will not have to put off her corneal replacement surgery.

SECTION TWO: RENTAL ASSISTANCE AND LEASING

FROM: Julie LaRocque
Rental Assistance Division

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

Below is a breakdown of the utilization of THA's special programs and project based vouchers:

Program Name	Units Allocated	Units Leased and Shoppers
VASH (Veterans Administration Supportive Housing)	167	155
NED (Non Elderly Disabled) Vouchers	100	84
FUP (Family Unification Program)	50	40
McCarver Program	50	33
CHAP (College Housing Assistance Program)	25	23
CHOP (Child Welfare Housing Opportunity Program)	20	15
TOTAL	412	350

Project-Based Properties	Units Allocated	Units Leased
Bay Terrace	20	20
Eliza McCabe Townhomes	10	10
Flett Meadows	14	11
Guadalupe Vista	40	37
Harborview Manor	125	122
Hillside Gardens	8	7
Hillside Terrace	9	9
Nativity House	50	50
New Look Apts.	42	41
Pacific Courtyards	23	20
Salishan 1-7	340	328
Tyler Square	15	12
TOTAL	696	667

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: September 23, 2015

To: THA Board of Commissioners

From: Pat Patterson
Director of Property Management

Re: Property Management Monthly Board Report

1. OCCUPANCY OVERVIEW

1.1 Occupancy

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

PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% Month OCCUPIED	% YTD OCCUPIED
All Hillside/Bay Terrace	132	5	0	127	96.2%	97.5%
Family Properties	140	19	12	121	86.4%	82.9%
Salishan	631	13	0	618	97.9%	98.2%
Senior/Disabled	353	12	0	341	96.6%	96.3%
All Total	1,256	49	12	1,207	96.1%	95.6%

1.2 Vacant Unit Turn

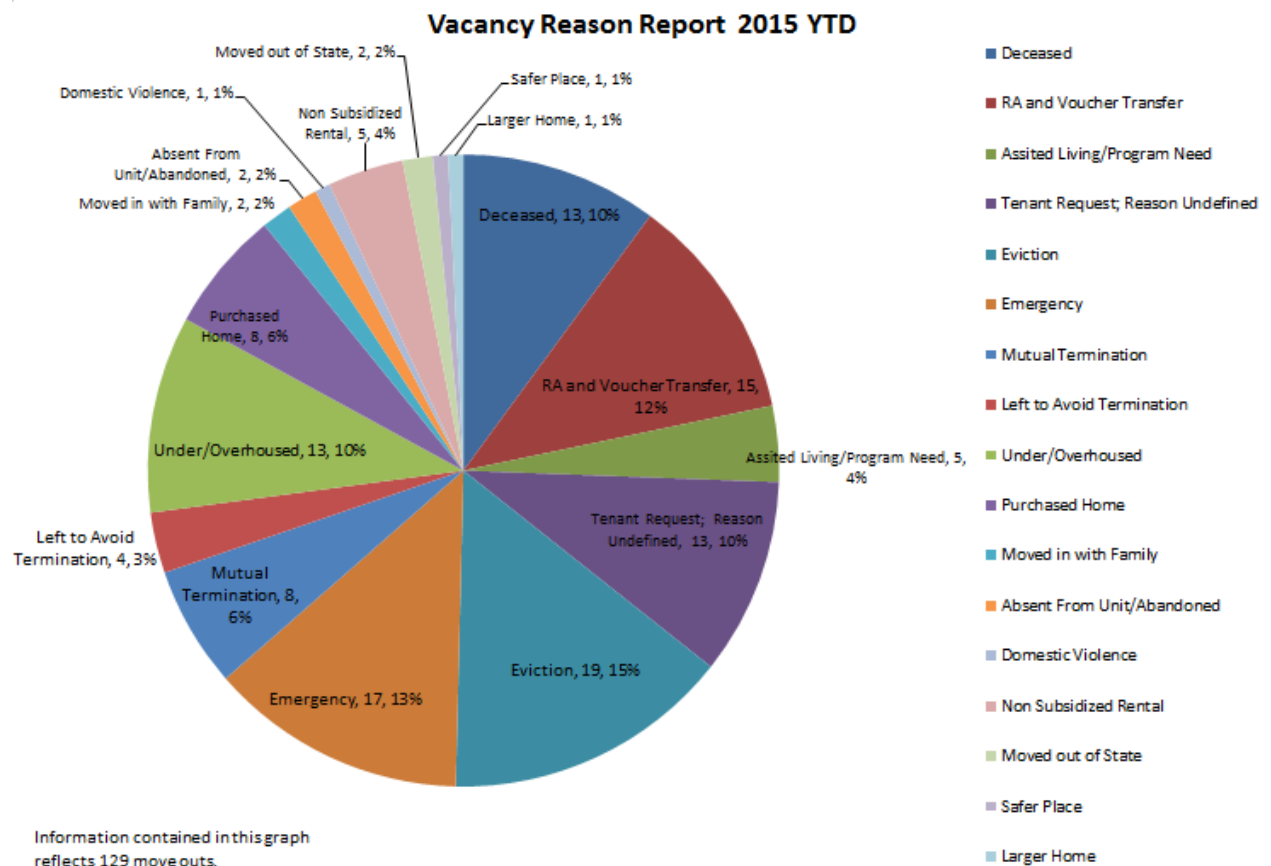
On page 7 there is a table with all of the units turned in fiscal year 2015. Eighteen (18) units were turned and rented in the month of August. The average unit turn time for the month of August was **41 days for eighteen (18) clean units turned by THA staff.**

There were no units turned in August that tested positive for meth.

As of August 1, 2015, 154 of the 552 units that have been tested for contamination have tested positive for methamphetamine. As of September 1, the 2015 current YTD hot rate is 6% and the overall hot rate from 2012 is 28%.

During the month of August, Tacoma Housing Authority (THA) maintenance department went through a staff reduction as part of its Voluntary Separation Incentive Program (VSIP). The VSIP's intent was to offer a cash payout for staff who fit the criteria for the program. Five (5) staff decided to accept the program. To adjust to the loss of these staff, at least on a temporary basis pending further evaluation, THA has been using third party contractors to turn tax credit units. (i.e., Salishan, Bay Terrace, and the Hillside), which our Trades Council agreement allows.

Landscaping work is being done by temporary staff through direct hire or through THA's Laborer's union. These staff members will work at THA owned properties. THA is averaging 15-20 vacant units per month. Property Management (PM) will continue to look for trends to reduce this number. The Board requested reasons for the move outs that have occurred. Below is a chart that breaks down the vacancy reasons year-to-date (YTD) in 2015.



1.3 Vacant Clean Unit Turn Status

The average turn days for 18 clean units in August were 41 days. The main reason for this is due to the volume of units requiring to be turned. 11 of the 18 vacant units turned in the month of August were at Salishan. PM staff normally assign 2 staff per unit, but have 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. Transfers and voucher releases have also been a contributing factor. 2 weekends and holidays (non-working days) in a 20-day period would account for 4 days.

This month THA had 16 units exceeding 20 days:

- **AMP 1 911 North K Street #110 (37 days)**
Maintenance work was completed in 24 days. 13 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 2 602 South Wright Street #314 (31 days)**
Unit was in downtime for 4 days. Maintenance work was completed in 27 days.
- **AMP 2 2302 6th Avenue #313 (51 days)**
Unit was in downtime for 6 days. Maintenance work was completed in 15 days and 30 additional days were attributed to leasing. Assigned tenant needed extra time to prepare to move. Extension was granted to avoid further delays in finding another suitable applicant.
- **AMP 9 1512 Court F Street #190 (42 days)**
Unit was in downtime for 4 days. Maintenance work was completed in 16 days. 22 days were attributed to leasing effort. This is a non-subsidized unit that has income restrictions which made it difficult to find qualified applicants.
- **AMP 10 4234 East Q Street (26 days)**
Unit was in downtime for 3 days. Maintenance took 23 days to make the unit rent ready.
- **AMP 10 4204 East Q Street (26 days)**
Unit was in downtime for 4 days. Maintenance took 16 days to complete the turn and 6 additional days were attributed to leasing efforts.
- **AMP 11 4314 Salishan Blvd (55 days)**
Unit was in downtime for 1 day. Maintenance work was completed in 50 days. Extensive repairs, new flooring and a delay in maintenance starting the turn were the reasons for the extended maintenance days. 4 days were attributed to leasing efforts.

- **AMP 12 4308 East R Street (44 days)**
Unit was in downtime for 8 days waiting for available maintenance staff to start the turn. Maintenance work was completed in 36 days. Flooring and cabinetry work was needed in this unit.
- **AMP 12 1815 East 44th Street (51 days)**
Unit was in downtime for 10 days waiting for available maintenance staff to start the turn. Maintenance work was completed in 38 days. This unit was assigned in the order received which added to the maintenance days. 3 days were attributed to leasing efforts.
- **AMP 12 4336 East R Street (51 days)**
Unit was in downtime for 10 days waiting for available maintenance staff to start the turn. Maintenance work was completed in 38 days. This unit was assigned in the order received which added to the maintenance days. 3 additional days were attributed to leasing efforts.
- **AMP 12 4338 East R Street (41 days)**
Unit was in downtime for 8 days awaiting maintenance to be assigned. Maintenance work was completed in 25 days. 8 days were attributed to leasing efforts.
- **AMP 14 2012 East 41st (49 days)**
Unit was in downtime for 10 days awaiting maintenance to be assigned. Maintenance work was completed in 27 days. Flooring was delayed due to back order. Unit was being held for transferring tenant that added 12 days to the leasing efforts.
- **AMP 14 3929 Everett Avenue (56 days)**
Unit was in downtime for 8 days awaiting maintenance to be assigned to the unit. Maintenance work was completed in 25 days. 23 days were attributed to leasing efforts. Bad contact information caused a delay in contacting the applicant to lease up the unit.
- **AMP 15 4264 Everett Avenue (68 days)**
Unit was in downtime for 12 days due to eviction complications and maintenance assignment to the unit. Maintenance work was completed in 30 days due to the extensive work needed. 26 days were attributed to leasing efforts.
- **AMP 15 4255 Everett Avenue (45 days)**
Unit was in downtime for 8 days awaiting assignment to maintenance. Maintenance work was completed in 19 days. 18 days attributed to leasing efforts due to tenant obtaining move-in funds and authorization to place utilities under their name.

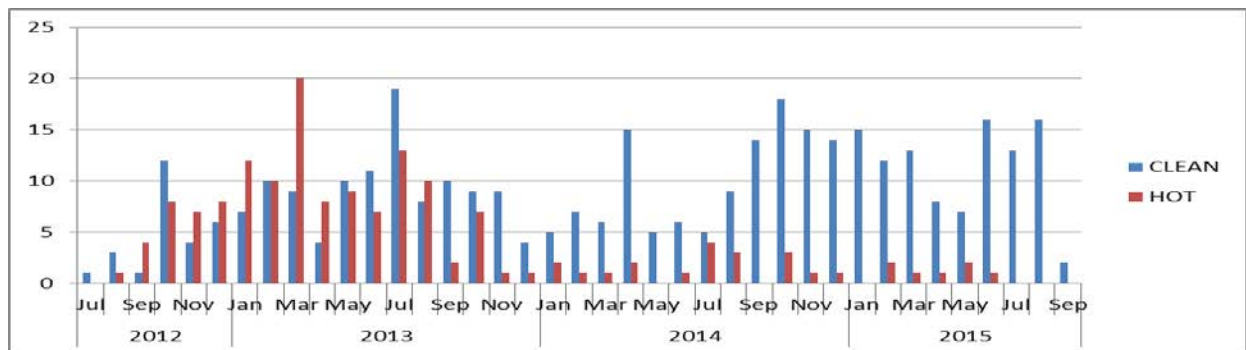
- **Bay Terrace 2547 South Yakima Ave #312 (34 days)**
Unit was in downtime for 9 days. There were 25 days attributed to leasing efforts. This unit is a market-rate tax credit unit. Advertisement was needed to find qualified applicants.

1.4 Contaminated Unit Turns

As of September 1, 2015, there were 42 vacant units in THA's portfolio. Of these units:

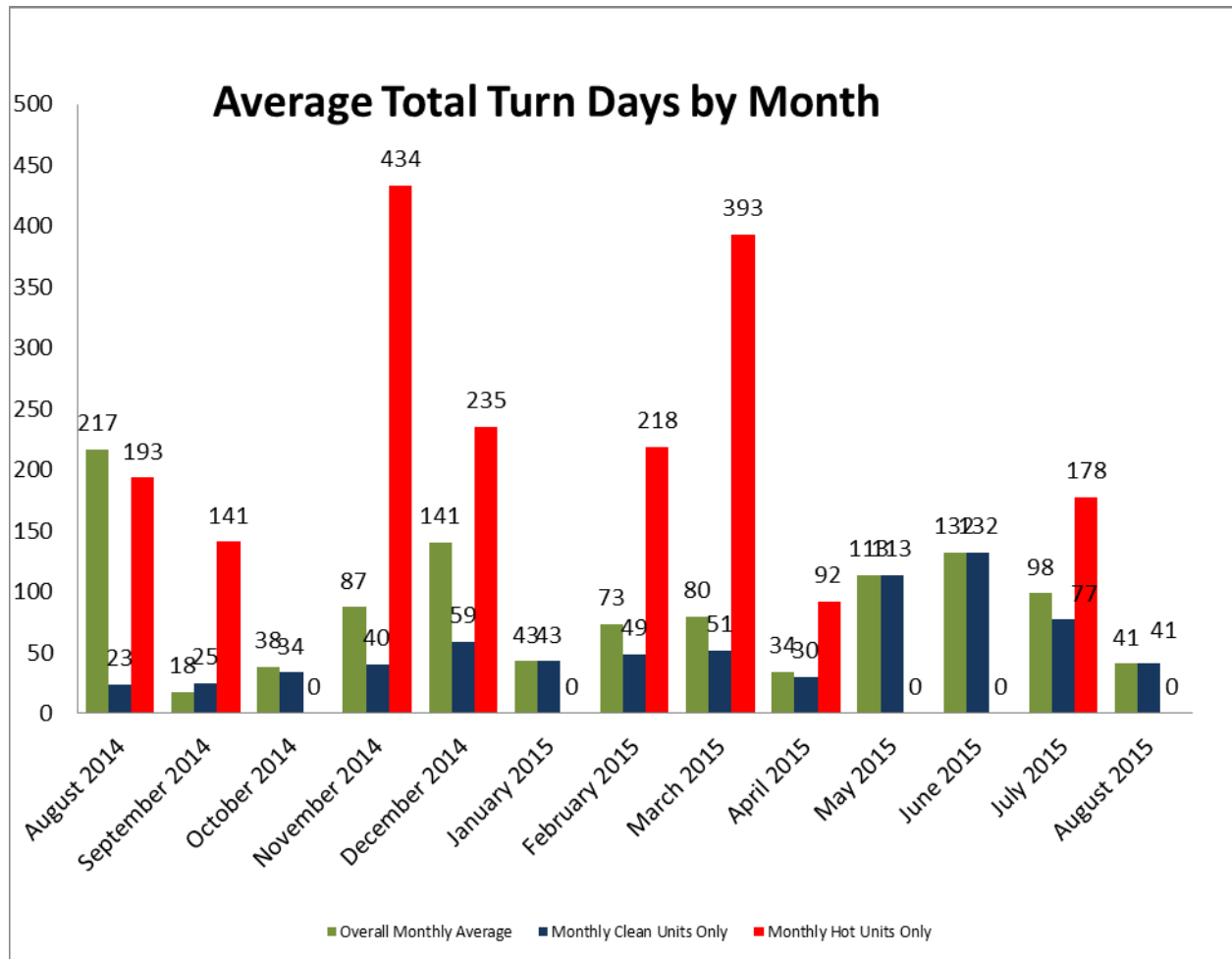
- 32 were not contaminated
- 7 were contaminated turns
- 3 were awaiting testing
- 14 were in modernization/reconstruction/contracted
- 3 units were completed and returned to sites

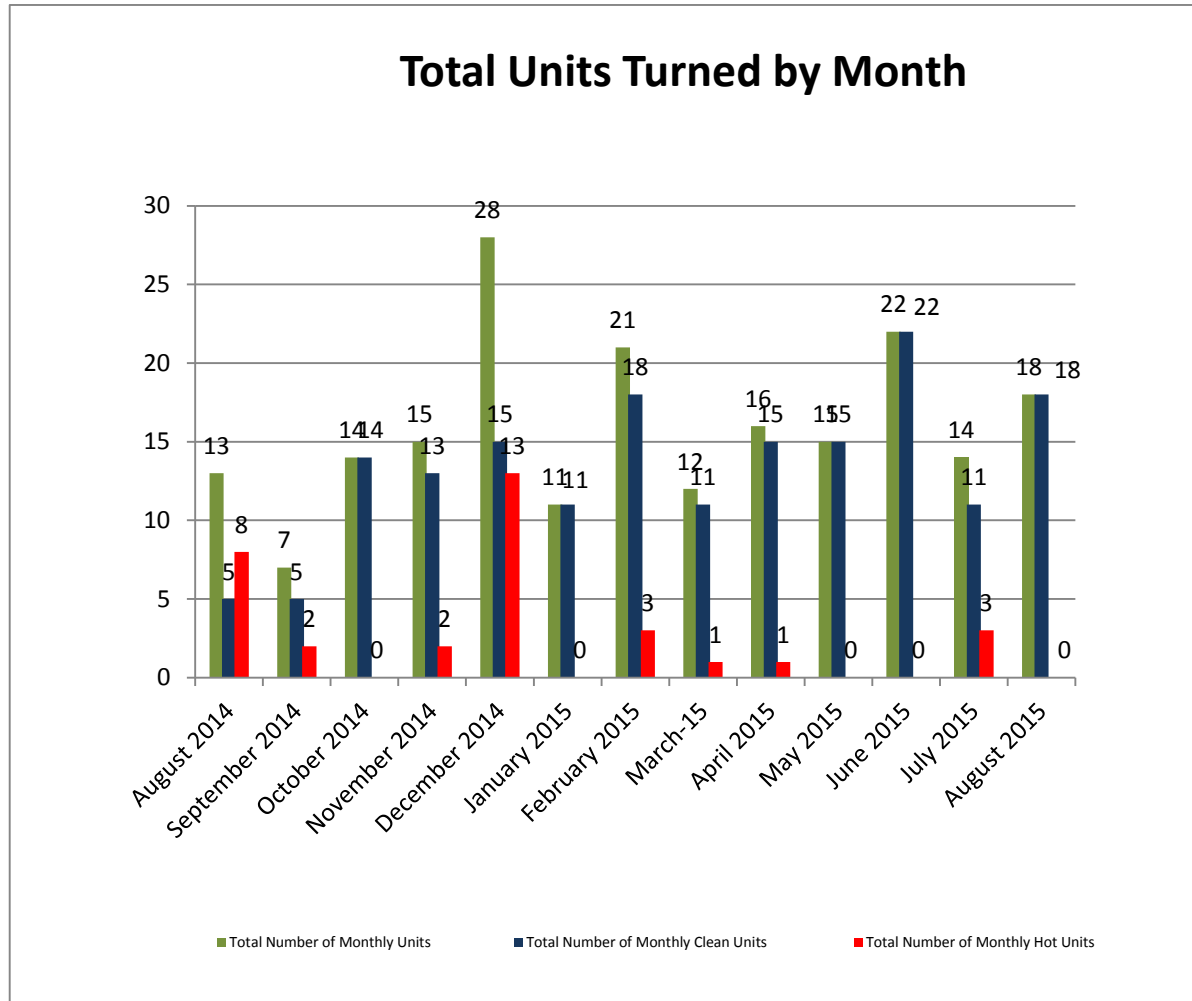
Hot Rate Trend- 512 units tested since July 2012.



2012- 55 units tested, 28 hot 51% Hot Rate
2013- 210 units tested, 100 hot 48% Hot Rate
2014- 138 units tested, 19 hot 14% Hot Rate
2015- 109 units tested, 7 hot 6% Hot Rate

The chart below and on page 7 show the fiscal year trend in Average Total Turn Days and Total Units Turned By Month.





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

- 2 Downtime Days (10% of time)-Meth Testing
- 15 Make Ready Days (75% of time)-Maintenance Turn
- 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 we are trying to improve are as follows:

- Define areas in need of improvement through tracking using Gantt charts
- 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

1.5 Work Orders

In the month of August, 100% of emergency work orders were completed within 24 hours. In August, maintenance staff completed 164 non-emergency work orders with a total of 2,239 for the calendar year. The year-to-date average number of days to complete a non-emergency work order is 31.76.

PM have also discovered that they have duplicate work orders entered into the system that has created a spike in the aged work orders report. They are working with the Administration department in resolving this problem.

PM continues to bring down the number of outstanding work orders, as well as improving 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, contact the tenants and give 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 August, 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)
All Hillside										
BAY TERRACE	0	0.0%	0	0.0%	1	2.00	0		101	3.75
HILLSIDE TERRACE 1500 Block	0	0.0%	0	0.0%	0		0		30	4.13
HILLSIDE TERRACE PH I	0	0.0%	0	0.0%	0		0		26	4.35
HILLSIDE TERRACE PH II	0	0.0%	0	0.0%	0		1	7.00	39	4.59
	0	0.0%	0	100.0%	1	2.00	1	7.00	196	4.06
Family Properties										
BERGERSON TERRACE	8	100.0%	24	100.0%	5	0.40	18	10.83	137	13.07
DIXON VILLAGE	2	100.0%	7	100.0%	2	1.00	20	15.40	77	17.71
MARKET RATE SFR	0	0.0%	1	100.0%	0		2	4.00	35	14.06
SCATTERED SITES	1	100.0%	6	100.0%	0		10	7.30	86	15.67
	11	100.0%	38	100.0%	7	0.57	50	11.68	335	14.91
Salishan										
SALISHAN I	4	100.0%	29	100.0%	8	2.25	20	22.50	154	31.91
SALISHAN II	3	100.0%	18	100.0%	5	0.80	11	62.18	133	25.45
SALISHAN III	7	100.0%	15	100.0%	3	26.00	4	107.00	114	34.89
SALISHAN IV	5	100.0%	14	92.9%	10	2.70	9	29.56	151	23.24
SALISHAN SEVEN	2	100.0%	9	100.0%	7	1.29	9	37.67	103	13.97
SALISHAN V	7	100.0%	12	100.0%	4	13.58	12	45.00	122	33.26
SALISHAN VI	4	100.0%	16	100.0%	5	0.40	5	98.20	127	18.98
	32	100.0%	113	99.1%	42	4.58	70	45.69	904	26.21
Senior / Disabled Properties										
6TH AVE	7	100.0%	33	97.0%	5	0.40	5	15.60	150	12.54
E.B. WILSON	4	100.0%	31	100.0%	6	3.50	8	23.50	164	9.29
FAWCETT APARTMENTS	2	100.0%	12	100.0%	1		4	7.50	63	3.11
LUDWIG APARTMENTS	4	100.0%	21	100.0%	1		3	5.00	90	13.02
NORTH G ST	1	100.0%	6	100.0%	2	4.00	1	11.00	67	9.10
NORTH K ST	2	100.0%	16	100.0%	1		13	80.54	108	17.88
WRIGHT AVE	5	100.0%	29	100.0%	4		9	5.56	162	11.02
	25	100.0%	148	99.3%	20	1.55	43	33.00	804	11.32
Agency Totals:	68	100.0%	299	99.3%	70	3.28	164	31.76	2,239	17.23

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

		Emergency		Urgent		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Urgent WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
All Hillside								
BT	BAY TERRACE (TC)	0	0	2	54	31	13	18
HT1	HILLSIDE TERRACE PH I	0	0	0	0	4	2	2
HT1500	HILLSIDE TERRACE 1500 Block	0	0	0	0	12	3	9
HT2	HILLSIDE TERRACE PH II	0	0	0	0	13	1	12
		0	0	2	54	60	19	41
Family Properties								
020	BERGERSON TERRACE	9	21	1	0	12	7	5
022	LOW RENT SCATTERED SITES (19)	1	0	0	0	2	0	2
023	DIXON VILLAGE	2	0	1	21	5	1	4
044	NORTH SHIRLEY	0	0	0	0	0	0	0
		12	21	2	21	19	8	11
Salishan								
SAL1	SALISHAN ONE LLC (PH)	5	43	4	68	105	22	83
SAL2	SALISHAN TWO LLC (PH)	3	0	4	47	99	12	87
SAL3	SALISHAN THREE LLC (S8)	7	22	3	39	99	11	88
SAL4	SALISHAN FOUR LLC (S8)	5	10	1	18	95	12	83
SAL5	SALISHAN V LLC (S8)	7	0	0	0	67	9	58
SAL6	SALISHAN SIX LLC (S8)	5	10	4	60	68	18	50
SAL7	SALISHAN SEVEN	4	29	0	0	77	17	60
		36	114	16	232	610	101	509
Senior / Disabled Properties								
006	NORTH K ST	2	0	1	0	31	3	28
008	E.B. WILSON	4	0	0	0	55	4	51
009	FAWCETT APARTMENTS	2	0	0	0	1	1	0
010	WRIGHT AVE	5	0	1	14	4	3	1
012	LUDWIG APARTMENTS	4	0	0	0	0	0	0
013	NORTH G ST	1	0	0	0	6	2	4
014	6TH AVE	7	0	0	0	18	5	13
		25	0	2	14	115	18	97
Agency Totals:		73	135	22	321	804	146	658

REAL ESTATE

DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: September 23, 2015

TO: THA Board of Commissioners

FROM: Kathy McCormick
Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

1. SALISHAN/HOPE VI

1.1 Phase II Construction

1.1.1 Area 2A, Community Core Development

The Board approved the general Master Plan Concept at its June 2012 meeting. Staff is reviewing the Master Plan Concept and may suggest some revisions based on current community needs and opportunities and propose an alternative plan for the Salishan Core. 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 at 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 Board of Commissioners update.

1.1.4 Area 2B Property Sale to Metro Parks

The disposition application for Housing and Urban Development (HUD) approval has been prepared. HUD approval is required prior to selling the two lots to Metro Parks.

1.1.5 Arlington Road

Staff is preparing a recommendation to terminate the agreement to sell Arlington Road. Coldwell Banker Richard Ellis (CBRE) has advised that another buyer may be interested in purchasing this property. Any new sale and the termination of the current sales contract 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 \$21.5 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.

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.

JP Morgan Chase Bank N.A. was selected as the construction and permanent lender for Bay Terrace Phase II.

Staff has begun the financial due-diligence process with both Chase and RBC. Financial closing is anticipated in mid January 2016.

2.1.2 Design

GGLO Architects completed design development on September 11, 2015, and is starting the construction drawing and specifications phase. Absher Construction will prepare a revised cost estimate based on the September 11, 2015, drawings and specifications.

On August 17, 2015, Absher Construction Company issued Request for Proposals for Design/Build services to include HVAC, electrical, plumbing and fire sprinkler systems. GGLO provided performance specifications for this bid process. Competitive bids were received on September 3, 2015. Staff has prepared Resolution No. 2015-9-23 (5) requesting authorization to amend Absher's Pre-Construction Services Agreement to include \$169,595 for HVAC, plumbing, electrical and fire sprinkler design services only.

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 Request for Proposal (RFP). Kenji Stoll and Chris Jordan, the artists selected to work with youth at Bay Terrace and create public art into the final design have been preoccupied. They have begun outreach activities with residents at Bay Terrace and surrounding THA properties. The first focus session was Tuesday August 18th with five families attending. The second focus session aimed at younger children and families was Tuesday September 1st. This resulted in more than 30 individuals attending the session. Workshops will continue to be based on the artistic interests of residents.

3. BERGERSON TERRACE

Substantial completion for all of the units in Phase I have been completed on time and within budget. The final punch was completed July 28th, 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

6615 S. Puget Sound sold September 2nd. This was the last of the AG homes in THA's portfolio. Staff will complete a final analysis of the program and include it as part of the next board update.

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 contracted with REIS property management company to provide property management services for Prairie Oaks. As of September 1, 2015, Prairie Oaks has 7 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

Construction is anticipated to be complete on Phase 2 on September 21st. Furniture will be moved in, and staff will move by September 25th. Finance staff (Phase 3) will move to their temporary quarters between Sept 25-28. Phase 3 is anticipated to be completed early November. HVAC work on the first floor is 75% complete.

4.5 Market Rate Scattered Sites

Renovations are continuing on four other homes. The two houses located on South Alaska will be listed in September. Demolition has been completed for the two houses on Sherman, roofs have been installed, and siding is being completed.

4.6 Consulting and Community Engagement

The Design Studio conducted by University of Washington Tacoma (UWT) for Trinity Presbyterian Church, Life Changing Ministries and the Salvation Army has been completed. All three agencies were positive about their experience and found designs they would like to investigate more carefully. Trinity Presbyterian Church has engaged Al Levine to assist them with evaluating development options for their site. THA staff is providing initial financial analysis for the options Trinity is considering.

4.7 RED Put-Backs

#27 Bergerson – Contract awarded August 12, 2015, 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. Work is progressing satisfactorily with completion expected by mid September.

4350 East R – Contract awarded August 26, 2015, for meth remediated unit. Work is progressing satisfactorily with completion expected by mid September.

Units #100 & #309 at North G and Unit #120 at 6th Avenue – Bids due September 4, 2015, for three meth remediated units. Scope and specifications for this project include up-graded RAD components and standards.

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 the timeline by two years for THA to develop the Hilltop Loft project. A convergence of opportunities and constraints for this project require the extension. These include:

5.2.1 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.

5.2.2 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 to expand the residential development to the property and provide additional parking.

5.2.3 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

- 5.3.1 THA executed a Purchase and Sale agreement for the Outrigger Apartments at 6102 6th Avenue, Tacoma on June 8, 2015. Staff completed its due diligence review and received final approval to acquire the Outrigger Apartments at the August, 2015, Board meeting. Heritage Bank will provide the financing for this development using THA issued tax exempt bonds. Foster Pepper is providing legal services for this transaction. Closing will occur on or before September 30, 2015.
- 5.3.2 Staff submitted a proposal to purchase Key Bank in Hilltop. THA is currently negotiating the terms of a Letter of Intent with Key Bank.
- 5.3.3 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. TCRA approved THA's request for future revisions to the long-term debt on this property. This includes deferring the current payments until the tax credit investors exit the partnership, forgiving the interest accrual on the original HOME agreement and revising the HOME Loan after the tax credit investors exit to carry a note at 3% interest, with a 30-year amortization. WCRA has the original loan for the New Look. The current balance is approximately \$975,000. WCRA approved the THA request to pay their loan, without a prepayment penalty. THA will make a loan to the project for \$1.3M and use these funds to retire the WCRA loan and for initial capital improvements. National Equity Fund (NEF) must approve the WCRA loan prepayment and replacement with the THA Loan. THA anticipates NEF's consent to THA's refinancing plan by mid-September, 2015; with closing to occur shortly thereafter.

6. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the schedules as of September 1, 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 st 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	\$210,362	13%	3/11/16
2012 CFP (1 st R)	\$1,026,290	3/12/12	\$1,026,290	100%	3/11/14	\$1,026,920	100%	3/11/16
2012 CFP (2 nd 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 st R)	\$322,158	9/9/13	\$322,158	100%	9/18/15	\$322,158	100%	9/8/17
2013 CFP (2 nd 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 st R)	\$277,032	5/13/14	\$0	0%	5/12/16	\$0	0%	5/12/18
2014 CFP (2 nd R)	\$873,158	5/13/14	\$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 nd R)	\$813,451	4-13-15	\$0	0%	4-12-17	\$0	0%	4-12-19
TOTAL	\$17,490,552		\$12,544,890			\$9,760,009		

NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (1)

DATE: September 23, 2015
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Approval of tenant account receivable write offs

Background

This resolution would allow THA to write off \$176,696.99 in bad debts.

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

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

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

We do not send all of the accounts to collections. We do not send accounts of people who have died, who declared bankruptcy or whose balance is less than \$30.00. They show below on the list below with an asterisk(*).

Recommendation

Approve Resolution 2015-9-23 (1) authorizing THA to write off tenant accounts totaling **\$176,696.99**



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (1) (Approval of Tenant Account Receivable Write Offs)

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

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

WHEREAS, THA has notified each individual included in this tenant account write off of their debt and given them the chance to pay prior, therefore, be it

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

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

Collection Status	M-O Project #	Client #	Balance
<u>W-O Collect</u>			
	N G Street		
		00005118	<u>\$2,154.38</u>
	6th Ave		
		00006404	<u>\$1,854.78</u>
	Salishan VII		
		XX001052	\$2,535.57
		xx001067	\$3,459.80
		xx001108	\$870.97
		Subtotal	<u>\$6,866.34</u>
	North K Street		
		00127216	\$1,229.82
		00143482	\$449.00
		Subtotal	<u>\$1,678.82</u>
	S Fawcett		

	00006242	<u>\$95.81</u>
S Wright Street		
	00000421	\$41,668.00
	00144406	\$37,596.52
	Subtotal	<u>\$79,264.52</u>
Section 8		
	00007266	\$549.00
	00132904	\$67,404.00
	00134285	\$11,580.00
	718032	\$1,484.00
	712900	\$3,598.00
	Subtotal	<u>\$84,615.00</u>
<u>W-O No Collect</u>		
S Lawrence Street (Ludwig)		
	00111915	<u>\$76.57</u>
North K Street	00005129	<u>90.77</u>
<u>Grand Total Write Off</u>		<u><u>176,696.99</u></u>

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

Approved: September 23, 2015

Stanley Rumbaugh, Chair

RESOLUTION #2



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (2)

DATE: September 23, 2015
TO: THA Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Ballard Spahr Contract Increase

Background

This resolution would authorize the executive director to amend THA's contract with Ballard Spahr for legal services by increasing its amount to \$360,000.

On January 30, 2012, Tacoma Housing Authority (THA) contracted with the law firm of Ballard Spahr for legal services. The Contract states that the amount "shall not exceed \$100,000 unless approved by the Board of Commissioners." Of this \$100,000 contract, THA has used \$31,500 with a remaining balance of \$68,500. The Real Estate Development (RED) and Administrative Department (AD) estimate that THA needs an additional \$260,000 of legal services. This increase will cover legal services for the Rental Assistance Demonstration (RAD) Traditional portfolio conversion and the RAD Tax Credit portfolio conversion.

Original Contract	\$68,500
Tradition RAD Conversion	\$80,000
Tax Credit RAD Conversion	\$180,000
Total Additional Legal Fees	\$260,000
Total Adjusted Contract Amount	\$360,000

Recommendation

Approve Resolution No. 2015-09-23 (2) authorizing THA Executive Director to amend the Ballard Spahr LLP contract dated January 30, 2012, to a not-to-exceed amount of \$360,000 .



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (2) (Ballard Spahr Contract Increase)

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

WHEREAS, On January 30, 2012, Tacoma Housing Authority (THA) entered into a contract with Ballard Spahr LLP to meet THA wide legal services; and

WHEREAS, The original contract amount was capped at a Not-to-Exceed (NTE) amount of \$100,000; and

WHEREAS, The original contract term was amended to extend the term to end January, 2016 with an approved option to extend an additional 12 months to January, 2017; and

WHEREAS, THA has estimated an additional \$260,000 in legal services needed for the financial closing of the Rental Assistance Demonstration (RAD) Traditional Portfolio and RAD Tax Credit Portfolio; and

WHEREAS, THA is requesting to amend the Ballard Spahr LLP NTE contract amount to a total of \$360,000; now, therefore, be it

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

Authorize THA Executive Director to execute the Amendment to the Ballard Spahr LLP Legal Services contract increasing the Not-to-Exceed payment to \$360,000.

Approved: September 23, 2015

Stan Rumbaugh, Chair

RESOLUTION #3



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (3)

DATE: September 23, 2015
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Approval of THA's 2016 Moving to Work Plan

Background

This resolution would approve the 2016 Moving to Work (MTW) plan that THA must submit to HUD each year. The plan is where THA proposes new activities to meet the statutory goals of the MTW program:

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

Staff has consulted with present clients and community partners. All THA staff had a chance to offer views. Based upon that consultation and other factors, we propose no new activities for FY 2016 that requires HUD approval. Instead, we will consider this year a "housekeeping" one focusing on our present initiatives.

Proposed programs

1. Prevention Dollars

THA would like to expand the use of the MTW activity that authorizes the agency's investment into Pierce County's rapid rehousing program. THA would do this by investing in the local homeless prevention system to serve households that need short-term rental assistance to avoid eviction. This program would be administered similarly to THA's investment in the Pierce County Rapid Rehousing and Youth Housing systems by having a third party administer these funds. It would allow THA to serve more new households each month while investing in part of the continuum of care (the range of housing options available to low-income households in Pierce County), which does not currently receive much investment.

THA believes that this investment would allow THA to better serve households who need immediate assistance in order to prevent eviction. These services are not available in Pierce County and would allow THA to lessen the number of households facing homelessness due to eviction.

THA may consider delaying implementation of its investment into prevention services because of various high-level projects already underway within the agency. THA would provide HUD with status updates through the Report and Plan to convey the agency's plan for development and implementation.

2. Preferences for Special Programs on the HOP Waitlist

THA will implement preferences on the Housing Opportunity Program (HOP) waitlist in order to reach capacity in programs where THA provides HOP subsidies and the partnering agency provides case management and/or supportive services. Currently, these programs include the 20 housing subsidies for the College Housing Assistance Program (time-limited voucher for homeless college students) and the 25 housing subsidies for the Children's Housing Opportunity Program (a time-limited voucher for homeless families where children have been placed in foster care and young adults aging out of foster care). Both programs use the HOP rent calculation and MTW authorizations but have slightly modified time limits and case management requirements. Implementation of these preferences and program requirements went through public notification and Board approval when THA amended its Administrative Plan for these preferences. The following programs are being proposed in THA's 2016 MTW Plan under the Housing Opportunity Program activity. Dedicated HOP subsidies would be filled using the same waitlist method outlined above.

2.1 McKinney Vento Liaison Project

THA is proposing a rental assistance program that would provide McKinney Vento liaisons within Tacoma schools with the ability to refer households to THA's Housing Opportunity Program. Households would receive rental assistance from THA but they would not receive case management services from THA. One goal of the project would be to evaluate the degree to which mandatory case management is a tool for best practices in stabilizing households.

Additionally, THA would like to better understand if providing homeless households with children rental assistance is enough to evoke similar lessened school mobility rates, increased testing scores and increased earned income for work able households. THA anticipates that this activity will stabilize homeless households that have children in Tacoma Public Schools and that the students will be able to remain in the same school. This program will inform policy choices related to case management.

2.2 Women 2 Work

By the end of 2016, THA will analyze whether to deploy an additional HOP preference for 25 households participating in Goodwill's Women 2 Work program. Women 2 Work is a new program being developed by Goodwill for implementation this autumn. It is funded by the Kellogg Foundation as a national

learning initiative. Goodwill is one of seven agencies funded, and the only participant west of the Mississippi.

The program aims to move 140 women of color from unemployment to living-wage work within the next two and a half years. Participants must be currently unemployed, low-income, and have children less than eight years of age enrolled in preschool or other educational daycare. Participants will gain professional certification in jobs identified as locally needed. Goodwill will provide intensive case management and some other support services, working in collaboration with local community and vocational colleges. It will also work closely with early education providers. Given the eligibility parameters, instability in housing is likely for some participants. The program would work as a two-generation intervention emphasizing living wage employment, early childhood education and provider partnerships.

Any adopted changes that are approved by the board and HUD will be updated in THA's Administrative Plan.

The draft plan can be viewed by clicking this link: [THA Draft 2016 MTW Plan](#)

Community and Staff Consultation

During the planning process, there has been a wide range of community and staff input. There were staff brainstorming sessions and feedback from those meetings. After receiving approval from the Cabinet to go through the public hearing process, THA has taken the following actions to receive feedback:

- Staff planning sessions on June 15th and 19th
- Direct mailings to all THA residents and applicants informing them of the plan, public hearings and options for submitting feedback
- Public Hearing for current residents and all interested parties on August 10th
- Public Hearing for applicants and all interested parties on August 19th

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

Recommendation

Approve Resolution 2015-9-23 (3) authorizing THA Executive Director to submit the Housing Authority of the City of Tacoma's Fiscal Year 2016 Moving to Work (MTW) Plan.



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (3) (Approval of THA's 2016 Moving to Work Plan)

Certifications of Compliance Annual Moving to Work Plan Certifications of Compliance U.S. Department of Housing and Urban Development, Office of Public and Indian Housing

Board Resolution to Accompany the Annual Moving to Work Plan*

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

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors have reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.

7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the City of Tacoma
PHA Name

WA005
PHA Number/HA Code

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

Stanley Rumbaugh
Name of Authorized Official

Chair
Title

Signature

September 23, 2015

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

RESOLUTION #4



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (4)

DATE: September 17, 2015
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Amendment to Foster Pepper Legal Services Contract

Background

This resolution would increase the maximum amount of the present contract for legal services with Foster Pepper to \$1,140,300.

On January 30, 2012, THA contracted for legal services with Foster Pepper, PLLC. It states that the contract amount "shall not exceed \$100,000 unless approved by the Board of Commissioners." On February 22, 2012, the Board of Commissioners approved Resolution Number 2012-2-22 (4) increasing that maximum to \$250,000, largely for work required by the Bay Terrace Phase 1 project. On July 24, 2013, the Board of Commissioners approved Resolution Number 2013-7-24 (1) increased the amount again to \$562,000 for the following transactions:

Meth Assistance	\$50,000
LASA	\$55,000
New Look	\$40,000
Stewart Court	\$10,000
Brown Star Grill	\$25,000
Citi Bank/Area 3 Land Sales	\$52,000
General Misc. Legal	\$5,000
Bay Terrace Phase I	\$75,000
Total	\$312,000

The Real Estate Development (RED), Administrative Department (AD) and Finance Department (FD) estimate that THA needs an additional \$578,300 worth of work from Foster Pepper during the 2015-2016 fiscal year. This increase will cover legal services for Bay Terrace Phase II, Outrigger and New Look acquisitions and the RAD project tax credit and bond transactions.

Current Board Approved Amount	\$562,000
New Look	\$50,000
Outrigger	\$50,000
Bay Terrace Phase II	\$133,925
RAD	\$234,375
General Misc. Legal	\$10,000
Total Additional Legal Fees	\$578,300
Total Adjusted Contract Amount	\$1,140,300

Recommendation

Authorize THA Executive Director to amend the Foster Pepper Legal Services contract dated January 30, 2012, to a not-to-exceed amount of \$1,140,300 .



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (4) **(Amendment to Foster Pepper Legal Services Contract)**

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

WHEREAS, On January 30, 2012, Tacoma Housing Authority (THA) entered into a contract with Foster Pepper to meet THA wide legal services; and

WHEREAS, The original contract amount was capped at a NTE amount of \$100,000; and

WHEREAS, The original contract term was amended to extend the term to end January, 2016 with an approved option to extend an additional 12 months to January 2017; and

WHEREAS, The original contract not-to-exceed amount was amended by Resolution Number 2013-7-24 (1) in July, 2013 to an amount not-to-exceed \$562,000; and

WHEREAS, THA has estimated and additional \$578,300 in legal services needed for New Look and Outrigger acquisitions, and the financial closing of Bay Terrace Phase II and RAD tax credit projects; and

WHEREAS, THA is requesting to amend the Foster Pepper not-to-exceed contract amount to a total of \$1,140,300; now, therefore, be it

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

Authorize THA Executive Director to execute the Amendment to the Foster Pepper Legal Services Contract increasing the Not-to-Exceed payment to \$1,140,300.

Approved: September 23, 2015

Stan Rumbaugh, Chair

RESOLUTION #5



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-09-23 (5)

DATE: September 23, 2015

TO: THA Board of Commissioners

FROM: Michael Mirra, Executive Director

RE: Amendment to Absher Pre-Construction Services Agreement for Bay Terrace II

Background

This resolution would increase from \$133,000 to \$302,595 the maximum value of THA's contract with Absher Construction for pre-construction work on Bay Terrace Phase 2.

On January 28, 2015, the Board of Commissioners approved Resolution 2015-01-28 (5) authorizing the Executive Director to negotiate and execute a contract not-to-exceed \$133,000 for Bay terrace Phase II Pre-Construction Services with Absher Construction company. Under this agreement Absher will conduct constructability reviews, provide construction means and methods consultation, estimating and bidding services during the design phase of the project. The Pre-Construction Services Agreement was executed with Absher on March 16, 2015.

Staff seeks to increase Absher's Pre-Construction Services Agreement to an amount not-to-exceed \$302,595 to include engineering design services for HVAC, electrical, plumbing and fire sprinkler systems. On September 3, 2015, Absher received bids for design and construction of HVAC, electrical, plumbing and fire sprinkler systems. The following table highlights the low bid results for both design and construction.

Bid Results Table

Scope	Bidder	Bid Results	Included Engineering & Permit Fees
Fire	Red Hawk	\$189,537	\$16,800
Plumbing	DM Kelly	\$1,073,000	\$55,000
HVAC	Air Systems Engineering	\$303,282	\$31,295
Electrical	JM Corp	\$1,564,965	\$66,500
Total Engineering Fees			\$169,595

During the design phase, each bidder will assist THA and Absher to identify a systems design that brings value to the project. GGLO's sub-consultant Glumac, provided the Performance Specifications and will provide approval of the final design for each discipline. Absher will conclude a final bidding round in December 2015. Staff will submit subsequent resolutions in December, 2015 to seek the Board's authorization for the Executive Director to enter into the construction contract including the final Maximum Allowable Construction Cost (MACC) for the project. The MACC will include updated pricing from the above low bidders for HVAC, Plumbing, Electrical and Fire Sprinkler Systems.

Recommendation

Approve Resolution 2015-9-23(5) authorizing THA Executive Director to amend Absher's Pre-Construction Services Modification No. 3 contract in an amount not-to-exceed of \$ 302,595 for the Bay Terrace Phase II project pre-construction and HVAC, Plumbing, Electrical and Fire Sprinkler design services.



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-09-23 (5)

(Amendment to Absher Pre-Construction Services Agreement for Bay Terrace II)

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

WHEREAS, On February 24, 2010, the Board approved Resolution 2010-2-24 (6) authorizing the Executive Director to negotiate and award a CM/GC contract to Absher Construction, Inc., for the 1800 and 2500 Hillside Terrace redevelopment; and

WHEREAS, On January 28, 2015, the Board of Commissioners authorized with Resolution 2015-01-28 (5) the Executive Director to negotiate and enter into a Pre-construction Services Agreement with Absher Construction not-to-exceed \$133,000; and

WHEREAS, On September 3, 2015, Absher Construction received design/build bids for HVAC, Plumbing, Electrical and Fire Sprinkler system with the following results; and

Scope	Bidder	Bid Results	Included Engineering & Permit Fees
Fire	Red Hawk	\$189,537	\$16,800
Plumbing	DM Kelly	\$1,073,000	\$55,000
HVAC	Air Systems Engineering	\$303,282	\$31,295
Electrical	JM Corp	\$1,564,965	\$66,500
Total Engineering Fees			\$169,595

WHEREAS, The Executive Director is seeking authorization to amend Absher's Modification No. 3 Pre-Construction Services Agreement to increase the not-to-exceed amount by \$169,595 to a not-to exceed amount of \$302,595 for HVAC, Plumbing, Electrical and Fire Sprinkler systems design services only; now, therefore, be it

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

Authorize THA Executive Director to amend Modification No. 3 to Abshers contract in an amount not-to-exceed of \$302,595.00 for the Bay Terrace Phase II project pre-construction services.

Approved: September 23, 2015

Stanley Rumbaugh, Chair

RESOLUTION #6



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (6)

DATE: September 23, 2015
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Third Amendment to the Moving to Work Agreement

Background

This resolution would allow THA to executive an amendment with HUD to THA's Moving to Work contract to allow for the RAD conversion of THA's public housing portfolio.

The Rental Assistance Demonstration (RAD) was designed by the department of Housing and Urban Development (HUD) to assist in addressing the capital needs of public housing by providing THA with access to private sources of capital to repair and preserve its affordable housing assets. Through RAD, THA will convert its Public Housing to Project Based Vouchers (PBV) under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices which detail components of RAD.

Attachment A of THA's Moving to Work (MTW) Standard Agreement outlines THA's annual calculation of subsidies. Upon full RAD conversion, THA will no longer receive funding through the Operating Subsidy or the Capital Funds Program. Rather, THA will receive funding solely through the Housing Choice Voucher Program (HCVP) subsidy. THA's MTW contract needs an amendment allowing for that.

Amendment to Agreement

Outlined below are the three additions to the HCVP subsidy calculation that will be effective upon final execution of the amended Agreement and RAD conversion:

- 1) Section C.3.a. is added as follows:

Any vouchers received as a part of a RAD conversion shall be added to the ACC via funding of \$1 for the remainder of the CY in which they are awarded. HUD will issue a new increment of voucher funding in the first full Calendar Year following a RAD conversion. These amounts will be renewed in subsequent years based on the per unit funding of the increment award, adjusted via the renewal inflation factor and the applicable proration factor.

- 2) Section C.4.a. is added as follows:

Administrative fees for RAD vouchers will be earned per each year's posted administrative fee rates and RAD vouchers under lease each month. Fees for RAD vouchers will be prorated at the same level that applies to all non-MTW agencies.

- 3) Section C.11 is added as follows:

RAD Conversion to PBV—Voucher Utilization

MTW funds used to establish initial RAD PBV rents pursuant to Notice PIH 2012-32(HA), REV-2 shall be considered obligated voucher funding for purposes of counting towards the agency's voucher utilization percentage.

Recommendation

Approve Resolution 2015-9-23 (6) authorizing THA Executive Director to execute the third amendment to the Moving to Work (MTW) Standard Agreement.



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-23 (6)

WHEREAS, Amendments to the Moving to Work Agreement must be approved by THA Board of Commissioners;

WHEREAS, A Moving to Work Agreement Amendment addressing Rental Assistance Demonstration Project Based Voucher funding must be approved by HUD prior to RAD conversion; and

WHEREAS, THA received a portfolio RAD conversion award from HUD in February, 2015 and subsequently intends to convert all Public Housing units to Project Based Vouchers.

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

Authorize THA to execute the third amendment to its Moving to Work Standard Agreement.

Approved: September 23, 2015

Stanley Rumbaugh, Chair

RESOLUTION #7



TACOMA HOUSING AUTHORITY

RESOLUTION 2015-9-(23)(7)

DATE: September 23, 2015

TO: Board of Commissioners

FROM: Michael Mirra

RE: Bond Issuance to Finance Acquisition and Rehabilitation of Outrigger Apartments

Background

The Board of Commissioners has previously approved the purchase of the Outrigger Apartments located at 6102 6th Avenue in West Tacoma. The Outrigger Apartment complex includes a total of 49 one and two bedroom units, as well as one-site laundry facilities, play areas and a swimming pool. Heritage Bank has offered to provide financing for the acquisition and rehabilitation of the Outrigger Apartments through the purchase of a tax-exempt bond (the "Bond") in a principal amount of up to \$3,100,000 with a ten-year term. The interest rate for the Bond would be fixed for the first seven years, with an interest rate reset on the seventh anniversary of the date of issue of the Bond. Principal of and interest on the Bond would be payable from amounts received by the Authority with respect to the Project, including rent payments, and the Bond would be secured by a deed of trust encumbering the Project.

Board Resolution

This Resolution seeks Board authorization for the:

1. Issuance of the Bond in a principal amount not to exceed \$3,100,000,
2. Sale of the Bond to Heritage Bank,
3. Preparation, execution and delivery of documents by the Authority, including a loan agreement, a deed of trust and an environmental indemnity agreement,
4. Creation of a Bond Fund, and
5. Adoption of amended and restated post issuance compliance policies and procedures for tax-exempt obligations.

Prior Board Action

Pursuant to Resolution 2015-04-22(3) adopted April 22, 2015, the Board of Commissioners authorized the Executive Director to negotiate and execute a purchase and sale agreement with



TACOMA HOUSING AUTHORITY

respect to the Outrigger Apartments. Pursuant to Resolution 2015-08-26(9), the Board of Commissioners authorized the Executive Director to execute financing with Heritage Bank and close on the acquisition of the Outrigger Apartments.

Recommendation

Approve Resolution No. 2015-09-23 (7).

RESOLUTION 2015-9-23(7)

(Outrigger Apartments Bond)

A RESOLUTION of the Board of Commissioners of the Housing Authority of the City of Tacoma authorizing the issuance of a single revenue bond of the Authority in the principal amount of not to exceed \$3,100,000, the proceeds of which will be used to finance all or a portion of the cost of acquiring and rehabilitating a 49-unit apartment complex located at 6102 6th Avenue, Tacoma, Washington, known as the Outrigger Apartments and to pay costs of the issuance and sale of the bond; establishing a bond fund; determining the form, terms and covenants of the bond; authorizing the execution and delivery of the bond, a deed of trust, and other agreements, documents and certificates; authorizing the sale and delivery of the bond to Heritage Bank; and adopting amended and restated post issuance compliance policies and procedures for tax-exempt obligations.

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 in the City of Tacoma, Washington (the “City”); and

WHEREAS, RCW 35.82.070(2) provides that a housing authority may acquire and provide for the construction, reconstruction, improvement, alternation or repair of housing projects; 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 dwellings, apartments, mobile home parts or other living accommodations for persons of low income”; and

WHEREAS, RCW 35.82.070(5) provides that a housing authority may pledge any interest in real property; and

WHEREAS, RCW 35.82.020(11) and 35.82.130 together provide that a housing authority may issue bonds, notes or other obligations for any of its corporate purposes; 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 Board of Commissioners of the Authority deems it necessary and advisable and in the best interest of the Authority to issue a revenue bond (the “Bond”) in the principal amount of not to exceed \$3,100,000 to provide all or part of the funds required to acquire and rehabilitate a 49-unit complex known as the Outrigger Apartments located at 6102 6th Avenue, Tacoma, Washington, as a housing project of the Authority (the “Project”) and to pay costs of issuance and sale of the Bond; and

WHEREAS, it is anticipated that Heritage Bank (the “Bank”) will offer to purchase the Bond on the terms set forth in this resolution; and

WHEREAS, the Authority desires to adopt amended and restated post-issuance compliance policies and procedures for tax-exempt bonds issued by the Authority; NOW, THEREFORE,

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF TACOMA as follows:

Section 1. Definitions. As used in this resolution, the following words have the following meanings:

“Authority” means the Housing Authority of the City of Tacoma, a public body corporate and politic duly organized and existing under and by virtue of the laws of the State of Washington.

“Bank” means Heritage Bank.

“Board” means the Board of Commissioners of the Authority.

“Bond” means the Housing Revenue Bond, 2015 (Outrigger Project), of the Authority issued pursuant to, under the authority of and for the purposes provided in this resolution.

“Bond Fund” the Authority’s Housing Revenue Bond Fund, 2015 (Outrigger Project), created by Section 6 of this Resolution for the purpose of paying principal of and interest on the Bond.

“Bond Registrar” means the Executive Director of the Authority.

“Code” means the Internal Revenue Code of 1986, as amended.

“Deed of Trust” means the Deed of Trust under which the Authority is the grantor and the Bank is the beneficiary constituting a lien on the real property and improvements constituting the Project

“Environmental Indemnity Agreement” means Environmental and Hazardous Substances Indemnity Agreement made by the Authority for the benefit of the Bank relating to the Project.

“Loan Agreement” means the Business Loan Agreement between the Authority and the Bank relating to the Bond.

“Project” means, depending upon the context, (1) the acquisition and rehabilitation the apartment complex known as the Outrigger Apartments located at 6102 6th Avenue, Tacoma, Washington, which is declared by this resolution to be a housing project of the Authority; or (2) the apartment complex so acquired and rehabilitated.

“Project Revenues” means all amounts due to or received by the Authority for the account of the Authority pursuant or with respect to the Project, including without limitation all payments on contractors’ bonds, all lease payments, insurance proceeds and condemnation awards and proceeds resulting from foreclosure of the Deed of Trust, and all investment earnings.

“Registered Owner” means the Bank, as registered owner of the Bond, or any subsequent owner of the Bond.

“Term Sheet” means the term sheet of the Bank transmitted to the Authority by letter dated August 26, 2015, as it may be amended or supplemented, describing certain terms under which the Bank proposes to purchase the Bond, and any commitment letter issued pursuant thereto.

Section 2. Authorization and Description of Bond. The Authority shall issue the Bond as a single revenue bond designated Housing Revenue Bond, 2015 (Outrigger Project), in the principal amount of not to exceed \$3,100,000 for the purpose of providing financing for the Project and to pay the costs of issuance and sale of the Bond. The Bond shall be issued in fully registered form; shall be dated its date of issue, shall be numbered R-1; shall mature not more than 11 years from its date of issue. From the date of issue to the seventh anniversary of the date of issue, the Bond shall bear interest at a fixed rate of not to exceed 6.0% per annum, to be determined as set forth in the Term Sheet. The interest rate on the Bond is subject to change on the seventh anniversary of the date of issuance, and to adjustment upon default or determinations of taxability, as described in the Bond and the Term Sheet. Interest shall be calculated on the basis of a 360-day year of twelve 30-day months and the actual number of days elapsed.

Principal of and interest on the Bond shall be payable in equal monthly installments in the amount necessary to amortize the principal of and interest on the Bond over a 30-year period. At maturity, any remaining outstanding principal balance and accrued interest on the Bond shall be due and payable in full.

Section 3. Bond Registrar; Registration and Transfer of Bond. The Executive Director of the Authority shall serve as Bond Registrar for the Bond. The Bond Registrar shall keep, or cause to be kept, at its office in Tacoma, Washington, sufficient books for the registration of the Bond (the “Bond Register”), which shall contain the name and mailing address of the Registered

Owner of the Bond. The Bond Registrar is authorized, on behalf of the Authority, to authenticate and deliver the Bond in accordance with the provisions of the Bond and this resolution, to serve as the Authority's paying agent for the Bond and to carry out all of the Bond Registrar's powers and duties under this resolution.

The Bond shall be issued only in registered form as to both principal and interest and shall be recorded on the Bond Register. The Bond may not be assigned or transferred by the Bank, except that the Bank may assign or transfer the Bond to any successor to the business and assets of the Bank.

Section 4. Place, Manner and Medium of Payment of Bond. Both principal of and interest on the Bond shall be payable in lawful money of the United States of America and shall be paid by check mailed to arrive on or before each payment date, or in immediately available funds delivered on or before each payment date, to the Registered Owner at the address appearing on the Bond Register on the date payment is mailed or delivered. Upon the final payment of principal of and interest on the Bond, the Registered Owner shall surrender the Bond at the principal office of the Bond Registrar in Tacoma, Washington, for destruction or cancellation in accordance with law.

Section 5. Prepayment Option. The Authority reserves the right and option to prepay the Bond, in whole or in part, at any time prior to its stated maturity date at par plus accrued interest to the date of prepayment or redemption. Interest on the principal amount of the Bond called for prepayment shall cease to accrue on the date fixed for prepayment unless the principal amount called for prepayment is not paid on the prepayment date.

Section 6. Bond Fund; Security for the Bond. The Bond Fund is hereby established as a special fund of the Authority and is to be known as the Housing Revenue Bond Fund, 2015

(Outrigger Project). The Bond Fund is to be drawn upon for the sole purpose of paying the principal of and interest on the Bond. The Authority irrevocably obligates and binds itself to set aside and pay into the Bond Fund from Project Revenues money sufficient in amount to pay principal of and interest on the Bond when due. The Bond is also secured by the Deed of Trust.

The Bond shall not be a debt of City, the State of Washington or any political subdivision thereof, and the Bond shall so state on its face. Neither the City, the State of Washington nor any political subdivision thereof (except the Authority, from the sources specified herein) shall be liable for payment of the Bond nor in any event shall principal of, premium, if any, on and interest on the Bond be payable out of any funds or assets other than those pledged to that purpose by the Authority herein. The Authority has no taxing power.

Neither the Authority nor any of the Commissioners, officers or employees of the Authority shall be personally liable for the payment of the Bond.

Section 7. Form and Execution of Bond. The Bond shall be prepared in a form consistent with the provisions of this resolution and state law, shall bear the manual or facsimile signatures of the Chair of the Board and Executive Director of the Authority and shall be impressed with the seal of the Authority or shall bear a facsimile thereof.

To be valid or obligatory for any purpose or entitled to the benefits of this resolution, the Bond shall bear a Certificate of Authentication in the following form, manually signed by the Bond Registrar:

CERTIFICATE OF AUTHENTICATION

This Bond is the fully registered Housing Revenue Bond, 2015 (Outrigger Project), of the Housing Authority of the City of Tacoma described in the Bond Resolution.

Executive Director of the Authority and
Bond Registrar

The authorized signing of a Certificate of Authentication shall be conclusive evidence that the Bond so authenticated has been duly executed, authenticated and delivered and is entitled to the benefits of this resolution.

If any officer whose facsimile signature appears on the Bond ceases to be an officer of the Authority authorized to sign bonds before the Bond bearing his or her facsimile signature is authenticated or delivered by the Bond Registrar or issued by the Authority, the Bond nevertheless may be authenticated, issued and delivered and, when authenticated, issued and delivered, shall be binding on the Authority as though that person had continued to be an officer of the Authority authorized to sign bonds. The Bond also may be signed on behalf of the Authority by any person who, on the actual date of signing of the Bond, is an officer of the Authority authorized to sign bonds, although he or she did not hold the required office on the date of issuance of the Bond.

Section 8. Preservation of Tax Exemption for Interest on Bond. The Authority covenants that it will take all actions necessary to prevent interest on the Bond from being included in gross income for federal income tax purposes, and it will neither take any action nor make or permit any use of proceeds of the Bond or other funds of the Authority treated as proceeds of the Bond at any time during the term of the Bond which would cause interest on the Bond to be included in gross income for federal income tax purposes. The Authority also covenants that, to the extent

arbitrage rebate requirements of Section 148 of the Code are applicable to the Bond, it will take all actions necessary to comply (or to be treated as having complied) with those requirements in connection with the Bond, including the calculation and payment of any penalties that the Authority has elected to pay as an alternative to calculating rebatable arbitrage, and the payment of any other penalties if required under Section 148 of the Code to prevent interest on the Bond from being included in gross income for federal income tax purposes.

Section 9. Designation of Bond as “Qualified Tax-Exempt Obligation”. The Authority has determined and certifies that (a) the Bond is not a “private activity bond” within the meaning of Section 141 of the Code; (b) the reasonably anticipated amount of tax-exempt obligations (other than private activity bonds and other obligations not required to be included in such calculation) which the Authority and all entities subordinate to the Authority (including any entity which the Authority controls, which derives its authority to issue tax-exempt obligations from the Authority or which issues tax-exempt obligations on behalf of the Authority) will issue during the calendar year in which the Bond is issued will not exceed \$10,000,000; and (c) the amount of tax-exempt obligations, including the Bond, designated by the Authority as “qualified tax-exempt obligations” for the purposes of Section 265(b)(3) of the Code during the calendar year in which the Bond is issued does not exceed \$10,000,000. The Authority designates the Bond as a “qualified tax-exempt obligation” for the purposes of Section 265(b)(3) of the Code.

Section 10. Approval of Term Sheet. It is anticipated that the Bank will offer to purchase the Bond under the terms and conditions contained in this resolution and in the Term Sheet, including payment of a loan fee in the amount of 0.5% of the principal amount of the Bond, the costs of appraisal, appraisal review, environmental reports, legal fees (including the Bank’s legal fees) and closing costs in connection with the Bond. The Board finds that such

offer is in the best interest of the Authority, and authorizes the Executive Director of the Authority to accept such offer on behalf of the Authority.

Section 11. Authorization of Documents and Execution Thereof. The Authority authorizes and approves the execution and delivery of, and the performance by the Authority of its obligations contained in, the Bond, this resolution, the Deed of Trust, the Environmental Indemnity Agreement, the Loan Agreement and all other terms and conditions of the Term Sheet, and the consummation by the Authority of all other transactions contemplated by this resolution in connection with the issuance of the Bond. The appropriate Authority officials are authorized and directed to do everything necessary for the issuance, execution and delivery of the Bond, and the Executive Director of the Authority is authorized and directed to execute and deliver the Deed of Trust, the Environmental Indemnity Agreement, the Loan Agreement and any other documents that may be reasonably required to be executed in connection with the issuance of the Bond, or useful or necessary to ensure the proper use and application of the proceeds of the Bond.

The Bond will be prepared at the Authority's expense and will be delivered to the purchaser thereof, with the approving legal opinion of Foster Pepper PLLC, municipal bond counsel of Seattle, Washington.

Section 12. Adoption of Amended and Restated Post Issuance Compliance Policies and Procedures. The amended and restated post-issuance compliance policies and procedures for tax-exempt obligations and other tax-advantaged obligations in the form on file with the Executive Director and incorporated herein by reference are hereby adopted.

Section 13. Acting Officers Authorized. Any action required by this resolution to be taken by the Chair of the Board or Executive Director of the Authority may in the absence of

such person be taken by the duly authorized acting Chair of the Board or acting Executive Director of the Authority, respectively.

Section 14. Changes to Titles or Parties. While the titles of and parties to the various documents described herein may change, no change to such titles or parties shall affect the authority conferred by this resolution to execute, deliver, file (if required), enforce and perform the documents in their final form.

Section 15. Ratification and Confirmation. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Section 16. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED by the Board of Commissioners of the Housing Authority of the City of Tacoma at an open public meeting thereof this 23rd day of September, 2015.

Adopted: September 23, 2015

Stanley Rumbaugh, Chair

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Secretary-Treasurer and 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. 2013-9-23 (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 September 23, 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 23rd day of September, 2015

By: _____
Executive Director and Secretary-Treasurer
of the Authority