



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

October 26, 2016



Michael Mirra
Executive Director

TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

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

REGULAR MEETING Board of Commissioners

WEDNESDAY, October 26, 2016

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Regular Meeting on **Wednesday, October 26, 2016, at 4:45 pm.**

The meeting will take place at:

**Wright Street Apartments
602 South Wright Avenue
Tacoma, WA 98418**

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 October 26, 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

October 26, 2016 4:45 PM

602 South Wright Avenue, Tacoma, WA 98418

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of September 28, 2016—Regular Session
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Client Services
 - 7.3 Property Management
 - 7.4 Real Estate Development
8. **NEW BUSINESS**
 - 8.1 2016-10-26 (1) 2017 Payment Standards
 - 8.2 2016-10-26 (2) Choice Mobility Options for Project Based Voucher Households
 - 8.3 2016-10-26 (3) A&E Services FIC and Shop
 - 8.4 2016-10-26 (4) New Look Transfer
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, September 28, 2016

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at Ludwig, 5425 S. Lawrence Street, Tacoma, WA at 4:45 PM on Wednesday, September 28, 2016.

1. CALL TO ORDER

Chair Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 5:05 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Arthur Banks	
Vice Chair Janis Flauding	
	Commissioner Stanley Rumbaugh
	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
Toby Kaheiki, 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 Banks declared there was a quorum present @ 5:05 and proceeded. Commissioner Young arrived at 5:02 pm.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Banks asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, August 24, 2016. Vice Chair Flauding moved to adopt the minutes, Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Chair Banks asked for any corrections to or discussion of minutes for the Annual Session of the Board of Commissioners for Wednesday, August 24, 2016. Vice Chair Flauding moved to adopt the minutes, Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENT

There were no guest comments.

5. COMMITTEE REPORTS

Real Estate Development Committee—Commissioner Rumbaugh

Commissioner Rumbaugh was not in attendance.

Finance Committee—Commissioner Hodge and Commissioner Young

Nothing to report.

Education Committee—Commissioner Hodge

Commissioner Hodge was not in attendance.

Citizen Oversight Committee—Vice Chair Banks

Nothing to report.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra was not in attendance. Deputy Executive Director (DED) April Black addressed the board on his behalf.

DED Black provided the board highlights from ED Mirra's report. Andrea Cobb departed her position as program manager. Her position will be posted this week. DED black will forward the job description to the commissioners. THA is considering some changes to the Childrens' Savings Account program. In particular, we will consider concerns from parents that the present rules that restrict enrollment only to children in kindergarten and sixth grade.

ED Mirra is in Washington, DC for the Corporation for Enterprise Development Assets Learning Conference. He will be presenting on Rent Reporting. ED Mirra will then be traveling to New Orleans for the Community College Trustees Conference. He will be presenting with Tacoma Community College's President Dr. Ruhland on College Housing Assistance Program in partnership with the college.

On October 5, 2016, ED Mirra will be honored at the Housing Washington Conference that will be held at the Greater Tacoma Convention and Trade Center. He is one of the recipients of the Friend of Housing Award.

7. ADMINISTRATIVE REPORTS

Finance

Finance Director Ken Shalik was not in attendance. Director Shalik's report included a copy of the preliminary audit, which had no findings.

Vice Chair Flauding moved to ratify the payment of cash disbursements totaling \$8,413,285 for the month of August, 2016. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Client Services

Client Services (CS) Director Greg Claycamp directed the board to his report.

Adjustements will be made to the CSA program to address parents' concerns. Parents are being encouraged to sign up for the Family Self-Sufficiency (FSS) program to see if it is a good fit for their family. Part of participating in the FSS program is to have a case worker assigned to the family. Families who would rather not have a case worker may be referred to the Family Investment Center to be connected with Sound Outreach.

Public Housing Scattered Sites homes will be sold at market value and THA will retain a restriction for the difference between market value and the effective sales price. There are 27 homes left to sell. Director McCormick will send the board a list of homes available including contact information.

Client Services will have a list of McCarver students eligible for the McKinney Vento program. The goal this year is to recruit 18 households to fill up the 50 family cohort.

Property Management

Property Management (PM) Director Pat Patterson directed the board to his report.

Last month, the board approved THA's executive director to execute a contract with Security Company. Director Patterson introduced two officers from that company to the board. According to the officers, all property managers have been pleased with the new reporting system. The officers have been visiting THA properties and meeting property managers and tenants. One of the issues they are dealing with is illegal parking. The Security Company require approval from the Property Management Director and Property Managers prior to towing vehicles. Security Company has a good relationship with the Tacoma Police Department. There is cooperation and mutual respect. Salishan Association has its own security through Pierce County Security. Although the company's contract is with the Salishan Association, THA Directors Patterson, Shalik and Burgess sit on the are part of the Association board. This allows for necessary coordination among security service policies. Director Patterson will invite some of the Pierce County officers to next month's board meeting.

The Salishan home that recently had a fire is out to bid for repairs. The work will be awarded to the contractor October 6th. We project that the homes will be back online within 60 days.

Unit turn times are still high. Families turn homes down for various reasons including features of units, location to and from work, ADA, floor plan and room locations. Client Services and Property Management are working together with the leasing process so we can identify the next tenant faster. A few months ago, Client Services reported to the

board some of the changes they are proposing. One of the changes proposed is limiting the number of unit turn downs from families.

Real Estate Development

Real Estate Development (RED) Department Director Kathy McCormick directed the board to her report.

THA and the City of Tacoma extended the timeline for the Hilltop Lofts and THA owned properties master development plan by two years.

HomeSight and THA staff have completed the deed restriction language for the Public Housing Scattered Sites. The homes will be sold at market value and THA will retain a restriction for the difference between market value and effective sales price. Current THA residents and clients have first priority to purchase.

8. NEW BUSINESS

8.1 RESOLUTION 2016-09-28 (1) (Approval of Tenant Account Receivable Write-Offs)

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

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

WHEREAS, Each individual included in this tenant account write off has been notified of their debt and given the opportunity to pay prior to this resolution; now, therefore, be it

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

Authorize THA staff to "write off" the following accounts and send these debts to an external collection agency to pursue collection action:

Collection Status	Project	Client #	Balance
W-O Collect	Section 8		
		00000990	\$6,291.00
		00014297	\$1,280.00
		717797	\$150.00
		Subtotal	\$7,721.00
	Salishan VII		
		XX001034	\$1,393.47
		XX001076	\$1,396.96
		Subtotal	\$2,790.43
* W-O No Collect	S Wright Str		
		00131534	\$422.94
Grand Total			\$10,934.37

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

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

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

Motion Approved: September 28, 2016

 Dr. Arthur C. Banks, Chair

8.2 RESOLUTION 2016-09-28 (2)

Certifications of Compliance

**Annual Moving to Work Plan
 Certifications of Compliance**

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

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

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

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).

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

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

Housing Authority of the City of Tacoma
PHA Name

WA005
PHA Number/HA Code

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

Arthur Banks
Name of Authorized Official

Chair
Title

Signature

Date

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

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

Upon roll call, the vote was as follows:

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

Motion Approved: September 28, 2016

Dr. Arthur C. Banks, Chair

8.3 RESOLUTION NO 2016-09-28 (3)
(1800 Court F Hillside Terrace Authorizing Resolution)

A **RESOLUTION** of the Housing Authority of the City of Tacoma authorizing (i) the formation of a limited liability limited partnership of which the Authority will be the sole general partner in connection with the acquisition, construction and operation of an affordable multifamily rental housing project located at 1800 Court F in the City of Tacoma, Washington; (ii) the submission of applications for funding and credit enhancement for such housing project; and (iii) the disposition by sale or lease of all or portions of the project site to the partnership; and providing for other matters properly related thereto.

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

WHEREAS, The Authority is authorized by the Housing Authorities Law (chapter 35.82 RCW) to, among other things: (i) “prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof” (RCW 35.82.070(2)); (ii) “lease or rent any dwellings . . . buildings, structures or facilities embraced in any housing project” (RCW 35.82.070(5)); (iii) “make and execute contracts and other instruments, including but not limited to partnership agreements” (RCW 35.82.070(1)); (iv) “delegate to one or more of its agents or employees such powers or duties as [the Authority] may deem proper” (RCW 35.82.040); and (v) “make . . . loans for the . . . acquisition, construction, reconstruction, rehabilitation, improvement, leasing, or refinancing of land, buildings, or developments for housing persons of low income” (RCW 35.82.070(18)); and

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

WHEREAS, The Authority expects to develop an affordable multifamily rental housing project consisting of up to 75 dwelling units, to be located at the 1800 Court F in the City of Tacoma (the “Project”). The total financing for the project will require the use of various funding sources, which may include low-income housing tax credits, the issuance of tax-exempt bonds, loans from public and private lenders, and/or grants. Certain of those sources will require the creation of a limited partnership or limited liability company to maximize the benefits and minimize the risks to the Authority; and

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

WHEREAS, Based on its consideration of the funding sources available for the Project, the need for affordable housing in the City, and other matters, the Authority's Board of Commissioners (the "Board") has deemed it necessary to proceed with the transactions described in this resolution; now, therefore, be it

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

1. The Authority is authorized to: (i) participate in the formation of, and become the sole general partner in, a Washington limited liability limited partnership (the "Partnership"), which Partnership shall have an initial limited partnership agreement (the "Partnership Agreement") and a certificate of limited partnership (the "Certificate of Limited Partnership") substantially in the forms on file with the Authority's Executive Director (the "Executive Director"), with such changes as the Executive Director may deem necessary or advisable (and not inconsistent with the terms of this resolution). The Board intends that the Partnership will develop the Project and receive low income housing tax credits in connection therewith.
2. The Executive Director and his designee (each, an "Authorized Officer" and, together, the "Authorized Officers"), and each of them acting alone, are authorized on behalf of the Authority to: (i) execute, deliver and file (or cause to be executed, delivered and filed), to the extent required by law, and cause the Authority to perform its duties under, the Partnership Agreement, the Certificate of Limited Partnership, all such forms, certificates, applications and other documents that are necessary to form the Partnership; (ii) approve any changes to the Partnership Agreement and the Certificate of Limited Partnership, including any material changes, that any Authorized Officer may deem necessary or advisable (and not inconsistent with the terms of this resolution); (iii) determine the name of the Partnership (it being understood that the words "Court F" should appear in the name to the greatest extent feasible); and (iv) take any other action that they deem necessary and advisable to give effect to this resolution and the transactions contemplated herein. The Authority's Executive Director is delegated the authority to cause, in his discretion, the Partnership to be created as a Washington limited liability company, in which case all references in this resolution to limited partnership, partnership agreement, general partner, limited partner, and certificate of limited partnership shall be deemed to be references to limited liability company, operating agreement, managing member, investor member, and certificate of formation, respectively.

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

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

4. The Authorized Officers, and each of them acting alone, are hereby directed, and granted the discretionary authority, to execute and deliver any and all other certificates, documents, agreements and instruments that are necessary or appropriate in their discretion to give effect to this resolution and to consummate the transactions contemplated herein, including, but not limited to, a development services agreement between the Partnership and the Authority (and/or others) providing for the development of the Project, contracts with architects, engineers and other consultants, and construction contracts.
5. The Authority is authorized to expend such funds as may be necessary to be paid by the Authority in connection with filing fees, application fees, registration fees and other costs relating to the actions authorized by this resolution. To the extent any fees or predevelopment costs are incurred and payable by the Partnership prior to the time the Authority enters into a formal loan agreement, the Authority may lend up to \$1.5 million to the Partnership to pay such costs, with the loan bearing interest at such rate that the Executive Director determines, in his discretion (which may be 0% per annum).
6. Any action required by this resolution to be taken by the Executive Director of the Authority may, in his absence, be taken by the duly authorized acting Executive Director of the Authority.
7. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.
8. This resolution shall be in full force and effect from and after its adoption and approval.

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

Upon roll call, the vote was as follows:

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

Motion Approved: September 28, 2016

Dr. Arthur C. Banks, Chair

**8.4 RESOLUTION 2016-09-28 (4)
(Architectural and Engineering Services Crisis Recovery Center and Master Plan Arlington Drive)**

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

WHEREAS, On August 5, 2016, Tacoma Housing Authority (THA) Staff issued a Request for Proposals (RFP) from firms interested in providing architectural and engineering services for the Crisis Residential Center Project and to master plan the Arlington Drive property; and

WHEREAS, The RFP was posted on the Washington Electronic Business Solutions and THA's websites on August 5, 2016; and

WHEREAS, Five firms submitted proposals by the deadline of August 29, 2016, all were deemed responsive and responsible; and

WHEREAS, An evaluation team, comprised of THA staff and community stakeholders reviewed and scored the proposals according to evaluation criteria listed in the RFQ; and

WHEREAS, The evaluation team voted unanimously in favor of awarding contracts to the firm of SMR Architects;

WHEREAS, THA and the City of Tacoma are negotiating development agreement by which the City will cover the costs of development of the Crisis Residential Center, including the costs of design, now, therefore, be it

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

Once THA and the City of Tacoma execute a development agreement by which the City will cover the costs of development of the Crisis Residential Center, including the costs of this contract for architectural and engineering services, THA's Executive Director is authorized to negotiate, and if those negotiations are successful, execute a Contract with SMR Architects for architectural and engineering services for the Crisis Residential Center at Arlington Drive in an amount not-to-exceed of \$300,000. If staff is unable to negotiate a contract with that firm, authorize THA's

Executive director to negotiate and award a contract with the second highest ranking firm of Buffalo Design.

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

Upon roll call, the vote was as follows:

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

Motion Approved: September 28, 2016

Dr. Arthur C. Banks, Chair

8.5 RESOLUTION 2016-09-28 (5)
(Authorization to acquire limited partner and investor member interests in certain existing THA-controlled entities)

A **RESOLUTION** authorizing the Authority to acquire the investor interests in Hillside Terrace Phase I Limited Partnership, Hillside Terrace Phase II Limited Partnership, Salishan One LLC, Salishan Two LLC, and Salishan Three, LLC; authorizing the execution and delivery of certain agreements and other documents with respect to the acquisition of such interests; and providing for other matters properly related thereto.

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

WHEREAS, The Authority is the general partner or managing member of Hillside Terrace Phase I Limited Partnership, Hillside Terrace Phase II Limited Partnership, Salishan One LLC, Salishan Two LLC and Salishan Three LLC (each, a “LIHTC Entity”), each of which developed and operates an affordable rental housing project on property leased to such LIHTC Entity by the Authority; and

WHEREAS, Boston Financial Investment Management and/or its affiliates (collectively, “BFIM”) owns all of the limited partner interest and investor member interest in the LIHTC Entities; and

WHEREAS, BFIM is willing to transfer its investor interests in the LIHTC Entities to the Authority (or an affiliate of the Authority), so long as the LIHTC

Entities continue to comply with exiting regulatory agreements applicable to each project; and

WHEREAS, The Board finds and determines that the Authority can obtain greater control of the various projects owned by the LIHTC Entities if it acquires such investor interests from BFIM, and that such greater control is in the best interests of the Authority and the persons it serves; now, therefore, be it Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington, as follows:

1. The Authority's Executive Director and Deputy Executive Director (each, an "Authorized Officer" and, collectively, the "Authorized Officers"), and each of them acting alone, are authorized on behalf of the Authority to negotiate with BFIM regarding the Authority's acquisition of BFIM's interests in each LIHTC Entity.
2. Subject to the limitation specified in Section 5 of this resolution, the Authority is authorized to acquire all of BFIM's interests in each or any of the LIHTC Entities. Each Authorized Officer is delegated the authority to determine the order in which BFIM's interests are to be acquired; which BFIM's interests, if any, are to be acquired and the amount (subject to the limitation specified in Section 5 of this resolution) the Authority will pay to (or reimburse) BFIM with respect to any such acquisition.
3. Each Authorized Officer is authorized on behalf of the Authority (in its individual capacity and/or in its capacity as each LIHTC Entity's general partner or managing member) with respect to any acquisition to be made pursuant to this resolution to: (i) execute, deliver and file (or cause to be executed, delivered and filed), to the extent required by law, such agreements, certificates, documents and instruments as are necessary or appropriate in each Authorized Officer's discretion to give effect to this resolution and to consummate such acquisition; and (ii) take any other action that each Authorized Officer deems necessary and advisable to give effect to this resolution and consummate the transactions contemplated herein.
4. If the Authority acquires the interests of BFIM in any LIHTC Entity, each Authorized Officer is authorized on behalf of the Authority (in its individual capacity and/or in its capacity as the LIHTC Entity's general partner or managing member) to cause BFIM to transfer all of its interests in each LIHTC Entity to the Authority and/or an affiliate of the Authority, including but not limited to Tacoma Housing Development Group.

5. The Authority is authorized to expend available Authority funds in a total amount that is the lowest cost reasonably possible in connection with the acquisition of BFIM's interests in the LITHC Entities, including payments to and reimbursements of BFIM, as well as payment of any applicable filing fees, application fees, registration fees and other costs relating to the actions authorized by this resolution.
6. Any actions of the Authority or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.
7. This resolution shall be in full force and effect from and after its adoption and approval.

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

Upon roll call, the vote was as follows:

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

Motion Approved: September 28, 2016

Dr. Arthur C. Banks, Chair

CERTIFICATE

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

1. That the attached Resolution No. 2016-09-28 (5) (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on September 28, 2016, and duly recorded in the minute books of the Authority.
2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand on September 28, 2016.
HOUSING AUTHORITY OF THE CITY OF TACOMA

By: _____
Michael Mirra, Executive Director

8.6 RESOLUTION 2016-09-28 (6)
(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 (THA) signed a Contract with Allied Residential dated for initial program and income certification and leasing services in preparation for RAD. The purpose of this contract is to assist THA in preparing the resident files to qualify for tax credit requirements; and

WHEREAS, On January 27, 2016, under Resolution No. 2016-01-27 (5) THA received board approval increasing the contract an additional \$50,000 to cover re-certification of tenant files due to the RAD delay in closing; and

WHEREAS, On April 27, 2016, under Resolution No. 2016-04-27 (1), THA received board approval to increase the contract Amendment No. 2 for an additional \$25,000 for the additional work on the re-certification. At the time the 1st amendment was prepared, it was not known how many re-certifications had to be done; and

WHEREAS, The accumulative budget from services rendered are near the contract limit of \$175,000, authorized by the Executive Director; and

WHEREAS, Due to the RAD financing closing being extended, some of the certifications had to be re-certified to meet RAD requirements by July 17, 2016; therefore causing Allied Residential to work expeditiously to complete the work by the schedule due date; and

WHEREAS, The amended contract amount with Allied Residential will be a Not to Exceed \$186,000 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 be authorized to amend the existing Initial Program and Income Certification and Leasing Services contract to increase the contract value to a Not Exceed \$186,000.

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

Upon roll call, the vote was as follows:

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

Motion Approved: September 28, 2016

Dr. Arthur C. Banks, Chair

9. COMMENTS FROM COMMISSIONERS

None.

10. EXECUTIVE SESSION

The commissioners adjourned the regular meeting at 5:57 pm to discuss limited partner and investor interests in certain existing THA-controlled entities in executive session for approximately 11 minutes. The commissioners voted unanimously to amend resolution 5.

The commissioners came back into regular board meeting at 6:08 pm. The appropriate announcements were made to the area outside the meeting room.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:10 PM.

APPROVED AS CORRECT

Adopted: October 26, 2016

Dr. Arthur C. Banks, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Commissioner Stanley Rumbaugh

Finance Committee

Commissioner Minh-Anh Hodge

Commissioner Derek Young

Citizen Oversight Committee

Chair Arthur C. 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: October 20, 2016
Re: Executive Director's Report

This is my monthly report for October 2016. The departments' reports supplement it. I may again miss the Board meeting. Personal business may keep me in Washington, D.C.. If so, April will fill in for me with her usual competency. She and I will also miss the November Board meeting when we will be at the CLPHA meeting also in D.C.. If we cannot participate by telephone, then Ken will lead the staff presentations. Thank you for our forbearance.

1. RAD, SOFTWARE CONVERSION AND THE PACE OF THE WORK

I must report that the RAD refinancing and reconstruction and the software conversion remain the preoccupations for staff.

Sandy and Ken will report on the continuing RAD negotiations with Boston Financial, the State of Washington and HUD. At last word, those negotiations were going well enough to expect that we will meet HUD's closing deadline of November 15th. At the Board meeting, Sandy and Ken will report the latest news.

The software conversion project continues at an increasing pace as we head for a December 31, 2016, deadline to go live. Todd can offer an update at the Board meeting.

These two projects, on top of the more regular work of the agency, have crowded out other important but less urgent projects. These include the next steps in strategic planning, the business process improvement project and the document management system project. I expect these will remain on hold until early next year. By then the RAD refinancing will be done and the remaining work will feel more a normal construction project. By then, we should be settling into our new software system.

Until then, however, the pace of work at THA will increase. On October 10th staff met for a lunch at the FIC. The lunch featured Pat's world class barbecue. Over that fine lunch, we discussed what we were all living through. We acknowledged the pace of the work. We told ourselves that the work will get busier still between now and the end of the year. We discussed how we might make the work more manageable.

To account for the demands of the work, we asked staff to refrain from taking any vacation time for the rest of the year. I am pleased to report that staff understood and were supportive. After consulting with Arthur and with his approval, I also announced the following measures to thank staff and to acknowledge their work. For this year only, we will waive the rule that does not allow a staff person to carry more than 320 accumulated vacation hours to the next year. We will close the agency on December 30th as an extra paid day off. That will give staff a four-day weekend, when combined with the New Year's holiday. On February 1st, we will add 40 hours of vacation hours to the

account of each person who was on staff as of March 1, 2016. Persons joining THA after that date will receive lesser amounts. We also reminded staff of our Variable Pay System. This system allows department directors to reward exemplary work with cash bonuses. I expect there will be occasions for those awards over the next few months.

The other purpose of the lunch was to thank staff for their work and to remind ourselves why the work is important. Staff read THA's statements of mission and vision and values. And Janis, on behalf of the Board, offered very gracious thanks and an elegant statement of what the work means to the people we serve and our city.

All in all, the lunch and its discussion was a reaffirming rededication by staff who work hard at hard work.

2. AWARD FOR THA AND HERITAGE BANK FOR CSA PROGRAM


On October 20, 2016, THA and Heritage Bank will receive an award from the Tacoma-Pierce County Affordable Housing Consortium honoring the Salishan Children's Savings Account Program. April will receive the award for THA. Jeff Deuel, Heritage's C.O.O. will receive it for Heritage. We are very pleased to share this honor with Heritage. Heritage has been a great partner in this ambitious and innovative effort. It has contributed in four main ways: (1) It has donated \$500,000 toward the match funds; (2) It will be the bank for the accounts; (3) Its staff will present the Junior Achievement financial literacy curricula in the classrooms; (4) It will open a branch bank at Salishan to make deposits easy to make and to bring mainline banking services to East Tacoma, which is underserved with banking service. Heritage reminds us that our partners are essential to our work and that THA is lucky with its partners.



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

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

To: Michael Mirra
April Black
Greg Claycamp

From: Mia Navarro
Caroline Cabellon
Trisha Mozo

Date: September 9, 2016

Re: **Children's Savings Account Update and Recommendations to Increase Enrollment**

1. Purpose

This memo reports the results of our efforts to enroll students in the Salishan Children's Savings Account (CSA) during the program's first year in 2015-16. We attempt to evaluate these results relative to those achieved by other opt-in CSAs during their initial year.

We then present our proposed suite of recruitment activities for the 2016-17, using evidenced-based practices where we found precedent. In addition to this marketing plan, we make some recommendations to increase enrollment in the Salishan CSA.

2. Background

In the fall of 2015 Tacoma Housing Authority (THA) launched an ambitious and innovative Children's Savings Account program for the children of Salishan. The Salishan CSA seeks to help children and their families aspire to college, prepare for it, pay for it and feel they belong when they go. It seeks to get unbanked families banked. It also seeks to unite the region's most diverse community by opening enrollment to all children in Salishan, including homeowners who receive no other assistance from THA. THA does this in partnership with the Tacoma Public Schools, the Corporation for Enterprise Development (CFED) and financial sponsors.

There are two savings account types in the Salishan CSA. Kindergarteners can enroll in the matched savings portion of the program. Families deposit \$50-\$400 per year, and THA will match their contributions throughout elementary school. When students reach 6th grade the match stops. Sixth graders can enroll in the scholar incentive portion of the program. Students earn pay point incentives as they reach milestones from 6th grade through high school graduation. These milestones include improved attendance, improved GPA, enrolling in the

College Bound Scholarship Program, and other activities designed to support preparation for post-secondary education. Both students and parents receive access to financial literacy training. Students who complete the full K-12 program will graduate with as much as \$9,700 for post-secondary education expenses not covered by grants and scholarships.

THA's CSA is an opt-in program, meaning that families must apply to enroll their children. Alternatively, an opt-out program automatically enrolls eligible families. A family actively opts-out if they did not want to participate. Nationally, examples of both models exist. In general, opt-out programs have higher enrollment rates, but actual participation in both models seems to depend upon other elements of program design.

3. Efforts and Enrollment to Date

Table 3.1 shows the results of enrollment efforts to date, the timeline for each, and the resulting number of enrollments.

Table 3.1

Activity/Effort	Timeline	Number of Students Enrolled
Printed marketing materials	Summer 2015	0
Building relationships with kindergarten and 6 th grade teachers	Summer 2015	0
Andrea Cobb conducted multiple school-based Events. She asked students to return applications to their school, and Andrea picked the applications up from the schools.	Fall 2015	K-5: 14 6-12: 13
Doorbelling to all age-eligible households in Salishan (Approx. 130 students)		
Cold Calling Eligible Families (Approx. 130 students)	March 2016	0
Trish incented THA staff to refer families	April 2016	K-5: 5 6-12: 7
Chronicle Article	April/May 2016	0
Presence at kindergarten and 6 th grade enrollment events	Spring 2016	0
Instituting a caseworker referral process	Spring 2016 and ongoing	K-5: 3 6-12: 0
Lister Jump Start	August 2016	K-5: 1
East Side Farmers Market	June – August 2016	Too soon to tell
National Night Out Sponsorship	August 2, 2016	Too soon to tell
Other/Unknown	N/A	K-5: 1 6-12: 3

From this chart, we draw the conclusion that face-to-face interactions and relationship building are our most successful methods of engagement to date.

4. Current Status of the CSA Program

Table 4.1 shows CSA enrollment to date.

Table 4.1

CSA Program Component	Total Families Enrolled	Families Enrolled as of August 30, 2016	Total Eligible Families	Enrollment Rate
Elementary Matched Savings Program	24*	22	80	30%
Scholar Incentive Program	23	23	60	38%
TOTAL	47	45	140	34%

**Two kindergarteners have exited the program because they moved out of Salishan and became ineligible.*

In addition to these students enrolled in 2015-16, we are now completing the application process with 24 children referred by THA staff who are entering kindergarten or sixth grade this Fall.

Community outreach for 2015-16 is already underway. We gathered 6 interest cards from eligible families at Lister and First Creek back-to-school events on September 6th. We are scheduling application sessions.

[Table 4.2 shows THA's CSA enrollment compared to opt-in programs](#) located across the country. Trisha Mozo contacted seventeen opt-in programs. Nine of these programs responded with enrollment data. Some commented on enrollment strategies they found successful. We also requested but did not receive this information from CFED.

Table 4.2

Program	Year Started	Eligible Population	Universe of Eligible Students	Annual Capacity/ Goal	First Year Rate of Enrollment	Most Recent Rate of Enrollment	Annual Goal as a Percent of Universe of Eligible Students
THA	2015	Kindergarteners in Salishan; Sixth graders in Salishan <i>and</i> First Creek Middle School.	140	140	34%	34%	100%
	See description above.						
Acorn Fund College Savings Accounts , Salem City, NJ	2016	Any child who lives in Salem City, NJ, and all students living in a sending district attending a public school in Salem City, NJ.	1250	1250	N/A	TBD	100%
	Acorn is currently at 12% of their target in month three of enrollment. Successful strategies have included mailers to homes, tables at events, and Facebook.						
Caldwell Saves 1st Caldwell, ID	2015	First graders from six elementary schools in the Caldwell School District	240-360	25	68%	68%	7-10%

Program	Year Started	Eligible Population	Universe of Eligible Students	Annual Capacity/ Goal	First Year Rate of Enrollment	Most Recent Rate of Enrollment	Annual Goal as a Percent of Universe of Eligible Students
	<p>20 families enrolled and 17 completed the requirements of financial literacy classes. The pilot generated 17 accounts. Caldwell Saves 1st seeks to help Idaho families become financially proficient and to begin saving for higher education in 1st grade. The program engages the community to support children in their journey to college and beyond. Created and driven by Caldwell Mayor Garret L. Nancolas, the Caldwell Saves 1st program brings together the Caldwell School District, local financial institutions, financial educators, Idaho's higher education institutions, local businesses, community organizations, and IDEAL, "Idaho's College Savings Program." The program is funded entirely by community contributions and fundraising efforts. This is a small, highly focused program.</p>						
Centsible Families , AHEAD, Inc., Coos county, New Hampshire	2015	First through 3 rd graders in four elementary schools.	480-720	35	71%	71%	5-7%
	<p>Centsible Families had success with using the teacher as the conduit to the home, setting up tables at open houses, performances, etc. The program reports parent engagement has been difficult. This is a small, highly focused program.</p>						
Children Savings Account (CSA) Program , Community Action Agency of Southern New Mexico	2014	Children aged 0-12 within 125% of the Federal Poverty Line in 5 counties.	Unknown	30	67%	TBD	Unknown
	<p>This program had success partnering with a school, but found that going to events, people do not seem interested. They reduced their annual goal from 30-25, and have 4 enrolled so far this year.</p>						

CollegeBoundbaby, Rhode Island	2010	All births in Rhode Island	12,000 per year	12,000	1%	52%	100%
	From 2010-2015 they were stuck at 1% enrollment. In 2015, they redesigned the program by making it much simpler to enroll. Families simply check a box on the discharge worksheet from the hospital, asking if they would like a \$100 CollegeBoundbaby Grant for their child. Since 2015, 52% of families are opting-in to the redesigned program. The program enjoys support and encouragement from politicians statewide. Advocates in hospitals inform and enroll families. Billboards by the birthing center in the hospital advertise the program. The program outreaches to OB/GYN offices and Medical Clinics, distributing welcoming kits that include program info, a bumper sticker and baby bib. This program is supported by Rhode Island's 529 College Savings provider (formerly AllianceBernstein, currently Ascensus College Savings).						
Juma Ventures College Set Program, San Francisco, Oakland, Santa Clara, Seattle, New Orleans	1998	Youth ages 16-24 from low income households that are in high school and first in family to go to college OR out of school and out of work for the last 6 months. Must be enrolled in the Juma Program to be eligible.	645	161	Unknown	107%	27%
	<i>Response from Juma:</i> "Juma works with local partner organizations and schools at our sites with IDAs (SF, Oakland, Santa Clara, Seattle, New Orleans) to identify program participants. In some sites funding is our limitation, in others we find it difficult to find eligible students for our overall program (and IDAs specifically, as well). Juma offers a comprehensive program, including a job, academic support services, financial literacy education and training, in addition to its matched savings accounts. Best to look to the landscape you operate in and find partners who work in that space and engage them in bringing youth to your program. We work with many different partners to create a successful network of interdependent services for our students."						

Promise Indiana, Wabash County YMCA	2013	14 counties. Larger schools K-3; smaller schools K-5.	Unknown	10,000	30%	64%	Unknown
	This program makes seed deposits in a 529 plan, and has additional programming for low income families. Promise streamlined its application process, replacing a more complicated 529 application. Promise encourages schools to incorporate the program into their regular messaging. Promise established a steering committee that includes key players to support the program (local colleges, banks, etc.)						
Prosperity Kids, New Mexico	2014	Birth to 11 years old, South Valley of Albuquerque.	Unknown	500	106%	106%	Unknown
	This pilot program began September of 2014 and ended December of 2015. The program enrolled 32 children over goal as additional funders stepped up. Prosperity used rolling enrollment based on parent completion of "Abriendo Puertas," Opening Doors , a national evidence-based comprehensive parenting program developed by and for Latino parents. Participation in the classes increased as word got out about the opportunity. Successful engagement strategies included using trusted community partners to provide parent education, and as liaisons with parents.						
Viking Advantage Program, St. Louis, MO	2008	12 th graders at Normandy High School	Approx. 300	5-45	100%	100%	2-15%
	In-person presentations have been successful in enrolling families, but email campaigns have not.						

This is a limited sample for comparing enrollment success. It is difficult to compare our enrollment rates with these other programs because program structures vary so broadly.

Some of the programs above target a broad population, while others, including ours, target low-income families specifically. According to Behavioral Economics, income levels make a huge difference for marketing strategies and successful engagement. Lower income households are focusing so much on survival in the moment, they don't have enough cognitive "bandwidth" to make future-oriented financial decisions—even decisions that seem obviously beneficial like saving for college. Middle and upper income families likely already have saving for college on their radar even if they haven't yet begun, while low income families may not even be thinking of college as an option for their child.

That said, a couple of observations stand out.

First, programs with year-one enrollment percentages higher than the Salishan CSA tend to be more modest. They focus on smaller cohorts, and do not attempt to serve a fuller (and likely more culturally and economically diverse) universe of potentially eligible students.

Second, the absolute number of students recruited is strikingly similar to the result achieved by Salishan CSA. Acorn Fund CSA, Caldwell Saves, Centsible Families, Southern NM CSA, and Viking Advantage all conform to this pattern, recruiting similar or **fewer** absolute numbers of participants than Salishan CSA.

Both of these observations are highly provisional. However, they lead us to conclude that year-one recruitment for the Salishan CSA roughly conforms to that experienced by other CSAs not attempting to recruit at a state or district level.

5. Recommendations to Increase Enrollment and Participation

Comments by other CSAs also reinforce our impression that face-to-face contact and time-intensive relationship building are effective in recruitment. Broader marketing techniques may be most valuable when targeted to households that have already indicated interest in the CSA or educational achievement for their children.

After one year of operation, consultation with families and additional research, we have developed the following recommendations to address the challenges we are experiencing to enrollment and active participation in the program. These recommendations rely heavily on feedback from families, our partners, other CSAs, and the field of Behavioral Economics. A growing body of empirical evidence, developed by organizations like [Ideas42](http://www.ideas42.org/)¹ and the [Behavioral Interventions to](#)

¹ Ideas42, <http://www.ideas42.org/>

[Advance Self-Sufficiency \(BIAS\) Project](#),² is showing that the following interventions (from the article "[Developing SIMPLER Solutions](#)"³ by BIAS) result in increased engagement of low-income households:

- **Social influence**
- **Implementation prompts**
- **Mandated deadlines**
- **Personalization**
- **Loss aversion**
- **Ease, and**
- **Reminders**

By adopting recruitment strategies that incorporate these interventions, we hope to engage more families in 2016-17. We are unable to reliably estimate a percentage increase.

² Behavioral Interventions to Advance Self-Sufficiency Project, <http://www.mdrc.org/project/behavioral-interventions-advance-self-sufficiency-project#overview>

³ "Developing SIMPLER Solutions," BIAS Project, April, 2016, <http://us5.campaign-archive1.com/?u=295769bc0cff000404328b697&id=82488c1b94&e=9084bed399>

Table 5.1 outlines each strategy and timeline for implementation.

Table 5.1

Recommendation	Timeline
<p>1. Behavioral Economics-Informed Marketing</p> <ul style="list-style-type: none"> 1.1. Conduct a mailing and/or door-to-door campaign as a follow up to Families engaged at National Night Out. 1.2. Hire a local marketing firm to assess current CSA marketing materials and strategies and provide feedback and recommendations for how to improve. 1.3. Hire a local web design firm to create a stand-alone website for the CSA. 1.4. Hire a local marketing firm to create marketing materials centered on the future community impact* of the Children’s Savings Account program. We recommend different marketing materials aimed at the following populations: <ul style="list-style-type: none"> 1.4.1. Salishan Stakeholders: We recommend a marketing strategy aimed at Salishan stakeholders (community members, financial investors, parents of children enrolled in the CSA) visualizing the future leaders of East Tacoma. 1.4.2. Salishan Youth: We recommend a marketing strategy aimed at Salishan youth asking them to visualize their future self. <p>* Using the technique of visualization to make the future appear more vivid and relatable is an evidence-based practice outlined in the Ideas42 behavioral science-informed white paper: Using Behavioral Science to Increase Retirement Savings.⁴ This paper provides Behavioral Economics-informed recommendations to improve retirement savings rates.</p> <ul style="list-style-type: none"> 1.5. Increase THA staff presence at target schools. 	<p>Now through October, 2016 and Ongoing</p>

⁴ “Using Behavioral Science to Increase Retirement Savings,” Ideas42, October, 2015, http://www.ideas42.org/wp-content/uploads/2015/11/I42_571_MexicoPensionsReport_ENG_final_digital.pdf

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<p>3. Behavioral Interventions</p> <p>The science of Behavioral Economics tells us that when it comes to future economic decision-making, we, and especially low-income individuals whose cognitive capacity is taxed by current survival decisions, do not always make future-oriented decisions. Behavioral Economics Interventions use our bias to choose what will benefit us most now, to help us make more future-oriented decisions. Here are some examples for us to consider that will make enrollment as easy and painless as possible, and perhaps attractive in the near term:</p> <p>3.1. Automate enrollment and saving like CollegeBound<i>baby</i> and Promise Indiana.</p> <p>3.1.1. Bundle CSA enrollment with other School and/or THA paperwork touch-points such as:</p> <p>3.1.1.1. Kindergarten and Sixth Grade enrollment</p> <p>3.1.1.2. Lease-signing appointments</p> <p>3.1.1.3. Annual reviews with the household's L&O</p> <p>3.1.1.4. FSS orientation, enrollment and follow-up appointments</p> <p>3.1.2. Create an electronic application with pre-filled household information, only requiring minimal additional information from the head of household, as well as an electronic signature. This application can be signed at one of the touch-point appointments above, or brought to homes during a door-to-door enrollment campaign, eliminating the need for paperwork to be filled out, signed and returned.</p> <p>3.1.3. Consult and/or hire LockBox and/or Heritage Bank to come up with a way for households to contribute to their child's savings account at the same time they pay their rent electronically. Eliminating the barrier to making easy deposits is vital to the matched savings account process.</p> <p>3.2. Lessen the feeling of loss associated with making savings deposits with short-term incentives for families. We will work to create and market a reward system for families who make deposits, entering families into a monthly raffle drawing for deposits of a designated amount.</p>	<p>Q3-4, 2016</p> <p>Q3-4, 2016</p> <p>Q1, 2017</p> <p>Q3-4, 2016</p>
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<p>4. Long-Term Engagement Strategies</p> <p>4.1. Create a referral pipeline from our partnership with Sound Outreach and the Center for Strong Families, and our financial literacy classes with Goodwill. Prosperity Kids in New Mexico has had success with this strategy by enrolling graduates of their "Abriendo Puertas" parenting program.</p> <p>4.2. Deepen the relationship with the parent through a referral to the FSS program, maximizing the family's savings potential, and promoting self-sufficiency.</p> <p>4.3. Revise the current FSS pay point incentives to include additional pay points for families who complete identified financial management and educational goals. See Attachment A for a proposed list of pay point revisions, made with the input of current and interested FSS participants.</p> <p>4.4. Provide opportunities for ineligible families to be engaged in programming (to be developed) while waiting until they become eligible.</p> <p>4.5. Enhance banking opportunities in Salishan and/or the east side.</p> <p>4.6. Strengthen and sustain relationships with key staff at target schools.</p>	<p>Currently happening</p> <p>Currently happening</p> <p>Underway</p> <p>TBD</p> <p>TBD</p> <p>Ongoing</p>
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6. Programmatic Changes to Consider

We also present some programmatic changes to consider in order to increase enrollment. These recommendations come from Salishan residents (including a homeowner), school staff, THA staff, and other partners.

- 6.1. Develop a “catchy” brand name similar to other programs.
- 6.2. **Create a stand-alone CSA website.**
- 6.3. Expand eligibility to more grades. Salishan families have been consistent in voicing the concern that the grade level eligibility requirement is problematic. Many families have children in many grades. Families are not as interested in the program if all of their children are not eligible. Possible solutions include:
 - 6.3.1. Allow grades K-3 to enroll in the elementary school program.
 - 6.3.2. Allow rolling enrollment. If a student who was a kindergartener or sixth grader did not sign up during the first year of the program, allow them to sign up later.
- 6.4. Consider an opt-out model. According to our partner CFED, opt-in programs require extensive outreach and marketing resources, and even then, do not result in high enrollment rates. Indeed, CFED recommends the opt-out model over the opt-in model in their technical assistance materials. (http://cfed.org/programs/csa/investing_in_dreams.pdf)

7. Conclusion

The Salishan CSA is an ambitious and important program that supports THA's Education Project goals. While it has no exact counterpart, year one recruitment appears to be roughly as successful as that achieved by other programs not attempting enrollment at a full state or district level. Our experience and that of other opt-in programs help us to formulate a more robust and sophisticated set of recruitment strategies to try going forward. Behavioral Economics give us helpful tools for designing these strategies.

We consider incorporating voices and activism within the Salishan community to be essential to the program's success. We will also work to make connections among the CSA, FSS and other asset building programs provided by THA and its partners, to incentivize parental interest in participation.

Finally, we recommend expansion of the program to include all grades, and consideration of an opt-out model if enrollment continues to lag after adoption of the strategies outlined above.



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$7,160,543 for the month of September, 2016.

Approved: October 26, 2016

Dr. Arthur C. Banks, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of September 2016

		Check Numbers				
		From	To	Amount	Totals	
A/P Checking Account						
Low Rent Module Checks	Check #'s	2,926	-	2,927	413	
Accounts Payable Checks	Check #'s	88,249	-	88,447		
Business Support Center				300,770	Program Support	
Moving To Work Support Center				115,673		
Tax Credit Program Support Center				60,280		
Section 8 Programs				128,028	Section 8 Operations	
Salishan 7				24,540	Local Funds	
Tacoma Housing Development Group				11		
Prairie Oaks Operations				18,706		
Hillsdale Heights				1,540	Development	
Salishan Developer Fee				1,458		
Development Activity				6,002		
Salishan Area 2B-Dev				531		
Salishan Area 4				190		
Hillside Terrace 1800 Court G Development				1,756		
New Look-Development				11,240		
KeyBank Building				395		
Bay Terrace II				795,509		
Renew Tacoma Housing Development				1,813,985		
CS General Business Activities				1,356	Community Service	
Community Services MTW Fund				9,609		
Gates Ed Proj Grant				288		
ROSS Svc Coord				5,304		
WA Families Fund				134		
COT-CDBG-FSS Grant				31		
COT-McCarver Grant				150		
AMP 1 - No K, So M, No G - Subsidy				62,684	Public Housing	
AMP 2 - Fawcett, Wright, 6th Ave - Subsidy				57,030		
AMP 3 - Lawrence, Orchard, Stevens - Subsidy				58,955		
AMP 6 - Scattered Sites				23,043		
AMP 7 - HT 1 - Subsidy				18		
AMP 8 - HT 2 - Subsidy				8		
AMP 9 - HT 1500 - Subsidy				4		
AMP 10 - SAL 1 - Subsidy				21,856		
AMP 11 - SAL 2 - Subsidy				24,326		
AMP 12 - SAL 3 - Subsidy				19,806		
AMP 13 - SAL 4 - Subsidy				22,006		
AMP 14 - SAL 5 - Subsidy				25,807		
AMP 15 - SAL 6 - Subsidy				25,747		
AMP 16 - Bay Terrace - Subsidy				7,576		
Allocation Fund				61,666	Allocations-All Programs	
THA SUBTOTAL				3,708,430		
Hillside Terrace 1 through 1500				1,183	Tax Credit Projects - billable	
Bay Terrace 1				1,905		
Renew Tacoma Housing Operations				26,323		
Salishan I - through Salishan 6				602		
Salishan Association - Operations				-		
TAX CREDIT SUBTOTAL (Operations - billable)				30,013		3,738,442
Section 8 Checking Account (HAP Payments)						
SRO/HCV/VASH/FUP/NED	Check #'s	481,811	-	481,822	9,685	
	ACH	98,763	-	100,024	2,491,122	\$ 2,500,807
Payroll & Payroll Fees - ADP						\$ 921,293
Other Wire Transfers						
						\$ -
TOTAL DISBURSEMENTS						\$ 7,160,543

TACOMA HOUSING AUTHORITY

CASH POSITION - September 2016

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	6,992,930	0.33%
Section 8 Checking	1,141,265	0.33%
THA Affordable Housing Proceeds	3,122,968	0.33%
Scattered Sites Proceeds	100	0.33%
Note Fund Account	101	0.33%
Credit Card Receipts	104	0.33%
THA Investment Pool	290	0.33%
THA LIPH Security Deposits	9,302	0.33%
THDG - Tacoma Housing Development Group	182,725	0.33%
Salishan 7	1,274,580	0.33%
Salishan 7 Security Deposit	27,317	0.33%
Salishan 7 Replacement Reserve	188,503	0.33%
Salishan 7 Operating Reserve	199,676	0.33%
Outrigger Operations	74,489	0.33%
Outrigger Security Deposit	24,100	0.33%
Outrigger Replacement Reserve	40,492	0.33%
Prairie Oaks Operations	54,407	0.33%
Prairie Oaks Security Deposit	4,313	0.33%
Prairie Oaks Replacement Reserve	6,574	0.33%
Payroll Account	11,375	0.33%
WASHINGTON STATE		
Investment Pool	\$ 1,635,745	0.51%
1. TOTAL THA CASH BALANCE	\$ 14,991,358	
Less:		
2. Total MTW Cash Balance	\$ 161,315	
<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)	\$ -	
<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)	159,717	
3.04 Education Projects - McCarver & Others	310,000	
3.10 Total Reserve Commitments (Lines 3.01 through 3.04)	\$ 1,335,717	
<i>MTW Cash Held By HUD</i>		
3.11 Undisbursed HAP Reserves Held by HUD	\$ 2,448,766	
3.20 Total MTW Cash Held By HUD	\$ 2,448,766	

TACOMA HOUSING AUTHORITY

CASH POSITION - September 2016

4. Non MTW Cash Restrictions

<i>Other Restrictions:</i>			
4.01 FSS Escrows	\$	121,831	
4.02 VASH, FUP & NED HAP Reserves		292,147	
4.03 Mod Rehab Operating Reserves		86,679	
4.04 Security Deposit Accounts		59,189	
4.05 Salishan Sound Families - 608		31,968	
4.06 Gates Foundation - 615, 616, 617		239,564	
4.07 WA Families Fund - 676, 713		4,762	
4.08 Outrigger Reserves		40,492	
4.09 Salishan 7 Reserves		813,179	
4.10 Prairie Oaks Reserves		6,574	
4.11 THDG - 048		182,725	
4.12 Area 2B Sales Proceeds (Afford Hsg)		3,122,968	
4.20 Total - Other Restrictions		\$	5,213,477
<i>Agency Liabilities:</i>			
4.30 Windstar Loan - 042		268,727	
4.40 Total - Agency Liabilities		\$	268,727
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)		\$	5,552,204

6. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-5)	\$	9,277,839	
---	-----------	------------------	--

7. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
Salishan Campus (PY exp plus 2016 budget)	\$ 211,924	\$ 141,924	\$ 70,000
¹ Total Current Commitments outstanding			\$ 70,000

Agency Advances for Current Development Projects

	\$	-	
Total Agency Advances	\$	-	



TACOMA HOUSING AUTHORITY

CLIENT SERVICES



TACOMA HOUSING AUTHORITY

DATE: October 26, 2016

TO: THA Board of Commissioners

FROM: Greg Claycamp
Director of Client Services

RE: Client Services Department Monthly Board Report

1. 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.

2. DIRECTOR'S COMMENT

There is no Director's comment for September. For October, we hope to provide the board with a substantial update on our collaboration with United Way of Pierce County, supporting UWPC's Centers for Strong Families initiative.

3. COMMUNITY SERVICES: Mia Navarro, Community Services Division

3.1 NUMBER OF PEOPLE AND HOUSEHOLDS SERVED

Program Entries, Exits, and Unduplicated Number of Households Served

August 2016	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Unduplicated Number Served (Month)	Unduplicated Number Served (YTD)
Case Staffing	7	0	44	80
Families in Transition (FIT)	0	0	11	23
Family Self Sufficiency (FSS)	5	0	95	157
General Services	8	1	39	110
Hardship	0	0	0	7
Housing Opportunity Program (HOP) Case Management	8	0	0	7
Children's Savings Account (CSA) K – 5 th Grade Stage	4	0	28	29
CSA 6 th – 12 th Grade Stage	2	0	27	27
McCarver	0	2	38	45
Senior & Disabled	8	6	51	204
DEPARTMMENT TOTAL	42	9	333	689

3.2 PROGRAM UPDATES

3.2.1 Education Project Update

Summer Meals Program

THA partnered with several community partners this summer to serve meals and provide educational activities to combat summer learning loss.

At Salishan, St. Leo's Food Connection provided 1,878 lunches and 1,690 snacks to children at Salishan over the summer. KBTC and Write@253 provided educational activities.

At Bergerson Terrace and Bay Terrace, Food Lifeline provided 433 meals. THA provided educational activities in the computer lab during June and July. KBTC picked up the computer lab activities in August.

Commissioner Flauding and staff are already in conversations to plan for 2017. Thank you Commissioner Flauding for your support of this important program!

3.2.2 General Services Program Update

As part of our effort to expand partner collaborations to serve THA households, the Community Services division held an information session for Goodwill's Women to Work (W2W) program. This pilot program is one of seven funded by the Kellogg Foundation nationally. It is designed to support 100 female single parents with children participating in early childhood education programs. The program coordinates support among early childhood development and adult vocational supports, with the goal of obtaining living wage employment or living wage career tracks within the first twelve months of participation. W2W provides an additional 1-2 years of case management support to sustain employment and early childhood support.

THA Staff identified 75 households who may qualify and invited them to Bay Terrace on September 28th to learn more about the Women to Work program. Ten women participated in the informational event. KBTC provided childcare and Women to Work provided snacks. We will follow these families and provide updates if they are able to enroll in the Women to Work program.

4. RENTAL ASSISTANCE AND LEASING: Julie LaRocque, Associate Director of Rental Assistance

Housing Choice Voucher utilization is reported at 97% for the month of September, 2016.

Rental Assistance anticipates completing an update of site-based waiting lists this fall.

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	174	98%
NED (Non Elderly Disabled) Vouchers	100	98	98%
FUP (Family Unification Program)	50	47	94%
CHOP (Child Welfare Housing Opportunity Program)	20	20	100%
McCarver Program	50	38	74%
CHAP (College Housing Assistance Program)	25	23	92%
TOTAL	422	400	95%

Project-Based Properties	Units Allocated	Units Leased	Percentage Leased
Bay Terrace	20	18	90%
Eliza McCabe Townhomes	10	10	100%
Flett Meadows	14	11	79%
Guadalupe Vista	40	37	93%
Harborview Manor	125	120	96%
Hillside Gardens	8	6	75%
Hillside Terrace	9	8	89%
Nativity House	50	49	98%
New Look Apts.	42	39	93%
Pacific Courtyards	23	20	87%
New Tacoma Phase II	8	6	75%
Salishan 1-7	340	330	97%
Tyler Square	15	11	73%
TOTAL	704	665	94%



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: October 26, 2016

To: THA Board of Commissioners

From: Pat Patterson
Director of Property Management

Re: Property Management Monthly Board Report

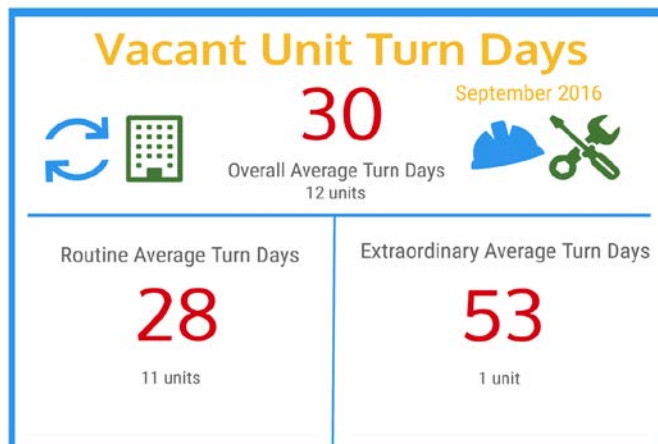
1. OCCUPANCY OVERVIEW

1.1 Occupancy

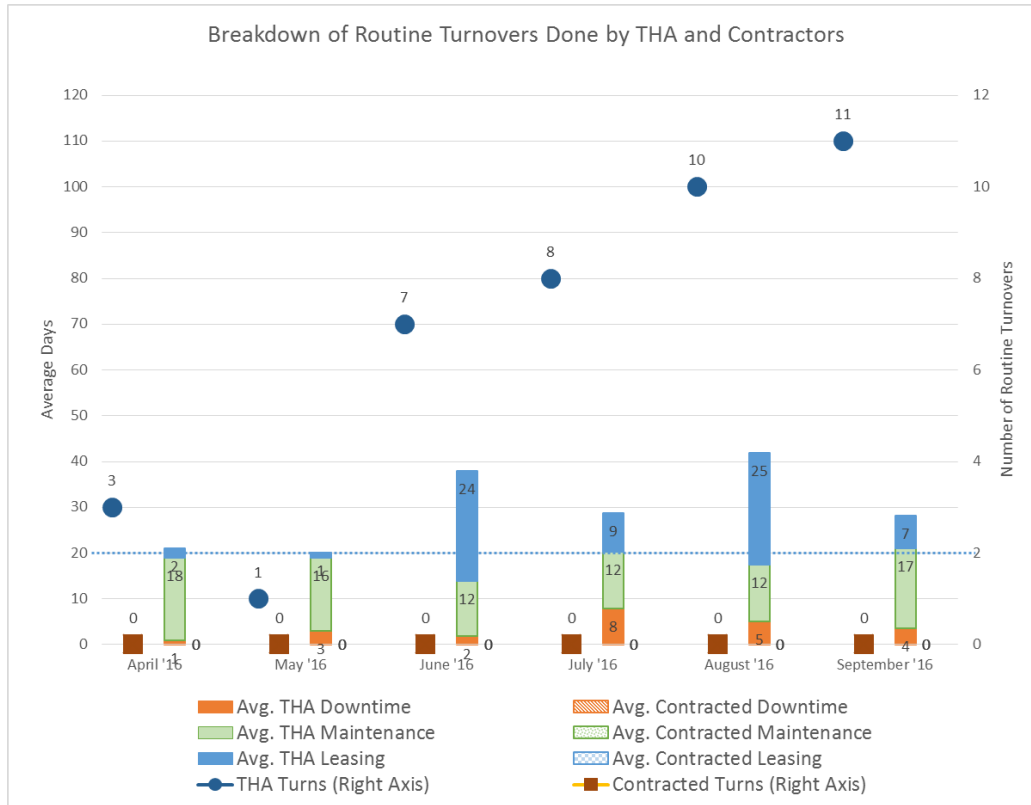
PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MONTH OCCUPIED	% YTD OCCUPIED
All Hillside/Bay Terrace	132	4	0	128	96.97%	97.05%
Family Properties	119	18	9	101	79.71%	83.07%
Salishan	631	10	1	621	98.42%	99.10%
Senior/Disabled	353	31	1	322	91.22%	95.06%
All Total	1,235	63	11	1,172	94.90%	96.68%

Unit occupancy is reported for the first day of the month. This data is for the month of September. The high vacancy rate in the Senior/Disabled and Family properties are attributable to units being held for the Rental Assistance Demonstration (RAD) rehabilitation and the sale of our remaining Public Housing scattered sites.

1.2 Vacant Clean Unit Turn Status



October 2016 Board of Commissioners Meeting
PROPERTY MANAGEMENT DEPARTMENT MONTHLY REPORT
Page 2



Routine Turns - Performed by THA and Contractors

Today's Date 10/10/2016

Ending Month: September 2016

Beginning Month: April 2016

		Routine THA Turnover Information				
Year	Month	Total Number of Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2016	September	11	28.1	3.5	17.5	7.1
2016	August	10	41.9	5.1	12.3	24.5
2016	July	8	27.3	7.9	12.4	8.5
2016	June	7	37.6	1.9	12.0	24.0
2016	May	1	20.0	3.0	16.0	1.0
2016	April	3	21.0	1.0	18.0	2.0
		Routine Contracted Turnover Information				
Year	Month	Total Number of Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2016	September	0	0.0	0.0	0.0	0.0
2016	August	0	0.0	0.0	0.0	0.0
2016	July	0	0.0	0.0	0.0	0.0
2016	June	0	0.0	0.0	0.0	0.0
2016	May	0	0.0	0.0	0.0	0.0
2016	April	0	0.0	0.0	0.0	0.0

The average unit turn time for the month of September was **28** days for eleven (11) 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 that the units have heavy damage as a result of the tenancy including meth and casualty loss that cannot be repaired within 20 days.

Routine THA Maintenance Turns:

2342 South G Street, #204 (32) days: Unit was in downtime for three days. Maintenance work was completed in 29 days and leased the same day. Large number of turns in the west portfolio delayed the start date on this unit.

1512 Court F # 186 (30) days: Unit was in downtime for five days. Maintenance work was completed in 25 days. Large number of turns in the west portfolio delayed the start date on this unit.

Sal 3 1833 44th (29) days: Unit was in downtime for five days. Maintenance work was completed in 15 days. Nine days were attributed to leasing efforts.

Sal 3 1826 E 43rd (27) days: Unit was in downtime for one day. Maintenance work was completed in 20 days. Six days were attributed to leasing efforts.

Sal 5 3922 Roosevelt (51) days: Unit was in downtime for four days. Maintenance work was completed in three days. 43 days were attributed to leasing efforts. Unit was offered to three applicants before being accepted.

Sal 6 4270 East Everett (22) days: Unit was in downtime for one day. Maintenance work was completed in 19 days. Two days were attributed to leasing efforts.

Sal 6 4207 Everett (27) days: Unit was in downtime for eight days. Maintenance work was completed in 14 days. Five days were attributed to leasing efforts.

Bay #115 (37) days: Unit was in downtime for six days. Maintenance work was completed in 19 days. 12 days were attributed to leasing efforts. Large number of turns in the west portfolio delayed the start date on this unit.

Extraordinary THA Maintenance Turns:

2342 South G Street, 205 (53) days: Unit was in downtime for three days. Maintenance work was completed in 42 days. Eight days were attributed to leasing efforts. Unit received heavy wear and tear and a delay in material was the cause for unit identification of extraordinary.

Proposed Changes for Improvement in Unit Turn Times:

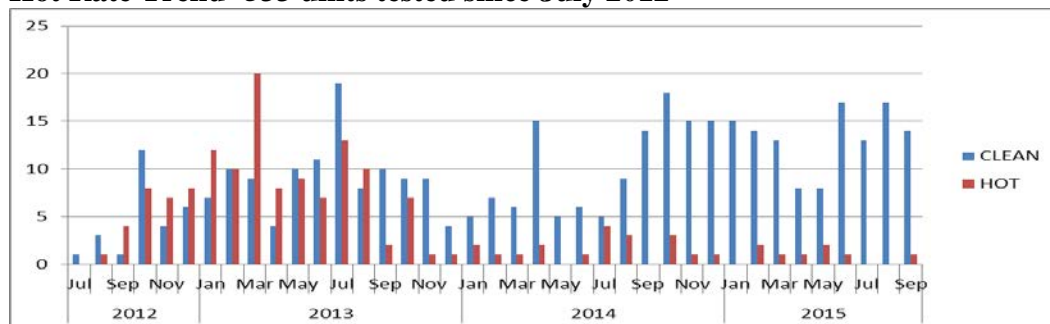
- **Downtime** - Start the unit turn process within 1 day of vacancy. Reduce downtime to 1 day.
- **Repair make ready**
 - ✓ Identify appropriate staffing levels needed to complete maintenance work during the move-out inspection.
 - ✓ Procure contractors who will respond to request for service if needed 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 tracking charts to monitor 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.
 - ✓ THA staff will undergo training to better lease our units that are not subsidized. THA is competing with the open market in some cases and having better tools and tactics will be helpful for us to attract applicants that will accept the units in a timelier manner.

Proposed

Downtime	Repair Make ready	Vacant	Total days
1	17	2	20

1.3 THA Meth Data Trends

Hot Rate Trend- 533 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- 3 units tested, 3 hot 100% Hot Rate

As of June 1, 2016, 158 of the 533 units that have been tested for contamination have tested positive for methamphetamine. The hot rate for 2016 is 100%. This rate is based on only testing the unit when suspicious activity was discovered. The overall hot rate from 2012 is 30%.

1.4 Work Orders

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

Completed Work Orders										
Portfolio	Emergency				Urgent		Non-Emergency			
	Month		YTD		Month		Month		YTD	
	# Completed	% Completed in 24 Hrs	# Completed	% Completed in 24 hrs (99% HUD Std)	# Completed	Avg Completion Days	# Complete	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
THA 6TH AVE	0	0.0%	0	0.0%	0					
	0	0.0%	0	100.0%	0					
All Hillside										
BAY TERRACE	0	0.0%	2	100.0%	0		5	3.40	129	3.95
HILLSIDE TERRACE 1500 Block	0	0.0%	1	100.0%	0		0		30	4.87
HILLSIDE TERRACE PH I	0	0.0%	0	0.0%	1		5	2.80	59	3.54
HILLSIDE TERRACE PH II	0	0.0%	1	100.0%	0		3	30.33	32	5.22
	0	0.0%	4	100.0%	1	0.00	13	9.38	250	4.12
Family Properties										
BERGERSON TERRACE	5	100.0%	21	100.0%	10	0.90	27	11.59	241	4.47
DIXON VILLAGE	0	0.0%	11	100.0%	1		10	4.20	79	4.04
SCATTERED SITES	0	0.0%	7	100.0%	0		1	0.00	67	3.75
	5	100.0%	39	100.0%	11	0.82	38	9.34	387	4.26
Salishan										
SALISHAN I	0	0.0%	3	100.0%	8	0.50	9	8.56	277	9.24
SALISHAN II	0	0.0%	5	100.0%	5	0.80	13	10.92	292	9.08
SALISHAN III	0	0.0%	1	100.0%	3	4.33	8	13.38	283	8.93
SALISHAN IV	0	0.0%	4	100.0%	3		11	4.82	212	10.22
SALISHAN V	0	0.0%	4	100.0%	5		20	5.20	268	10.47
SALISHAN VI	0	0.0%	2	100.0%	2	1.00	15	10.27	204	9.62
SALISHAN VII	0	0.0%	5	100.0%	4	8.50	19	11.89	177	11.57
	0	0.0%	24	100.0%	30	1.90	95	9.08	1,713	9.76
Senior / Disabled Properties										
6TH AVE	0	0.0%	8	100.0%	0		5	3.40	133	6.17
E.B. WILSON	0	0.0%	8	87.5%	3		32	2.84	218	39.62
FAWCETT APARTMENTS	0	0.0%	5	100.0%	1		6	2.17	51	2.29
LUDWIG APARTMENTS	0	0.0%	8	100.0%	4	0.25	8	5.75	75	3.24
NORTH G ST	0	0.0%	12	100.0%	1		5	6.00	82	16.29
NORTH K ST	2	100.0%	10	100.0%	1	10.00	10	5.00	106	12.37
WRIGHT AVE	0	0.0%	2	100.0%	0		7	4.57	91	2.93
	2	100.0%	53	98.1%	10	1.10	73	3.82	756	16.84
Agency Totals:	7	100.0%	120	99.2%	52	1.48	219	7.39	3,106	10.34

In the month of September, 100% of emergency work orders were completed within 24 hours. In September, maintenance staff completed 219 non-emergency work orders with a total of 3,106 for the calendar year. The year-to-date average number of days to complete a non-emergency work order is 10.34.

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

		Emergency		Urgent		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Urgent WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
W14	THA 6TH AVE	0	0	0	0	1	1	0
		0	0	0	0	1	1	0
All Hillside								
BT	BAY TERRACE (TC)	0	0	1	8	15	14	1
HT1	HILLSIDE TERRACE PH 1	0	0	0	0	1	1	0
HT1500	HILLSIDE TERRACE 1500 Block	0	0	0	0	4	4	0
HT2	HILLSIDE TERRACE PH II	0	0	0	0	4	4	0
		0	0	1	8	24	23	1
Family Properties								
020	BERGERSON TERRACE	5	0	0	0	13	7	6
022	LOW RENT SCATTERED SITES (19)	0	0	0	0	0	0	0
023	DIXON VILLAGE	0	0	0	0	2	1	1
		5	0	0	0	15	8	7
Salishan								
SAL1	SALISHAN ONE LLC (PH)	0	0	1	0	58	58	0
SAL2	SALISHAN TWO LLC (PH)	0	0	2	8	82	82	0
SAL3	SALISHAN THREE LLC (S8)	0	0	1	0	33	33	0
SAL4	SALISHAN FOUR LLC (S8)	0	0	0	0	50	50	0
SAL5	SALISHAN V LLC (S8)	0	0	2	4	63	63	0
SAL6	SALISHAN SIX LLC (PH)	0	0	0	0	54	54	0
SAL7	SALISHAN SEVEN	0	0	0	0	42	42	0
		0	0	6	12	382	382	0
Senior / Disabled Properties								
006	NORTH K ST	2	0	0	0	0	0	0
008	E.B. WILSON	0	0	0	0	4	2	2
009	FAWCETT APARTMENTS	0	0	0	0	1	1	0
010	WRIGHT AVE	0	0	0	0	0	0	0
012	LUDWIG APARTMENTS	0	0	1	0	0	0	0
013	NORTH G ST	0	0	0	0	3	3	0
014	6TH AVE #2	0	0	0	0	5	4	1
		2	0	1	0	13	10	3
Agency Totals:		7	0	8	20	435	424	11

The open work orders that are greater than 25 days is 11 in September, 2016. These repairs are scheduled to be completed in the next 30 days.

Property Management (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 five (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.



TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: October 26, 2016

TO: THA Board of Commissioners

FROM: Kathy McCormick
Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

1. SALISHAN/HOPE VI

1.1 Phase II Construction

1.1.1 Area 2A, Community Core Development

The Board approved the general Master Plan Concept at its June, 2012 meeting. Staff is reviewing the Master Plan Concept and may suggest some revisions based on current community needs and opportunities and propose an alternative plan for the Salishan Core. Potential uses of the site will be coordinated with Metro Parks and the City to ensure complementary community uses for the Eastside Community Center and Salishan. Final recommendations will be delayed until planning for the Eastside Community Center is complete. Staff issued a Request for Proposal (RFP) and awarded a contract for a Retail Market Study to Hambleton Resources. The study is complete and staff has reviewed the study. The study indicated that the 44th and Q site is not an ideal location for a grocery due to it not being on a main thoroughfare. THA staff plans to meet with the City of Tacoma to talk about possible alternative sites for a grocery store. The City has expressed an interest in THA taking the lead in locating a Grocery Outlet in the area. Further conversations are underway.

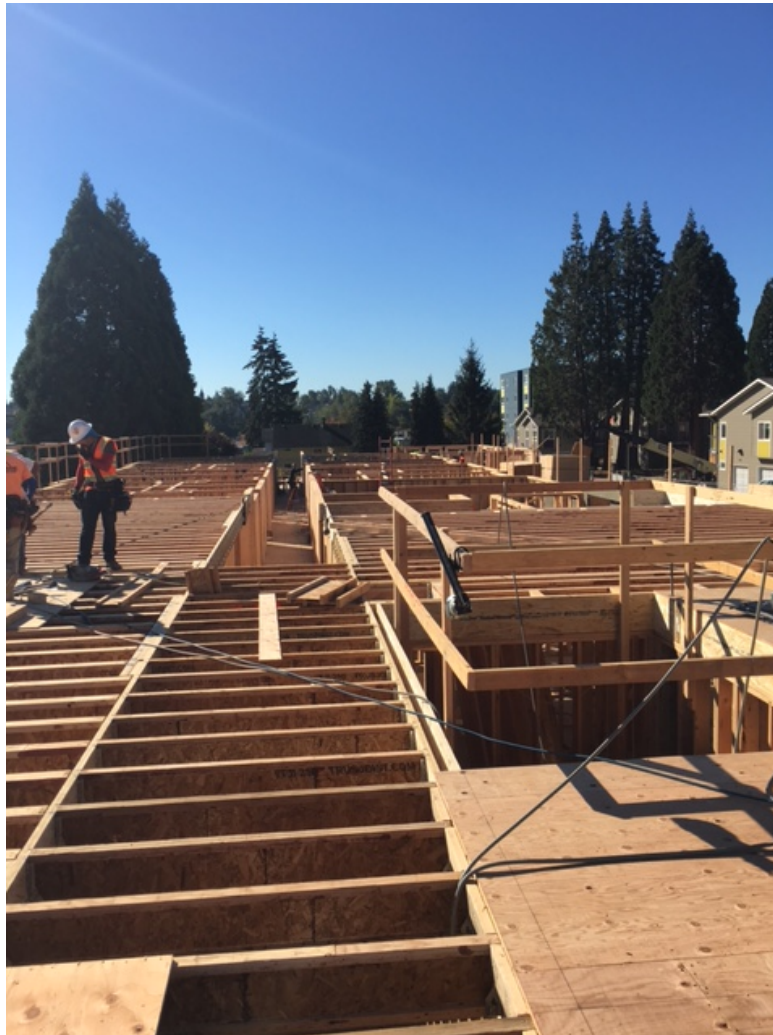
1.1.2 Area 2B Property Sale to Metro Parks

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. The approval has been received and the property is going through closing.

2. NEW DEVELOPMENT

2.1 Bay Terrace – Phase II

Construction is approximately 34.4% complete. The contractor has made significant framing progress. The contractor is installing roofing and siding on the exterior while supplying main utility services to the buildings. Building J framing is also going well. Three floors of framing are complete on the G Street side and two levels on the Court G side. The right-of-way work has begun with the 4 ADA ramps completed at the corner of South G and 25th Street. The project is on budget and schedule with no major issues to report.



Framing - Building J



Framing Building G Townhomes



Framing Building H Townhomes



ADA Ramp Installation at G Street

NOTE:

The following information is based on Draw 7. BTII has not encountered any unusual problems or issues.

Construction Complete: 34.4%	Total budget	% Remaining
Soft Costs	\$ 4,861,258	51%
Construction	\$ 16,100,410	59%
Owners contingency	\$ 880,000	87%

3. OTHER PROJECTS

3.1 Public Housing Scattered Sites

Homesight and THA staff have finalized the deed restriction language for these homes. The homes will be sold at market value and THA will retain a restriction for the difference between market value and the effective sales price. The effective sales price is what a buyer earning 30% to 80% of the Area Median Income (AMI) can afford. The value of the difference between the market value and effective sales price will be captured in the deed restriction and will be forgiven after the buyer lives in the home for five years.

HUD has approved the use of the scattered site properties for housing homeless youth. Rehabilitation work has commenced on the home that Community Youth Services (CYS) identified for use as a temporary crisis center. Amara has decided to purchase a permanent house for a Sanctuary House. Two homes are being purchased by residents of public housing. These are priority buyers.

Public Housing Scattered Site

	Total	# of Units in Rehab	# of Units Sold	# of Units Remaining
Number of Units	34	11	1	33
Financial		Total Rehab and Sales Cost	Total Sale Price	Net Gain
		\$125.00	\$180,001	\$161,900

*Chart does not reflect homes that have completed rehab and are waiting to be sold.

*Houses are considered in rehab until sold

4 houses are listed for sale

1 house is being improved for CYS

1 house is being held for a priority 2 buyer

2 houses needs minor repairs before being listed

11 houses are in the scoping process

14 houses are occupied

3.2 Consulting and Community Engagement

RED continues to work with the Salvation Army (SA) on a proposal to redevelop SA's Sixth Avenue property. Conceptually, this project will offer 69 rental units for families and individuals experiencing homelessness. A food bank and space for entities providing supportive services is also planned.

Meetings with the local Salvation Army representatives have been positive. The next step is to meet with the representatives from Seattle and finalize an agreed upon scope of work. Ideally, this project will be ready for a 9% tax credit submission in 2018.

3.3 New Look Capital Planning and Resyndication

THA selected Buffalo Design to plan the capital work for the New Look Apartments. The planned work will be completed as part of a tax credit resyndication. NEF represents the limited partners in the current New Look LLC. NEF will exit the partnership at the end of 2016. A new partnership, to be called the Alberta J. Canada LLLP, will be formed. THA will be the general managing partner. Solicitation for tax credit investors for the new partnership began on October 13, 2017. Staff expects to make a recommendation to the board about tax credit investors in November

3.4 Community Youth Services (CYS): Arlington Drive Property

CYS is a well-regarded organization that provides emergency and longer-term housing for youth experiencing homelessness. The organization is located in Olympia. This group has been providing overnight shelter services in Tacoma, under a contract with the City of Tacoma.

For several years, the City committed funding for a Crisis Residential Center (CRC) and a Shelter/Youth Drop-In Center. The challenge has been identifying a site that could accommodate a 5,000 square foot building; zoning and location have been a roadblock. To facilitate the development of this project, THA offered the 3.5 acre Arlington Property. This property is on Portland Avenue and is part of the original Salishan development. The board adopted Resolution 2016-06-22(5).

Staff began negotiating with the City of Tacoma on the predevelopment, development and operations agreements. The preliminary meeting went well and staff planned to bring the development agreement to the Board at its October meeting. The City has requested additional time to finalize this agreement and plan to complete it in time for the Board consideration in November. SMR will undertake some preliminary work for the master plan of the Arlington property. This work will be reimbursed as part of the City of Tacoma Agreement and will also benefit THA as we complete a full development plan. The costs will not exceed \$25,000.

4. DEVELOPMENT PIPELINE PROJECTS

4.1 1800 Hillside Terrace Redevelopment

The 1800 block of Hillside Terrace was demolished during the Bay Terrace Phase I redevelopment. Staff is preparing for a January, 2018 9% tax credit submission. Staff is in negotiations to purchase two vacant single family homes adjacent to the site. The single family home foot prints will allow for eight additional affordable units.

Staff expect that the new units will be affordable to households with incomes between 30% and 60% of area median income. The unit breakdown is proposed to be one and two bedroom units located in a single mid-rise elevator building. A 20% set-a-side is being considered for both disabled and homeless individuals and small families. THA expects to lease the land and improvements to the LLLP for up to 99 years.

The financing structure is expected to include, but not limited to, the following sources of funding: tax credit equity, City of Tacoma/TCRA funding, private debt, bonds and THA funds.

On October 5, 2016, staff submitted a funding application to the Tacoma Community Redevelopment Authority (TCRA) requesting \$1 million in HOME funds.

4.2 Intergenerational Housing at Hillsdale Heights

The Many Lights Foundation (MLF) may partner with Hope Sparks, a local non-profit that comprises five core behavioral health programs that serves children and families in Pierce County who face trauma, abuse and overwhelming life challenges. These services include behavioral health, early intervention, kinship care, home visiting, eating recovery and parent education during 2014. Staff have met with Hope Sparks to share information about our respective organizations and to describe the development and financing process and partnership consideration. Hope Sparks will decide if a partnership with Many Lights is feasible by the end of this year. After that time, THA will renew discussions on the development of the inter-generational housing.

4.3 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 Lofts project. Council approved the extension request at its November 3, 2015 meeting.

- 4.3.1 All five of the scheduled community planning meetings have been completed. As part of this work and through the efforts of Chris and Kenji, LLC., (local Hilltop Artists) a **Community Artifact** will be completed. This is an interactive piece that will give community members a continuous opportunity to provide feedback and engage with the ongoing conversation around affordable housing in the Hilltop. Responses will be documented for the next 12 months during non THA projects that are opening and breaking ground in the area. Photo prints in the windows at 1120 S. 11th will also be mounted to communicate some of the responses heard this summer related to housing in the Hilltop. Examples of the artifact are shown below.



The feedback about this process has been very positive and a series of ideas and issues which will require follow-up. These include:

- Economic Equity – access to jobs in the neighborhood, business start-ups and retention of existing businesses;
 - Increasing Homeownership among current residents;
 - Activities for youth, particularly middle school youth;
 - Crosswalk and better pedestrian paths; and,
 - Affordable rental housing to balance the anticipated gentrification of the neighborhood.
- 4.3.2 GGLO completed several development scenarios. These are designed to evaluate the number of units, target market, potential development partnerships and financial feasibility.
- 4.3.3 Hilltop Lofts: One development scenario:
Four stories to achieve the most development within reasonable development cost parameters.
- 4.3.4 Key Bank: Three development scenarios:
- Keep Key Bank and do not build on top, build four story building in Key Bank parking lot, south of existing building.
 - Remove Key Bank and build new four story building on whole lot.



Example of Key Bank Removal

Example of Key Bank parking lot development

4.3.5 New Look & THA Parking Lots: Three Development Scenarios:

- New four story building on New Look Parking Lot Site
- New four story building on THA Parking Lot Site
- New four story building connected and wrapping around existing house between these two sites. Utilize parking lot adjacent to house and shed space behind house into the development



Example of THA parking lot development

Example of wrap around development

5. Renew Tacoma Housing, LLLP

5.1 Construction

Property	Construction start	Construction schedule complete	Units complete	Units underway	Units remaining
Bergerson	5/4/2016	12/31/2016	70	2	0
E.B. Wilson aka M Street	5/4/2016	12/31/2016	77	0	0
Dixon Village	9/16/2016	12/31/2016	15	6	10
Ludwig	10/4/2016	12/31/2016	4	6	31
North K Street	10/10/2016	3/20/2017	2	4	37

Roofing and siding work is scheduled on a separate track to retain the subcontractor, be mindful of weather conditions and accelerate schedules where possible. Roofing and siding work started on Dixon Village, K Street and Ludwig. In addition, the subcontractor has been authorized to expand daily work hours (in accordance with regulatory restrictions) in order to expedite completion of the exterior work. Walsh will have oversight during these expanded hours.

Dixon exterior construction status:

- 6 of 18 buildings have been painted
- 11 of 18 buildings have siding installed
- 14 of 18 buildings have siding Demolished and building wrap installed

Elevator modernization work started at EB Wilson on October 3, 2016. Similar to the approach with roofing and siding, the elevator modernization work has an independent schedule to retain the subcontractor and accelerate completion.

Playground site preparation at Dixon and Bergerson has begun.

Staff are inspecting units at Fawcett to finalize the work scope in anticipation of construction starting January 3, 2017. G Street is anticipated to start construction January 18, 2017.

5.2 Relocation

The major factors that determine the relocation plan are determined by the building and unit work scopes and elevator modernization. Relocation may involve day relocates, overnight relocation or a combination.

Residents who are relocated overnight are provided a meal stipend based on the number of days they are out of their units along with a lodging stipend if they choose not to stay at a hotel that has been located for the RAD relocation. Some residents chose to stay at a hotel, with either family or friends or to locate temporary housing on their own.

Bergerson

Seventy units have been completed at Bergerson Terrace. These included vacant units, day moves and some overnight moves. Some households were fully moved out of their units and stayed at hotels or with friends and family. The balance of the residents moved out for the day and returned each evening to their home. There are two remaining occupied units that are scheduled to start construction on October 12, 2016 and October 14, 2016.

E.B. Wilson

As of September 30, 2016, E.B. Wilson's seventy-seven interior units had completed renovations. The first floor corridor flooring is scheduled for October 7, 11 and 13, 2016. The corridor flooring construction will require resident day relocates for eleven units. Once completed, the relocation of residents at E.B. Wilson will have been complete.

Dixon Village

Dixon Village started relocation activity on August 26, 2016. Dixon Village units have the majority of the residents' household items in storage due to the amount of work anticipated, although residents are all-day relocates. Due to Dixon's exterior work scope, tenants will experience a brief interruption in their cable service. Relocation will send resident notifications, monitor restoration of service, and ensure residents are not subject to any start-up fees. Fifteen occupied units are completed.

Ludwig

Ludwig Apartments started relocation activity on October 4, 2016. Four units have been completed since construction began. Construction end date is set for December 31, 2016. The majority of relocation at Ludwig consists of day relocates; however, overnight relocation may be required if abatement work is needed.

North K Street

North K Street started relocation activity on October 10, 2016. North K Street will have two-three units completed per week, with an ending date of March 20, 2017. The majority of relocation at K Street consists of day relocates; however, overnight relocation may be required if abatement work is required.

Fawcett Street Apartments

Fawcett Apartments had their sixty-day scope walk on October 12, 2016. This begins the process for the upcoming relocation and construction work. This work is set to start on January 3, 2016. Notices have been posted for all residents.

5.3 Watch list

Environmental – The Department of Ecology (DOE) issued a *No Further Action* letter for 6th Street. DOE is requiring additional work at K and Wright Streets. THA's environmental consultant developed work plans and presented them to DOE for comments. Fortunately, DOE is in support of the lower cost option for clean-up at Wright Street.

G Street Transformer – The estimate to replace the transformer at G Street and associated disposal of chemicals is close to the projected cost. This work will be funded by construction contingency.

5.4 Problems Encountered

5.4.1 Description

Elevator turnover time is tight and could affect tax credit equity.

Resolution

There will be labor on one of the elevators that spills over into 2017. This is due to timing for delivery of elevator materials (14 weeks), timing of labor (minimum 10 weeks), limited crews and balancing relocation costs against shutting down both elevators. We will be able to draw down on materials in 2016 and after consultation with a CPA by THA's financial consultant; it now appears that the costs associated with the labor performed in 2017 may be included in tax credit eligible basis.

5.4.2 Description

Citi Bank is requiring the seismic bracing at G Street to align with their engineering's directive versus the project architect and engineer's design. This will be an increased cost to the project.

Resolution

Walsh's Guaranteed Maximum Price (GMP) includes an estimate for doing the work in the manner recommended by THA's Architect and Architect's engineer. Prior to closing, a budget adjustment was made to pay for the additional cost; however, until final engineering is complete, the full cost is unknown. Any additional cost will be covered through contingency. The final scope of work is being prepared.

5.4.3 Description

Ludwig flooring replacement may require abatement.

Resolution

THA RAD team, contractor and architect are defining options and seeking an abatement estimate. We may need to factor in overnight relocation due to abatement work and timing for clearance. This may also have schedule implications because this work will extend the completion date. However, it will not affect substantial completion and tax credit delivery.

5.4.4 Description

Elevator Modernization Work.

Resolution

As previously noted, elevator modernization work began on October 3, 2016, at E.B. Wilson. A service/maintenance contract needs to be executed.

Budget	Total budget	Expended	Outstanding
Soft Costs*	\$24,023,498	\$5,854,171	\$18,169,327
Construction**	\$33,312,529	\$6,659,424	\$26,653,105
Owner's contingency	\$ 3,343,026	\$354,642	\$ 2,988,384

*NOTE: The above reflects the budget status through Draw #4.
Because Draw #5 is still in process, the November Board
report will include Draw #5's impact on budget status.*

*Excludes \$30,640,000 Site/Building Acquisition Expended at Closing Draw

**Includes \$3,500,000 Environmental Escrow



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (1)

Date: October 26, 2016
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Alternative Use of Public Housing Homes

Purpose

The purpose of this memo is to authorize THA's executive director to adopt new 2017 payment standards based on a comparison of Housing and Urban Development's (HUD) 2017 fair market rents, current THA participant data and a third-party market analysis of Tacoma's rental market (Dupre & Scott).

Background

Each year HUD releases rent data for the Tacoma-Pierce County metropolitan rental market. These data set HUD's "fair market rents" (FMR) for our area for the following year, in this case 2017. THA is required to complete an assessment of its tenant data and make adjustments to its payment standards based on this data. In addition to tenant data, THA uses a third-party report regarding the region's rental market.

Housing authorities must set their payment standards within 90-110% of the HUD FMR. THA policies require us to complete this analysis each October for payment standards that will go into effect the following January. THA has also begun analyzing this same set of data at least quarterly with Tacoma's ever-tightening and costly rental market.

The following table compares the HUD 2017 FMR to the existing payment standard:

Bedroom Size	Current Payment Standard	2017 FMR	Current Payment Standard as % of 2017 FMR
1 BR	\$ 863	\$ 885	98%
2 BR	\$1,113	\$1,142	97%
3 BR	\$1,622	\$1,662	98%
4 BR	\$1,770	\$2,012	88%
5 BR	\$2,035	\$2,314	88%
6 BR	\$2,301	\$2,616	88%
7 BR	\$2,566	\$2,917	88%

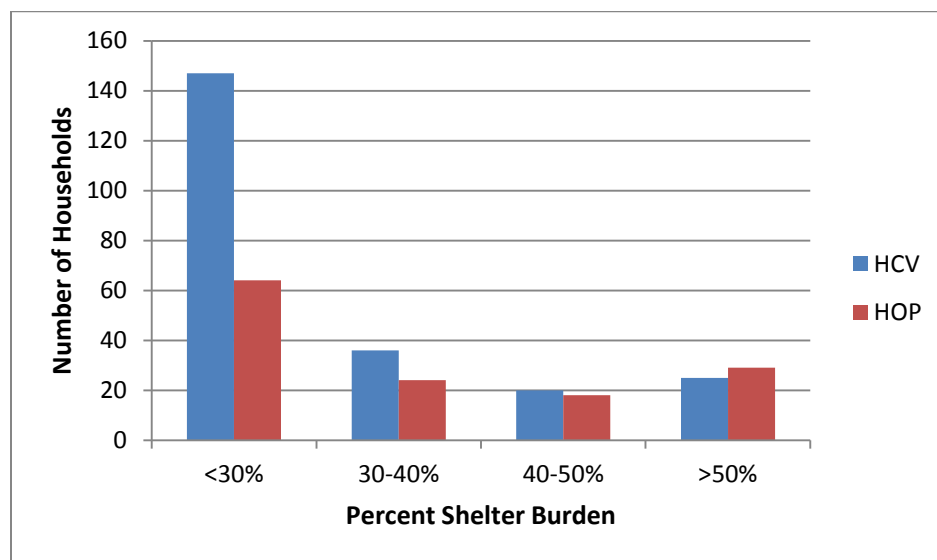
ANALYSIS

THA staff considers the following factors during the payment standard review:

- Shelter burden (% of household income paid for rent and utilities)
- Availability of suitable units with rents below the payment standards
- Size and quality of units selected by tenants
- Average number of shopping days under current payment standards
- Vouchers that have expired without leasing
- Port outs since THA last revised its payment standards
- Comparison with average Tacoma rents
- Estimated financial impact to THA

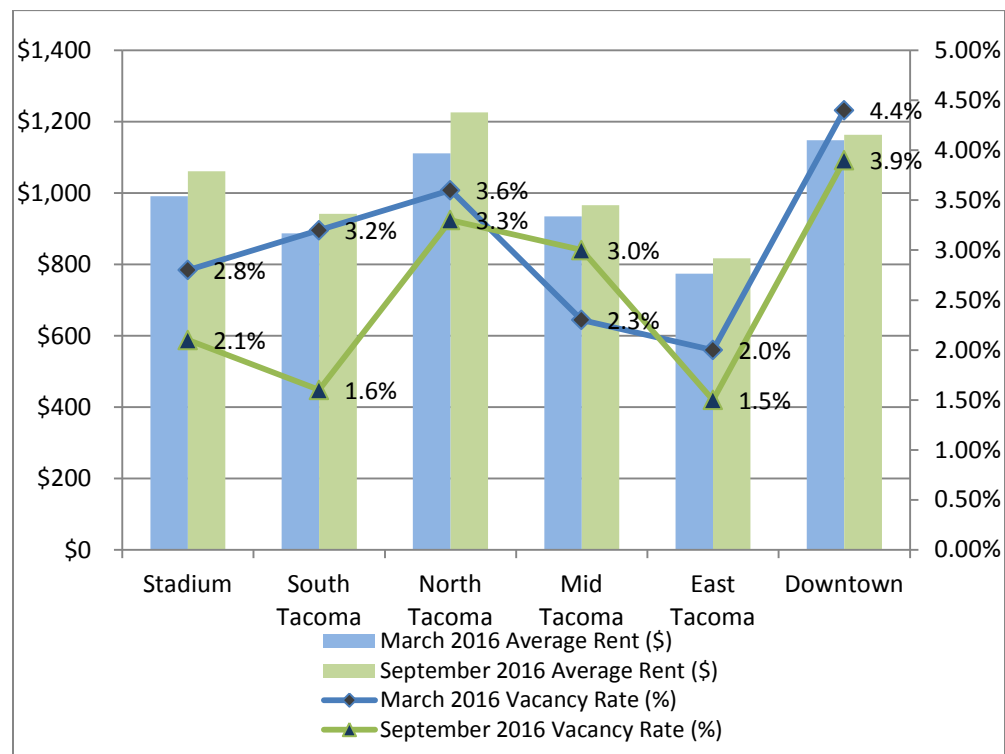
1. Shelter Burden (% of households paying more than 30% of income towards rent)

- 1.1. March 2016 – 26% of traditional HCVs and 33% of HOP clients were paying more than 30% of their income toward rent.
- 1.2. September 2016 – 27% of traditional HCVs and 35% of HOP clients are paying more than 30% of their income toward rent. Below is a breakdown by shelter burden:



2. Vacancy Rate and Rent by Tacoma Neighborhood

The following table compares the average rent and vacancy rate by Tacoma neighborhood between March 2016 and September 2016:



3. Comparison of Current Payment Standard and Rents

The following table compares the current payment standards and actual average rent amount in the Tacoma market and HOP programs as a percentage of the 2017 FMRs.

Bedroom Size	Current THA payment standard	Payment Standard as Percent of FY2017 FMR	Actual Average Rent Amount	Average Rents as Percent of FY2017 FMR
Studio	\$ 668	87%	\$ 770	100%
1 bedroom	\$ 863	98%	\$ 922	104%
2 bedroom	\$1,113	97%	\$1,177	103%
3 bedroom	\$1,622	98%	\$1,692	102%

4. HQS pass/fail rates

This metric analyzes the percent of units that don't pass their initial inspection. From the September 2015 analysis, the HQS pass rate was 60%. As of September 2016, 84% of units selected by clients within our HOP and HCV programs pass the inspection; a 24% increase from last year in unit passing inspection. This suggests that the current payment standard is adequate to find housing in acceptable condition.

5. Shopping Days

On average, voucher assisted households moving from one unit to another secure and move into a unit within 48 days. This meets HUD's definition of a successful shopping time of less than 90 days. This is a 3 day increase compared to September 2015.

HOP clients average about 55 days of shopping.

6. Expired and Unused Vouchers

Since January 1, 2016, 166 vouchers (which represent 41% of the total vouchers issued) have expired without leasing. This is compared to 129 expirations (25%) the year prior. 44 of those were from our traditional voucher program, and 85 were HOP clients. Currently, we see about 44% of HOP clients unable to lease up and their vouchers expiring. Traditional vouchers show a slightly less failure rate, resulting in 39% of those clients unable to lease up. It is worth noting that traditional voucher clients are attempting to move from an assisted unit when their voucher leases expire. Whereas most HOP clients are new to the program. These failure rates can be hard to assess. One explanation may be that the vouchers are not worth enough to find housing in the rental market. Other explanations may be that voucher households are not passing the screening criteria of landlords in a tightening rental market. As a result, these households are not competing well enough with other renters with stronger credit and rental histories.

7. Port Outs

Since January 1, 2016, we've had 105 clients port-out. This is a 28% increase since last year's analysis. We look at this indicator as a measure of whether people are having to move outside the area to secure affordable housing. This indicator is skewed because of THA's policies restricting portability.

8. Estimated Financial Impact to THA

Raising THA's payment standard to 100% of HUD's FMR will have a financial impact on the THA budget. We cannot isolate how much this change alone will impact the budget because the change only applies to new participants, households moving between housing units, and households with biennial and triennial reviews due in 2017. Finance staff have, however, estimate that this change partnered with landlord rent increases will results in an average increase of \$2 per household per month through 2017. This is an estimated total HAP increase of \$625,000 in 2017.

Recommendation

After review of our current payment standards in comparison to the Dupre & Scott report and the other factors listed in this analysis, I recommend that THA increase its payment standards to 100% of the HUD 2017 Proposed FMRs (see following table).

Bedroom Size	Current THA payment standard	Proposed THA Payment Standard	Percent Increase
Studio	\$668	\$766	15%
1 bedroom	\$863	\$885	3%
2 bedroom	\$1,113	\$1,142	3%
3 bedroom	\$1,622	\$1,662	2%
4 bedroom	\$1,770	\$2,012	14%
5 bedroom	\$2,035	\$2,314	14%
6 bedroom	\$2,301	\$2,616	14%
7 bedroom	\$2,566	\$2,917	14%
8 bedroom	\$2,832	\$3,219	14%



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (1) (Adoption of 2017 Payment Standards)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma authorizing the THA Executive Director to increase THA's payment standards to 100% of the 2017 HUD fair market rents.

WHEREAS, HUD sets fair market rents annually; and

WHEREAS, The housing authority sets payment standards based on market and participant data; and

WHEREAS, New payment standards will go into effect January 1, 2017; 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 THA's Executive Director to increase THA's payment standards to 100% of the 2017 HUD fair market rents.

Approved: October 26, 2016

Dr. Arthur C. Banks, Chair

Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (2)

Date: October 26, 2016

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Choice Mobility Options for Project Based Voucher Households

This Resolution would authorize THA's Executive Director to move forward with the Asset Management Committee's recommendation to extend the Choice Mobility (CM) option to all THA owned and operated Project Based Voucher (PBV) funded units and to confer with the community partners with PBV contracts to discuss whether to extend CM eligibility to PBV households in partner units.

Background

Under the normal Housing and Urban Development (HUD) rules, a housing authority would have to give a tenant-based voucher to tenants in good standing who have lived in a unit subsidized with a project-based voucher (PBV). This would allow tenants to move out and take a subsidy with them. This is called the Choice Mobility option (CM). Using Moving to Work (MTW) authority, THA eliminated the CM option for families receiving PBV assistance either in THA properties or in properties that our partners own. THA did this to mitigate the number of families transferring from Salishan and other PBV-funded projects onto the voucher waitlist as soon as the family reached one year of occupancy. If we had allowed this, these tenants would skip ahead of families on the current waitlist and receive the next available voucher. Also, frequent requests for tenant based assistance would increase the number of unit vacancies and units to turn, which would be expensive. This would have also led to issues with tax credit compliance.

Under RAD regulations, however, THA must offer CM to families in a RAD-PBV covered unit that used to be a public housing unit. That includes about half of Salishan, all the senior buildings and parts of our other communities. This means that existing PBVs in THA properties would not be eligible for CM while units converting from public housing to RAD-PBVs would be eligible. In addition to having two separate forms of PBV assistance within THA properties, THA provides PBV assistance to a number of community housing partners in properties that THA does not own.

Since THA must provide the CM option to about a third of its portfolio the question arises whether THA should provide this option to all its tenants and to the tenants of partners using a THA PBV. This resolution recommends that: (1) THA provide this CM option to all its tenants; (2) THA confer with its partners about whether to extend the CM option to partner tenants and make a decision later.

Breakdown of THA-funded PBVs

After THA completes its full RAD conversion it will have a total of 1,513 project based vouchers in THA and partner units. The table below breaks down this total by RAD and non-RAD designations.

Property	Non-RAD PBVs	RAD PBVs
Salishan	340	290
Bay Terrace	20	26
Hillside	9	37
New Look	42	0
Renew Tacoma	0	456
THA Partners	293	0
TOTAL	704	809

Summary of the Choices in THA Properties

Offering or Not Offering Exit Vouchers to Residents of All THA Units: Comparative Advantages and Disadvantages	
Offering Exit Vouchers to Residents of Former Public Housing Units As RAD Rules Require and Not to Other THA Residents	Offering Exit Vouchers to All THA Residents
By making it easier for tenants to move, exit vouchers make THA's communities more transient and unstable.	Tenant based assistance allows households to choose their own housing and neighborhood and schools.
Exit vouchers create more vacancies, which are expensive. They essentially pay tenants to leave. No sane landlord would do this.	Giving THA tenants a greater ability to choose to move out forces THA to compete for their business. This is a good pressure on THA to make its properties appealing so households will want to stay
Exit vouchers give tenants a way around onto the Voucher wait list and a fast track to the top of the list. This means that other people seeking to get on that list will have a smaller chance to get on it and will wait a lot longer once they are on it.	Offering exit vouchers to all tenants treats all of them the same and avoiding an otherwise arbitrary distinction between residents of units that used to be public housing financed and residents of units that were not public housing units. Such a distinction otherwise has no meaning to residents or to THA.
HOP is a pilot program that aims to test whether or not time limits and fixed subsidies lead families to economic self-sufficiency. Results of a more detailed impact analysis near the end of the program's first five years may redirect HOP policies and procedures. Pending any unforeseen changes in HOP, the option to extend CM to families beyond the regulatory requirement may trigger a more significant staff time and financial impact.	Offering exit vouchers to all provides a uniformity that will be easier to administer because THA staff will not have to track which unit used to be public housing financed when considering Choice Mobility.
	THA can mitigate the problems that exit vouchers may cause to the property, to THA and to the people on the HOP waiting list. First, we will emphasize the risks and disadvantages of a HOP subsidy: (i) its subsidy is less than a tenancy; (ii) for work-able people, it lasts only five years while their tenancy (presently) has no time limit; (iii) most people with a HOP subsidy have trouble finding a landlord willing to accept it at the subsidy level it offers. Second, THA will continue to try hard to make its properties appealing so households would not wish to leave.

Consideration of THA Partner PBVs

As noted in the breakdown of PBV units, THA funds 293 units in partner projects with PBV funds. Many of these units are Permanent Supportive Housing (PSH) units. When the family occupying the unit no longer requires the services that accompany PSH (direct case management, etc.), the family is more likely to remain in the unit because of a lack of an affordable place to move. Meanwhile, families that require the PSH units and resources remain unserved on the Coordinated Entry (formerly Access Point 4 Housing) waitlist. Allowing families to exercise CM would free up hard housing units within the housing continuum. We plan to begin consulting with community partners to discuss extending CM eligibility to these households as well. This would be the topic of another resolution at a later date.

Recommendation

In order to have a consistent policy across THA's portfolio, the Asset Management Committee recommends that THA extend CM eligibility to all PBV-funded units in THA's portfolio. The Committee also recommends conferring with the community partners with PBV contract to discuss whether to extend CM eligibility to PBV households in partner units. In doing so, THA should review its available set of policy options to mitigate turnover in THA properties. Additionally, THA should review its waitlist management policies in order to comply with HUD regulations while ensuring to the best of its ability that existing eligible waitlist households continue to be served.



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (2) **(Choice Mobility Options for Project Based Voucher Households)**

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

WHEREAS, The Tacoma Housing Authority (THA) is converting its 809 Public Housing units to the Rental Assistance Demonstration (RAD) with Project Based Voucher (PBV) assistance; and

WHEREAS, HUD requires THA to offer Choice Mobility vouchers to the tenants these units; and

WHEREAS, THA had used its MTW flexibility to withhold the Choice Mobility option for the tenants of its 411 PBV-funded units that had never been public housing units and THA can continue to withhold this option from these tenants or it can confer the option on them; and

WHEREAS, THA had also used its MTW flexibility to withhold the Choice Mobility option for the tenants of PBV units owned by other organizations;

WHEREAS, THA's Asset Management Committee recommends that THA confer the Choice Mobility option on tenants of THA PBV units that had never been public housing units and that it confer with its partner organization to discuss whether to do the same for their PBV tenants;

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

Direct THA's Executive Director to extend the Choice Mobility option to all THA owned and operated Project Based Voucher (PBV) funded units and to confer with the community partners with PBV contracts to discuss whether to extend CM eligibility to PBV households in partner units.

Approved: October 26, 2016

Dr. Arthur C. Banks, Chair

Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (3)

Date: September 28, 2016

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Architectural and Engineering (A&E) Services for THA Administrative Offices Space Study and Design - FIC Tenant Improvement and Salishan Maintenance Shop upgrades

This Resolution would authorize THA's Executive Director to negotiate and award a contract to Buffalo Design for Architectural and Engineering (A&E) Services for the FIC Tenant Improvement and Salishan Maintenance Shop.

Background

On March 23, 2011, the Board of Commissioners authorized THA's Executive Director to award a contract to Buffalo Design for Architectural and Engineering Services for THA's Administrative spaces. The 902 South L Street office was the first focus of this contract. The work at 902 was completed in two phase.

The next focus for the design effort is the Family Investment Center (FIC) and the Salishan Maintenance Shop. Buffalo has completed the existing conditions study, interviewed staff and has produced a conceptual design that staff has approved for the FIC and the Salishan Maintenance Shop. The current contract for this work is \$17,420. The fee for design services through Construction Administration is \$127,511 putting the total contract at \$144,931. The fee is broken out as \$39,684 for the Maintenance Shop, \$64,810 for the FIC, and \$23,017 for the Heritage Bank addition. THA staff is looking into alternative solutions for the Heritage Bank addition and hopes to lower this portion of the fee. However in order to get the project under design we are requesting consideration of the full fee at this time.

Recommendation

Authorize THA's Executive Director to increase the contract amount for the A&E Services for the FIC Tenant Improvement and Salishan Maintenance Shop improvement in an amount not-to-exceed \$127,511 for a total not-to exceed contract of \$144,931 with Buffalo Design.



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (3)

(Architectural and Engineering (A&E) Services for THA Administrative Offices Space Study and Design - FIC Tenant Improvement and Salishan Maintenance Shop upgrades)

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

WHEREAS, On March 23, 2011, the Board of Commissioners authorized the Executive Director to award a contract to Buffalo Design for Architectural and Engineering Services for THA's administrative space; and

WHEREAS, The first focus was on the 902 South L Street Administrative Offices and the work was completed; and

WHEREAS, The next work focus is the FIC Tenant Improvement/Salishan Maintenance Shop Improvement project; and

WHEREAS, The current contract for this work, which was for the conceptual design is complete and the contract amount was \$17,420 for the work and the next portion of work is the Design Development through Construction Administration in the amount of \$127,511; now, therefore, be it

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

Authorize THA's Executive Director to increase the contract amount for Buffalo Design by \$127,511 for a total not to exceed of \$144,931.

Approved: October 26, 2016

Dr. Arthur C. Banks, Chair

Resolution 4



TACOMA HOUSING AUTHORITY

RESOLUTION 2016-10-26 (4)

DATE: October 26, 2016

TO: THA Board of Commissioners

FROM: Michael Mirra
Executive Director

RE: Authorization to Execute Documents and Form a Tax Credit Entity with Respect to the New Look Apartments

Purpose

This resolution would approve the participation by Tacoma Housing Authority (“THA”) in a series of transactions by which MLK New Look, LLC (the “Company”) will transfer its interest in the New Look Apartments (the “Apartment Complex”) to THA, and THA and Tacoma Housing Development Group (“THDG”) will form a new limited liability limited partnership to undertake necessary repairs and renovations to the Apartment Complex. In particular, the resolution authorizes THA to:

- (1) execute documents relating to the transfer of the Apartment Complex\ to THA by gift from the Company;
- (2) form a limited liability limited partnership;
- (3) prepare, execute and submit to Washington State Housing Finance Commission any agreements or other documents necessary to secure the proper approval of THA’s use of low-income housing tax credits for the Apartment Complex; and
- (4) expend such funds as may be necessary to be paid by the THA in connection with filing fees, application fees, registration fees and other costs relating to the actions authorized by this resolution.

Background

The Apartment Complex contains 49 dwelling units for low-income persons, together with ground floor commercial space. It is located at 1102 South 11th Street, in Tacoma, Washington.

On May 8, 2015, with THA Board approval, THA signed a Purchase and Sale Agreement with the Martin Luther King Housing Development Association (“MLKHDA”) to purchase its managing member interest in the Company. The original tax credits allocated to the Apartment Complex were for a non-profit as managing member. To comply with federal tax requirements, THDG acquired 10% of MLKHDA’s membership interest, and THA acquired 90% of MLKHDA’s membership interest.

On September 29, 2015, THA, THDG and Oregon Equity Fund IV Limited Partnership (the “Investor”) entered into a Second Amended and Restated Operating Agreement and other related documents pertaining to the Company, and THA lent the Company \$1,200,000 to refinance certain existing debt and pay for certain improvements.

Investor has consented to the gift of the Apartment Complex by the Company to THA, which gift transfer is expected to occur on December 31, 2016. The Company will be dissolved after the transfer.

The Apartment Complex is in need of repairs and renovations. The total financing for such repairs and renovations will require the use of various funding sources, including low-income housing tax credits, commercial loans, and state and local grants and loans. Certain of those funding sources will require the formation of a limited liability limited partnership to maximize the benefits and minimize the risks to THA and THDG.

Recommendation

Authorize THA to accept the gift of the New Look Apartments from MLK New Look, LLC, and to form a limited liability limited partnership, and provide for other matters properly related.



TACOMA HOUSING AUTHORITY

Tacoma Housing Authority 2016-10-26 (4) (MLK New Look, LLC – Alberta J. Canada LLLP)

A **RESOLUTION** authorizing the Authority to accept the gift of the New Look Apartments from MLK New Look, LLC, and to form a limited liability limited partnership, and providing for other matters properly related thereto.

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

WHEREAS, MLK New Look, LLC (the “Company”) owns and operates a 49-unit low-income housing apartment building, that includes ground floor commercial space, located at 1102 South 11th Street in Tacoma, Washington, and commonly known as the New Look Apartments (the “Apartment Complex”); and

WHEREAS, On September 29, 2015, the Authority, Tacoma Housing Development Group (“THDG”) and Oregon Equity Fund IV Limited Partnership (the “Investor”) entered into a Second Amended and Restated Operating Agreement and other related documents pertaining to the Company, and the Authority lent the Company \$1,200,000 to refinance certain existing debt and pay for certain improvements to the Apartment Complex; and

WHEREAS, The Investor has consented to the Authority’s request that the Company transfer the Apartment Complex to the Authority, for no consideration, on or shortly after December 1, 2016; and

WHEREAS, The Apartment Complex is in need of repairs and renovations, the total financing for which will require the use of various funding sources, including low-income housing tax credits, commercial loans, and state and local grants and loans, and certain of these funding sources will require the formation of a limited liability limited partnership to maximize the benefits and minimize the risks to the Authority; and

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

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

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

WHEREAS, The Board finds and determines that both the Partnership (as defined below) and the Apartment Complex will provide for the necessary support of the poor within the City, and that any financing provided by the Authority for the Apartment Complex is important for project feasibility and is necessary to enable the Authority to carry out its powers and purposes under chapter 35.82 RCW; and

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

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

1. The Authority, as the Company’s special member, approves the transfer of the Apartment Complex from the Company to the Authority for no consideration. The Authority’s Executive Director, the Authority’s Deputy Executive Director and their respective designees (each, an “Authorized Officer” and, collectively, the “Authorized Officers”), and each of them acting alone, are authorized on behalf of the Authority (acting on its own behalf or as the Company’s special member) to cause the Company to transfer the Apartment Complex to the Authority and, in connection therewith, to cause the Authority and the Company to enter into such assignment and assumption agreements, and to make amendments to such agreements, as are necessary to properly evidence the transfer of the Apartment Complex and the assumption by the Authority of the Company’s obligations in connection with the Apartment Complex. Without limiting the foregoing authority, the Authority is authorized to enter into (i) assignment and assumption agreements with any lender that has made a loan to the Company that is outstanding; and (ii) an agreement with the Washington State Housing Finance Commission assuming responsibility for complying with the extended use agreement for the Apartment Complex.
2. Once the transactions described in Section 1 are completed, the Authority is authorized to assist THDG with actions necessary to unwind the Company and cause liquidating distributions to be made to the Authority and the Investor. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority (acting on its own behalf or as the Company’s special member) to execute, deliver and, if applicable, file (or cause to be delivered and/or filed) any and all documents necessary to liquidate and terminate the Company.
3. The Authority is authorized to participate in the formation of, and become a partner in, a Washington limited liability limited partnership (the “Partnership”). The Board intends that the Partnership will acquire and rehabilitate the Apartment Complex and receive low-income housing tax credits in connection therewith. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority to: (i) execute, deliver and file (or cause to be executed, delivered and filed), to the extent required by law, a partnership agreement, a certificate of limited partnership and all such forms, certificates,

applications and other documents that are necessary to form the Partnership; (ii) determine the name of the Partnership; and (iii) take any other action that they deem necessary and advisable to give effect to this resolution and the transactions contemplated herein. The Authority's Executive Director is delegated the authority to cause, in his discretion, the Partnership to be created as a Washington limited liability company, in which case all references in this resolution to limited liability limited partnership, partnership agreement, general partner, limited partner, chapter 25.10 RCW, and certificate of limited partnership shall be deemed to be references to limited liability company, operating agreement, managing member, investor member, chapter 25.15 RCW and certificate of formation, respectively.

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

and as members of a selling group (if any) for any bonds to be issued for the Apartment Complex, and select such lead underwriter(s) and the members of any selling group (if the Executive Director determines that a selling group is desirable); (xiv) apply for ratings of any bonds to be issued by the Authority for the Apartment Complex (but only if the Authority's Executive Director determines such ratings to be desirable); (xv) assist in the preparation of any official statement to be used in connection with the offering of any bonds by the Authority for the Apartment Complex; and (xvi) otherwise execute the Authority's rights under the Partnership Agreement. Nothing herein shall commit the Authority to issuing bonds to finance the Apartment Complex.

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

Approved: October 26, 2016

Dr. Arthur C. Banks, Chair

CERTIFICATE

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

1. That the attached Resolution No. 2016-10-26 (4) (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on October 26, 2016, and duly recorded in the minute books of the Authority.

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

IN WITNESS WHEREOF, I have hereunto set my hand on October 26, 2016.

HOUSING AUTHORITY OF THE CITY OF
TACOMA

By: _____
Michael Mirra, Executive Director