



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET


May 25, 2016



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, May 25, 2016

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Regular Meeting on **Wednesday, May 25, 2016, at 4:45 pm.**

The meeting will take place at:

**401 North G. Street
Tacoma, WA 98403**

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 May 25, 2016, I faxed / EMAILED, PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5123 email: CityClerk@cityoftacoma.com
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	email: 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 BOARD OF COMMISSIONERS MEETING

May 25, 2016 4:45 PM

401 North G. Street, Tacoma

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of April 27, 2016—Regular Session
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Administration
 - 7.3 Client Services
 - 7.4 Policy, Innovation and Evaluation
 - 7.5 Property Management
 - 7.6 Real Estate Development
8. **NEW BUSINESS**

2016-05-25(1)	Revised Variable Pay Policy
2016-05-25(2)	MTW Contract Extension
2016-05-25(3)	Amendment of Salishan Four Program Loan Agreement
2016-05-25(4)	Renewal of Salishan 3
2016-05-25(5)	Amendment No. 2 to Residential Floor Replacement Contract with Great Floors

Board review of Hearing Examiner's decision upholding termination of tenancy.
9. **COMMENTS FROM THE COMMISSIONERS**
10. **EXECUTIVE SESSION, if any.**
11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, April 27, 2016

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L Street, Tacoma, WA at 4:45 PM on Wednesday, April 27, 2016.

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 4:50 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Arthur Banks	
Commissioner Janis Flauding	
Commissioner Minh-Anh Hodge	
Commissioner Derek Young	
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Assistant	
April Black, Deputy Executive Director	
Ken Shalik, Finance Director	
Barbara Tanbara, Human Resources Director	
Pat Patterson, Property Management Director	
Kathy McCormick, Real Estate Development Director	
Todd Craven, Administration Director	
Greg Claycamp, Client Services Director	
Sandy Burgess, Associate Director for AD & Asset Management	

Chair Rumbaugh declared there was a quorum present @ 4:50 and proceeded.

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, March 23, 2016. Commissioner Flauding moved to adopt the minutes, Vice Chair Banks seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENT

Michael introduced Andrea Levere, the CEO of the Corporation and Enterprise Development (CFED). He explained that she is visiting THA and Tacoma as part of discussions of THA's Children's Savings Account (CSA) program. CFED is THA's partner in designing the CSA program. CFED is the nation's premier source of expertise and data on such efforts to help low-income children and families prosper through asset building. Ms. Levere listed the key ingredients for a successful children's savings account program, including:

1. **Starting early.** Starting children young is critical. Also, it is often not enough just to offer the money. If the child and their parents imagine that college is not possible, the savings will not matter.
2. **Making it easy.** Make saving easy to do. THA's relationship with Heritage Bank will help parents participate in the program. Also, Heritage's willingness to open a bank branch at Salishan will be very helpful.
3. **Providing efficient and effective incentives.** THA is one of the few programs linking the program's contributions to the accounts to school achievement.
4. **Leveraging scholarships.** CFED is working on how to link CSAs to College Program that pay for tuition to address both the tuition and non-tuition costs of attending college. Washington State offers the benefit of the College Bound Scholarship program to over tuition.
5. **Learning.** This a very new and growing field. By 2020, 1.4M children will have a savings account.

Ms. Levere said that CFED is very supportive of what THA is doing. She congratulated the Board for its vision and its willingness to take risks in service to the future of the children THA serves.

Chair Rumbaugh stated how he is excited about the Children's Saving Account program, which has gained a momentum that the Board hoped for. Chair Rumbaugh added that maintaining engagement from families can sometimes be challenging. He asked for ideas Ms. Levere may have. Ms. Levere stated that THA should have the advantage of being the housing provider with a pre-existing relationship with the families.

Chair Rumbaugh thanked Ms. Levere and expressed the Board's gratitude to her and CFED for the partnership.

5. COMMITTEE REPORTS

Real Estate Development Committee—Commissioner Rumbaugh

The committee has not met formally but did spend time in Washington, D.C. a few weeks ago making sure that the congressional delegation were on board with THA efforts, Moving to Work (MTW) and Rental Assistance Demonstration (RAD).

Finance Committee—Commissioner Hodge and Commissioner Young

Nothing to report.

Education Committee—Commissioner Hodge

Nothing to report.

Citizen Oversight Committee—Vice Chair Banks

Nothing to report.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Rather than go over his report, Executive Director Michael Mirra reported on recent news from Housing and Urban Development (HUD) and the congressional delegation on the 10-year extension of the Moving to Work (MTW) contracts. He reminded the Board that as part of the 2016 federal budget, Congress instructed HUD to extend the contracts for 10 year. Congress also directed HUD to add language protecting PHA reserves. THA was expecting to receive from HUD a one-page agreement to sign containing these provisions. THA instead received a letter from HUD dated April 4th stating that the congressional language was essentially self-executing and that there is nothing for THA to sign. Yet the letter modified the congressional language on reserves. Executive Director Mirra recounted the discussion in D.C. that the 39 MTW housing authorities had with HUD officials and with themselves and with the congressional concerning HUD's letter. He recounted the two concerns HUD's letter presents. First, it has the odor of a unilateral change. This is worrisome because, for the past 2 years of negotiations, HUD insiste on the right to make unilateral changes. Second, HUD's letter changes the reserve language in ways that make it weaker.

Executive Director Mirra conveyed the advice from the attorneys advising the MTW agencies, from the congressional delegation and from the MTW Steering Committee: that each MTW agency by Board resolution accept the terms of the extension stated in the HUD letter and authorize the executive director to indicate this acceptance by signing the bottom of the HUD letter and returning the letter to HUD. The MTW agencies' attorneys will be sending language to use for this purpose.

Executive Director Mirra stated his intention to bring such a resolution to the Board in May unless the Board would like to redirect him. Chair Rumbaugh led a discussion in which each Commissioner indicated support for this proposal.

ED Mirra asked Finance Director Ken Shalik to update the Board on the discussions with HUD over the "cash management" issue. Finance Director Shalik stated that there is no news to report. The last substantial movement was in October. He also noted that the issue has less pertinence now to THA because its MTW reserves are at zero balance currently. Chair Rumbaugh asked about any operational difficulties in getting at those reserves kept on HUD's books. Director Shalik said that so far it has been manageable.

Deputy Executive Director April Black and Planning and Policy Analyst Sheryl Stansell updated the Board on other discussions with HUD concerning HUD's proposed changes to MTW reporting requirements.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the board to his report. He will present the next detailed financial report in May. In June he will present to the Board a mid-year budget revision. Before then he will schedule a study session with the Board to review the proposed revision. He noted that the Board's Finance Committee met this month to go over it. According to Director Shalik, THA will see a deficit for 2016 and 2017 as expected. He reminded the Board that this deficit is largely because of non-recurring expenses associated with the Rental Assistance Demonstration (RAD) project, but that in 2018 RAD will produce returns that will replenish THA's reserves. Despite this dip into reserves, THA will end the year with good cash position.

Client Services

Client Services Director Greg Claycamp directed the Board to his report. According to Director Claycamp, United Way has chosen to sponsor a partnership led by Sound Outreach to develop a Center for Strong Families to serve Hilltop residents. The partnership hopes to include THA, Tacoma Community House and Metropolitan Development Council as additional partners. THA's newly purchased Key Bank building may provide at least the temporary home for this Center. Client Services intends to co-locate at the Center. Chair Rumbaugh asked about the Center's square footage. The

Center is a little less than 10,000 square feet. ED Mirra reminded the Board that this may be an interim use of a building THA may tear down.

Director Claycamp is improving Client Services' customer service and inspection. They will have a back-up plan for inspection services.

Director Claycamp acknowledged that Client Services staff are having difficulty marketing and engaging Salishan families with the Children's Savings Account program. Initial enrollment numbers are still low so they are working on other strategies. This may be due to the fact that it is a new program. Chair Rumbaugh asked about a contingency plan for qualifying families. According to Commissioner Janis Flauding, the major problem is income. Another obstacle is transportation issues since families would need to go to Heritage Bank to make a deposit. According to ED Mirra, Heritage Bank has not committed to a timeline to have a branch at Salishan. ED Mirra asked if Marty Campbell was helpful to recruit families. According to Director Claycamp they have not been successful in involving the Salishan Association.

Property Management

Property Management (PM) Director Pat Patterson directed the Board to his report. There are no major updates from property management. They are continuing to reduce the time it takes to turn a unit. The remaining challenge is not the time it takes to fix up a unit but to find the next tenant off the wait list. They sent a thousand letters out to people on the wait list to inquire if they are still interested. They received a response rate of only 17%. PM will reach out to families on the waitlist via email. Based on the feedback, PM will determine the next steps. Chair Rumbaugh stated how the process seems to be expensive and time consuming. ED Mirra agreed and stated that this is why THA is trying to get rid of the waitlist at least in its present form. Chair Rumbaugh would like to hear the alternatives.

Real Estate Development

Real Estate Development (RED) Department Director Kathy McCormick directed the Board to her report. THA has sold the last of the market rate scattered site houses. Rental Assistance Demonstration (RAD) and Bay Terrace Phase 2 closed in the same week. There was a tremendous team effort for the closings. Walsh Construction has everything in place to begin work and they will be putting in a third team to make sure THA receives the tax credits in time. Chair Rumbaugh asked about Bay Terrace. Commissioner Young asked about the interactive basketball court. According to Director McCormick, this is part of the City's Art Program so it will be an interactive art piece.

For Hilltop, RED has engaged Shaun Alexander who lives in Hilltop to arrange a Saturday event to engage people who live and work in Hilltop. They are looking at ways to make the event interesting and fun but most importantly to learn what works for the residents and what they would like to see. RED will be presenting this at the Hilltop Street Fair in August. Chair Rumbaugh likes the idea.

Director McCormick updated the Board about the transfer of the Section 8 subsidies from Wedgewood to New Look.

Administration

Associate Director Sandy Burgess provided an update on Rental Assistance Demonstration (RAD) closing. Initial work will be plumbing and energy-efficient lighting. Chair Rumbaugh asked how many transactions THA will have as RAD moves forward. According to Associate Director Burgess, there are ten partnerships. The good news is that there are only three investors--Boston Financial, Royal Bank of Canada (RBC), and Enterprise. ED Mirra asked if the lawyer and paper shuffling cost would diminish because the transactions will resemble each other. Associate Director Burgess said yes.

8. OLD BUSINESS

None.

9. NEW BUSINESS

8.1 RESOLUTION 2016-04-27(1): Amend the Initial Program and Income Certification and Leasing Services with Allied Residential

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

WHEREAS, Tacoma Housing Authority and Allied Residential entered into a Contract dated October 6, 2015, in the amount of \$100,000; and

WHEREAS, The accumulative budget from services rendered is at its contract limit of \$100,000, authorized by the Executive Director; and

WHEREAS, The contract was amended under Board Resolution, 2016-01-27(5) for an additional \$50,000; and

WHEREAS, Due to the Rental Assistant Demonstration (RAD) financing closing being extended, some of the certifications may need to be recertified to meet RAD requirements; and

WHEREAS, The prior amendment was not sufficient amount to cover the additional expenses for the recertification's; and

WHEREAS, The amended contract amount with Allied Residential will be a Not-to-Exceed \$175,000 for the Initial Program and Income Certification and Leasing Services Contract; now, therefore, be it

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

The Executive Director is authorized to amend the existing Initial Program and Income Certification and Leasing Services contract to increase the contract value to a Not Exceed \$175,000:

Approved: April 27, 2016

Stanley Rumbaugh, Chair

9. COMMENTS FROM COMMISSIONERS

None.

10. EXECUTIVE SESSION

None.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:25 PM.

APPROVED AS CORRECT

Adopted: May 25, 2016

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Chair Stanley Rumbaugh

Finance Committee

Commissioner Minh-Anh Hodge

Commissioner Derek Young

Citizen Oversight Committee

Vice Chair Banks

Education Committee

Commissioner Minh-Anh Hodge



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Date: May 15, 2016
Re: Executive Director's Report

This is my monthly report for May, 2016. The departments' reports supplement it.

1. EDUCATION PROJECT: UPDATE

THA's Education Project is about to take some notable steps forward. We will also consider other steps that may be headed to the Board for decision later this year. Here are some examples:

1.1 McCarver Elementary School Housing Assistance Program Expansion

Last September, THA and the Tacoma Public Schools (TPS) turned the McCarver Elementary School Housing Assistance Program from a pilot to a regular offering of the school. Next September, we will begin its expansion to other elementary schools in Tacoma with ruinous student transient rates because of family homelessness. To do this, we have important program design questions to puzzle out, including:

- should the program oblige participating parents to commit to keep their children at the school as a condition of receiving the rental assistance?
- what other commitments should the program ask of the parents concerning their engagement in their child's education or their efforts in his or her earned income?
- what enrichment programs shall the school district provide at the school to make it even more worthy of the commitment the program asks of the parents?
- what amount of rental assistance should the program provide? (*e.g.*, a fixed amount, similar to the HOP program, a declining amount to spur the parent to strive, an amount tied to the household income similar to the voucher program)
- how long should the rental assistance last? (*e.g.*, 5 years, as long as the household has a child at the school)

- we learned from the McCarver experience that a full third of the parents will likely make no progress increasing earned income, largely because of mental illness, drug or alcohol dependency or domestic violence. How should the program better serve these families or account for these challenges?

To help answer these questions, THA will use the research services and expertise now available from the Urban Institute.

THA and TPS have also convened an advisory group to help answer the questions. Its members include parents who participate in the McCarver program, parents from that program who were not successful in completing it, social service providers, staff from the city and the county, our program manager from the Gates Foundation and community leaders. The advisory group will meet four times over the spring and summer. We very much hope that Commissioner Hodge will participate representing the Board's Education Committee.

I hope to have a program expansion proposal for the Board by the end of the summer.

1.2 Tacoma Community College Housing Assistance Program Expansion

We are in our second year of the Tacoma Community College (TCC) Housing Assistance Program. When we began this pilot program of 25 households, we thought we needed three years of data to judge the model. Yet, as I previously reported to the Board, the first year's data were so encouraging that THA and TCC we are discussing whether to expand it sooner. I attach a summary of the results.

As part of those expansion discussions, we will also consider two interesting possibilities. Under the present program model, the rental assistance ends when the student graduates from TCC or leaves for other reasons. Yet some students leave TCC for University of Washington, Tacoma (UWT) to get a four-year degree. Perhaps we should extend the rental assistance if the student needs housing during their UWT years. The other possible expansion concerns a new TCC program to enroll people coming out of the corrections system. These students face notable housing challenges. Perhaps we will provide rental assistance for them to increase their chances of success in school.

THA and TCC will be discussing these possibilities this spring. I hope to have a proposal for the Board perhaps during the summer.

1.3 Children College Savings Account Program for Salishan

The Board knows that we have launched the Children's Savings Account Program for the Children of Salishan. We have a good idea of the program design. We now face the operational challenges. First, we continue to seek the funding we need for the bank deposits. As the Board knows, we are doing quite well. I attach two charts showing our progress. Second, we find enrollment of families is slower than we hoped. Out of 140 eligible students, the families of only 40 have signed up. We are told this is normal for the first year, but we are eager for more enrollees. Third, this summer we will put the data collection and the Urban Institute's evaluation efforts into place.

1.4 Research and Evaluation Services

The Board may recall that THA and three other PHAs in the Northwest have contracted with the Urban Institute for research and evaluation services. This summer we hope to begin this work. I see it as coming in two main parts. First, it will help us design, redesign and evaluate discrete programs like the ones I discuss above. Second, it will help us track the Board's performance measures for educational activities, as well as other measures.

1.5 THA-TPS Interlocal Cooperation Agreement THA-TCC Interlocal Cooperation Agreement

I hope in May to present for the Board's approval the THA-TPS Interlocal Cooperation Agreement. In March, I gave the Board a draft. THA and TPS continue to negotiate. If it is ready in May, it may be a walk-on resolution. That agreement will be an important milestone in our collaboration.

I think it likely that sometime this summer I will present a comparable agreement with TCC for the Board's approval.

2. CONGRESSIONAL NEWS (SORT OF)

Congress is working on the federal budget for FY 2017. I attach the Council of Large Public Housing Authorities (CLPHA) chart depicting the housing budget proposals from the President and the Senate. There is not yet a House proposal to share. The substance and schedule of Congressional budgets are hard to anticipate in most years. It is harder in presidential election years. It is harder still because this year's election is unusual. At the Board meeting, I will share what I learned this week in D.C. from our congressional delegation and our legislative advisors. In summary, we should not expect much clarity until after the election.

3. PUBLIC INFORMATIONAL MATERIAL ABOUT THA AND ITS WORK

I attach three documents that the Board may find useful to explain THA and its work:

- THA Information Sheet
- THA as Regional Asset
- Pierce County's Need for Affordable Housing and Affordable Housing's Effect on Communities

If any Commissioner would like more copies of these documents, Sha would be pleased to provide them.



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.

For more information contact:

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(253) 341-6437
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Shema Hanebutte
Dean of Counseling, Advising, Access and Career Services
Tacoma Community College
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Tacoma, WA 98466
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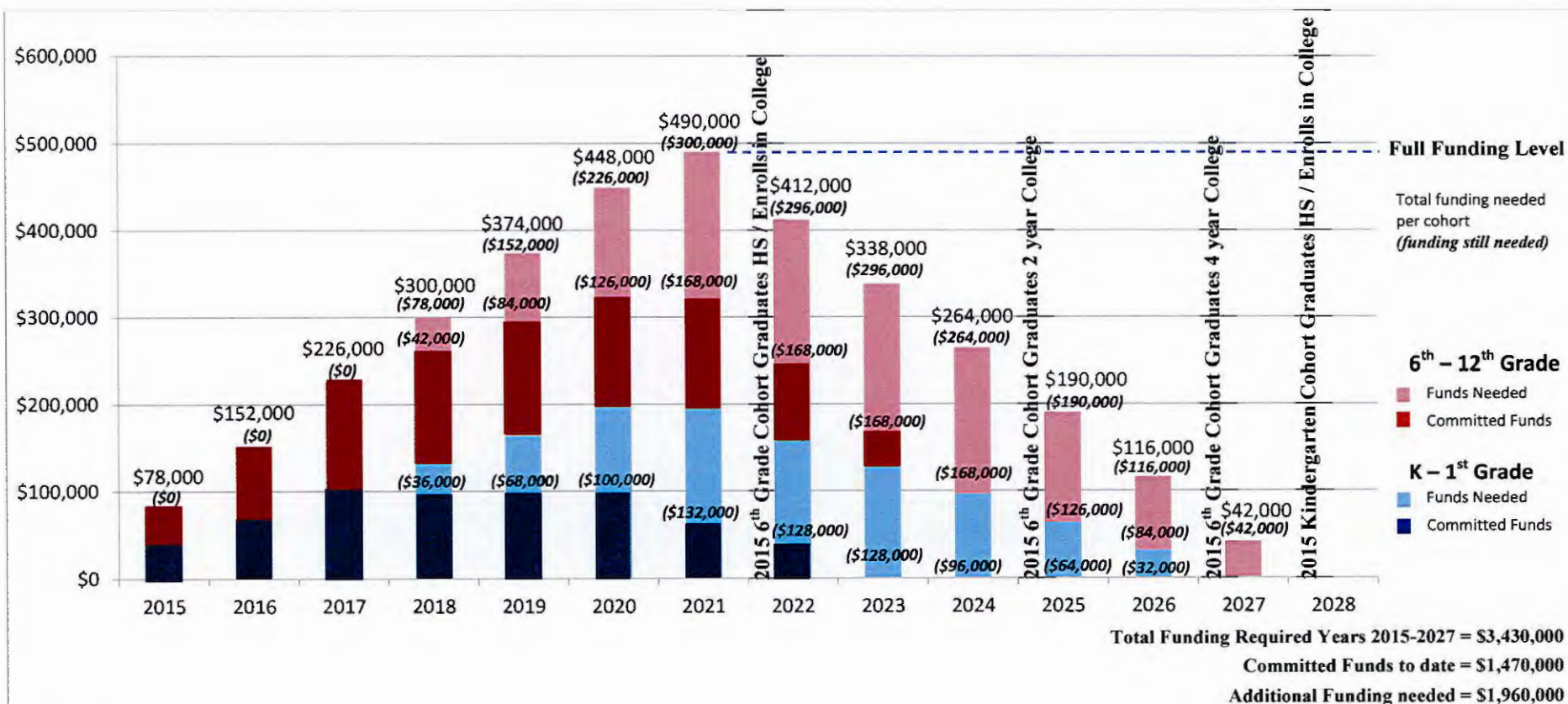
Tacoma Housing Authority

Children's Savings Account Program for the Children of Salishan

Matching Incentive Funds Years 2015-2027

Last Pilot Cohort Launch Year 2021

(last revised April 3, 2016)



Assumptions:

- 1) Participants in the CSA will receive an initial deposit in their savings account of \$50 from THA in Kindergarten.
- 2) THA will offer a dollar-for-dollar savings incentive match to (80) K- 5th Grade participants of up to \$400 per year
- 3) THA will offer (60) 6th – 12th Grade participants incentive payments of up to \$700 per year based on achieving milestones.
- 4) Projections assume full participation by all eligible families and students. Total figures do not account for year-to-year attrition, or the fact that not all families will take advantage of the full annual match or benchmark incentive amount available to them.

April 21, 2016

	FY 2014 Final	FY 2015 Final	FY 2016 Final	FY 2017 CLPHA Request	FY 2017 HUD Request	FY 2017 Senate Cmte (4-21-16)
Operating Fund	\$4.4 billion	\$4.44 billion	\$4.5 billion	\$5.464 billion	\$4.569 billion	\$4.675 billion
Capital Fund [Emergency Capital Needs] [Resident Opportunity and Supportive Services] [Jobs Plus]	\$1.875 billion [\$20 million] [\$45 million] [\$15 million] ³	\$1.875 billion [\$23 million] [\$45 million] [\$15 million]	\$1.90 billion [\$21.5 million] [\$35 million] [\$15 million]	\$5.0 billion [\$20 million] [\$35 million] [\$15 million]	\$1.865 billion [\$20 million] [\$0] [\$35 million]	\$1.925 billion [\$21.5 million] [\$35 million] [\$15 million]
Housing Choice Voucher (HCV) Renewals	\$17.366 billion	\$17.486 billion	\$17.681 billion	\$18.447 billion	\$18.447 billion	\$18.355 billion
HCV Administrative Fees	\$1.5 billion	\$1.530 billion	\$1.650 billion	\$2.122 billion	\$2.077 billion	\$1.769 billion
VASH Vouchers	\$75 million	\$75 million	\$60 million	\$75 million	\$0	\$50 million
Family Self Sufficiency (FSS) Program	\$75 million ²	\$75 million	\$75 million	\$85 million	\$75 million	\$75 million
Tenant Protection Vouchers	\$130 million	\$130 million	\$130 million	\$150 million	\$110 million	\$110 million
Choice Neighborhoods Initiative	\$90 million [\$55 million] ¹	\$80 million [\$50 million] ¹	\$125 million [\$75 million] ¹	\$200 million [\$133 million] ¹	\$200 million [\$0 million]	\$80 million [\$48 million] ¹
Rental Assistance Demonstration	\$0	\$0	\$0	\$50 million	\$50 million	\$4 million³

1 Not less than this amount shall be awarded to public housing authorities.

2 A new consolidated FSS program for public housing and the HCV program in FY14.

3 Amount available only for properties converting under Section 202 (Housing for the Elderly).



Tacoma Housing Authority

What We Do

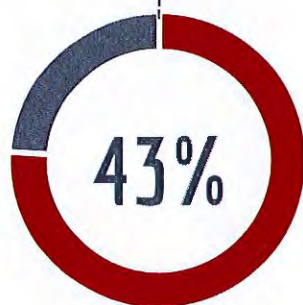
"THA provides high-quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities become safe, vibrant, prosperous, attractive and just."

Who We Serve

www.tacomahousing.org



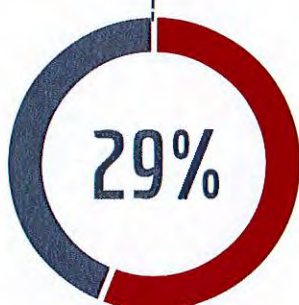
Children & Youth



CHILDREN & YOUTH

43% of the people who THA help are children and youth, age 18 and younger. THA serves more than 3,400 school-age children.

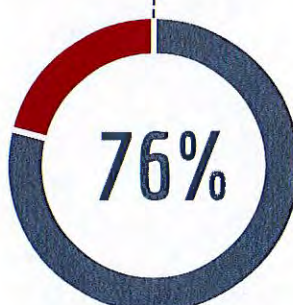
Elderly & Disabled



ELDERLY & DISABLED

29% of the people who THA help are elderly and/or disabled. They live on very limited income. On average, their household income is \$12,800 per year or less.

Extremely Low-Income Renters



EXTREMELY LOW-INCOME RENTERS

76% of the families that THA help have "extremely low" income. For an average family of four, this is \$24,300 or less each year in household income.

Affordable Rent Gap



RENT GAP

68% of rental housing in Tacoma is not affordable to very or extremely low-income households. To afford a 2-bedroom apartment in Tacoma requires a full-time wage of \$21 per hour.

THA in Tacoma Public Schools



Ending The Poverty Cycle



THA's goal is that a family's time in its housing programs is transforming and temporary. THA does this by not only using a housing dollar to offer safe and affordable homes, but also by investing in education, social counseling, workforce development and other strategies to encourage family self-sufficiency.



Tacoma Housing Authority

THA's Vision

THA envisions a future where everyone has an affordable, safe and nurturing home, where neighborhoods are attractive places to live, work, attend school, shop and play, and where everyone has the support they need to succeed as parents, students, wage earners and neighbors.

THA's Annual Investment in Tacoma & Pierce County

Real Estate Development

Rental Assistance

Property Management

Supportive Services

**\$60 - \$90 Million
Spent Annually**

(This investment includes private dollars leveraged with THA funds. Yearly amounts vary with size and number of real estate development projects.)



THA's Work

www.tacomahousing.org



Housing & Community Development

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



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."



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."



Advocacy & Public Education

"THA will advocate for the value of its 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 levels."



TACOMA HOUSING AUTHORITY

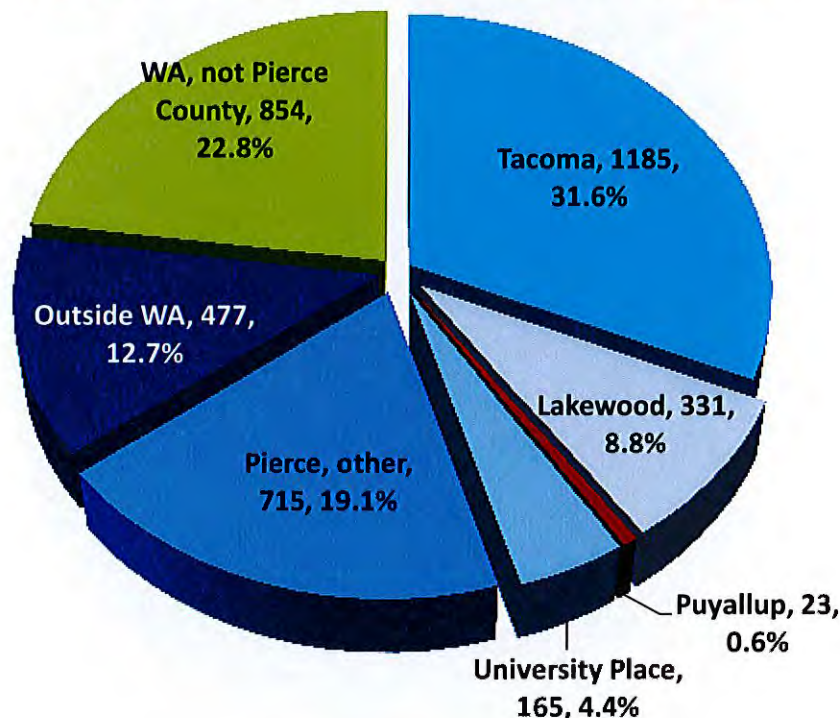
Tacoma Housing Authority Investment in Tacoma and Pierce County

April 3, 2016

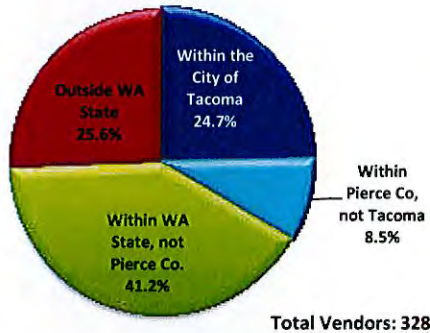
THA is a regional asset for the City of Tacoma and Pierce County. This shows in who it serves and the money it spends to serve them. The charts below and on the other side show the geographic spread of its work, its staff and its spending.

THA spends around \$58 million each year. The largest amount (about \$27 million) pays rent directly to private landlords on behalf of families and individuals who participate in THA's rental assistance programs. It spends varying amounts on construction to build or rebuild housing. In 2015, it spent about \$6 million doing that. This amount leverages millions more from other sources, both public and private. The remainder of THA's direct spending pays to maintain and manage its portfolio of property, to administer its service programs including the rental assistance programs and programs to provide supportive services, and in general to administer the agency and meet the many complex regulatory requirements and the less precise but important community expectations. THA spends around \$9 million on salaries & benefits for staff. Most of THA's funding comes from the U.S. Department of Housing and Urban Development (HUD) and tenant rents. Additional amounts, mainly for construction and special programs, come private lenders and investors, foundations, and from the City of Tacoma, Pierce County, and Washington State.

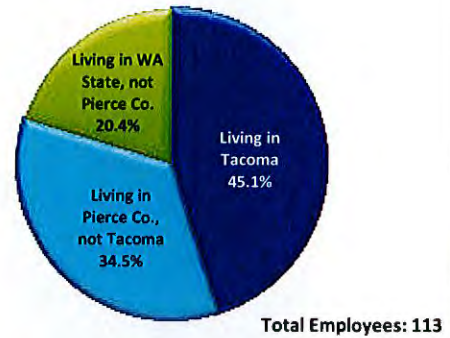
THA Applications for Rental Assistance 2015



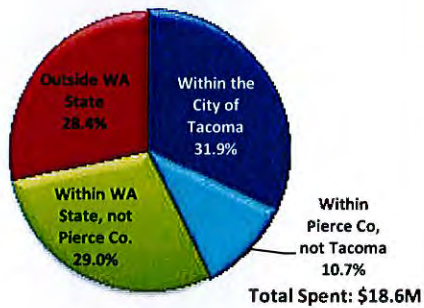
THA Vendors 2015



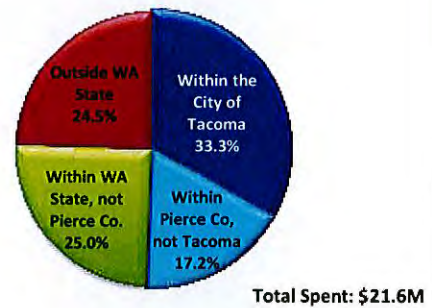
THA Employees 2015



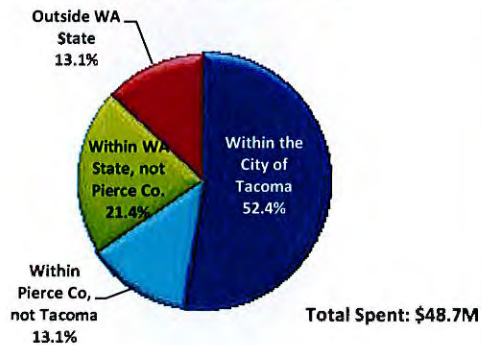
**THA Expenditures 2015
Supplies and Services**



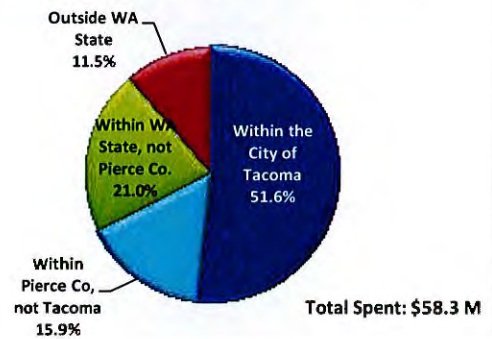
**THA Expenditures 2015
Supplies, Services, and Construction**



**THA Expenditures 2015
Supplies, Services, Construction, and
Rental Assistance Payments**



**THA Expenditures 2015
Supplies, Services, Construction, Rental
Assistance Payments, Salaries & Benefits**





TACOMA HOUSING AUTHORITY

PIERCE COUNTY'S NEED FOR AFFORDABLE HOUSING and AFFORDABLE HOUSING'S EFFECT ON COMMUNITIES

[last revised May 15, 2016]

SUMMARY

- About 20% of Pierce County households cannot afford their housing. Over 1,000 Pierce County residents, including members of families with children, and over 300 Pierce County youth without families have no housing.
- Unaffordable housing and homelessness worsen outcomes in nearly every area of civic interest including employment, economic development, education, child welfare, health and mental health, criminal justice, usage and cost of emergency services, and transportation and land use.
- Affordable housing developments by the nonprofit and for-profit development community provide safe, affordable housing. This housing is among the region's best designed, best constructed and best managed on the market. The development of this housing brings investment dollars to their local communities and leverages other dollars. These developments do not diminish property values. They do not increase crime. They decrease the need and cost for emergency services.
- Pierce County has 12.5% of the state's rent burdened households. Yet, it has only 7.5% of the state's affordable housing. This is the greatest disparity among Washington counties.

THE NEED FOR AFFORDABLE HOUSING IN PIERCE COUNTY

Pierce County's Housing Wage: \$21.02/hour

A common measure of the affordability of a community's housing market to its residents is the full time hourly wage necessary to afford rent on the private housing market. This is called the "housing wage". In 2015, to afford a two bedroom apartment or home in Pierce County a household needed the equivalent of a full time income of **\$21.02** an hour.¹ At that rate a minimum wage earner needs to work 89 hours each week to make housing affordable. The average Pierce County renter earns \$13.84 an hour. At that rate, he or she would need to work 61 hours each week to afford the Pierce County housing market.

¹ Out of Reach 2015 (National Low-Income Housing Coalition, 2015). Attached is the Washington State and the county-by-county data from that report.

Pierce County's Rent Burdened Households: 19%

Another common measure of a community's housing affordability is the percentage of its households paying unaffordable percentages of their income for housing and utilities. Housing is considered unaffordable if rent and utilities require more than 30% of a modest household income (Shoemaker, 2002).² 58,569 Pierce County households are "rent burdened" in this way:

Pierce County's Poverty Rate and Rate of Rent Burdened Households 2015			
Total Population		Rent Burdened Households³	
Persons	Households	Households	%
795,225	299,918	58,869	19.6%

Households that pay more than 50% of their income for rent and utilities are "severely" burdened. By this measure, 24,000 Pierce County renter households are "severely burdened."⁴

Rents are rising. "The inflation-adjusted median gross rent rose across all Washington counties between 2000 and 2012, though the rate of increase varied substantially. Rents increased more than 50 percent in Kittitas, Pierce, San Juan, Clallam, Franklin, Thurston and Klickitat counties."⁵

Pierce County Rates of Homelessness and Poverty

The need also shows in the homelessness and poverty among Pierce County residents:

Pierce County Count of Homeless Persons 2015⁶	Total Persons	Youth
	1,283	319
Pierce County Poverty Rates 2015⁷	12.5%	

² This measure of affordability does not include transportation costs. Transportation costs, especially for low-income families living in rural areas without transit, greatly increase the cost of housing.

³ Extent of Rent Burden: Gross Rent As A Percentage Of Household Income In The Past 12 Months (Renter-occupied housing units), 2010-2014 American Community Survey 5-Year Estimates. The State of Washington estimates that 51,650 renter households are rent burdened. It estimates that another 65,385 homeowner households are "cost burdened". About 20,000 of these homeowners are "severely cost burdened." Attached is a copy of the Pierce County data from the State report.

⁴ 2015 Washington State Housing Needs Assessment, at Pierce County section (Washington Department of Commerce 2015)

⁵ 2015 Washington State Housing Needs Assessment, page 4 (Washington Department of Commerce 2015)

⁶ Homelessness: The 2015 Homeless Point-In-Time Report, Pierce County

⁷ Extent of Poverty: Poverty Status In The Past 12 Months, 2010 - 2014 American Community Survey 5-year Estimates.

EFFECTS ON COMMUNITIES WHEN HOUSING IS UNAFFORDABLE⁸⁸

Many important civic interests suffer when a significant portion of a community's residents cannot afford or find housing.

- *Employment and economic development*
People who have jobs or who seek jobs have fewer employment choices if they cannot afford or find housing. Employers seeking workers face a less stable workforce among people who cannot afford their housing market or who must drive long distances to work (Powell, 2003).
- *Education*
Children whose families lack stable housing or any housing do not do well in school (Buckner, 2008; Fantuzzo et. al, 2012).
- *Child Welfare*
The lack of stable and affordable housing diminishes many measures of child welfare. It increases, exacerbates or prolongs a child's risk of abuse and neglect (Kurtz, P.D., et. al, 1991).
- *Health and Mental Health and the Usage and Cost of Emergency Services*
The lack of stable and affordable housing worsens health and mental health outcomes. Without affordable housing, the usage and cost of emergency services increases (Golant, 2010).
- *Transportation and Land Use*
The lack of affordable housing, especially accessible to employment, schools and services challenges community efforts to provide adequate roads, transit and land use policies that preserve open space (Powell 2003).

⁸⁸ An extensive literature is available on the topics summarized in this section and the following section. This paper refers to a sample of reports and studies. Their full citations show at the end of the paper.

AFFORDABLE HOUSING IS A GOOD INVESTMENT FOR A COMMUNITY

Research consistently finds that affordable housing investments also benefit communities.

- **Affordable housing investment leverages other economic investments**
Investment in the construction and capital needs of public housing spurs community economic development. It provides direct income to the local building and related industries. Nationally, that spending equals about \$8 billion a year. It generates and induces another \$8 billion economic activity in the local economies (Council of Large Public Housing Authorities, 2007). These amounts are in addition to the expenditures in operation and maintenance. The housing allows low-wage workers to stay in otherwise unaffordable areas and in this way assists their local employers. *Id.*
- **Affordable Housing Improves Property Values**
The affordable housing built by Puget Sound non-profit and for-profit developers is among the market's best designed, best constructed, most environmentally innovative and attractive. Attached is a survey of projects, with photographs. Housing built through the Low-Income Housing Tax Credit (LIHTC) program, the nation's the largest producer of subsidized housing, positively affects property values in surrounding neighborhoods (Ellen, I. et al., 2005). In New York property values within 2,000 foot of such a development increased in value by 5.3 percentage points. Affordable housing generate the most neighborhood property value benefits when replacing blighted conditions such as vacant lots or abandoned buildings (Agnew, S., 2014). A cost-benefit analysis of investments into subsidized housing in New York City showed that the investment delivered a tax benefit to the city exceeding the cost of the city's subsidies and amounted to roughly 75% of the total public investment of state and federal dollars (Author, 2006).
- **Affordable Housing for Chronically Homeless Adults Reduces Public Spending**
Housing for chronically homeless persons with severe alcoholism offered in the "housing first" model decreased the median monthly costs in public services from \$4,066 to \$958 after 12 months in housing (Larimer, M. et al., 2009). The total cost savings in public services for Housing First participants relative to a control group averaged \$2,449 per person per month after accounting for housing program costs (Larimer, M. et al., 2009).
- **Effect of Affordable Housing on Crime and Drug Use**
There is no research showing a causal connection between increases in subsidized housing recipients and rising crime rates (Ellen et. al., 2012 & Lens, M., 2013). Some studies report a negative correlation between housing voucher holders and incidence of violent crimes. As the number of voucher holders in a community increases violent crime rates go down. (Lens, 2013). Receiving any housing assistance is associated with significantly lower rates of violence and hard drug use (Leech, T.G.J., 2012). There are no significant differences between the behavior of adolescents residing in public housing and that of similar peers receiving no housing assistance (Leech, T.G.J., 2012).

PIERCE COUNTY DOES NOT HAVE ITS SHARE OF AFFORDABLE HOUSING

Pierce County has 12.5% of the state's rent burdened households. Yet, it has only 7.5% of the state's affordable housing. This is the greatest disparity among Washington counties.⁹

⁹ Washington State Housing Needs Assessment, at page 25 (Washington Department of Commerce 2015)

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WASHINGTON

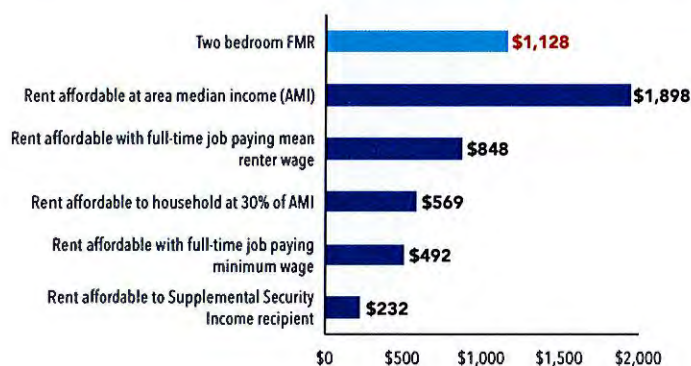
STATE
RANKING
10th*

In Washington, the Fair Market Rent (FMR) for a two-bedroom apartment is **\$1,128**. In order to afford this level of rent and utilities — without paying more than 30% of income on housing — a household must earn **\$3,760** monthly or **\$45,119** annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into an hourly Housing Wage of:

 **\$21.69** PER HOUR

STATE FACTS	
Minimum Wage	\$9.47
Average Renter Wage	\$16.30
2-Bedroom Housing Wage	\$21.69
Number of Renter Households	967,699
Percent Renters	37%

MOST EXPENSIVE COUNTIES	HOUSING WAGE*
King County	\$27.21
Snohomish County	\$27.21
Pierce County	\$21.02
Thurston County	\$19.73
Kitsap County	\$19.62



92
Work Hours Per Week At Minimum Wage Needed
To Afford a 2-Bedroom Unit (at FMR)

2.3
Number of Full-Time Jobs At Minimum Wage
Needed To Afford a 2-Bedroom Unit (at FMR)

* Ranked from Highest to Lowest 2-Bedroom Housing Wage

WASHINGTON

FY15 HOUSING WAGE

HOUSING COSTS

AREA MEDIAN INCOME (AMI)

RENTER HOUSEHOLDS

	Hourly wage necessary to afford 2 BR ¹ FMR ²	2 BR FMR	Annual income needed to afford 2 BR FMR	Full-time jobs at minimum wage needed to afford 2 BR FMR ³	Annual AMI ⁴	Monthly rent affordable at AMI ⁵	30% of AMI ⁶	Monthly rent affordable at 30% of AMI	Renter households (2009-2013)	% of total households (2009-2013)	Estimated hourly mean renter wage (2015)	Monthly rent affordable at mean renter wage	Full-time jobs at mean renter wage needed to afford 2 BR FMR
Washington	\$21.69	\$1,128	\$45,119	2.3	\$75,904	\$1,898	\$22,771	\$569	967,699	37%	\$16.30	\$848	1.3
Combined Nonmetro Areas	\$14.65	\$762	\$30,464	1.5	\$59,867	\$1,497	\$17,960	\$449	104,642	32%	\$9.95	\$517	1.5
<u>Metropolitan Areas</u>													
Bellingham MSA	\$18.23	\$948	\$37,920	1.9	\$67,600	\$1,690	\$20,280	\$507	29,385	37%	\$11.51	\$598	1.6
Bremerton-Silverdale MSA	\$19.62	\$1,020	\$40,800	2.1	\$74,600	\$1,865	\$22,380	\$560	31,788	33%	\$11.26	\$586	1.7
Kennewick-Pasco-Richland MSA	\$15.94	\$829	\$33,160	1.7	\$70,300	\$1,758	\$21,090	\$527	28,701	32%	\$12.54	\$652	1.3
Lewiston MSA	\$13.37	\$695	\$27,800	1.4	\$60,100	\$1,503	\$18,030	\$451	2,943	32%	\$8.89	\$462	1.5
Longview MSA	\$14.17	\$737	\$29,480	1.5	\$58,100	\$1,453	\$17,430	\$436	13,366	34%	\$11.51	\$599	1.2
Mount Vernon-Anacortes MSA	\$19.00	\$988	\$39,520	2.0	\$68,200	\$1,705	\$20,460	\$512	14,693	32%	\$11.91	\$620	1.6
Olympia MSA	\$19.73	\$1,026	\$41,040	2.1	\$71,500	\$1,788	\$21,450	\$536	33,436	33%	\$12.11	\$630	1.6
Portland-Vancouver-Beaverton MSA	\$18.15	\$944	\$37,760	1.9	\$73,900	\$1,848	\$22,170	\$554	56,807	35%	\$13.73	\$714	1.3
Seattle-Bellevue HMFA	\$27.21	\$1,415	\$56,600	2.9	\$89,600	\$2,240	\$26,880	\$672	424,814	40%	\$20.37	\$1,059	1.3
Spokane MSA	\$14.87	\$773	\$30,920	1.6	\$64,500	\$1,613	\$19,350	\$484	67,782	36%	\$11.12	\$578	1.3
Tacoma HMFA *	\$21.02	\$1,093	\$43,720	2.2	\$71,000	\$1,775	\$21,300	\$533	115,697	38%	\$13.84	\$719	1.5
Wenatchee-East Wenatchee MSA	\$14.65	\$762	\$30,480	1.5	\$56,700	\$1,418	\$17,010	\$425	13,525	33%	\$11.31	\$588	1.3
Yakima MSA	\$14.79	\$769	\$30,760	1.6	\$53,200	\$1,330	\$15,960	\$399	30,120	38%	\$10.24	\$533	1.4
<u>Counties</u>													
Adams County	\$12.37	\$643	\$25,720	1.3	\$47,900	\$1,198	\$14,370	\$359	1,957	34%	\$12.17	\$633	1.0
Asotin County	\$13.37	\$695	\$27,800	1.4	\$60,100	\$1,503	\$18,030	\$451	2,943	32%	\$8.89	\$462	1.5
Benton County	\$15.94	\$829	\$33,160	1.7	\$70,300	\$1,758	\$21,090	\$527	20,954	32%	\$13.87	\$721	1.1
Chelan County	\$14.65	\$762	\$30,480	1.5	\$56,700	\$1,418	\$17,010	\$425	9,467	35%	\$11.90	\$619	1.2
Clallam County	\$16.12	\$838	\$33,520	1.7	\$56,300	\$1,408	\$16,890	\$422	9,298	30%	\$9.87	\$513	1.6
Clark County	\$18.15	\$944	\$37,760	1.9	\$73,900	\$1,848	\$22,170	\$554	55,642	35%	\$13.80	\$718	1.3
Columbia County	\$12.60	\$655	\$26,200	1.3	\$60,000	\$1,500	\$18,000	\$450	436	26%	\$6.39	\$332	2.0

* 50th percentile FMR (See Appendix A). † Wage data not available (See Appendix A).

1: BR = Bedroom 2: FMR = Fiscal Year 2015 Fair Market Rent (HUD, 2014).

3: This calculation uses the higher of the state or federal minimum wage. Local minimum wages are not used. See Appendix A.

4: AMI = Fiscal Year 2015 Area Median Income

5: "Affordable" rents represent the generally accepted standard of spending not more than 30% of gross income on gross housing costs.

6: The federal standard for extremely low income households. Does not include HUD-specific adjustments.

WASHINGTON

FY15 HOUSING WAGE

HOUSING COSTS

AREA MEDIAN INCOME (AMI)

RENTER HOUSEHOLDS

	Hourly wage necessary to afford 2 BR ¹ FMR ²	2 BR FMR	Annual income needed to afford 2 BR FMR	Full-time jobs at minimum wage needed to afford 2 BR FMR ³	Annual AMI ⁴	Monthly rent affordable at AMI ⁵	30% of AMI ⁶	Monthly rent affordable at 30% of AMI	Renter households (2009-2013)	% of total households (2009-2013)	Estimated hourly mean renter wage (2015)	Monthly rent affordable at mean renter wage	Full-time jobs at mean renter wage needed to afford 2 BR FMR
Cowlitz County	\$14.17	\$737	\$29,480	1.5	\$58,100	\$1,453	\$17,430	\$436	13,366	34%	\$11.51	\$599	1.2
Douglas County	\$14.65	\$762	\$30,480	1.5	\$56,700	\$1,418	\$17,010	\$425	4,058	29%	\$9.07	\$472	1.6
Ferry County	\$12.37	\$643	\$25,720	1.3	\$43,600	\$1,090	\$13,080	\$327	826	28%	\$9.41	\$489	1.3
Franklin County	\$15.94	\$829	\$33,160	1.7	\$70,300	\$1,758	\$21,090	\$527	7,747	33%	\$9.07	\$472	1.8
Garfield County †	\$12.37	\$643	\$25,720	1.3	\$69,700	\$1,743	\$20,910	\$523	229	24%			
Grant County	\$13.06	\$679	\$27,160	1.4	\$56,900	\$1,423	\$17,070	\$427	11,856	40%	\$10.25	\$533	1.3
Grays Harbor County	\$13.10	\$681	\$27,240	1.4	\$55,800	\$1,395	\$16,740	\$419	8,398	31%	\$10.29	\$535	1.3
Island County	\$17.48	\$909	\$36,360	1.8	\$74,200	\$1,855	\$22,260	\$557	10,110	31%	\$10.69	\$556	1.6
Jefferson County	\$17.44	\$907	\$36,280	1.8	\$65,200	\$1,630	\$19,560	\$489	3,702	27%	\$8.36	\$435	2.1
King County	\$27.21	\$1,415	\$56,600	2.9	\$89,600	\$2,240	\$26,880	\$672	335,642	42%	\$21.24	\$1,104	1.3
Kitsap County	\$19.62	\$1,020	\$40,800	2.1	\$74,600	\$1,865	\$22,380	\$560	31,788	33%	\$11.26	\$586	1.7
Kittitas County	\$15.73	\$818	\$32,720	1.7	\$65,800	\$1,645	\$19,740	\$494	7,152	43%	\$7.72	\$401	2.0
Klickitat County	\$13.08	\$680	\$27,200	1.4	\$46,900	\$1,173	\$14,070	\$352	2,419	30%	\$14.00	\$728	0.9
Lewis County	\$13.92	\$724	\$28,960	1.5	\$57,800	\$1,445	\$17,340	\$434	9,261	31%	\$11.89	\$618	1.2
Lincoln County	\$12.37	\$643	\$25,720	1.3	\$60,300	\$1,508	\$18,090	\$452	986	22%	\$9.10	\$473	1.4
Mason County	\$16.85	\$876	\$35,040	1.8	\$60,800	\$1,520	\$18,240	\$456	5,170	22%	\$7.97	\$414	2.1
Okanogan County	\$12.83	\$667	\$26,680	1.4	\$51,900	\$1,298	\$15,570	\$389	5,078	32%	\$6.86	\$357	1.9
Pacific County	\$14.75	\$767	\$30,680	1.6	\$53,500	\$1,338	\$16,050	\$401	2,540	27%	\$9.06	\$471	1.6
Pend Oreille County	\$13.17	\$685	\$27,400	1.4	\$49,100	\$1,228	\$14,730	\$368	1,366	25%	\$8.61	\$448	1.5
Pierce County *	\$21.02	\$1,093	\$43,720	2.2	\$71,000	\$1,775	\$21,300	\$533	115,697	38%	\$13.84	\$719	1.5
San Juan County	\$18.73	\$974	\$38,960	2.0	\$68,200	\$1,705	\$20,460	\$512	2,212	29%	\$9.28	\$483	2.0
Skagit County	\$19.00	\$988	\$39,520	2.0	\$68,200	\$1,705	\$20,460	\$512	14,693	32%	\$11.91	\$620	1.6
Skamania County	\$18.15	\$944	\$37,760	1.9	\$73,900	\$1,848	\$22,170	\$554	1,165	26%	\$8.29	\$431	2.2
Snohomish County	\$27.21	\$1,415	\$56,600	2.9	\$89,600	\$2,240	\$26,880	\$672	89,172	33%	\$16.41	\$853	1.7
Spokane County	\$14.87	\$773	\$30,920	1.6	\$64,500	\$1,613	\$19,350	\$484	67,782	36%	\$11.12	\$578	1.3
Stevens County	\$12.83	\$667	\$26,680	1.4	\$54,700	\$1,368	\$16,410	\$410	3,986	23%	\$11.11	\$578	1.2
Thurston County	\$19.73	\$1,026	\$41,040	2.1	\$71,500	\$1,788	\$21,450	\$536	33,436	33%	\$12.11	\$630	1.6
Wahkiakum County	\$12.37	\$643	\$25,720	1.3	\$54,500	\$1,363	\$16,350	\$409	413	24%	\$4.76	\$248	2.6
Walla Walla County	\$14.06	\$731	\$29,240	1.5	\$62,900	\$1,573	\$18,870	\$472	8,304	38%	\$10.47	\$544	1.3

* 50th percentile FMR (See Appendix A). † Wage data not available (See Appendix A).

1: BR = Bedroom 2: FMR = Fiscal Year 2015 Fair Market Rent (HUD, 2014).

3: This calculation uses the higher of the state or federal minimum wage. Local minimum wages are not used. See Appendix A.

4: AMI = Fiscal Year 2015 Area Median Income

5: "Affordable" rents represent the generally accepted standard of spending not more than 30% of gross income on gross housing costs.

6: The federal standard for extremely low income households. Does not include HUD-specific adjustments.

WASHINGTON

FY15 HOUSING WAGE

HOUSING COSTS

AREA MEDIAN INCOME (AMI)

RENTER HOUSEHOLDS

	Hourly wage necessary to afford 2 BR ¹ FMR ²	2 BR FMR	Annual income needed to afford 2 BR FMR	Full-time jobs at minimum wage needed to afford 2 BR FMR ³	Annual AMI ⁴	Monthly rent affordable at AMI ⁵	30% of AMI ⁶	Monthly rent affordable at 30% of AMI	Renter households (2009-2013)	% of total households (2009-2013)	Estimated hourly mean renter wage (2015)	Monthly rent affordable at mean renter wage	Full-time jobs at mean renter wage needed to afford 2 BR FMR
Whatcom County	\$18.23	\$948	\$37,920	1.9	\$67,600	\$1,690	\$20,280	\$507	29,385	37%	\$11.51	\$598	1.6
Whitman County	\$14.15	\$736	\$29,440	1.5	\$67,600	\$1,690	\$20,280	\$507	8,943	54%	\$9.21	\$479	1.5
Yakima County	\$14.79	\$769	\$30,760	1.6	\$53,200	\$1,330	\$15,960	\$399	30,120	38%	\$10.24	\$533	1.4

* 50th percentile FMR (See Appendix A). † Wage data not available (See Appendix A).

1: BR = Bedroom 2: FMR = Fiscal Year 2015 Fair Market Rent (HUD, 2014)

3: This calculation uses the higher of the state or federal minimum wage. Local minimum wages are not used. See Appendix A.

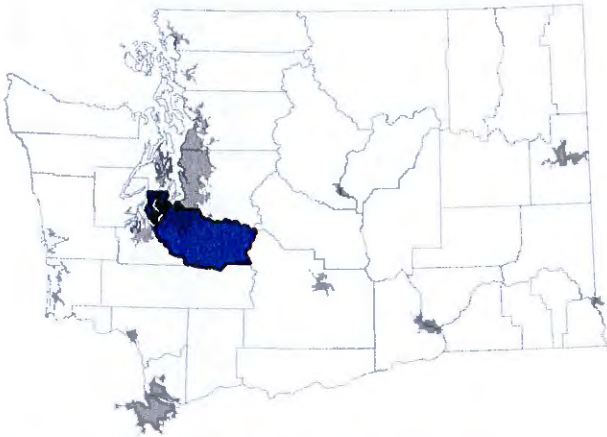
4: AMI = Fiscal Year 2015 Area Median Income

5: "Affordable" rents represent the generally accepted standard of spending not more than 30% of gross income on gross housing costs.

6: The federal standard for extremely low income households. Does not include HUD-specific adjustments.



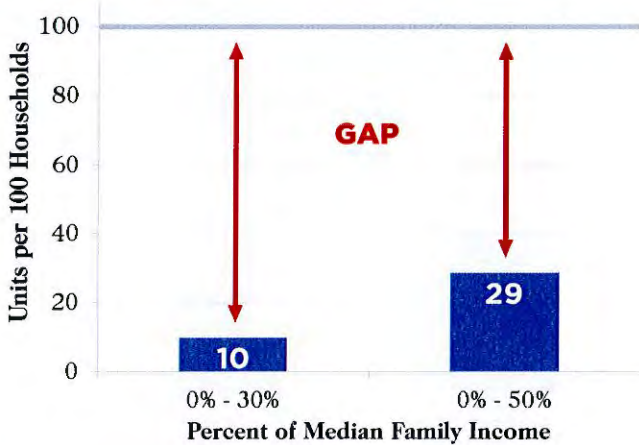
PIERCE COUNTY



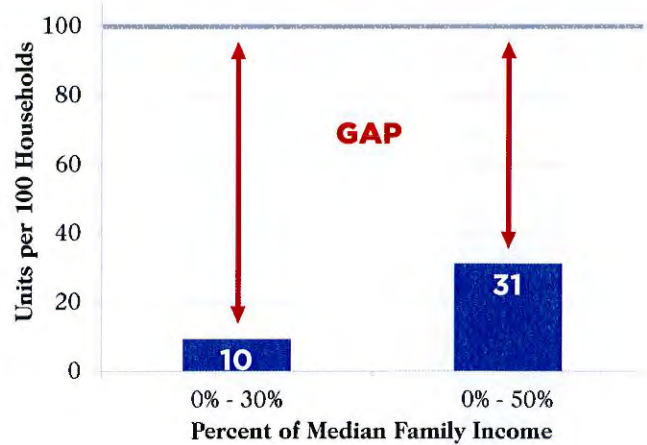
- Population: 798,528
- Area: 1,688 miles²
- Households: 299,334
- Median Family Income: \$71,700
- Low-income Renter Households: 62,255
- Subsidized Housing Units: 10,203

Affordable Housing Gap

Affordable and Available Housing Units for Every 100 Households



Forecasted Affordable and Available Housing Units for Every 100 Households in 2019

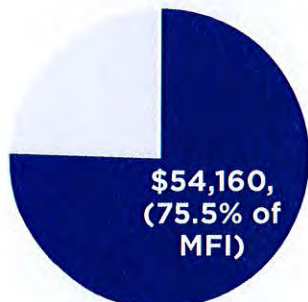


Housing Market

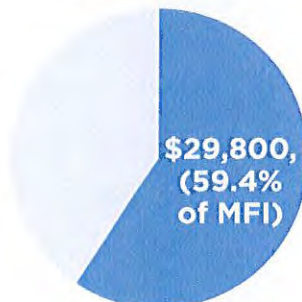
How Much of the Median Family Income (MFI) Must a Household Earn to Afford Rent?

4 people / 3 bedrooms
Fair Market Rent: \$1,354

1 person / 1 bedroom
Fair Market Rent: \$745



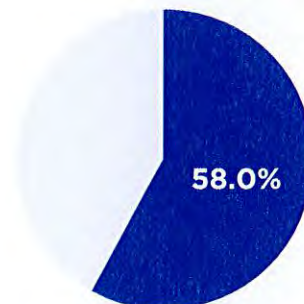
■ required income



■ required income

How Much of the Housing Stock Can the Median Family Income Afford to Buy?

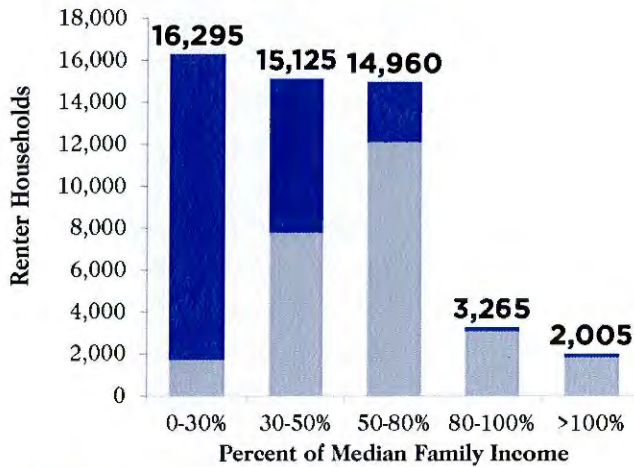
Maximum Affordable Home Value: \$275,497



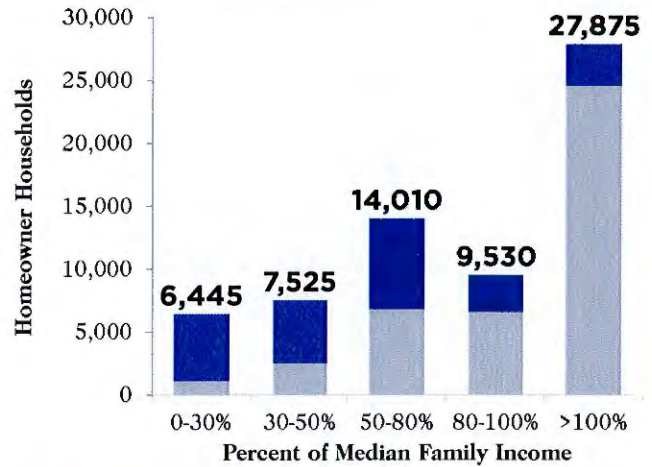
■ % of owner-occupied homes that are affordable

Cost Burden

Cost-Burdened **Renter** Households

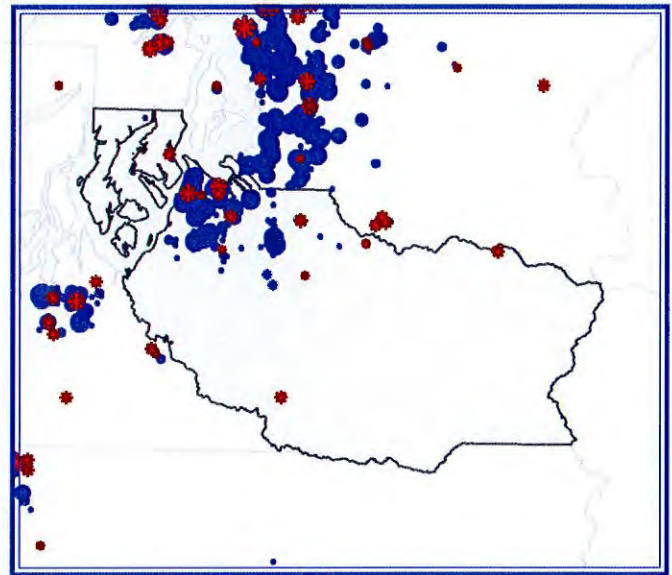
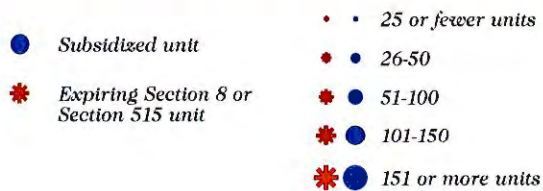


Cost-Burdened **Homeowner** Households



Subsidized Housing Inventory

Subsidized Housing Units, Including Those That Are Scheduled to Expire by 2017



Subsidized Inventory Characteristics



Sites: 168



Units: 10,203



Section 8/Section 515 units set to expire by 2017: 532

Are There Enough Subsidized Units for Eligible Renter Households at Different Income Thresholds?

% of Median Family Income	Renter Households	Subsidized Units for Which They Are Eligible*		Units per 100 Households
		#	%	
0% - 30%	20,230	8,069	100.0%	40
30% - 50%	17,460	5,539	68.6%	32
50% - 80%	24,565	364	4.5%	1
80% - 100%	13,970	0	0.0%	0

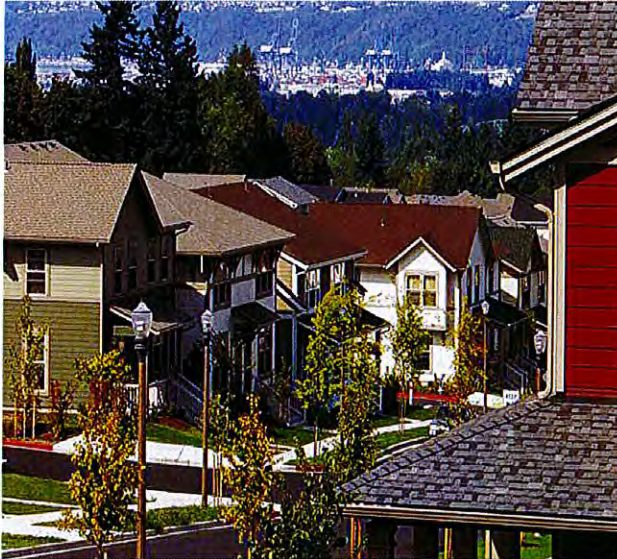
* Income eligibility was not available for all units in the inventory

APPENDIX C

PHOTOGRAPHS OF AFFORDABLE HOUSING DEVELOPMENTS in TACOMA, the PUGET SOUND REGION, WASHINGTON STATE AND NATIONWIDE

December 3, 2010

NEW SALISHAN, Tacoma, WA



NAME: New Salishan
OWNER: Tacoma Housing Authority
LOCATION: East Tacoma WA
SETTING: Neighborhood
TYPE: Multi-family, single family, rental, ownership
UNITS: 1,350 at build-out
POPULATION: Mixed income
290 public housing units (VL-I);
341 project based section 8 (VL-I);
110 section 202 senior housing
units (VL-I)
FINANCING: HUD, Private debt, bonds, LIHTC,
HTF, HOME (TCRA), AHP, City
of Tacoma, Pierce County 2060,
United Way

GUADALUPE VISTA, Tacoma, WA



NAME: Guadalupe Vista
OWNER: Catholic Community Services
LOCATION: G street, Tacoma
SETTING: Mixed-use
TYPE: Multi-family
UNITS: 50
POPULATION: 38 formerly homeless + 12 XL-I
FINANCING: HTF, Gates Foundation, Pierce
County, Tacoma, UWPC, LIHTC,
THA project based HCV

GUADALUPE HOUSE, Tacoma, WA



NAME: Guadalupe House
OWNER: Tacoma Catholic Worker
LOCATION: South G Street, Tacoma
SETTING: Neighborhood
TYPE: Group home
UNITS: 10 rooms
POPULATION: Clean/sober, XL-1

HABITAT FOR HUMANITY – NEW SALISHAN, Tacoma, WA



NAME: Private home
OWNER: Private homeowner
LOCATION: East Tacoma
SETTING: Neighborhood
TYPE: Single-family
UNITS: 1 of 11 in group
POPULATION: 30-60% AMI

FINANCING: HTF, home, City of Tacoma, self-help homeownership opportunity program, churches, foundations, private donors

HOMEOWNERSHIP CENTER OF TACOMA, Tacoma, WA



NAME: Private home
OWNER: Private homeowner
LOCATION: East F Street, Tacoma
SETTING: Neighborhood
TYPE: Single-family
UNITS: 1 of 180 developed and sold
POPULATION: L-I
FINANCING: HTF, HCT loan program

KWA – INTERNATIONAL PLACE, NEW SALISHAN, Tacoma, WA



NAME: International Place
OWNER: Korean Womens Association
LOCATION: East Tacoma
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 55
POPULATION: L-I Seniors
FINANCING: HTF, HUD Section 202, other

FLETT MEADOWS, Tacoma, WA



NAME: Flett Meadows
OWNER: Lakewood Area Shelter Association
LOCATION: South 74th Street, Tacoma
SETTING: Mixed-Use
TYPE: Duplex
UNITS: 14 [1 for manager]
POPULATION: XL-I, Families With Children, DV
FINANCING: PC, Tacoma, HUD, Lakewood, HTF, THA Project-Based HCV

ELIZA McCABE APARTMENTS, Tacoma, WA



NAME: Eliza McCabe
OWNER: Mercy Housing NW
LOCATION: South Yakima, Tacoma
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 41
POPULATION: Families, homeless families
FINANCING: HTF, LIHTC, THA Project Based HCV

435 SOUTH FAWCETT APARTMENTS, Tacoma, WA



NAME: The 435 South Fawcett Apts
OWNER: Metropolitan Development Council

LOCATION: Near Downtown, Tacoma
SETTING: Mixed-use
TYPE: Multifamily
UNITS: 60
POPULATION: <45% AMI

FINANCING: LIHTC, HTF

GRANDVIEW TOWNHOMES, Tacoma, WA



NAME: Grandview Townhomes
OWNER: Puyallup Tribal Housing Authority
LOCATION: Tacoma, WA
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 22
POPULATION: L-I tribal members

FINANCING: HTF, HUD, NAHASDA, Title VI Loan Guarantee Program

ADAMS STREET FAMILY CAMPUS, Tacoma, WA



NAME: Adams Street Family Campus
OWNER: Tacoma Rescue Mission
LOCATION: Tacoma
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 20 emergency, 16 transitional
POPULATION: Families, homeless, XL-I

FINANCING: HTF, TCRA, PC, HUD, foundations

WILSONION, Tacoma, WA



NAME: Wilsonion
OWNER: YWCA Pierce County
LOCATION: St. Helens, Tacoma
SETTING: Mixed-use
TYPE: Multi-family emergency housing
UNITS: 25

POPULATION: Domestic violence survivors; 90-day maximum stay

FINANCING: City of Tacoma, Pierce County, State of Washington

GOLDEN HEMLOCK, Tacoma, WA



NAME: Golden Hemlock
OWNER: Golden Hemlock LLC
LOCATION: N 26th Street, Tacoma WA
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 149 subsidized
POPULATION: XI-I & VL-I seniors &/or disabled

FINANCING: HUD, LIHTC, HUD-subsidized rent

SOUND VIEW APARTMENTS, Edmonds, WA



NAME: Sound View Apartments
OWNER: Olympic & Sound View LLC
LOCATION: Edmonds, WA
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 44
POPULATION: XL-I & VL-I Seniors

FINANCING: HUD, LIHTC, HUD-subsidized rent

A L HUMPHREY HOUSE, Seattle, WA



NAME: A L Humphrey House
OWNER: Plymouth Housing Group
LOCATION: Belltown (downtown), Seattle, WA
SETTING: Mixed-use
TYPE: Multi-family
UNITS: 81
POPULATION: Chronically homeless [40 w/ mental illness/drug dependency]
FINANCING: City of Seattle Levy, HTF, LIHTC, King County sales tax, FHLB

LAUBE HOTEL, Bellingham, WA



NAME: Laube Hotel
OWNER: Bellingham Housing Authority
LOCATION: Bellingham WA
SETTING: Mixed-use
TYPE: Multi-family
UNITS: 20
POPULATION: XL-I, VL-I
FINANCING: WSHFC tax credits

ANGLE LAKE COURT, Sea-Tac, WA



NAME: Angle Lake Court
OWNER: Compass Housing Alliance
LOCATION: Sea-Tac WA
SETTING: Mixed-use
TYPE: Multi-family
UNITS: 80
POPULATION: VL-I senior &/or disabled

MATTHEI PLACE, Bellingham, WA



NAME: Matthei Place
OWNER: Kulshan CLT/Land
[built on community land trust land]
LOCATION: Bellingham, WA
SETTING: Neighborhood
TYPE: Single-family ownership
UNITS: 14 homes
POPULATION: L-I
FINANCING: City of Bellingham [HOME, CDBG], HTF

PONTEDERA CONDOS, Seattle, WA



NAME: Pontedera Condos
OWNER: 809 Hiawatha Place LLC
LOCATION: Seattle, WA
SETTING: Mixed-use
TYPE: Multi-family
UNITS: 102
POPULATION: 50% sold to L-I families

FINANCING: City of Seattle, LISC, private debt, WSHFC

COMPASS HEALTH PROJECT, Marysville, WA



NAME: Compass Health Project
OWNER: Compass Health Care
LOCATION: Marysville WA
SETTING: Residential
TYPE: Multi-family
UNITS: 26
POPULATION: Chronically homeless, mentally ill
FINANCING: HTF, Snohomish County

HIGH POINT, Seattle, WA



NAME: High Point
OWNER: Seattle Housing Authority
LOCATION: West Seattle
SETTING: Neighborhood
TYPE: Multi-family, single-family ownership
UNITS: 1,700
POPULATION: Mixed-income
FINANCING: HUD, HOPE VI, HTF, LIHTC, NIH, SPU, private equity

GREENBRIDGE, White Center, WA



NAME: Greenbridge
OWNER: King County Housing Authority
LOCATION: White Center WA
SETTING: Neighborhood
TYPE: rental, ownership
UNITS: 1,000
POPULATION: Mixed-income
FINANCING: HOPE VI, ARRA. Private debt, LIHTC

ARCH – GREENBRIER – INCLUSIONARY ZONING, Woodinville, WA



NAME: Greenbrier
OWNER: private owner
LOCATION: Woodinville, WA
SETTING: neighborhood
TYPE: single-family
UNITS: 20 affordable of 70 total
POPULATION: $\leq 80\%$ AMI [affordable]
FINANCING: surplus land, LIHTC, density bonuses for affordable ownership units
NOTE: one house in photo is affordable; others market rate.

ARCH – THE CLEVELAND - INCLUSIONARY HOUSING, Redmond, WA



NAME: The Cleveland
OWNER: private owner
LOCATION: Redmond, WA
SETTING: mixed-use
TYPE: Multi-family
UNITS: 8 affordable of 84 total
POPULATION: 20 units for $\leq 80\%$ AMI.; 50 market rate units
FINANCING: density bonuses for affordable ownership units

ARCH – LAKEVIEW - INCLUSIONARY HOUSING, Kirkland, WA



NAME: Private owner
OWNER: Kirkland, WA
LOCATION: neighborhood
SETTING: Single family neighborhood
TYPE: Single-family homes
UNITS:
POPULATION: 2 affordable units out of 30 total
≤ 80% ami [affordable]
FINANCING: density bonuses [for affordable ownership units]

HIDDEN PINES, Spokane, WA



NAME: Hidden Pines
OWNER: Spokane Housing Ventures
LOCATION: Spokane Valley
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 25
POPULATION: 38 formerly homeless + 12 XL-I
FINANCING: Impact Capital, Spokane County HOME Program, LIHTC, private debt

VIOLA APARTMENTS, Yakima, WA



NAME: Viola Apartments
OWNER: VBC Viola LP
LOCATION: Yakima, WA
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 25
POPULATION: VL-I, L-I seniors &/or disabled
FINANCING: WSHFC tax credits

PUEBLO DEL SOL, Los Angeles, CA



NAME: Pueblo Del Sol
OWNER: Aliso Village housing Partnership
LOCATION: Los Angeles CA
SETTING: Neighborhood
TYPE: Apartments, townhouses, single-family
UNITS: 375 rental, 93 single family homes
POPULATION: Mixed-income
FINANCING: HOPE VI

THE PROMENADE - INCLUSIONARY PROGRAM – Hunting Beach, CA



NAME: The Promenade
OWNER: Private owners
LOCATION: Huntington Beach, CA
SETTING: Neighborhood
TYPE: Multi-family ownership
UNITS: 80
POPULATION: Moderate-income 100-120% AMI

NOTE: Developed by for-profit developers to satisfy inclusionary housing requirements at other developments.

CHANDON VILLAGE – INCLUSIONARY ZONING – San Diego, CA



NAME: Chandon, Village
OWNER: Private owners
LOCATION: San Diego, CA
SETTING: Neighborhood
TYPE: Apartments
UNITS: 10 1,2 and 3 BR
POPULATION: ≤60% AMI

HERITAGE COMMONS, Minneapolis, MN



NAME: Heritage Commons
OWNER: Minneapolis Public Housing authority
LOCATION: Minneapolis, MN
SETTING: Mixed-use
TYPE: Multi-family apartments
UNITS: 102 Mixed-income seniors
POPULATION: HOPE VI
FINANCING:

CRAWFORD SQUARE, Pittsburg, PA



NAME: Crawford Square
OWNER: McCormack Baron Salazar
LOCATION: Pittsburgh PA
SETTING: Neighborhood
TYPE: Multi-family; single family
UNITS: 375 homes on 17.5 acres
POPULATION: Mixed-income: rental [50% market-rate, 50% subsidized]
FINANCING: Urban Redevelopment Authority of Pittsburgh, HOME, private debt, foundations, LIHTC

ATLANTIC TERRACE, Brooklyn, NY



NAME: Atlantic Terrace
OWNER: Fifth Avenue Committee
LOCATION: Brooklyn, NY
SETTING: Mixed-use
TYPE: Multi-family - ownership
UNITS: 80

POPULATION: Mixed income 9 @ ≤65% ami, 31 @ ≤80% ami, 19 @ ≤130% ami, 20 @ market rate

FINANCING: Citibank, LIHF, NPCR, NYC HPD, NYC HDC, NYS AHC, FHLB of NY

HAMPTON CRESTE, Charlotte, NC



NAME: Hampton Creste
OWNER: Charlotte Housing Authority
LOCATION: Charlotte NC
SETTING: neighborhood
TYPE: multi-family
UNITS: 239 town homes & garden style
POPULATION: mixed-income; XLI-LI

COLLEGE & BATTERY CONDOS – INCLUSIONARY ZONING, Burlington, VT



NAME: College & Battery Condos
OWNER: Private
LOCATION: Burlington, VT
SETTING: Neighborhood
TYPE: Multi-family
UNITS: 15-25% of units must be affordable
POPULATION: to $\leq 75\%$ AMI

FINANCING: Density bonuses and lot coverage bonuses

KELLY'S TINY COTTAGE HOME, Portland, OR



NAME: Kelly's Tiny Home
OWNER: Private
LOCATION: Portland, OR
SETTING: Neighborhood
TYPE: Single-family cottage
UNITS: Many throughout Portland
POPULATION: Mixed-income

SABIN GREEN CO-HOUSING COTTAGES, Portland, OR



NAME: Sabin Green
OWNER: Private
LOCATION: Portland, OR
SETTING: Neighborhood
TYPE: Co-housing, single-family cottage
UNITS: 4 homes
POPULATION: Mixed-income

GREENWOOD AVENUE COTTAGES, Shoreline, WA



NAME: Greenwood Avenue Cottages
OWNER: Private
LOCATION: Shoreline, WA
SETTING: Neighborhood
TYPE: Cottage homes (1,000 square feet)
UNITS: 8

ABBREVIATIONS:

XL-I:	Extremely Low-income <30% AMI
VL-I:	Very Low-income 30-50% AMI
L-I:	Low-income <80% AMI
AMI:	Area Median Income [per HUD]
ARRA:	American Recovery & Reinvestment Act of 2009
CDBG:	Community Development Block Grant [federal \$]
DV:	Available for survivors of domestic violence only
FHLB:	Federal Home Loan Bank
HCV:	Housing Choice Voucher [federal Section 8]
HTF:	Washington State Housing Trust Fund
HOME:	Federal HOME Investment Partnerships Program
HOPE VI:	Major HUD plan to revitalize public housing projects into mixed-income developments
HUD:	Federal Department of Housing and Urban Development
LIHF:	Low Income Investment Fund (NY)
LIHTC:	Low-Income Housing Tax Credits
LISC:	Local Initiatives Support Corporation
NAHASDA:	Native American Housing Assistance & Self Determination Act of 1996
NIH:	National Institutes of Health
NPCR:	New Partners for Community Revitalization (NY)
NYC HPD:	NYC Department of Housing Preservation & Development
PC:	Pierce County
SPU:	Seattle Public Utilities
UWPC:	United Way Pierce County
WSHFC:	Washington State Housing Finance Commission



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$4,395,213 for the month of March, 2016.

Approved: May 25, 2016

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$15,959,883 for the month of April, 2016.

Approved: May 25, 2016

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of April 2016

	Check Numbers		Amount	Totals
	From	To		
A/P Checking Account				
Low Rent Module Checks	Check #'s	2,912 - 2,913	59	
Accounts Payable Checks	Check #'s	87,181 - 87,402		
Business Support Center			397,487	Program Support
Moving To Work Support Center			113,709	
Tax Credit Program Support Center			10,299	
Section 8 Programs			33,942	Section 8 Operations
SF Non-Assisted Housing - N. Shirley			7,132	Local Funds
SF Non-Assist Housing - 9SF Homes			1,690	
Salishan 7			46,592	
Hillsdale Heights			1,340	Development
Development Activity			15,903	
Salishan Area 2B-Dev			286	
KeyBank Building			252	
Bay Terrace II			135,788	
Renew Tacoma Housing Development			430,469	Community Service
CS General Business Activities			112	
Community Services MTW Fund			2,399	
Gates Ed Proj Grant			272	
ROSS Svc Coord			258	
WA Families Fund			83	
COT-CDBG-FSS Grant			31	
COT-McCarver Grant			349	Public Housing
AMP 1 - No K, So M, No G			41,899	
AMP 2 - Fawcett, Wright, 6th Ave			36,765	
AMP 3 - Lawrence, Orchard, Stevens			28,721	
AMP 6 - Scattered Sites			6,135	
AMP 7 - HT 1 - Subsidy			13,759	
AMP 8 - HT 2 - Subsidy			13,944	
AMP 9 - HT 1500 - Subsidy			5,886	
AMP 10 - SAL 1 - Subsidy			10,342	
AMP 11 - SAL 2 - Subsidy			11,513	
AMP 12 - SAL 3 - Subsidy			9,374	
AMP 13 - SAL 4 - Subsidy			10,417	
AMP 14 - SAL 5 - Subsidy			12,206	
AMP 15 - SAL 6 - Subsidy			12,178	
AMP 16 - Bay Terrace - Subsidy			2,828	
Allocation Fund			69,262	Allocations-All Programs
THA SUBTOTAL			1,483,680	
Hillside Terrace 1 through 1500			1,373	Tax Credit Projects - billable
Bay Terrace			1,074	
Renew Tacoma Housing Operations			139,372	
Salishan I - through Salishan 6			749	
Salishan Association - Operations			-	
TAX CREDIT SUBTOTAL (Operations - billable)			142,569	1,626,248
Section 8 Checking Account (HAP Payments)				
SRO/HCV/VASH/FUP/NED	Check #'s	481,750 - 481,760	9,975	
	ACH	92,189 - 93,508	2,502,427	\$ 2,512,401
Payroll & Payroll Fees - ADP				\$ 571,133
Other Wire Transfers				
Renew Tacoma Housing - Cash Collateral Loan			2,750,000	
Renew Tacoma Housing - C Loan & \$100 Equity Contribution			8,500,100	
				\$ 11,250,100
TOTAL DISBURSEMENTS				\$ 15,959,883



TACOMA HOUSING AUTHORITY

Date: May 25, 2016

To: THA Board of Commissioners

From: Ken Shalik
Finance Department Director

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT

I present the April, 2016 disbursement report for your approval. The amount in the disbursement report is higher than usual because it takes into account funds needed for the Rental Assistance Development (RAD) closing that flowed through Tacoma Housing Authority (THA).

The Finance Department is submitting the financial statement for the period through March 31, 2016. This is the first financial report for the year. It is still early in the year, and does not take into account any of the changes that will occur with the Public Housing properties being transferred to Renew Tacoma Housing under the RAD closing. It is difficult to project what year-end financials will look like at this time. In completing the budget for mid-year, and analyzing the financials to date, I am not seeing any real areas of concern. This is a transition year, as RAD implementation is being completed in phases this year. This year will cause more outflow through Housing Assistance Program (HAP) for supplementing RAD rents, and support staff required for the RAD conversion. It is my belief that there will be more clarity and a pattern that will have developed for better analysis with the June financials.

In reviewing the financials, Line 69 – Surplus/ (Deficit) before Capital Expenditures shows a deficit of \$204,678. There are HAP funds sitting at Housing and Urban Development (HUD) that we had not yet drawn down, as we complete a monthly MTW reconciliation, and we will always be a month behind in being able to draw down funds. Line 72 shows a Year-to-Date (YTD) surplus of \$138,322, which takes into account sales proceeds in 2016 for 2 Market rate homes through March.

The Cash Position for April reflects approximately \$2.5 million reimbursed to THA for development advances for both Bay Terrace 2 and RAD at closing. Approximately \$3.2 million was received for Developer Fee and Capitalize lease payments for our properties when we closed on RAD. These funds account for the increased cash balance from the end of March to the end of April.

The following is a synopsis of the Cash Flow Waterfall for our Tax Properties for the Year 2015. At the completion of each year, the agency does an analysis of excess cash (if available), and per the Limited Partnership Agreements, distributes cash per the Waterfall established for each property. Funds that come into THA include any Developer Fee remaining, the Company Management Fee, and if there is still remaining cash, Accrued Interest Payments. Every year, we accrue interest for the THA loans to the Tax Credit properties. We do not include them in our budget as there is no guarantee funds will be available to pay them. For 2015, THA received \$47,395 of interest on the THA loans. For 2014, we received \$204,216.

THA Tax Credit Projects						
Summary of Cash Flow Waterfall Distributions						
For the year ending 12/31/14						
	Developer Fee to GP	Management Fee(s) to GP	Interest to THA on Sponsor Loan	Fees to LP	Tax Credit Shortfall Pymnt to LP	Comments
	(a)	(b)	(c)	(d)	(e)	
Salishan I		-	-	-	-	No CF
Salishan 2		-	-	-	-	No CMF
Salishan 3		-	-	-	-	No CMF
Salishan 4		12,723	46,698	2,545	948	
Salishan 5		-	-	-	-	No CF
Salishan 6		-	-	-	-	
Hillside Phase 1		-	-	-	-	
Hillside Phase 2		-	-	-	-	No CF
Hillside 1500		174	697			
Bay Terrace 1	153,713	-	-	5,150	-	No AMF
Total payments	\$ 153,713	\$ 12,897	\$ 47,395	\$ 7,695	\$ 948	

Total Distributions to THA (a+b+c)			\$214,005
Distributions to THA in 2015			0
Increase in distributions to THA from 2015			\$288,836
AMF – Asset Management Fee			
CMF - Company Management Fee			
CF - Cash Flow			
GP - General Partner (THA)			
LP - Limited Partner			

2. INVESTMENTS

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at .33%. The Washington State Local Government Investment Pool currently provides a return rate of .40%.

3. AUDIT

The Washington State auditors are wrapping up the Single Audit or compliance portion of the audit. They will be back in July to work on the Financial portion for completion of that section before the September 30th HUD REAC submission due date. They will finish up with the Accountability audit later in the year. It is anticipated the entrance conference with the Finance Committee will occur the latter part of June, early July.

4. BUDGETS

The 2016 Mid-Year Budget will be presented to the Board of Directors for consideration of approval in the June Board meeting. A budget study session will be held at noon on May 27th to prepare the board for its presentation and the forthcoming resolution approving it. It also provides the Board an opportunity to give feedback in case there is final direction that the Board would like to provide. An advance memo preparing the Board for the study session outlining the major points of the budget will be provided. A meeting with the Finance Committee was held in April to ensure we were proceeding in a manner consistent with Board direction.

5. YEAR-END UPDATE

There is no update at this time.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		March, 2016				Thru 12/31/2016		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS								
1	Tenant Revenue - Dwelling rent	246,652	738,522	653,466	13.02%	2,954,086	2,613,865	13.02%
2	Tenant Revenue - Other	55,696	73,165	5,043	1350.82%	90,000	60,500	48.76%
3	HUD grant - Section 8 HAP reimbursement	2,942,712	8,025,276	9,082,990	-11.64%	35,300,000	36,331,959	-2.84%
4	HUD grant - Section 8 Admin fee earned	239,470	718,276	683,021	5.16%	2,873,105	2,732,084	5.16%
5	HUD grant - Public Housing subsidy	200,028	585,552	546,803	7.09%	2,342,208	2,187,210	7.09%
6	HUD grant - Community Services	25,325	73,538	88,373	-16.79%	294,152	353,493	-16.79%
7	HUD grant - Capital Fund Operating Revenue	0	0	263,456	-100.00%	1,200,000	1,053,824	13.87%
8	Management Fee Income	252,147	753,823	782,679	-3.69%	3,015,292	3,130,714	-3.69%
9	Other Government grants	16,912	61,582	102,277	-39.79%	246,329	409,108	-39.79%
10	Investment income	2,686	25,224	9,694	160.21%	100,897	38,775	160.21%
11	Fraud Recovery Income - Sec 8	1,702	4,902	10,000	-50.98%	19,608	40,000	-50.98%
12	Other Revenue- Developer Fee Income	249,823	308,701	298,377	3.46%	2,055,000	1,193,509	72.18%
13	Other Revenue	51,175	173,684	168,017	3.37%	1,900,000	672,068	182.71%
14	TOTAL OPERATING RECEIPTS	4,284,329	11,542,245	12,694,195	-9.07%	52,390,676	50,817,109	3.10%
OPERATING EXPENDITURES								
Administrative Expenses								
15	Administrative Salaries	429,906	1,308,687	1,367,192	-4.28%	5,670,976	5,468,766	3.70%
16	Administrative Personnel - Benefits	170,090	504,945	540,481	-6.57%	2,019,779	2,161,925	-6.57%
17	Audit Fees	0	4,050	20,428	-80.17%	81,713	81,713	0.00%
18	Management Fees	206,123	617,736	636,683	-2.98%	2,470,942	2,546,731	-2.98%
19	Rent	2,671	32,055	32,050	0.02%	128,220	128,200	0.02%
20	Advertising	412	962	7,821	-87.70%	28,848	31,282	-7.78%
21	Information Technology Expenses	22,381	78,908	55,434	42.35%	400,633	221,734	80.68%
22	Office Supplies	5,398	25,175	14,842	69.62%	110,701	59,367	86.47%
23	Publications & Memberships	751	13,676	10,820	26.39%	43,280	43,280	0.00%
24	Telephone	8,405	25,322	27,390	-7.55%	101,288	109,560	-7.55%
25	Postage	3,324	6,406	14,704	-56.43%	25,625	58,815	-56.43%
26	Leased Equipment & Repairs	19,392	34,817	29,197	19.25%	139,269	116,788	19.25%
27	Office Equipment Expensed	29,172	58,632	17,209	240.71%	254,530	68,835	269.77%
28	Legal	6,380	35,052	53,897	-34.97%	255,207	215,588	18.38%
29	Local Milage	331	1,303	2,781	-53.16%	5,211	11,123	-53.16%
30	Staff Training/Out of Town travel	19,956	30,768	76,572	-59.82%	208,074	306,289	-32.07%
31	Administrative Contracts	23,048	114,318	178,182	-35.84%	907,271	712,727	27.30%
32	Other administrative expenses	10,320	25,169	23,637	6.48%	100,677	94,547	6.48%
33	Due diligence - Perspective Development	10,350	13,200	185,125	-92.87%	752,800	740,500	1.66%
34	Contingency	0	0	18,250	-100.00%	0	73,000	-100.00%
35	Total Administrative Expenses	968,409	2,931,181	3,312,693	-11.52%	13,705,042	13,250,770	3.43%

		March, 2016				Thru 12/31/2016		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
36	Tenant Service - Salaries	59,062	177,076	250,018	-29.17%	867,330	1,000,072	-13.27%
37	Tenant Service Personnel - Benefits	26,222	78,591	102,904	-23.63%	354,364	411,616	-13.91%
38	Relocation Costs	918	3,431	4,418	-22.33%	233,724	17,670	#####
39	Tenant Service - Other	1,764	15,272	34,144	-55.27%	186,088	136,574	36.25%
40	Total Tenant Services	87,966	274,370	391,483	-29.92%	1,641,505	1,565,932	4.83%
	Project Utilities							
41	Water	7,104	30,341	29,188	3.95%	121,363	116,750	3.95%
42	Electricity	12,364	50,678	49,950	1.46%	202,713	199,800	1.46%
43	Gas	4,764	14,573	13,888	4.94%	58,292	55,550	4.94%
44	Sewer	25,288	88,461	75,723	16.82%	353,842	302,890	16.82%
45	Total Project Utilities	49,520	184,052	168,748	9.07%	736,209	674,990	9.07%
	Ordinary Maintenance & Operations							
46	Maintenance Salaries	40,903	122,532	175,807	-30.30%	530,971	703,227	-24.50%
47	Maintenance Personnel - Benefits	15,712	47,109	62,570	-24.71%	188,435	250,279	-24.71%
48	Maintenance Materials	11,417	32,517	52,468	-38.03%	130,067	209,871	-38.03%
49	Contract Maintenance	60,041	157,407	155,772	1.05%	629,626	623,089	1.05%
50	Total Routine Maintenance	128,073	359,564	446,617	-19.49%	1,479,099	1,786,466	-17.21%
	General Expenses							
51	Protective Services	7,106	24,508	24,588	-0.32%	98,032	98,350	-0.32%
52	Insurance	19,514	69,497	52,595	32.14%	277,990	210,380	32.14%
53	Other General Expense	98,290	287,849	335,079	-14.10%	1,151,397	1,340,317	-14.10%
54	Payment in Lieu of Taxes	1,199	3,596	3,451	4.21%	14,384	13,803	4.21%
55	Collection Loss	7,158	8,122	19,319	-57.96%	75,000	77,277	-2.95%
56	Interest Expense	9,537	16,569	28,844	-42.56%	115,376	115,376	0.00%
57	Total General Expenses	142,805	410,142	463,876	-11.58%	1,732,179	1,855,503	-6.65%
58	TOTAL OPERATING EXPENSES	\$ 1,376,773	\$ 4,159,309	\$ 4,783,415		\$ 19,294,035	\$ 19,133,661	
	Nonroutine Expenditures							
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	0		83,750	-100.00%	30,000	335,000	-91.04%
60	Casualty Losses	0	35,015	4,500	678.12%	35,015	18,000	94.53%
61	Sec 8 HAP Payments	2,469,272	7,569,932	7,731,867	-2.09%	32,979,729	30,927,469	6.64%
62	Total Nonroutine Expenditures	2,469,272	7,604,948	7,820,117	-2.75%	33,044,744	31,280,469	5.64%
63	TOTAL EXPENDITURES	3,846,045	11,764,257	12,603,533	-6.66%	52,338,779	\$ 50,414,130	3.82%
64	OPERATING SURPLUS/(DEFICIT)	438,284	(222,012)	90,663	-344.88%	51,897	402,979	-87.12%
65	Debt Service Principal Payments	0	(452)	(48,810)	-99.07%	(20,240)	(195,240)	-89.63%
66	Surplus/Deficit Before Reserve Appropriations	438,284	(222,464)	41,853	-631.54%	31,657	207,739	
67	Reserve Appropriations - Operations	10,185	17,786	6,178	187.91%	1,875,000	24,710	#####
68	Operations/Transfers In/(Out)					(1,875,000)		
69	Surplus/Deficit Before Capital Expenditure	448,468	(204,678)	48,030		31,657	232,449	
70	Capitalized Items/Development Projects	(89,752)	(238,977)	(2,391,275)	-90.01%	(2,368,044)	(9,565,100)	-75.24%
71	Revenue - Capital Grants/Sale of Property	170,000	380,000	1,180,250	-67.80%	1,100,000	4,721,000	-76.70%
71	Reserve Appropriations - Capital	52,752	201,977	1,211,025	-83.32%	1,953,044	4,844,100	-59.68%
72	THA SURPLUS/(DEFICIT)	581,468	138,322	48,030		716,657	232,449	

TACOMA HOUSING AUTHORITY

CASH POSITION - April 2016

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	\$ 8,691,215	0.33%
Section 8 Checking	2,554,368	0.33%
THA Affordable Housing Proceeds	3,118,663	0.33%
Scattered Sites Proceeds	100	0.33%
Note Fund Account	100	0.33%
Credit Card Receipts	101	0.33%
THA Investment Pool	290	0.33%
THA LIPH Security Deposits	94,488	0.33%
THDG - Tacoma Housing Development Group	158,098	0.33%
Salishan 7	1,044,452	0.33%
Salishan 7 Security Deposit	27,280	0.33%
Salishan 7 Replacement Reserve	169,996	0.33%
Salishan 7 Operating Reserve	199,401	0.33%
Outrigger Operations	36,814	0.33%
Outrigger Security Deposit	22,744	0.33%
Outrigger Replacement Reserve	22,072	0.33%
Prairie Oaks Operations	28,775	0.33%
Prairie Oaks Security Deposit	4,457	0.33%
Prairie Oaks Replacement Reserve	4,380	0.33%
Payroll Account	8,627	0.33%
WASHINGTON STATE		
Investment Pool	\$ 1,632,447	0.42%
1. TOTAL THA CASH BALANCE	\$ 17,818,869	
Less:		
2. Total MTW Cash Balance	\$ 3,538,931	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)	65,000	
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.10 Total Minimum Operating Reserves	\$ 791,000	
3. MTW Cash Available (Lines 2-2.10)	\$ 2,747,931	
<i>MTW Reserve Commitments</i>		
3.01 Renovation/Remodel of Salishan FIC Building	\$ 579,500	
3.02 Renovation of Salishan Maintenance Shop	286,500	
3.03 Software Conversion for Operational Platform (VH)	509,343	
3.04 Education Projects - McCarver & Others	310,000	
3.10 Total Reserve Commitments (Lines 3.01 through 3.04)	\$ 1,685,343	
<i>MTW Cash Held By HUD</i>		
3.11 Undisbursed HAP Reserves Held by HUD	\$ 587,886	
3.20 Total MTW Cash Held By HUD	\$ 587,886	

TACOMA HOUSING AUTHORITY

CASH POSITION - April 2016

4. Non MTW Cash Restrictions

Other Restrictions:

4.01 FSS Escrows	\$	112,138		
4.02 VASH, FUP & NED HAP Reserves		325,180		
4.03 Mod Rehab Operating Reserves		(9,361)		
4.04 Security Deposit Accounts		145,305		
4.05 Salishan Sound Families - 608		42,235		
4.06 Gates Foundation - 615, 616, 617		631,790		
4.07 WA Families Fund - 676, 713		21,206		
4.08 Outrigger Reserves		22,072		
4.09 Salishan 7 Reserves		794,397		
4.10 Prairie Oaks Reserves		4,380		
4.11 THDG - 048		158,098		
4.12 Area 2B Sales Proceeds (Afford Hsg)		3,118,663		
4.20 Total - Other Restrictions			\$	5,577,503
Agency Liabilities:				
4.30 Windstar Loan - 042		267,630		
4.40 Total - Agency Liabilities			\$	267,630
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)			\$	5,915,132

6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)	\$	8,364,805
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7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
Salishan Campus (PY exp plus 2016 budget)	\$ 196,174	\$ 126,174	\$ 70,000
¹ Total Current Commitments outstanding			\$ 70,000

Agency Advances for Current Development Projects

		\$	-
Total Agency Advances		\$	-



TACOMA HOUSING AUTHORITY

**POLICY, INNOVATION, AND
EVALUATION**



TACOMA HOUSING AUTHORITY

DATE: May 25, 2016

TO: THA Board of Commissioners

FROM: April Black
Deputy Executive Director
Director of Policy, Innovation and Evaluation

RE: Policy, Innovation and Evaluation Department Monthly Board Report

1. Introduction

This is the first Board report from the Department of Policy, Innovation and Evaluation. Within the agency, the department is referred to as PIE. This department was formed during the agency reorganization in 2014-2015. I would like to start my report by explaining how PIE is organized and what you can expect from the department. PIE is divided into two functional areas. The functional areas are closely connected and intertwined and all serve to support Tacoma Housing Authority's (THA's) Vision, Mission and Values.

1.2 Policy, Research, Innovation and Evaluation

The primary responsibilities of this team are:

- Accurate, compliant, up-to-date housing policy documents—Administrative Plan and Property Management Policies;
- Moving to Work (MTW) Plan;
- MTW Report;
- Research expertise to analyze new programs and policy changes prior to implementation;
- New program design, program manuals, forms, deployment and assessments;
- Agency dashboards including regular assessments of THA's innovations and MTW initiatives; and
- Quarterly analysis of agency innovations and initiatives (most often related to THA's MTW activities) with a description of the innovation's success meeting goals and recommendations for improvements.

1.3 Grant writing, building partnerships, marketing and communications.

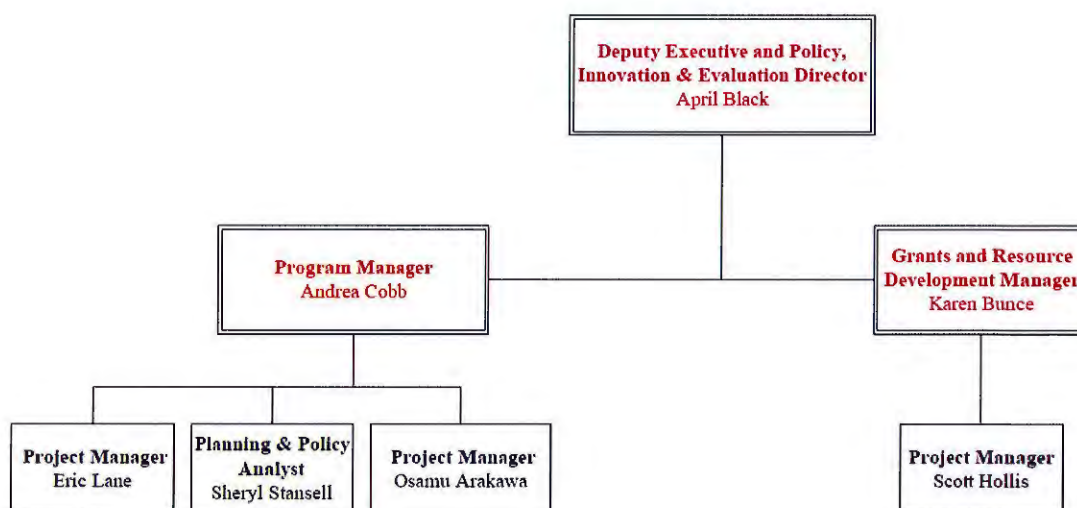
The primary responsibilities of this team are:

- Completing non-development grant applications to support THA programs and operations;
- Fully understanding THA's needs to best serve its customers and leveraging external partnerships to complement existing THA programs and services;

- Marketing all THA programs through effective digital and hard-copy means; and
- Managing how THA communicates about its programs, services and involvement in the community with a focus of high positive public exposure.

The department operates in service to THA's customers and all departments within the agency. The department's responsibilities within the agency, in the context of the agency's Chart of Responsibilities, are outlined in the last page of this report.

The department has seven team members. Below is a snapshot of the organizational chart for the department:



2. Board Report

I plan to submit a Board report on a quarterly basis. Since most of the work that PIE completes is in support of the operational departments, much of what you see in my report might also be reflected in other board reports. I will divide the report into two sections and report by division on the following pages.

2.1 Policy Division

Currently, PIE Policy Division is assisting with the Rental Assistance Demonstration (RAD) conversion in the tax credit portfolio, getting new leases signed by all tenants in THA's portfolio, updating the Administrative Plan to comply with new Housing and Urban Development (HUD) regulations and THA's Rental Assistance Demonstration (RAD) conversion, closing the portfolio waiting lists, and operationalizing the process for obtaining student releases from all households with children so we can obtain school data for the children we serve.

In terms of research and evaluation, here is what you can expect to see each quarter from the Policy team for the rest of 2016:

Quarter 2: Reported in July	
<ul style="list-style-type: none"> • A synopsis of the previous year's MTW Report. This report is due in April of each year but often not reviewed and approved by HUD until months later. • A preview of the new planned activities for the upcoming MTW Plan. This report is due in October of each year. • Analysis of the Housing Opportunity Program (HOP). 	<ul style="list-style-type: none"> • Analysis of THA's payment standards. This will include an assessment of customer lease up rates, market conditions and whether payment standards need to be updated. We plan to do these analyses at least twice a year because of the current market conditions in Pierce County. • Status of the redesign and expansion of the Elementary School Special Housing Program (formerly McCarver).
Quarter 3: Reported in October	
<ul style="list-style-type: none"> • A synopsis of the MTW Plan for the year. • Analysis of THA's Rapid Rehousing Investment with a recommendation about whether to continue investment at the same level. 	<ul style="list-style-type: none"> • Analysis of the security deposit assistance program. • Analysis of the Family Self-Sufficiency (FSS) program with any recommendations for changes in program design and pay points.
Quarter 4: Reported in January	
<ul style="list-style-type: none"> • Analysis of the College Housing Assistance Program with a recommendation about whether to continue and/or expand the program. • Analysis of the Children's Savings Account Program. • Third-party evaluation of McCarver Program (2016). • Analysis of THA student outcomes within the Tacoma Public School system. 	<ul style="list-style-type: none"> • Analysis of THA's payment standards. This will include an assessment of customer lease up rates, market conditions and whether payment standards need to be updated. We plan to do these analyses twice a year with the current market conditions in Pierce County. • Analysis of THA's credit reporting efforts for good paying THA renters.

2.2 Grant and Communications Division

The Grants and Communications Division will report quarterly on its current activities. These will include a synopsis of pending grant applications, grant awards, and notable communications/marketing activities.

2.2.1 Grants

Here is a table with the status of our grant efforts in 2016:

Program / Project	Grant / Funder Source	Date Applied	Amount	Status	Award Date	Purpose of Grant
Children's Savings Account						
	Walsh Construction	January-16	\$5,000.00	Awarded	Jan-16	Matching funds for savings acct
	Claude & Claire Remy	February-16	\$1,000.00	Awarded	Feb-16	Matching funds for savings acct
	Sequoia Foundation	August-15	\$72000 / \$500,000	Awarded	2015	Matching funds for savings acct over 7 years (Beginning 9/2016)
	Heritage Bank	January-16	75,000 / \$500,000	Awarded	Apr-16	Matching funds for savings acct over 7 years (Beginning 9/2017)
	Key Bank	TBD	75,000 / \$500,000	In process		Matching funds for savings over 7 years (Beginning 9/2018)
Family Self-Sufficiency / Community Services						
	City of Tacoma	July-16	\$40,896 / \$81,792	Awarded	May-16	2 year grant (Beginning 7/2016) Partial FSS Case Worker Staffing
	US Department of Housing & Urban Development	July-16	\$197,662 / \$395,324	Applied		2 year grant (Beginning 1/2017) Covers 3 FSS Case Worker Staffing
	Walmart	March-16	\$2,500.00	Applied		Hygiene & Toiletries for clients
	TJX	March-16	\$10,000.00	Applied		Clothing Vouchers for clients
	Church of Latter Day Saints (Deseret Industries)	March-16	\$3,000.00	Awarded	May-16	Clothing Vouchers for clients
	Rose Foundation	April-16	\$75,000.00	Applied		Counselor Staffing (partnership with Sound Outreach)
Home Court at Bay Terrace						
	US Bank	March-16	\$15,000.00	Applied		Home Court at BT Construction
	Kaboom!	May-16	\$50,000.00	Applied		Home Court at BT Construction
	Kresge Foundation		\$100,000.00	In process		Home Court at BT Construction
	Names Foundation		\$100,000.00	In process		Home Court at BT Construction
Hilltop Master Planning						
	Bank of America	May-16	\$125,000.00	Applied		Hilltop Master Development Planning
Many Lights						
	Department of Commerce	March-16	TBD	Applied		Stage I - Development & Construction
FUP Demonstration						
	US Department of Housing & Urban Development		\$0.00	In process		Expand Youth vouchers from 18 mns to 5 yrs

2.2.2 Marketing and Communications

A notable marketing effort from the past quarter was the 75th Anniversary book that you received at the April Board meeting. This book was designed by our in-house Communication Manager, Scott Hollis. Larger projects that he is now working on include: marketing materials for the Children's Savings Account program; developing a bi-monthly electronic staff newsletter; redesigning THA's website; creating a one-page description of THA's programs and community impact (attached); and creating a virtual property "look book" with an interactive map of THA's properties, new photos of the interiors and exteriors of our properties and floor plans for each unit type.

3. Other

The following pages include PIE's duties within THA's Chart of Responsibilities and a copy of our new one-page description of THA.

POLICY, INNOVATION & EVALUATION

STRATEGIC PLANNING

Design and maintain dashboards containing strategic objectives, strategies, and performance measures

REAL ESTATE MANAGEMENT

Provide data analysis & visualizations in real-time through the dashboards for both property & asset management

CLIENT SERVICES

- Devise/ implement strategies to achieve housing and supportive services strategic objectives.
- Assist in finding money necessary to fund supportive services and secure outside resources
- Research THA's purchasing and hiring capacity to further goals and MTW programs
- Assist with design/ implementation of third-party contracts for special purpose housing
- Evaluate the effectiveness of third-party housing contracts

POLICY, INNOVATION, AND EVALUATION

- Stay up to date with current research, innovations of practice, program design, regulatory & legal requirements
- Participate on THA's behalf in external rulemaking commenting periods
- Disseminate knowledge in ways useful to department staff
- Responsible for the annual MTW Plan & Report
- Design/ modify service programs, including program rules, manuals & forms, and contracts with partners
- Track/ evaluate the effectiveness of the programs determined by applicable performance measures
- Manage third party contractors engaged in research, policy, program design & evaluation
- Coordinate use of contracts that THA shares with other PHAs

ADVOCACY & PUBLIC EDUCATION

- All staff have a role to speak up for the value of our work and the people we serve; look for chances to coordinate with the Executive Director
- Management of social media outreach, providing support through written materials, and assisting in the visualization of data in a variety of formats
- Oversee content contained on website

ENVIRONMENTAL RESPONSIBILITY

Research ways for the departments to meet the Board of Commissioner's performance measures for THA's environmental responsibility

REAL ESTATE DEVELOPMENT, & RELATED AREAS

- Participate in choice of targets the properties will serve
- Assist in preparation of marketing budget, strategy, and pre-leasing budget

FINANCIALLY SUSTAINABLE OPERATIONS

- Develop department budgets within approved levels and operate within levels
- Be alert for ways to save money and devise/ implement strategies to achieve financial performance measures

ADMINISTRATION

- Devise/ implement strategies to achieve Administrations' strategic objectives
- Identify IT needs within budget and assist in budget, strategy, and implementation
- Assist in the formulation of business processes
- Identify the need to procure goods and services, review contracted bid documents and develop process to efficiently procure products that are needed to complete work
- Participate in the Safety Committee
- Manage affairs and operations to reduce risk of harm & loss to others & THA; follow business processes; follow Admin processes for risk transfer in contracting; treat staff, clients & partners with respect and fairness
- Follow HR policies and business processes; help HR's coordination responsibilities; utilize HR's expertise when appropriate; elicit commitment of staff to THA's values, mission and standards of high performance; hold staff and themselves accountable
- Identify training opportunities, establish department budgets for travel and training, and assist in the reconciliation of travel documentation.

MISCELLANEOUS

- Oversee the Tacoma Housing Development Group
- Seek/ apply/ obtain grant income on behalf of operational departments and maintain good relations with prospective sources
- Serve as Authorized Organization Representative with grants.gov
- Learn about and seek out constructive relations with grantors and potential grantors, and establish system to track compliance and reporting
- Assist in the education of staff; follow pertinent business processes; and assist the Civil Rights Compliance Coordinator fulfill their duties.
- Assist in the education of the Open Records Act & Open Public Meetings Act to staff, the following of pertinent business processes;; assist the Public Records Officer & Executive Administrator fulfil their duties.



Tacoma Housing Authority

What We Do

"THA provides high-quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities become safe, vibrant, prosperous, attractive and just."

Who We Serve

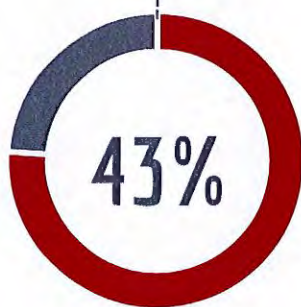
www.tacomahousing.org

over **11,000**
People
In Tacoma

over **3,700**
Households
Receive THA Assistance To Pay
Rent To Private Landlords

over **1,300**
Households
Live In THA properties

Children & Youth



CHILDREN & YOUTH

43% of the people who THA help are children and youth, age 18 and younger. THA serves more than 3,400 school-age children.

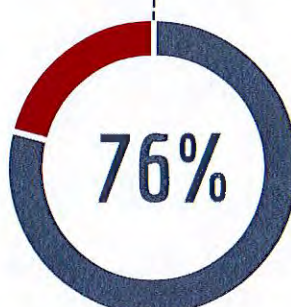
Elderly & Disabled



ELDERLY & DISABLED

29% of the people who THA help are elderly and/or disabled. They live on very limited income. On average, their household income is \$12,800 per year or less.

Extremely Low-Income Renters



EXTREMELY LOW-INCOME RENTERS

76% of the families that THA help have "extremely low" income. For an average family of four, this is \$24,300 or less each year in household income.

Affordable Rent Gap



RENT GAP

68% of rental housing in Tacoma is not affordable to very or extremely low-income households. To afford a 2-bedroom apartment in Tacoma requires a full-time wage of \$21 per hour.

THA in Tacoma Public Schools

THA Serves:

13%

Of All TPS Students

5/2/2016

20%

Of Low-income TPS Students

Ending The Poverty Cycle



THA's goal is that a family's time in its housing programs is transforming and temporary. THA does this by not only using a housing dollar to offer safe and affordable homes, but also by investing in education, social counseling, workforce development and other strategies to encourage family self-sufficiency.



Tacoma Housing Authority

THA's Vision

THA envisions a future where everyone has an affordable, safe and nurturing home, where neighborhoods are attractive places to live, work, attend school, shop and play, and where everyone has the support they need to succeed as parents, students, wage earners and neighbors.

THA's Annual Investment in Tacoma & Pierce County

Real Estate Development

Rental Assistance

Property Management

Supportive Services

**\$60 - \$90 Million
Spent Annually**

(This investment includes private dollars leveraged with THA funds. Yearly amounts vary with size and number of real estate development projects.)



THA's Work

www.tacomahousing.org



Housing & Community Development

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



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."



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."



Advocacy & Public Education

"THA will advocate for the value of its 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 levels."



TACOMA HOUSING AUTHORITY

ADMINISTRATION



TACOMA HOUSING AUTHORITY

DATE: May 25, 2016

TO: THA Board of Commissioners

FROM: Sandy Burgess and Todd Craven
Associate Director and Director of Administration and Asset Management

RE: Administration and Asset Management Department Monthly Board Report

1. RENTAL ASSISTANCE DEMONSTRATION (RAD) PROJECT

As the Board is aware, the financing of the Renew Tacoma Housing portfolio closed in April and the seven senior/disabled buildings, Bergerson Terrace, and Dixon Village have all been converted to RAD. Rehabilitation work is underway and three of the properties are scheduled to be completed this calendar year. The balance will be completed by the end of 2017.

The agency is now working on converting the existing tax credit portfolio to RAD. This will include Salishans 1-6, Hillside Terrace Phases I and II and Bay Terrace Phase I. The conversion of this portfolio will not include any additional third party loans or equity, although the existing lenders and investors will need to provide their approval. It will include additional THA loans to these properties to fund the required work identified in the Physical Condition Assessment (PCA) reports. This primarily includes energy efficient lighting and plumbing, but certain properties have additional work such as countertops, flooring and some painting.

While there will not be any additional third party equity or loans, there may be changes to some of the existing partnership and loan documents. One such change has been requested by the Royal Bank of Canada (RBC) and is the subject of Resolution 2016-05-25(3) clarifying the intent of the original THA loan to Salishan Four. The parties intended that the interest on the loan compound annually and this resolution allows amending of the loan documents to specifically reflect this intention.

2. INVESTOR EXITS FROM HILLSIDE 1500 AND NEW LOOK

We are in the process of exiting the investors for two properties, Hillside 1500 and New Look. Alliant is the investor for Hillside 1500 and we anticipate paying \$10,000 in transaction costs and no other fees or taxes. THA will assume the underlying debt on the property which is approximately \$953,000 owed to THA. National Equity Fund (NEF) is the investor for New Look and THA will pay approximately \$80,000 in Asset Management fees owed to NEF, and NEF will gift their interest in the partnership to THA and Tacoma Housing Development Group (THDG). THDG must remain a part of the ownership structure until year end because the project was awarded tax credits as a part of the nonprofit set aside at Washington State Housing Finance Commission (WSHFC).



TACOMA HOUSING AUTHORITY

CLIENT SERVICES



TACOMA HOUSING AUTHORITY

DATE: May 25, 2016

TO: THA Board of Commissioners

FROM: Greg Claycamp, Director of Client Services
Mia Navarro, Associate Director of Community Services and
Julie LaRocque, Associate Director of Rental Assistance

RE: Client Services Department 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 Note: Work continues on locating a Center for Strong Families integrated services site at the former Key Bank property. Tacoma Community House toured the property, and is provisionally interested in co-locating with the Sound Outreach partnership. This will substantially strengthen the onsite workforce component. We anticipate meeting with an architectural consultant in May to scope the extent and costs of tenant improvements. This step will be critical in determining if the site is affordable for the partnership.

We continue in separate discussions with Clover Park Technical College, Goodwill, Tacoma Community House and United Way of Pierce County regarding other opportunities to increase services to THA households. In all of these discussions, our goal is to build sustainable partnerships grounded in practical mutual interest, by securing additional funding and/or helping each partner meet its performance metrics.

One program of interest is a newly revamped version of Goodwill's Women 2 Work. A pilot funded by the Kellogg Foundation to serve single mothers who are enrolled in vocational training programs and who have young children. Kellogg recently gave the pilot agencies permission to expand eligibility beyond women of color to all young mothers in these circumstances. The program intends to ensure that strong early childhood development services are provided while the mother pursues her own education and increases earned income. We will emphasize enrollment and service coordination eligible parents with children participating in our education programs, as well as Housing Opportunity Program (HOP) participants.

1. COMMUNITY SERVICES

1.1 NUMBER OF PEOPLE AND HOUSEHOLDS SERVED

Program Entries, Exits, and Unduplicated Number of Households Served

April 2016	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Unduplicated Number Served (Month)	Unduplicated Number Served (YTD)
Case Staffing	17	2	17	53
Families in Transition (FIT)	0	2	19	22
Family Self Sufficiency (FSS)	3	2	128	132
General Services	1	0	14	63
Hardship	0	0	0	5
Housing Opportunity Program (HOP) Case Management	0	0	3	3
Children's Savings Account (CSA) K – 5 th Grade Stage	0	0	19	19
CSA 6 th – 12 th Grade Stage	0	0	21	21
McCarver*	7	0	37	37
Senior & Disabled	16	16	53	132
DEPARTMENT TOTAL	44	22	311	487

1.2 CLIENT STORIES/PROGRAM UPDATES

1.2.1 Education Project

A McCarver family with a disabled head of household that entered in 2012 recently received a HOP voucher. This is good news for the family for three reasons.

1. The family's portion of the rent will go from over \$300, to \$143. This is one of those cases where the income-based rent calculation is higher for this family than the HOP payment standard calculation for the unit size.
2. There is no longer a time limit on this family's assistance because they meet THA's definition of disabled.
3. They now have long term stable housing which will positively impact his twins as they move through school.

1.2.2 General Services

A letter from a recent FSS graduate:

Five years ago during an annual review at the Tacoma Housing I learned about Family Self Sufficiency program. A case worker encouraged me to join the program, since it gives additional recourses and motivation to move forward. After I signed up for the program, my FSS case worker Mariya Yakimenko called me and introduced herself. I think we were blessed that she was assigned as our case worker because she provided us with great care, and offered tons of useful information about services that were available, including jobs openings, Christmas gifts and even free books for our kids!

During our first meeting Mariya explained in details what goals we can together work on, and what are the rewards for achieving them. After we discussed all of them, I chose buying a reliable vehicle we needed for our family, purchasing car insurance, completing financial literacy class, finding another job, and opening a savings account to start saving money. While attending financial literacy classes I realized that this information is a really valuable for everyone, and invited my children to come, so my 18, 16, years old sons and even 12 years old daughter came and listened! They liked it and I noticed they learned important things about finances.

Years passed quickly, and there was a time to graduate from the program. By that time, I worked 32 hours per week, my income increased, and I was able to save money on my saving account, achieving all my goals! When I had questions about the details of my participation in the program, I always called Mariya Yakimenko, and she provided me with the necessary information. Also we had office meetings with Mariya in order to update and sign paperwork, and she always had a good words and encouragement for me. In March 2016 I graduated from the FSS program and received my check.

I would like to thank Mariya Yakimenko for being a support for us, and also thank you all Tacoma Housing Authority staff and FSS coordinator for a chance to participate in this great program!

2. RENTAL ASSISTANCE AND LEASING

Julie LaRocque, Associate Director of Rental Assistance

Housing Choice Voucher utilization is reported at 99.% for the month of April, 2016.

Rental Assistance continues to pull names from the 2015 Housing Opportunity Program (HOP) waiting list and issue HOP vouchers. Rental Assistance is continuing to update our public housing waiting lists. The update allows us to remove households who no longer have a need, have experienced a change in circumstances, or can no longer be contacted. In addition to sending letters to the last known address, we are also reaching out by email for the applicants that we have email addresses for. We began with households who have been on the lists since 2007-2008, and will continue until lists for all properties are current.

We are seeing an increase in rent increase requests from our landlords. The chart below shows how the increases have progressed since 2014:

Year	Total requests	Monthly Average	Projection for 2016
2014	788	66	
2015	1337	111	
2016 1/1/16-4/30/16	723	181	2172

At the current pace the number of rent increases will nearly double by the end of the year. We will continue to track this and use the information we receive when reviewing rents later in the year. Below is a breakdown of the utilization of THA's special programs and project based vouchers:

Program Name	Units Allocated	Units Leased and Shoppers	Percentage Leased
VASH (Veterans Administration Supportive Housing)	177	166	94%
NED (Non Elderly Disabled) Vouchers	100	95	95%
FUP (Family Unification Program)	50	43	86%
CHOP (Child Welfare Housing Opportunity Program)	20	18	90%
McCarver Program	50	37*	74%
CHAP (College Housing Assistance Program)	25	22	88%
TOTAL	422	381	90%

** McCarver has opened its waiting list and is currently processing applications to fill the allocated vouchers for this program.*

Project-Based Properties	Units Allocated	Units Leased	Percentage Leased
Bay Terrace	20	20	100%
Eliza McCabe Townhomes	10	10	100%
Flett Meadows*	13	9	69%
Guadalupe Vista	40	37	93%
Harborview Manor	125	125	100%
Hillside Gardens	8	8	100%
Hillside Terrace	9	9	100%
Nativity House	50	46	92%
New Look Apts.	42	41	98%
Pacific Courtyards	23	23	100%
New Tacoma Phase II	8	8	100%
Salishan 1-7	340	335	96%
Tyler Square	15	14	93%
TOTAL	703	685	97%

**We are reducing the total number of units at Flett Meadows from 14 to 13. THA currently provides PBVs for 13 units. LASA uses the 14th unit to house an on-site manager.*

Utilization at Flett Meadows was unusually low this month. (Occupancy over the past year tended to average 85%, or 11 or 13 units.) LASA reports that due to tenant damage, they are experiencing extended unit turn times for a couple of units. They have pending applicants to fill these units.



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: May 25, 2016

To: THA Board of Commissioners

From: Pat Patterson
Director of Property Management

Re: Property Management Monthly Board Report

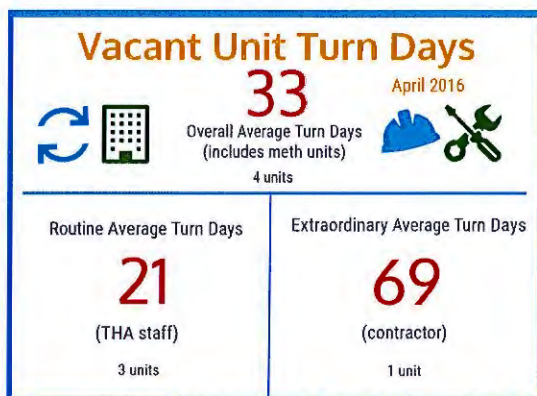
1. OCCUPANCY OVERVIEW

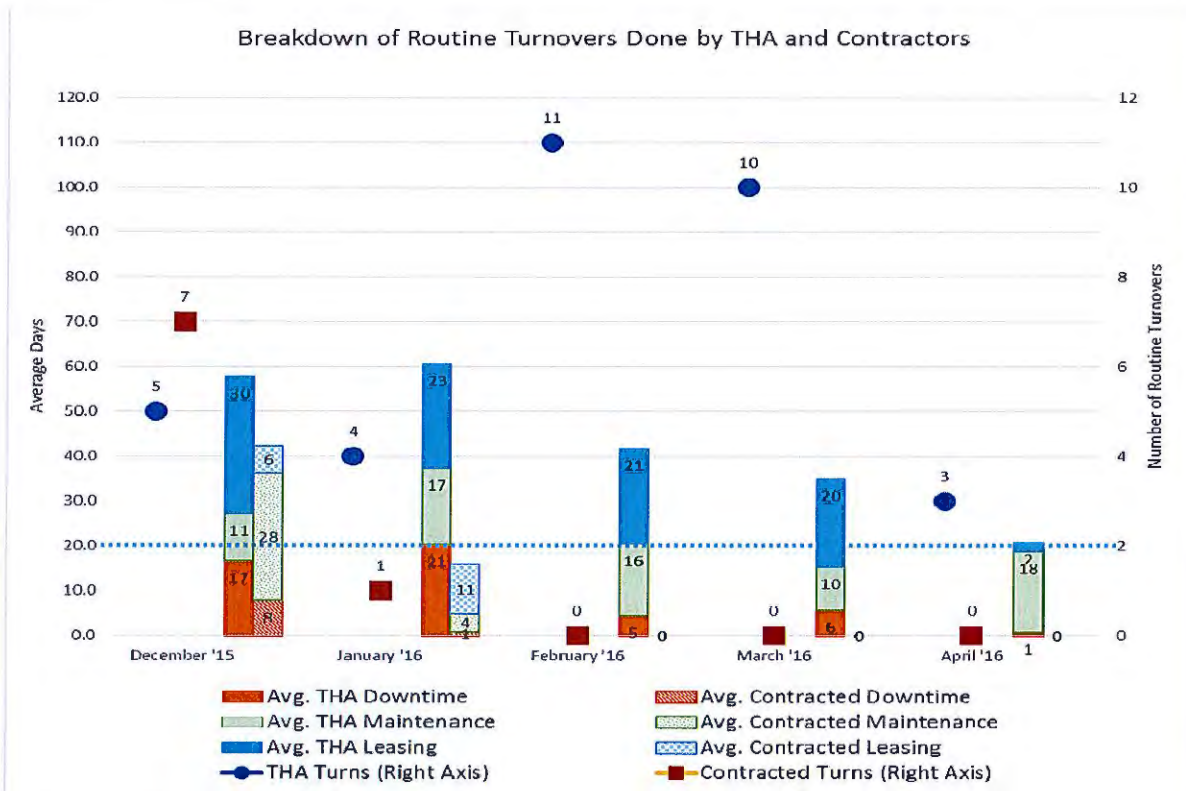
1.1 Occupancy

PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MONTH OCCUPIED	% YTD OCCUPIED
All Hillside/Bay Terrace	132	1	0	131	99.24%	97.22%
Family Properties	138	22	13	116	84.06	85.33%
Salishan	631	3	0	628	99.52%	99.37%
Senior/Disabled	353	11	1	342	96.88%	96.60%
All Total	1,254	37	14	1,217	97.05%	96.79%

Unit occupancy is reported for the first day of the month. This data is for the month of April. The high vacancy rate in the family properties is attributable to units being held for the Rental Assistance Demonstration (RAD) rehabilitation and the sale of our Market Rate homes.

1.2 Vacant Clean Unit Turn Status





		Routine THA Turnover Information				
Year	Month	Total Number of Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2016	April	3	21.0	1.0	18.0	2.0
2016	March	10	35.2	5.9	9.6	19.7
2016	February	11	41.9	4.6	15.9	21.3
2016	January	4	60.8	20.5	17.0	23.3
2015	December	5	57.8	16.8	10.6	30.4
		Routine Contracted Turnover Information				
Year	Month	Total Number of Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2016	April	0	0.0	0.0	0.0	0.0
2016	March	0	0.0	0.0	0.0	0.0
2016	February	0	0.0	0.0	0.0	0.0
2016	January	1	16.0	1.0	4.0	11.0
2015	December	7	40.6	8.0	28.3	6.0

The average unit turn time for the month of April was 33 days for 4 units turned by Tacoma Housing Authority (THA) staff. Below is a list of units that exceeded THA's 20-day expectation. These units will be categorized as Routine and Extraordinary turns.

Routine means units that receive normal wear and tear that can be repaired in 5-20 days.

Extraordinary means units that have heavy damage as a result of the tenancy including meth and casualty loss that can't be repaired within 20 days.

Routine THA Maintenance Turns:

Salishan 4-4466 East Q Street (29) days. Unit was in downtime for 1 day. Maintenance work was completed in 24 days. Delay in delivery of flooring installation contributed to the delay. 4 days were attributed to leasing efforts.

Extraordinary THA Turns:

Salishan 4-4406 East Q Street (69) days. Unit was in downtime for 3 days to allow for the occupying tenant to transfer to a different unit. Unit had water damage from ground water intrusion. Including remediation, maintenance work was completed in 65 days. 1 day was attributed to leasing efforts.

Proposed Changes for Improvement in Unit Turn Times:

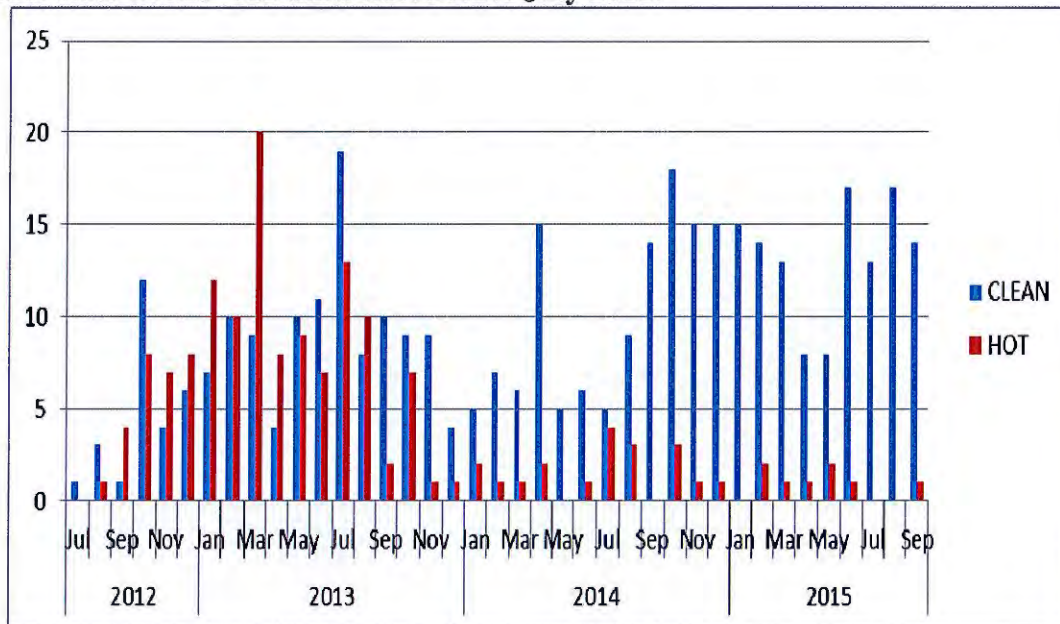
- **Downtime** - Start the unit turn process within 1 day of vacancy. Reduce downtime to 1 day.
- **Repair make ready**
 - ✓ Identify appropriate staffing levels needed to complete maintenance work during the move-out inspection.
 - ✓ Procure contractors who will respond to request for service if needed that have the appropriate staff to assign multiple units.
 - ✓ Increase inspections to deter heavy damage at move out.
 - ✓ Unit work every working day. Unit is the sole priority by assigned staff.
 - ✓ Use of charts to chart projected progress.
- **Leasing**
 - ✓ Prescreen to identify ready applicants.
 - ✓ Site-based leasing. Concentrated efforts on units. Each property staff will be responsible for the leasing efforts to fill their units.

Proposed

Downtime	Repair Make ready	Vacant	Total days
1	17	2	20

1.3 THA Meth Data Trends

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- 127 units tested, 8 hot 6% Hot Rate
- 2016-2 units tested, 2 hot 100% Hot Rate

As of April 1, 2016, 159 of the 575 units that have been tested for contamination have tested positive for methamphetamine. As of April 1, 2016, the 2016 current year-to-date hot rate is 100% and the overall hot rate from 2012 is 27%.

1.4 Work Orders

Work Order Summary by Portfolio For the Month of April, 2016

Completed Work Orders										
Portfolio	Emergency				Urgent		Non-Emergency			
	Month		YTD		# Completed	Avg Completion Days	Month		YTD	
	# Completed	% Completed in 24 Hrs	# Completed	% Completed in 24 hrs (99% HUD Std)			# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
All Hillside										
BAY TERRACE	0	0.0%	2	100.0%	0		0		58	5.66
HILLSIDE TERRACE 1500 Block	1	100.0%	1	100.0%	1	6.00	3	1.33	14	5.93
HILLSIDE TERRACE PH I	0	0.0%	0	0.0%	0		0		30	4.83
HILLSIDE TERRACE PH II	0	0.0%	0	0.0%	0		0		9	0.22
	1	100.0%	3	100.0%	1	6.00	3	1.33	111	5.03
Family Properties										
BERGERSON TERRACE	3	100.0%	6	100.0%	3	0.33	12	5.50	73	4.90
DIXON VILLAGE	1	100.0%	6	100.0%	2	1.00	4	2.50	41	4.59
SCATTERED SITES	1	100.0%	6	100.0%	4	0.25	5	3.40	25	3.56
	5	100.0%	18	100.0%	9	0.44	21	4.43	139	4.57
Salishan										
SALISHAN I	0	0.0%	3	100.0%	2	17.00	25	10.48	118	7.20
SALISHAN II	0	0.0%	5	100.0%	2		20	16.85	102	11.48
SALISHAN III	0	0.0%	1	100.0%	20	1.35	44	7.43	145	5.93
SALISHAN IV	0	0.0%	4	100.0%	5	4.40	11	21.09	85	13.29
SALISHAN V	0	0.0%	3	100.0%	1		17	20.18	100	10.88
SALISHAN VI	0	0.0%	1	100.0%	1	2.00	17	33.60	93	10.39
SALISHAN VII	0	0.0%	4	100.0%	2		13	19.00	88	12.31
	0	0.0%	21	100.0%	33	2.58	147	15.78	731	9.78
Senior / Disabled Properties										
6TH AVE	2	100.0%	7	100.0%	2	1.00	17	4.53	66	6.74
E.B. WILSON	2	100.0%	6	83.3%	1		13	2.77	87	94.66
FAWCETT APARTMENTS	0	0.0%	3	100.0%	0		8	0.88	29	1.28
LUDWIG APARTMENTS	1	100.0%	3	100.0%	2		4	6.25	35	4.11
NORTH G ST	1	100.0%	8	100.0%	1		11	15.36	42	23.64
NORTH K ST	1	100.0%	6	100.0%	2		13	5.77	50	17.04
WRIGHT AVE	0	0.0%	1	100.0%	1		5	0.80	34	3.79
	7	100.0%	34	97.1%	9	0.22	71	5.54	343	31.59
Agency Totals:										
	13	100.0%	76	98.7%	52	1.87	242	11.61	1,324	14.48

In the month of April, 100% of emergency work orders were completed within 24 hours. In April, maintenance staff completed 242 non-emergency work orders with a total of 1,324 for the calendar year. The year-to-date average number of days to complete a non-emergency work order is 14.48 days.

Open Work Order Summary by Portfolio For the Month of April, 2016

Portfolio	Emergency		Urgent		Non Emergency		
	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	0	0	10	5	5
HT1 HILLSIDE TERRACE PH 1	0	0	0	0	11	8	3
HT1500 HILLSIDE TERRACE 1500 Block	1	0	0	0	0	0	0
HT2 HILLSIDE TERRACE PH II	0	58	1	58	6	2	4
	1	58	1	58	27	15	12
Family Properties							
020 BERGERSON TERRACE	3	0	0	0	7	4	3
022 LOW RENT SCATTERED SITES (10)	1	0	1	9	2	0	2
023 DIXON VILLAGE	1	0	1	40	2	2	0
	5	0	2	49	11	6	5
Salishan							
SAL1 SALISHAN ONE LLC (PH)	0	0	1	1	17	17	0
SAL2 SALISHAN TWO LLC (PH)	0	0	2	24	22	20	2
SAL3 SALISHAN THREE LLC (PH)	0	0	2	28	52	52	0
SAL4 SALISHAN FOUR LLC (S8)	0	0	0	0	15	13	2
SAL5 SALISHAN V LLC (S8)	0	0	3	11	17	15	2
SAL6 SALISHAN SIX LLC (S8)	0	0	0	0	16	15	1
SAL7 SALISHAN SEVEN	0	0	2	16	3	0	3
	0	0	10	80	142	132	10
Senior / Disabled Properties							
006 NORTH K ST	1	0	0	0	3	2	1
008 E.B. WILSON	2	0	0	0	3	0	3
009 FAWCETT APARTMENTS	0	0	0	0	0	0	0
010 WRIGHT AVE	0	0	0	0	2	2	0
012 LUDWIG APARTMENTS	1	0	0	0	1	1	0
013 NORTH G ST	1	0	0	0	2	1	1
014 6TH AVE #2	2	0	0	0	5	4	1
	7	0	0	0	16	10	5
Agency Totals:	13	58	13	187	196	163	33

The open work orders that are greater than 25 days decreased from 36 in March to 33 in April, 2016. Several factors were the cause of the reduced number of open work orders that were greater than 25 days: 1. Rental Assistance Demonstration (RAD) conversion took place during the month April so units were being held for RAD; and 2. all investor inspections were completed to address work orders associated with the inspections that became the priority.

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

- Make every attempt to address routine work orders within 5 days. When this is not possible, contact the tenants and provide them 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 work orders within 48 hours of completion.

1.5 Lead Testing

With the recent events in regards to the possibilities of lead contaminated water, Tacoma Housing Authority (THA) decided to research the need to test the water supply at all of its properties and offices. Through consultation with the City of Tacoma's Water Department (TPU), THA learned that none of the THA properties have the part called a **"Gooseneck fitting"** which is made of lead and has been the source of the contamination.

THA also decided to participate in the school-wide testing in partnership with Tacoma Public Schools (TPS). Bay Terrace provides a Head Start Program classroom and kitchen and THA felt the need to test this facility to make sure that the kids and staff who attend and work at this school have safe drinking water. THA conducted the same tests with the same contractor that TPS uses at their other schools and the results came back **negative**.

TPU sent THA confirmation letters that it will be sending tenants and staff letting them know that the part named **"Gooseneck fitting"** was not used at its properties. In that letter TPU states that they cannot guarantee that there are no other forms of Lead contamination. THA will be researching other potential causes with its building systems and fixtures and will either confirm that there is no cause for alarm or make plans to remediate any potential hazards. A letter will go out to all residents and staff with this information once received.

Property Management will provide the Board an update regarding this topic at the next Board meeting.



TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: May 25, 2016

TO: THA Board of Commissioners

FROM: Kathy McCormick
Director of Real Estate Development

RE: Real Estate Development 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 Eastside Community Center is complete. Staff has issued a Request for Proposal (RFP) from firms for a Commercial Market study. Two proposals were received by the due date of May 9, 2016. Staff is completing the evaluation of the proposals.

1.1.2 Area 3 Lot Sales

DR Horton has completed sales in Area 3. Overall, it has sold 172 homes in Area 3.

1.1.3 Area 2B

DR Horton commenced with construction activities for area 2B in 2015. DR Horton sold 17 homes in the fourth quarter of 2015. Of these, 6 were buyers who met the affordable homes sales guidelines.

1.1.4 Area 2B Property Sale to Metro Parks

Housing and Urban Development (HUD) approved the disposition of the two lots. Real Estate Development (RED) is waiting for HUD approval for the remaining 16 acres. Once this approval is received, the property will be sold to Metro Parks.

2. NEW DEVELOPMENT

2.1 Bay Terrace – Phase II

On April 19, 2016, the project team closed on the financing for the \$22.8 million Phase II project.

2.1.1 Financing

No Report.

2.1.2 Design

On May 5, 2016 GGLO Architects will issue final comments from the City's plan and permit review.

2.1.3 Construction

Absher Construction mobilized on April 19, 2016. Progress to date includes erection of the temporary construction fencing, excavation and removal of soil stockpiles and material submittals has begun. Construction is scheduled to be completed in 14 months approximately mid-June, 2017.

2.1.4 Community Meetings

No Report.

3. OTHER PROJECTS

3.1 Construction Management Services for the City of Tacoma

The current contract with the City has expired. The City has expressed interest in working with THA in this capacity again in the future.

3.2 Market Rate Scattered Sites

- The sale for 1219 Trafton has closed for the amount of \$205,000.
- The sale for 2336 N. Shirley has closed for \$310,000.
- The sale for 1829 E. Sherman has closed for \$227,000.

3.3 Public Housing Scattered Sites

Construction has begun on the 5 vacant homes that will be renovated. They are: 807 S. Prospect, 1444 S. Verde, 120 E. Bismark, 411 E. 66th and 1313 E Home.

The three vacant homes that are renovated and ready to be offered for sale are 2130 S. L, 5910 S Cheyenne, 1320 Norpoint Way. Once Homesight signs the contract and finalizes the deed restriction language these homes will be listed and current THA residents and clients will be given first priority to purchase.

The remaining 26 homes will be remodeled as they become vacant.

Relocation activities have begun and households who are interested in purchasing are being provided with information and assistance in the home buying process. This project is being managed collaboratively with Community Services, which is working to identify and support residents who may be interested in purchasing these homes. The Policy, Innovation and Evaluation (PIE) department has also been instrumental in navigating internal policy decisions and the Real Estate Development (RED) relocation team has done an excellent job of following Housing and Urban Development (HUD) relocation procedures. 90-day notices have been distributed for those families who wish to have a voucher and need to relocate over the summer months while school is not in session.

3.4 Consulting and Community Engagement

Real Estate Development (RED) staff is preparing a proposal to work with Salvation Army for the redevelopment of their Sixth Avenue property.

3.5 New Look Capital Planning

THA selected Buffalo Design to plan the capital work for the New Look Apartments so that refinancing for this property will begin in early 2017, with capital improvements completed at the end of 2017. An important component of the capital work will be designing a new façade for the property. The façade will integrate with the design guidelines developed as part of the Hilltop Master Development Plan.

4. DEVELOPMENT PIPELINE PROJECTS

4.1 Intergenerational Housing at Hillsdale Heights

The Many Lights Foundation (MLF) continues work on this project and is interested in executing an agreement with THA to partner in the development of intergenerational project which will house families adopting children out of foster care and seniors. We are analyzing the parameters for such an agreement through the THA Asset Management process. RED submitted a Housing Trust Fund (HTF) Stage 1 application requesting \$3 million on March 1, 2016, for an intergenerational project. We need to finalize the programming and agreements by late summer, 2016. This project was invited to submit an application for the 2016 Housing Trust Fund to the Department of Commerce.

4.1.1 Pre-Development

Staff is in the early planning stages for this project. A pre-development budget and schedule is being formulated and circulated for approval.

4.2 Hilltop Lofts and THA Owned Properties Master Development Plan

THA and the City extended the timeline by two years for THA to develop the Hilltop Loft project. Council approved the extension request at its November 3, 2016, meeting.

THA selected GGLO as its Master Development Plan Consultant for THA owned property, including the Hilltop Lofts, Key Bank site, New Look parking lot and THA Parking Lot. The community engagement process will include a “homework group” consisting of representatives of local businesses, faith based groups and area residents that commit to attending five meetings as part of the planning process. In addition, there will be four consecutive weekend events held in the Hilltop, designed to bring together residents and businesses to learn more about the project and opportunities in the Hilltop. These events will include food, music, art and other events that will be of interest to the neighborhood. It is a non-traditional approach to understanding neighborhood opportunities and constraints. More details of the planning process will follow once a contract is executed with GGLO.

4.3 Acquisition

THA acquired Key Bank on March 31, 2016. The Washington State Housing Finance Commission (WSHFC) provided a land loan of \$715,000. It carries a 1% interest rate and 1% in closing costs. Repayment does not occur until the property is developed.

5. Renew Tacoma

Relocation and rehabilitation began on schedule for Bergerson Terrace and M Street. These are the first of three projects to be completed by the end of 2016. Future reports to the Board will include more information on the number of units completed and underway, as well as progress in successfully relocating residents. The rehabilitation for Renew Tacoma began May 6, 2016.



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(1)

Date: May 25, 2016
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Revised Variable Pay Policy

This resolution would authorize Tacoma Housing Authority to revise the current Variable Pay policy to extend the program to maintenance personnel and to make minor program alterations.

Background

Our most recent Trades Council contract allows us to add a section to extend THA's existing Variable Pay program to its maintenance personnel.

We created the Variable Pay Program in 2013 to serve THA's non-represented and Office and Professional Employees International Union (OPEIU) staff. That program has been in place every year since. The policy allows supervisors and department directors and the Executive Director to recognize top performers through either a merit salary increase and/or a lump sum recognition award. Supervisors, department directors and the Executive Director recommend staff for such increases and awards. A Compensation Committee receives the recommendations and makes the final decision. Departments each have their own budget for these purposes.

The Variable Pay accomplishes several important Agency objectives:

1. It first serves our vital objective of providing a workplace that attracts, develops and retains motivated and talented employees;
2. This is an important part of the agency's response to requests from the Employee Opinion Surveys to include variable pay in our Total Rewards program;
3. It makes excellent performance financially worthwhile to the staff. This creates a climate in which excellent performers are encouraged to sustain their performance;
4. It communicates to satisfactory performers the importance of improved performance. This creates a climate in which employees understand that superior performance is financially worthwhile and provides encouragement for them to improve their performance where possible to earn financial rewards; and
5. It provides a pay system that encourages excellence and not mediocrity.

Recommendation

Approve this resolution.



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-5-25 (1) (Revised Variable Pay Policy)

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

WHEREAS, THA Policy HR-20.35 establishes THA's Variable Pay Policy; and

WHEREAS, the most recent collective bargaining agreement that the Board approved with the Trades Council allows THA to extend this policy to the Maintenance staff making them eligible to receive incentives for excellent job performance; and

WHEREAS, the Variable Pay policy sets forth the criteria and process for such incentives; and

WHEREAS, THA and the Trades Council recognize that this policy covers mandatory subjects of bargaining and thus the content or application of this policy to Trades Council represented employees may be re-opened for bargaining as permitted by applicable law; and

WHEREAS, THA should implement the extension of the Variable Pay program to maintenance staff. Doing so will reinforce the culture, climate and work performance that THA needs in order to be effective; now, therefore, be it

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

The Board authorizes the revision to THA Policy HR-20.35 Variable Pay in substantially the form set forth in the attached redlined version.

Approved: May 25, 2016

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Policy No. HR-20.35
Policy Variable Pay
Date May 16, 2016

1. Purpose

It is the policy of the Agency to maintain a Total Rewards plan designed to pay salaries that provide incentives for excellent job performance. Recognizing the critical role that pay plays in a high-performing workplace culture, Tacoma Housing Authority identified the necessity of developing pay programs to support and reinforce the Agency's culture, climate, and behaviors needed for the organization to be effective. The purpose of the Variable Pay plan is to provide a strategic tool to assist the Agency in achieving its goals of providing responsive, innovative housing services in the most efficient and cost effective manner.

The plan has been designed to reward all Agency employees for exceptional performance of assigned responsibilities and outcomes, and exceptional performance in the completion of special projects. THA, OPEIU and the Trades Council have bargained over the terms of this policy and have agreed on the content of this policy.

Deleted: OPEIU and non-represented

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2. Sources for Policy

- ▶ OPEIU Collective Bargaining Agreement
- ▶ THA-Trades Council Collective Bargaining Agreement
- ▶ Washington State Minimum Wage Act, Chap. 49.46 RCW
- ▶ Fair Labor Standards Act of 1938, 29 U.S.C. § 201 *et seq*

3. Scope of Policy

This policy applies to all eligible employees.

Deleted: represented by THA Office and Professional Employees International Union, Local 23 and non-represented employees

4. Who is Responsible for Implementing Policy

Who	Responsibilities
Office of Human Resources	<ul style="list-style-type: none">• Provide guidelines regarding reward program• Monitor compliance with this policy• Serve as consultants to supervisors and directors in implementing program
Supervisors/Directors	<ul style="list-style-type: none">• Oversee the use of reward programs• Recommend employees for a variable pay award• Ensure consistent implementation of reward programs within their department in a manner that is consistent with the written guidelines• Help staff understand this policy
THA Compensation Committee	<ul style="list-style-type: none">• Final approval or denial of variable pay award request• Ensure consistent application of this policy
All <u>Agency</u> staff	<ul style="list-style-type: none">• Responsible for being acquainted with this policy

Deleted: OPEIU and non-represented

5. Definitions

Merit Award ,	A salary increase award of 2% or 2.5% percent of the annual base salary for any eligible employee whose annual performance evaluation has been documented at a level that the Director determines to be excellent work and worthy of recognition
Special Recognition Award (SRA)	One-time cash or non-cash award for significant outstanding performance.

Deleted: Increase for Annual Evaluation (MIAE)

6. Forms Associated with this Policy

THA Form HR 20.35(1) Variable Pay Nomination

7. Policy

7.1 Variable Pay Guidelines

In order to recognize and promote excellence, two methods of providing variable pay awards will be available. Eligible employees may be nominated for and awarded a Merit ~~Award~~ based on their performance evaluation score and/or a Special Recognition Award (SRA) based on extraordinary effort and/or results.

Deleted: Increase for Annual Evaluation (MIAE)

The Variable Pay accomplishes several important Agency objectives:

- It first serves our vital objective of providing a workplace that attracts, develops and retains motivated and talented employees;
- This is an important part of the agency's response to requests from the Employee Opinion Surveys to include variable pay in our Total Rewards program;
- It makes excellent performance financially worthwhile to the staff. This creates a climate in which excellent performers are encouraged to sustain their performance;
- It communicates to satisfactory performers the importance of improved performance. This creates a climate in which employees understand that superior performance is financially worthwhile and provides encouragement for them to improve their performance where possible to earn financial rewards; and
- It provides a pay system that encourages excellence and not mediocrity.

7.2 Variable Pay Options

7.2.1 Basic Program Eligibility Criteria

To be eligible for either a Merit Award or an SRA, an employee must meet all the following criteria at the time of the nomination and award payment:

Deleted: n MIAE

- must have successfully passed Probation; and
- must be a currently employed, regular status employee. Temporary and probationary employees are not eligible; and
- must not have received a formal Disciplinary notice in the past six months.

7.2.2 Merit Awards

Deleted: Increase for Annual Evaluation (MIAE)

(a) Nomination

The Executive Director, Department Director or supervisor may recommend a salary increase award of 2% or 2.5% percent of the annual base salary for any eligible employee within their department whose performance on their annual performance evaluation has been documented at a level that the Director determines to be excellent work.

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Merit Awards must be proposed on the basis of the completed annual performance evaluation form. The annual performance evaluation must have been discussed with and signed by the employee.

Deleted: MIAE's

Deleted: and must be submitted either simultaneously with, or no later than sixty calendar days following the end of the month in which the evaluation was due.

Performance evaluations are used to implement THA's Variable Pay program. THA will endeavor to complete all evaluations within 60 days from the end of the due month. An employee's compensation for a time period after the evaluation due date is intended to include any compensation adjustment based on the evaluation and thus agree that any compensation adjustment as a result of the evaluation will be effective with the start of the second pay period in the month in which the evaluation is due, regardless of when the evaluation is completed.

(b) Eligibility Date Change

The date for Merit Award eligibility for an employee will change only if the employee is promoted or otherwise assigned to another position and is required to serve a probationary period; or the employee receives an off-cycle adjustment as authorized by the Compensation Committee.

Deleted: MIAE

(c) Merit Award Limits

The Merit Award will be paid as an increase in the base salary rate up to the maximum rate for the position, except as provided herein. That portion of a Merit Award that would exceed the maximum rate for the position will be awarded as a one-time lump sum payment paid in lieu of a future increase.

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Merit Awards must be funded from the department's Variable Pay budget.

Deleted: Increase Evaluation

In no event will an employee receive more than one Merit Award in a calendar year.

Deleted: MIAE

7.2.3 *Special Recognition Award (SRA)*

(a) Nomination

The Executive Director, the Department Director or the supervisor may recommend a lump sum Special Recognition Award to recognize employees who have demonstrated outstanding individual and/or team performance in contribution to agency goals and objectives. An employee may be recommended for such an award for:

Deleted: or

- **Outstanding Performance:** Demonstrated and sustained outstanding performance that consistently exceeds goals and job expectations in quantity and quality;
- **Teamwork:** Acting as an exceptionally effective and cooperative team member in carrying out goals of the department/division, demonstrating superior interactions with and a positive influence on managers, peers, supervisors, subordinates, and the client population served;
- **Creativity:** One-time innovation or creation that results in time/dollar savings or benefit, or ongoing innovative/creative activities that benefit agency systems and/or procedures;
- **Organizational Abilities:** Extraordinary individual skills or leadership skills resulting in the accomplishment of significant departmental/division goals and objectives; project management without which the project or program results would not have been achieved, and which are beyond what is normally expected for the position; and/or,
- **Dedication/Commitment:** Following a period of excess work demands that was far above and beyond what would typically be required of that position.

The recommendation for any eligible employee may be at one of four levels:

- Level 1- \$750
- Level 2 - \$1000
- Level 3 - \$1250
- Level 4 - \$1500

This SRA will not be incorporated into an employee's base pay for the purposes of computing overtime. The SRA will remain a separate, one-time recognition of contribution.

The Director or supervisor may request Special Recognition Awards for staff within their department, either individually or as a group, in a manner that outlines the circumstances and the performance that merits the award. Working together, multiple departments/divisions may nominate awards for the joint efforts of an interdepartmental team.

Eligibility for this SRA program is part of the Total Rewards plan for each eligible employee during the applicable period of service. An employee who receives an SRA has thereby satisfied this portion of the Total Rewards plan by the employee's extraordinary work or effort during that period.

The following are not reasons to give a Special Recognition Award:

- *Labor market issues*
- *Longevity*
- *An employee in an acting status*

An SRA under this section shall be added to the employee's paycheck at the next possible payroll cycle following approval of the award by the Compensation Committee.

Lump sum SRA's may be given to an eligible employee any time during the year.

(b) SRA Limits

Special Recognition Awards must be funded from the department's Variable Pay budget.

Deleted: performance awards

In no event will an employee receive more than two SRA's in a calendar year.

(c) Special Executive Director SRA's

At her/ his discretion, the Executive Director may nominate employees for Special Recognition Awards (SRA). These awards may be outside of the guidelines for implementing SRA's in that s/he may nominate any otherwise eligible employee for any dollar amount up to and including the top level for SRA's. In addition, these nominations are not limited by 7.2.3(b) and do not impact the two SRA's per year limit of any nominated employee(s).

7.2.4 Compensation Committee

The Compensation Committee will approve or deny all Merit Awards and Special Recognition Awards proposed by directors. The decision to approve or deny is ineligible for appeal or grievance. In addition to the performance criteria defined above, the Compensation Committee's decision to approve or deny will consider:

Deleted: Increases

Deleted: for Annual Evaluations

- 1) The department's ability to fund the award within the department's established budget;
- 2) The total number and cost of performance based salary awards given or contemplated by the department during the year;
- 3) Equity between departments;
- 4) Fairness to employees; and
- 5) The overall fiscal status of the Agency.

7.2.5 *HR and Executive Director Oversight*

The HR Director or the Executive Director may overturn or modify a decision of the Compensation Committee.

7.3 **No Right to Merit Award or SRA.**

There is no right to either an Merit Award or a SRA. The awarding or withholding of either is within the discretion of THA. An award also does not guarantee continued employment, further awards, or other consideration.

Deleted: MIAE

Deleted: MIAE

While THA intends the plan will become an integral part of its Total Rewards plan for Agency employees, the Agency reserves the right to terminate, suspend, or amend the plan, in whole or in part, from time to time as conditions warrant.

Deleted: OPEIU and non-represented

8. **Administration**

8.1 **Administration**

The plan will be administered by the Compensation Committee under the supervision of the HR Director. The plan is designed to be flexible in response to changing competitive environments and the Agency's financial status.

8.2 **Fiscal Impact**

The Variable Pay plan's net cost to payroll will be evaluated and established annually as part of the budget process. The Variable Pay plan's net cost of the OPEIU and Trades Council's payroll is negotiated through the collective bargaining process. The percentage amount established is based on projected base salaries for the calendar year.

Deleted: the non-represented

8.3 **Leave and Lay-Off Considerations**

An employee returning from a leave of absence without pay for one month or more will have their eligibility date extended by the same length of time (to the nearest whole month) that the employee was on leave without pay. An employee reinstated to the same position or a position in the same grade following layoff from employment will have their eligibility period extended by the same length of

time (to the nearest whole month) as the duration of their layoff, to a twelve month maximum. An employee who has an involuntary downward job movement will have their eligibility date changed based on the effective date of the new job.

8.4 Collective Bargaining

THA, ~~OPEIU and the Trades Council~~ have agreed on the terms of this variable pay policy. The parties recognize that this policy covers mandatory subjects of bargaining and thus the content or application of this policy to OPEIU ~~or Trades Council~~ represented employees may be re-open for bargaining as permitted by applicable law.

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Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(2)

Date: May 25, 2016
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Moving to Work (MTW) Contract Extension

This resolution would authorize Tacoma Housing Authority's Executive Director to sign and return the letter that THA received from the U.S. Department of Housing and Urban Development (HUD) extending its Moving to Work (MTW) contract to 2028.

Background

THA and the other thirty-eight (38) Moving to Work (MTW) housing authorities across the nation have been negotiating with HUD for over two years regarding the terms of a ten-year extension to our MTW contracts. A ten-member Steering Committee of MTW Executive Directors represented all MTW agencies in these negotiations. Before those negotiations resulted in an agreement, the Congress, as part of the 2016 appropriation act, directed HUD to extend the contracts to 2028 without change. The language also provided some protections of MTW HUD funded reserves.

On April 14, 2016, HUD sent a letter to each MTW agency memorializing the extension. The letter also includes the congressional reserve language with some changes. A copy of the letter is attached. HUD explains that Congress's action and its letter accomplishes the extension without any signature from the housing authorities. The attorneys representing the MTW agencies in these negotiations advise that housing authorities wishing to accept the terms of the letter add the language below to the bottom of the letter and its own signature:

"THA accepts the modification of its Moving to Work Agreement specified in the content of the second paragraph of the letter dated April 14, 2016 from Nani A. Coloretti, Deputy Secretary of the U.S. Department of Housing and Urban Development, to Michael Mirra, Executive Director, of the Tacoma Housing Authority."

Recommendation

Approve Resolution 2016-05-25(2) authorizing THA's Executive Director to sign the attached letter as an amendment to the THA MTW Contract. The amendment will extend the contract to 2028 on the terms stated in the letter.



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(2) **(Moving to Work Contract Extension)**

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

WHEREAS, Tacoma Housing Authority's (THA's) Moving to Work contract is set to expire December 31, 2018; and

WHEREAS, Housing and Urban Development (HUD) has provided a letter to THA restating the 2016 HUD appropriations act language to extend the contract to 2028; and

WHEREAS, signing the letter will show THA's explicit acceptance of the contract extension; now, therefore, be it

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

THA's Executive Director is authorized to sign the attached letter as an amendment to THA's MTW Contract and to return the letter to HUD. The amendment will extend the contract to 2028.

Approved: May 25, 2016

Stanley Rumbaugh, Chair



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE DEPUTY SECRETARY
WASHINGTON, DC 20410-0050

April 14, 2016

Mr. Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street
Suite 2A
Tacoma, WA 98405

Dear Mr. Mirra:

In the 20 years since the authorization of the Moving to Work (MTW) Demonstration program, a number of flexibilities, which have been successfully designed and tested by you and other MTW agencies, have been made available to all public housing agencies (PHAs) across the nation. We are pleased that Congress has now extended the Demonstration through 2028, so that we may continue this great work together.

Pursuant to Section 239 of Title II, Division L of the Consolidated Appropriations Act, 2016 (P.L. 114-113) (The Act), Tacoma Housing Authority's (the Agency) current MTW Agreement is hereby modified and extended until the end of the Agency's fiscal year 2028. Further, pursuant to that same act of Congress, and subject to any future acts of Congress, the Agency's Agreement shall be modified to prohibit any statutory offset of any reserve balances equal to four months of operating expenses. Reserve balances that exceed four months of operating expenses shall remain available to the Agency for all permissible purposes under the Agreement unless subject to statutory offset, notwithstanding any contrary term of the Agreement.

Your MTW Agreement shall be modified by the content of the second paragraph of this letter upon receipt of this letter by the Agency. If your Agency would instead prefer to conclude its MTW participation, please follow the process in Section VIII.D. of the Agency's MTW Agreement.

Under the Act, other terms of the Agreement may be modified by mutual agreement between the Agency and HUD. If your Agency would like to discuss modifications to other terms of its MTW Agreement, please contact the Moving to Work Office at mtw-info@hud.gov.

Throughout the next 12 years of the MTW Demonstration, we look forward to learning from the work of MTW Agencies, to improve the programs and services provided to low-income families across the country. We are confident that your locally-driven strategies will continue to identify creative solutions to serve the affordable housing needs of our nation's communities.

Sincerely,



Nani A. Coloretti

The Tacoma Housing Authority (THA) accepts the modification of its Moving to Work Agreement specified in the content of the second paragraph of the letter dated April 14, 2016 from Nani A. Coloretti, Deputy Secretary of the U.S. Department of Housing and Urban Development, to Michael Mirra, Executive Director of the Tacoma Housing Authority.

By:

Michael Mirra, Executive Director
Authorized signatory for Tacoma Housing Authority

Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(3)

Date: May 25, 2016
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Amendment of Salishan Four Program Loan Agreement

This resolution will authorize Tacoma Housing Authority ("THA") to amend the Loan Agreement relating to the program income loan made by THA to Salishan Four LLC (the "LLC").

Background

Tacoma Housing Authority (THA) is the managing member of the LLC. The LLC was formed to develop the Salishan Four portion of THA's Salishan HOPE VI Redevelopment Project. The LLC's development costs were financed with capital contributions from investors, together with various loans made by THA and other lenders.

THA and the LLC entered into a Loan Agreement dated June 28, 2007, pursuant to which THA agreed to lend the Borrower up to \$5,279,951. The parties intended that the loan bear interest at the "applicable federal rate" for federal tax purposes, which requires that interest on the loan compound at least annually. The parties have treated interest that has accrued on the loan to date as if such interest has compounded annually. However, the loan agreement does not specifically require that interest on the loan be compounded.

THA was approached by the LLC's investor member with a request to amend the loan agreement to clarify the intent of the parties that interest on the loan compound annually. THA staff believes such request to be reasonable, and that the proposed amendment to the loan agreement is appropriate.

This resolution will authorize THA to execute all documents related to such an amendment of the Salishan Four program loan agreement.

Recommendation

Approve Resolution 2016-05-25(3).



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(3) (Amendment of Salishan Four Program Loan Agreement)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma authorizing the amendment of the Loan Agreement pertaining to the Salishan Four Program Income Loan, and determining related matters.

WHEREAS, The Housing Authority of the City of Tacoma (the "Authority") and Salishan Four LLC (the "LLC") entered into a Loan Agreement (the "Agreement") dated June 28, 2007, pursuant to which the Authority agreed to lend the Borrower up to \$5,279,951 (the "Loan") to finance costs incurred by the LLC with respect to the Salishan Four portion of the Salishan HOPE VI Redevelopment Project; and

WHEREAS, Although the Authority and the LLC intended that interest on the Loan be compounded annually, the Agreement does not specifically require such interest to be compounded; and

WHEREAS, The Board of Commissioners finds and determines that it is necessary and appropriate to amend the Agreement to reflect the original intent that interest on the Loan be compounded annually; now, therefore, be it

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

1. Approval of Amendment. The Authority and the LLC each is authorized to amend the Agreement to reflect that interest on the Loan be compounded annually. 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 (or cause to be executed and delivered) on behalf of the Authority (acting on its own behalf or as the managing member of the LLC) an amendment to the Agreement that reflects the intent that interest on the Loan be compounded annually; and (ii) any other documents reasonably required to be executed by the Authority or the LLC in connection with such amendment.
2. 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.
3. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

Approved: May 25, 2016

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Secretary 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 copy of Resolution 2016-05-25(3) (the "Resolution") is a full, true and correct copy of the resolution of the Board of Commissioners of the Authority, as adopted at a regular meeting of the Authority held on May 25, 2016, and duly recorded in the minute books of the Authority; and
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 on May 25, 2016.

Michael Mirra, Secretary and Executive Director of the Authority

Resolution 4



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(4)

Date: May 25, 2016
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Renewal of Salishan Three Housing Assistance Payment

This resolution will authorize Tacoma Housing Authority's (THA's) Executive Director to renew the Housing Assistance Payment (HAP) contract with Salishan Three LLC to provide rental assistance to forty-five (45) low-income families who live at Salishan.

Background

Tacoma Housing Authority (THA) provides project-based vouchers (PBV) to the Salishan properties. The HAP contract provides rental assistance to forty-five (45) units listed in the HAP contract. Each phase has a signed Housing Assistance Payment (HAP) contracts. The Salishan Three contract expires on June 30, 2016.

Recommendation

Approve Resolution 2016-05-25(4) authorizing THA's Executive Director to sign an Agreement to execute a Housing Assistance Payment (HAP) contract with Salishan Three, LLC.



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(4) (Renewal of Salishan Three Housing Assistance Payment)

WHEREAS, THA's contract to provide housing assistance payments to Salishan Three LLC on behalf of its residents is set to expire on June 30, 2016; and

WHEREAS, This rental assistance is necessary to make the housing affordable to its residents; now, therefore, be it

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

THA's Executive Director is authorized to sign an Agreement to execute a Housing Assistance Payment (HAP) contract with Salishan Three LLC. He is further authorized to set the terms and duration of this rental assistance.

Approved: May 25, 2016

Stanley Rumbaugh, Chair

Resolution 5



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(5)

Date: May 25, 2016
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Amendment No. 2 to Residential Floor Replacement Contract with Great Floors

This resolution would authorize Tacoma Housing Authority's (THA's) executive director to increase the maximum contract amount with Great Floor for the residential floor replacement we need for current invoices and anticipated work through the end of May 31, 2016.

Background

At the December Board meeting, the Board approved Resolution 2015-12-16(6) increasing the above referenced contract from \$100,000 to \$200,000. This was to cover current invoices and future invoices under the contract.

The expended amount on this contract is reaching that Not-to-Exceed limit. We have current invoices and expect to need more work under this contract by May 31, 2016, when the contract expires. This resolution will give THA's Executive Director authorization to sign Amendment No. 2 to increase the contract by an additional \$150,000 to cover any current and future floor replacements through May 31, 2016.

Recommendation

Approve Resolution 2016-05-25(5) authorizing THA to amend the Residential Floor Replacement Contract with Great Floors and increase the amount by an additional \$150,000 making the total amount of the contract of \$350,000.



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-05-25(5)

(Amendment No. 2 to Residential Floor Replacement Contract with Great Floors)

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

WHEREAS, Tacoma Housing Authority (THA) procured for a new contract for residential flooring replacement in February, 2015 and received no proposals; and

WHEREAS, Tacoma Housing Authority (THA) used the Washington State Contract as a means of procuring prices for a new Contract signed on May 26, 2015, for one year with an allowance for four (4) twelve-month extensions; and

WHEREAS, by Resolution 2015-12-16(6) the Board approved a current contract limit of \$200,000; and

WHEREAS, the accumulative expenditures from services rendered are near that limit; and

WHEREAS, THA anticipates the need to do more residential flooring replacements; and

WHEREAS, an additional \$150,000 and with a Not-to-Exceed amount of \$350,000 will carry us through May 31, 2016 when the present contract expires; now, therefore, be it

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

THA's Executive Director is authorized to amend the existing Residential Flooring Replacement contract to increase the contract value to a Not-to-Exceed \$350,000.

Approved: May 25, 2016

Stanley Rumbaugh, Chair