



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

April 26, 2017



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

REGULAR MEETING Board of Commissioners

WEDNESDAY, April 26, 2017

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Regular Meeting on **Wednesday, April 26, 2017, at 4:45 pm.**

The meeting will take place at:

**911 North K. Street
Tacoma, WA 98403**

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

I, Sha Peterson, certify that on or before April 26, 2017, 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

April 26, 2017 4:45 PM

911 North K. Street, Tacoma, WA 98403

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of February 22, 2017—Regular Session, Amended
 - 3.2 Minutes of March 22, 2017—Regular Session
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Policy, Innovation and Evaluation
 - 7.3 Client Services
 - 7.4 Property Management
 - 7.5 Real Estate Development
8. **OLD BUSINESS**
9. **NEW BUSINESS**
10. **COMMENTS FROM THE COMMISSIONERS**
11. **EXECUTIVE SESSION, if any.**
12. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, FEBRUARY 22, 2017

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L. Street, Tacoma, WA at 4:45 PM on Wednesday, February 22, 2017.

1. CALL TO ORDER

Vice Chair Flauding called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:53 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 (arrived late at 5:05 pm)	
	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	

Vice Chair Flauding declared there was a quorum present @ 4:55 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Vice Chair Flauding asked for any corrections to, or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, January 25, 2017. Commissioner Rumbaugh moved to adopt the minutes; Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

Kischa McGee, Salishan Resident

Ms. Kischa McGee addressed the board. She and other Salishan residents would like to be able to use the Salishan Association community room for their events. According to Director Patterson, the room is used only for association meetings but he encouraged Ms. McGee and others to speak with Salishan Association Executive Director Marty Campbell. He also mentioned that THA is in the process of updating the Family Investment Center (FIC) room reservation guidelines. The FIC may be more suitable for Salishan tenant events. According to Ms. McGee, the FIC does not have a working kitchen, whereas the association office does. Director Patterson encouraged Ms. McGee to visit the FIC and request a copy of the tenant CC&R. Director Claycamp suggested having a copy of the CC&R and perhaps a fact sheet posted on the THA site.

5. COMMITTEE REPORTS

Real Estate Development Committee—Commissioner Rumbaugh

Nothing to report.

Finance Committee—Commissioner Hodge and Commissioner Young

Nothing to report.

Education Committee—Commissioner Hodge

Nothing to report.

Citizen Oversight Committee—Vice Chair Banks

Nothing to report.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Deputy Executive Director April Black addressed the board on Executive Director (ED) Mirra's behalf. She noted that HUD is proposing changes in how it calculates whether a MTW agency is fulfilling its statutory responsibility to serve "substantially the same"

number of households as it would if it were not MTW. The Steering Committee representing the MTW agencies and THA submitted letters to HUD commenting on the HUD proposal. April provided the board with copies. She also recounted some details of this issue and how it may affect THA.

HUD issued its proposal before President Trump took office and before he issued his regulatory freeze. The effect of that freeze on HUD's proposal is not clear.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the board to the finance report. THA ended 2016 in good financial shape. It ended the year with a surplus of \$2.9 million. The year was interesting due to the Rental Assistance Demonstration (RAD) conversion. HUD Grants Fund Operating Revenue for the year is \$1.6 million but THA actually received \$660,000. There is still minimal MTW cash on hand, which is good. THA has \$8.3 million in unencumbered funds. Finance does not know what funding is going to look like with the new administration. Commissioner Rumbaugh asked about RAD funds. Director Shalik responded that finance is justifying the use of RAD funds in more meaningful ways.

Commissioner Rumbaugh moved to ratify the payment of cash disbursements totaling \$10,599,392 for the month of January 2017. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Client Services

Client Services (CS) Director Grey Claycamp directed the board to his report. At the April board meeting, Director Claycamp will provide a full report on addressing the declining utilization rate. Commissioner Rumbaugh asked for alternative sources of revenue to increase utilization, and how much more valuable the voucher needs to be. According to Director Claycamp, the primary issue is not the value of THA vouchers. The primary issue is that as the market tightens landlords get choosier and our voucher families do not compete well with market rate families who have stronger rental and credit histories. CS is moving forward with the Landlord Liaison position, which will help build relationships with landlords. At the end of 2016, not counting rapid rehousing lease ups, THA was at 96% utilization. CS may be issuing a Request for Proposal (RFP)

for Project Based Vouchers. Aging & Disability Resource Center (ADRC) partnership is a possibility where utilization will essentially be 100%. ADRC is a first stop for older adults and individuals with disabilities of all ages, family members, caregivers, service providers, and community professionals. Their focus is on helping individuals remain safe and independent in their own homes in the community as long as it is practical.

Property Management

Property Management (PM) Director Pat Patterson directed the board to his report. He provided the board updates from the last board meeting:

- Parking is tight at Dixon. Our RAD fix up did not increase the number of parking spots. It is adequate but tight. Households at Dixon normally have 2-3 vehicles. PM will look into the parking situation. PM will also make sure emergency vehicles can get in.
- All playgrounds at Dixon meet safety requirements. Playground has a fall rating of 7 feet and the surface that kids fall on meets requirements.
- PM will educate tenants, but it is common that ground floor windows are designed to vent and not open all the way. This is for safety.
- The code for Dixon doors states that they cannot be double locked. PM staff tried to educate tenants on other means to keep children inside their homes and distributed materials for devices to put on their doors to prevent a child from letting himself or herself out. Commissioner Rumbaugh noted that although code says you can only put on one lock the code does not prevent THA from providing such precautions.
- Regarding the tenant request for special accommodation, PM is working through the request. The Review Committee will make a decision if accommodation is approved.

PM and CS staff are working to determine how to reduce lease up time. The current process identifies the prospective tenants, but tenants are not always ready to lease up. For example, they may be in the middle of their present lease. The new Open Door system will have a process that will provide PM with five fresh tenant names ready to go for each vacancy. Vice Chair Flauding has received multiple questions at Salishan regarding carpets, particularly from the older units. The carpets are 10 years old and are very difficult to clean. Residents spend to clean their carpets only to receive notice from PM to clean them again. According to Director Patterson, replacing the carpets would be a huge expense. RAD proceeds will be devoted to the tax credit portfolios and PM will address deferred maintenance and wear and tear, including carpets. PM judges whether to replace carpets case by case.

Real Estate Development

Real Estate Development (RED) Department Director Kathy McCormick directed the board to her report. RED submitted two 9% tax credit applications this year. The applications were not successful. RED staff are actively looking at properties to buy and will meet with the City about Hilltop Lofts and funding the gap. At the March board meeting, John Hall with GGLO will be invited to do a brief presentation about housing at Hilltop. RED applied for Housing Trust Fund financing for four projects. Looking ahead, the 2018 9% tax allocation will be competitive. RAD is going along great.

8. OLD BUSINESS

None.

9. NEW BUSINESS

8.1 RESOLUTION 2017-02-22 (1) (Conversion of Subsidy for Bay Terrace I from Public Housing to RAD)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma authorizing the Authority's participation in HUD's Rental Assistance Demonstration program with respect to the Bay Terrace I Project; authorizing the amendment of agreements to address requirements of HUD's Rental Assistance Demonstration program; and determining related matters.

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, RCW 35.82.070 authorizes the Housing Authority of the City of Tacoma (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," "make and execute contracts and other instruments, including but not limited to partnership agreements," and "make . . . loans for the . . . rehabilitation, improvement . . . or refinancing of land, buildings, or developments for housing of persons of low income"; and

WHEREAS, The Authority is the general partner of 2500 Yakima LLLP (the "Partnership"), which limited liability limited partnership developed a 70-unit affordable rental housing project commonly known as Bay Terrace I (the "Project"), on property located at 2550 South G Street in Tacoma, Washington, that was leased to the Partnership by the Authority, and 26 units of rental housing in the Project currently are administered as public housing units; and

WHEREAS, The Authority applied to the U.S. Department of Housing and Urban Development ("HUD") to allow the public housing units in the Project to

be converted to project-based Section 8 units under HUD's Rental Assistance Demonstration ("RAD") program, and HUD has approved of such conversion; and

WHEREAS, In connection with the conversion of the Project's public housing units to project-based Section 8 units, certain provisions of the Partnership's limited partnership agreement, project lease, loan documents and related documents must be amended, certain existing public housing agreements must be terminated, and certain RAD program agreements must be entered; and

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

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

1. Existing Project Documents and HUD Documents. The Authority's Executive Director and the Authority's Deputy Executive Director (each, an "Authorized Officer" and, collectively, the "Authorized Officers") (and each of them acting alone) are authorized and directed to negotiate, execute, deliver and, if applicable, file (or cause to be executed and delivered and, if applicable, filed) on behalf of the Authority (acting on its own behalf or in its capacity as general partner of the Partnership, as applicable): (i) those documents described in Exhibit A under the headings "Existing Project Documents" and "HUD Documents"; (ii) such other documents relating to the Partnership or the Partnership's existing loans as any Authorized Officer determines to be necessary or desirable to accomplish the conversion of the Project from a public housing project to a project-based Section 8 project; and (iii) any document not described in Exhibit A under the heading "HUD Documents" that HUD requires in connection with such conversion.
2. Supplemental Authorization. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority (acting on its own behalf or in its capacity as general partner of the Partnership, as applicable) to: (i) determine that any document authorized by this resolution is, at the time such document otherwise would be executed, no longer necessary or desirable and, based on such determination, cause the Authority and/or the Partnership not to execute or deliver such document; (ii) negotiate, execute and deliver and, if applicable, file (or cause to be delivered and/or filed) any government forms, affidavits, certificates, letters, documents, agreements and instruments that such officer determines to be necessary or advisable to give effect to this resolution and to consummate the transactions contemplated herein; and (iii) cause the Authority and/or the Partnership 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.

3. Acting Officers Authorized. Any action required by this resolution to be taken by the Executive Director or Deputy Executive Director may, in such person's absence, be taken by any employee of the Authority that has been designated by the Executive Director to act in the absence of the Executive Director or Deputy Executive Director.
4. Changes to Titles or Parties. While the titles of and parties to the various documents listed in Exhibit A hereto may change, no change to such titles or parties shall affect the authority conferred by this resolution to execute, deliver, file (if required), enforce and perform the documents in their final form.
5. Ratification and Confirmation. All actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.
6. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

EXHIBIT A

TRANSACTION DOCUMENTS

Existing Project Documents

- An amendment to the Partnership's First Amended and Restated Agreement of Limited Partnership as necessary or desirable to remove references to public housing requirements, to insert references to RAD program requirements, and to remove any obligation of the Authority to make rental subsidy contributions with respect to public housing units;
- An amendment to the Lease Agreement between the Authority and the Partnership as necessary or desirable to remove references to public housing requirements and to insert references to RAD program requirements, and a corresponding amendment to the Memorandum of Lease Agreement to reflect amendments made to such Lease Agreement;
- An amendment to the existing priority and subordination agreement for the Project as necessary or desirable to list the relative priorities of HUD's Rental Assistance Demonstration Use Agreement and existing encumbrances and to insert references to RAD program requirements;
- Amendments to the existing loan documents with Commerce, TCRA, the Authority, and JPMorgan Chase Bank, N.A., all as necessary or desirable to remove references to public housing requirements, to insert references to RAD program requirements, and to remove any obligation of the Authority to make rental subsidy contributions with respect to public housing units;

- Amendments to the loan or grant agreements, and related documents, for loans and grants underlying the Authority's various loans to the Partnership, all as necessary or desirable to remove references to public housing requirements and, where applicable, to insert references to RAD program requirements;

HUD Documents

- Rental Assistance (RAD) Conversion Commitment (Public Housing; First Component) between the Partnership and HUD, together with any necessary or desirable amendments thereof;
- Rental Assistance Demonstration Use Agreement among the Authority, the Partnership and HUD, together with the Rider to Use Agreement Relating to Foreclosure (for PBV and PBRA RAD conversions from Public Housing) among the Authority, the Partnership and HUD;
- PBV Housing Assistance Payments Contract New Construction or Rehabilitation between the Partnership and HUD, together with Rental Assistance Demonstration (RAD); Rider to the Section 8 Project Based Voucher Program (PBV) Housing Assistance Payments (HAP) Contract for New Construction or Rehabilitated Housing (Public Housing Conversions; First Component) between the Partnership and the Authority, the LIHTC Rider to Housing Assistance Payment Contract (for PBV RAD conversions from Public Housing) among the Partnership, the Authority and HUD, and the Lender Rider to Housing Assistance Payment Contract (for PBV RAD conversions from Public Housing) among the Partnership, the Authority and HUD;
- Consolidated Owner Certification – Rental Assistance Demonstration by the Authority and the Partnership;
- Certification and Assurances by the Authority and the Partnership;
- Termination of Mixed Finance Amendment to Annual Contributions Contract with respect to the Project between the Authority and HUD; and
- Termination of Regulatory and Operating Agreement between the Authority and the Partnership.

CERTIFICATE

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

1. That the attached copy of Resolution No. 2017-02-22 (1) (the "Resolution") is a full, 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 February 22, 2017, and duly recorded in the minute books of the Authority; and

2. That such meeting was duly convened and held in all respects in accordance with law; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present

at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand on February 22, 2017.

Michael Mirra, Secretary and Executive Director
of the Authority

Commissioner Rumbaugh motioned to approve the resolution. Commissioner Young seconded the motion.

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

Motion Approved: February 22, 2017

Dr. Arthur C. Banks, Chair

**8.2 RESOLUTION NO 2017-02-22 (2)
(Crisis Residential Center Development Agreements)**

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

WHEREAS, On June 22, 2016, the Board of Commissioners authorized THA's Executive Director to lease its Arlington Drive property to the City of Tacoma to develop a youth home; and

WHEREAS, The City of Tacoma has prepared terms for funding the design and construction of a Crisis Residential Center on one-acre of land at the Arlington property; and

WHEREAS, The City of Tacoma has set aside \$1M in CDBG and other City funds for construction of the CRC; and

WHEREAS, Additional funds has been pledged by Pierce County to CYS for capital to construct the CRC; and

WHEREAS, The proposed terms are outlined in a loan agreement that is acceptable to THA; and

WHEREAS, The City of Tacoma will record a Regulatory Agreement against the property to ensure it is used for housing low income youth experiencing homelessness; and

WHEREAS, THA has identified unaccompanied homes youth and young adults as some of Tacoma and Pierce County's citizens in most need; now, therefore, be it

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

Authorize THA's Executive Director to negotiate and finalize the loan agreement and regulatory agreement with the City of Tacoma to begin the design and construction of a Crisis Residential Center for youth experiencing homelessness.

Commissioner Young motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: February 22, 2017

Dr. Arthur C. Banks, Chair

8.3 RESOLUTION 2017-2-22 (3)
(Extension of Project Based Voucher Contract: Pacific Courtyard)

WHEREAS, THA has been providing project based voucher assistance to MDC's Pacific Courtyard property since 2005; and

WHEREAS, Pacific Courtyard houses formerly homeless families; and

WHEREAS, A one year extension will allow THA and MDC to negotiate the terms of a longer term contract; and

WHEREAS, Failure to extend this contract would lead to a loss of affordable housing units; now, therefore, be it

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

The Board authorizes THA's Executive Director to negotiate, and if those negotiations are successful, to execute a one (1) year extension to the MDC Pacific Courtyard Project Based Voucher Housing Assistance Payment Contract.

Commissioner Rumbaugh 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:	None

Motion Approved: February 22, 2017

Dr. Arthur C. Banks, Chair

9. COMMENTS FROM COMMISSIONERS

None.

10. EXECUTIVE SESSION

None.

11. ADJOURNMENT

There being no further business to conduct, the meeting ended at 6:39 PM.

APPROVED AS CORRECT

Adopted: March 22, 2017

Dr. Arthur C. Banks, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, March 22, 2017

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at E.B. Wilson, 1202 South M. Street,, Tacoma, WA at 4:45 PM on Wednesday, March 22, 2017.

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 4:55 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	
Frankie Johnson, Interim 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 @ 4:60 pm and proceeded.

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, February 22, 2017. According to Vice Chair Flauding, information under APPROVAL OF MINUTES OF THE PREVIOUS MEETING is incorrect.

Vice Chair Flauding motioned to amend the minutes, Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

Linda Campanoli, E.B. Wilson Tenant

Ms. Campanoli addressed the board to thank THA staff Denise Day-Joseph, Regina Rios, Steve Carr, and Ron Greeney for the great work they do for the tenants at E.B. Wilson.

Karen Scott, G Street Tenant

Ms. Scott addressed the board. She talked about the drug situation at G Street, which she had discussed before with former Property Management Director Pat Patterson.

Ms. Scott also talked about the renovations at G Street. Tenants have not heard specific information regarding the units. The Rental Assistance Demonstration (RAD) team does not spend enough time in the units. Tenants at G Street thought they were getting bigger kitchens but that is not possible with the size of the units. According to Ms. Scott, she is losing floor space and light. She submitted a request for Reasonable Accommodation (RA) that she asked to be brought to the attention of the board (copies were provided). She would like her RA reviewed before they start working on her unit on April 12th.

Former PM Director Patterson addressed the board. Next month, Property Management (PM) will be able to provide floor plans so tenants can see the renovations planned for their units. During the intake is when tenants should say what they need; Former Director Patterson encouraged Ms. Scott to provide her RA information during her intake. Associate Director Sandy Burgess will review Ms. Scott's RA tomorrow.

GGLO Presentation: Housing Hilltop Planning Work

Real Estate Development (RED) Director Kathy McCormick introduced GGLO's Senior Associate Jon Hall. Director McCormick also thanked RED staff Josh Jorgenson and Brittani Flowers for all their work. They have been talking to the community and are responsible for a lot of the Housing Hilltop Planning work. RED met last week with Chase bank regarding housing Hilltop initiative. Chase bank offered to provide THA with \$250,000 over the next two years to continue this great work.

Jon Hall presented on the Housing Hilltop Planning work. GGLO has done a lot of work with THA through the Bay Terrace development. They hosted meetings with a number of residents and business owners, which they called Homework Group Meetings. These meetings joined other events including at the Hilltop Street Fair. GGLO walked with Brittani through the whole Hilltop neighborhood and engaged local artists for Block Parties. Their Postcards From the Future in Twenty Years program allowed residents to explain what the Hilltop means to them. Homework Groups did mappings of what people liked and didn't like in the neighborhood. Homework Groups also discussed the alley by MLK. They did surveys at all the events and received a lot of feedback. A lot of strong opinions emerged regarding community identity, safety, and opportunity in general and for youth in particular. Four themes stood out from all this consultation:

- Housing and jobs
- Arts in the Hilltop
- Mobility
- Health and well-being

Housing values is increasing on the Hilltop. Jobs are needed to allow people to stay as costs rise. The numerous parks in the Hilltop need better approaches for pedestrians. The Hilltop needs daycare, incubators for small businesses, affordable rental housing, and crosswalks. Next steps in THA's own development on the Hilltop include funding applications, building design and construction, continued community dialogue, and community-based partnership initiatives.

Comments from the Board:

- Chair Banks asked if the Tacoma Link Light Rail had been taken into consideration. Yes, according to Director McCormick. It is one of the reasons we seek higher density.
- Commissioner Hodge really likes the community Postcards.
- Commissioner Young asked about the max height on buildings. 7-8 stories according to Director McCormick. If we go that high, however, we have to pay commercial wage rates. RED is trying to figure out if there is a way to change that. ED Mirra is actively engaging the City to see if we can develop all of Hilltop in three years.
- Vice Chair Flauding said it is really good to see and visualize the plan.

5. COMMITTEE REPORTS

Real Estate Development Committee—Commissioner Rumbaugh

Nothing to report.

Finance Committee—Commissioner Hodge and Commissioner Young

Nothing to report.

Education Committee—Commissioner Hodge

Nothing to report.

Citizen Oversight Committee—Vice Chair Banks

Nothing to report.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Mirra, along with Commissioner Rumbaugh, Deputy Executive Director April Black, and Client Services Director Greg Claycamp, are in Washington, D.C. for the Council of Large Public Housing Authority (CLPHA) Spring Meeting.

Director Shalik addressed the board on ED Mirra's behalf. The federal government is operating under a continuing resolution until April 28th. It is not clear what will happen after that. That continuing resolution cut THA's Section 8 appropriation by 5% or about \$1.7 million. Director Shalik reminded the board of its direction to cover shortfalls in 2017 with reserves. THA is also on a soft hiring freeze.

According to Director Shalik, ED Mirra wanted to announce the departure of Property Management (PM) Director Patterson. Frankie Johnson will be the Interim PM Director. Vice Chair Flauding introduced Frankie and welcomed her as the Interim PM Director.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the board to the expense report. The finance team is making sure that THA has good financials in the new system. THA is in good shape financially--under budget and have additional funds set aside from capital fund program, which will assist in 2017 challenges. Moving to Work (MTW) cash balance has \$630k and \$9M in unencumbered funds.

Vice Chair Flauding moved to ratify the payment of cash disbursements totaling \$8,569,280 for the month of February, 2017. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Administration

Administration (AD) Director Todd Craven addressed the board. There is no AD report provided, but Director Craven wanted to provide a verbal report. THA is in week 3 of OpenDoor training. It is going well. This week is focused on finance. The other two weeks were focused on rental assistance. The more staff get training, the more they realize that this is a big shift for the agency. They started loading data. Starting next Wednesday, the Visual Homes system will be turned off and we will start the full data conversion. Staff are starting to feel comfortable with the new system but are feeling scared. Everyone is really engaged. THA is not yet where it needs to be with the integration of Salesforce and financial system.

Client Services

Client Services (CS) Associate Director Julie LaRocque addressed the board on behalf of Director Claycamp and directed the board to the CS report. Staff has been working hard with OpenDoor training. Everyone feels a lot better about the new system.

Property Management

Former Property Management (PM) Director Pat Patterson addressed the board. He thanked the board for allowing him to be a steward for THA's mission in the community. He introduced Frankie Johnson who will be the Interim PM Director. Frankie thanked Patterson for his role with the board.

Patterson assured the board that Ms. Scott's concerns would be addressed. Chair Banks asked if another space would work better for Ms. Scott. According to Director McCormick, the Real Estate Development (RED) team has Ms. Scott's list of concerns. The Relocation team will do a 10-day work with her April 13th. Associate Director Burgess will also double check Ms. Scott's RA and see if she has other RA requests. Director McCormick is confident that the unit will work for Ms. Scott. According to Patterson, tenants see other units and think that their unit will look the same. Each unit is specific. He also does not think there is a lot of issue out there since PM has not heard complaints.

Vice Chair Flauding asked about security reporting. The board had requested PM to report on this quarterly. According to Patterson, it will be provided next quarter.

Finally, Chair Banks welcomed Interim PM Director Frankie Johnson.

Real Estate Development

Real Estate Development (RED) Department Director Kathy McCormick directed the board to her report. She reviewed the recent RFP for legal services.

8. OLD BUSINESS

None.

9. NEW BUSINESS

9.1 RESOLUTION 2017-03-22 (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:

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

Collection Status	M-O Project #	Client #	Balance
W-O No Collect	S Wright Str		
		00010291	\$136.71
W-O Collect	Section 8		
		717769	\$985.00
Grand Total			\$1,121.71

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

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

Upon roll call, the vote was as follows:

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

Motion Approved: March 22, 2017

Dr. Arthur C. Banks, Chair

9.2 RESOLUTION 2017-03-22 (2)
(Modernization of Two Elevators at 902 South L. Street (Administration Building))

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

WHEREAS, Tacoma Housing Authority (THA) procured for a consultant to perform an audit of the two elevators at 902 South L. Street due to the number of service calls; and

WHEREAS, Based on the outcome of the elevator audit, it was determined that both elevators were past its life by 8 to 10 years and needs a complete modernization; and

WHEREAS, THA advertised on WEBS for the modernization of two elevators at 902 South L. Street, the advertisement was sent to elevator vendors on the State of Washington contract and past vendors that have done business with THA; and

WHEREAS, THA hosted a pre-bid meeting at which only two vendors attended; and

WHEREAS, Bids were due on March 2, 2017, of which only one bid was received by R.C. Zeigler Company in the amount of \$417,377.00. It should be noted that R.C. Zeigler is a general contractor and will be using ThyssenKrupp as their subcontractor doing the elevator portion of the scope. Both of these companies were the only vendors in attendance at the pre-bid meeting; and

WHEREAS, Due to the age of both elevators, THA is building into the budget and asking for an additional \$50,000 for contingency and unforeseen work making the total amount of the project amount of \$467,377.00; now, therefore, be it

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

Authorize THA's Executive Director to negotiate and if those negotiations are successful to execute a contract with R.C. Zeigler Company in the amount not to exceed \$417,377.00 for the modernization of the two elevators at 902 South L. Street (Administration Building) and the additional contingency amount of \$50,000 making the total project amount not-to-exceed \$467,377.00.

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

Upon roll call, the vote was as follows:

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

Motion Approved: March 22, 2017

Dr. Arthur C. Banks, Chair

9.3 RESOLUTION 2017-03-22 (3)
(Interlocal Agreement with the Housing Authority of Grays Harbor County (HAGHC))

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

WHEREAS, The Housing Authority of Grays Harbor County seeks to secure a consultant to assist in financial consulting services; and

WHEREAS, THA followed the Housing and Urban Development (HUD) procurement process 24 CFR 85.36 and THA's Procurement policy in procuring financial consultation services with J.H. Brawner & Company (Brawner) in August, 2016; and

WHEREAS, The THA Board of Commissioners approved resolution 2016-8-24 (3) authorizing a contract with Brawner for financial services; and

WHEREAS, The HAGHC wishes to use the services of Brawner to provide financial consulting services for the repositioning of its Public Housing Portfolio under the Rental Assistance Demonstration (RAD) program; and

WHEREAS, Chapter 39.34 RCW (The Interlocal Cooperation Act) permits public agencies to cooperate and exercise joint powers in carrying out their public purposes, includes the purchase of goods and services; now, therefore be it

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

The Executive Director is authorized to enter into an Intergovernmental Cooperative Purchasing Agreement with the Housing Authority of Grays Harbor County so that housing authority may rely on THA's procurement of Brawner & Company to contract with Brawner & Company for financial services provided.

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

Upon roll call, the vote was as follows:

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

Motion Approved: March 22, 2017

Dr. Arthur C. Banks, Chair

9. COMMENTS FROM COMMISSIONERS

Vice Chair Flauding asked about the status of Heritage Bank at the Family Investment Center (FIC). She said it's a good idea to have Heritage Bank along with the Children's Savings Account at the FIC. Director McCormick responded that Heritage Bank will be included in the FIC remodel. The architect is under contract and planning work is expected to begin within the next 60 days. RED has been in contact with Heritage Bank.

10. EXECUTIVE SESSION

The board went into Executive Session at 5:50 pm for 19 minutes to discuss a real estate transaction. The board came back to regular session at 6:09 pm.

Commissioner Hodge motioned to authorize ED Mirra to issue a letter of intent to purchase James Center North with the understanding that the board will approve a final purchase and sale contract. Vice Chair Flauding seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: March 22, 2017

Dr. Arthur C. Banks, Chair

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:13 PM.

APPROVED AS CORRECT

Adopted: April 26, 2017

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: April 22, 2017
Re: Executive Director's Report

This is my monthly report for April 2017. The departments' reports supplement it.

1. CONGRESSIONAL BUDGET NEWS, OF SORTS

At the Board meeting, I would like to spend a few minutes reviewing what we have learned about Congress's likely HUD budget intentions for 2017 and 2018. In March, Stan, April, and I attended the CLPHA conference in D.C. This month April, Ken and I returned from a D.C. conference that also included some discussion about this. Here are some highlights of what we heard from smart Congressional observers and congressional staff on House and Senate Appropriation Committees.

- The present Continuing Resolution (CR) expires on Friday, April 28th. The government will shut down on April 29th unless Congress extends the CR or passes a real budget. A government shutdown is not likely.
- Congress will likely pass a real HUD budget to supplant the CR.
- The House and the Senate version of that real HUD budget provide an increase over the CR. I attach a chart comparing them.
- The Trump Administration has proposed \$6 billion in cuts for HUD in 2018, about a 16% reduction.
- The Congress is not likely to regard the Trump 2018 proposals for HUD as a meaningful guide.
- A better indication of Congressional 2018 intentions for HUD will be what it passes in 2017. As I note above the 2017 proposals are better than the CR.

2. MCCARVER ELEMENTARY SCHOOL HOUSING ASSISTANCE PROGRAM: INTERIM RULE CHANGES

In April's report she notes that we need to consider some program changes to the McCarver Elementary School Housing Assistance Program. These changes will make participation easier for homeless families at McCarver School. For this purpose, as she reported, I have convened THA staff and our liaison from the Tacoma Public School district. We are about complete. I attach a chart showing our decisions to date. We regard these changes to be interim ones pending a full review of the program to equip it for expansion to additional elementary schools in Tacoma with ruinous student transience rates due to family homelessness.

3. ARLINGTON DRIVE YOUTH CAMPUS

As the Board knows, we are seeking a \$3 million allocation from the current session of the state legislature to help us finance the construction of the Arlington Drive Youth campus. The Senate version of the capital budget provides \$3 million for the campus. The House version provides no funds. The next step is for the Senate and House budget leaders to confer. On April 7th, Scott Hanauer of Commercial Youth Services and I sent a letter to them. I attach a copy. At the board meeting I will share other details about this effort, and perhaps some news.

**McCARVER ELEMENTARY SCHOOL HOUSING ASSISTANCE PROGRAM
INTERIM PROGRAM CHANGES**

April 12, 2017

1. REPLENISHING THE CO-HORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
1.1 Lack of Customers McCarver is not reporting enough homeless families. In 2016-2017, the school identified only 55 children in approximately 27 families as McKinney-Vento (MV). Even so, MV status does not mean the family needs housing. It only means that the family had been homeless at least one night at any time during the school year. It is also possible that the school is not identifying all homeless students. Some homeless families do not learn of the program or, for lack of a phone or address, have trouble engaging. It is also possible that homeless families do not find the program appealing.	No change. Reduce the size of the co-hort. Improve outreach to identify homeless families and elicit their interest in the program. • School find more families who are homeless. • School and THA do a better job recruiting those families. Expand eligibility to families at imminent risk of homelessness.	If McCarver is running out of homeless students that is good news. This will reduce the cost of the program by reducing the housing dollars needed. It will also free up caseworker resources. We should engage families	A lack of homeless families is unlikely since homelessness is rising in the city and the school district. Other explanations suggest we need to respond: • School is not finding all homeless families • Homeless families are hard to recruit because they are hard to contact and coordinate. Is this doable? How to do it? Who will do it?	1.1.1 Expand eligibility to families at McCarver who fit either of the following: • McKinney-Vento definition of homeless at the time of application. OR • at imminent risk of homelessness as evidenced by: - 75% rent burden AND - at least 3 day pay rent notices within the last 12 months 1.1.2 Improve outreach to better identify eligible families and better elicit their interest in the program.
		The MV definition of homelessness is broader than the HUD and Pierce County definition. The broader definition would coincide with the need at McCarver. It fits the causes of student transience. It captures families who pass in and out of the narrower definition. We can assure the county that we will use its \$26,000 only for families within the narrow definition.	This may clash with the county's focus on families that fit the narrow definition of homeless. This matters because the county gives THA \$26,000 for the McCarver project.	

I. REPLENISHING THE CO-HORT OF 50 FAMILIES			
Issues	Possible Responses	Pros	Cons
1.2 Income Limits Program rules limit eligibility to families at or below 30% AMI income. This limit was the reason for 4 out of the 18 denials in 2016-2017. The income of the 4 denied families were only slightly over the 30% AMI limit. They were homeless or near homeless.	No change.	We do not have the time to change the Admin Plan.	1.2 If we do nothing , we will reduce the program's usefulness to families in crisis at McCarver. This may require a change in THA's Admin Plan. This added flexibility will require the exercise of judgment that will be necessarily subjective. We do not have time to change the Admin Plan.
	Allow for individual exceptions to the income limit for families who meet a specified criteria of need: <ul style="list-style-type: none"> • 75% rent burden • repeated 3 day pay rent notices • living where they are not authorized • living in an unsafe swelling 	This will allow the program to serve families in all their variety of circumstances. Flexibility is always a benefit.	
	Raise the income eligibility limit.	This expanded definition is necessary to capture transient families, which is the main point of the program. It does not crowd out families with lower incomes because the program still has room. Need among families does not show with such precision that makes a strict 30% AMI outline meaningful. 59% AMI would coincide with THA's Admin Plan and require no further change.	Raise the income eligibility from 30% AMI to 50% AMI.

1. REPLENISHING THE CO-HORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
<p>1.3 Criminal History Program rules limit eligibility by criminal history. That limit was the reason for 1 out of the 18 denials in 2016-2017.</p> <p>If THA initially denies a family on grounds of criminal history, THA's present Admin plan allows the family to appeal the denial to a THA staff review. This appeal is a chance to review the individual circumstances.</p> <p>The Plan gives staff ample flexibility and leniency to allow the family into the program. Staff have used this authority liberally. Only 1 out of 18 denials was grounded in criminal history.</p>	<p>No change.</p>	<p>We do not have time to change the Admin Plan.</p> <p>The present rules give staff the flexibility they need. This shows in the very low denial rate on criminal history grounds.</p> <p>A criminal history may mean that the family would have a hard time finding a landlord. Do not expend resources on the effort</p> <p>The individual exceptions would allow extra flexibility.</p> <p>McCarver School cannot turn away families on these grounds. The program should not.</p>	<p>TPS cannot turn away children on these grounds; the Program should not. The children are just as needy, perhaps more so. The Program is supposed to help.</p> <p>We do not need the extra flexibility. Present policy allows THA staff ample flexibility. Criminal history accounted for only 1 out of 18 denials.</p>	<p>1.3 No change to criminal history rules.</p>
<p>Allow for individual exceptions to the criminal history limitation for families who meet specified criteria of responsible behavior since the conviction.</p> <p>Eliminate all criminal history restrictions except for what federal law requires.</p>				

I. REPLENISHING THE CO-HORT OF 50 FAMILIES			
Issues	Possible Responses	Pros	Cons
I.4 Rule Excluding Families Who Owe Money to THA or Other PHAs or Whom THA or Another PHA had evicted or terminated. Program rules exclude families who owe money to THA or another PHA. This rule accounted for 1 out of the 18 denied in 2016-2017. The rules exclude families who had been evicted or terminated by THA or another PHA. This rule accounted for 1 out of the 8 denials in 2016-2017. Staff have ample flexibility to waive these rules.	No change.	The rules provide adequate flexibility. Program rules give staff ample flexibility and leniency to waive these rules. Staff can allow the family to sign a payment agreement for example. Staff have used this flexibility liberally. Only 2 out of 18 denials were grounded on these rules. The process to exercise the flexibility is a chance for staff and the family to better assess the family and its needs.	The McCarver Program should not burden families in crisis with past debts. TPS cannot turn away children on these grounds; the Program should not. The children are just as needy, perhaps more so. The Program is supposed to help.
	Allow for individual exceptions to the rule for families who meet specified criteria such as entering a payment agreement for the debt. Eliminate the exclusion.	This would emphasize the flexibility to make exceptions. The McCarver Program should not burden families in crisis with past debts. TPS cannot turn away children on these grounds; the Program should not. The children are just as needy, perhaps more so. The Program is supposed to help.	Staff already have enough flexibility. We do not have time to change the Admin Plan. Federal law may mandate some part of this exclusion. We do not have time to change the Admin Plan.
			I.4 No change to rule governing debts owed to THA or other PHAs.

1. REPLENISHING THE COHORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
1.5 Head Start Families THA has admitted Head Start families at McCarver (including Bay Terrace Head Start families). Head Start offers a place to 3 and 4 year olds. These families, however, are not assured a place at McCarver kindergarten if they do not live in the McCarver catchment area. If they do not, McCarver will admit them only as space allows. THA has informed these families that their rental assistance and their participation in the program shall end if they are not enrolled in McCarver kindergarten. There are a few families facing such termination. Three more Head Start families have applied upon the same understanding.	No change. Continue to admit McCarver Head Start families on the present terms and schedule.	Admitting homeless Head Start families into the program will help replenish the cohort even if they have to leave in one or two years.	Better reserve the limited spaces for families who can surely participate for all years up to and through 5 th grade.	1.5.1. The present Head Start families will remain in the program if McCarver admits them to kindergarten. 1.5.2 THA will admit further Head Start families as Priority 3 applicants only as space allows after Priority 1 (K-2 grade) and Priority 2 (3 – 5 grade) 1.5.3 If any family admitted to the program does not get into McCarver kindergarten, THA will terminate their assistance at the end of their McCarver enrollment or the expiration of 12 months of rental assistance, whichever happens latter.
	Continue to admit McCarver Head Start families but allow them to remain in the program even if their children are not allowed to enroll in McCarver kindergarten.	Doing so will also help such families for at least one or two years.		
	Do not admit out of area McCarver Head Start families unless they commit to moving into the area in order to ensure their enrollment in McCarver kindergarten.	Terminating them at the end of the Head Start school year may interrupt a tenancy.		

1. REPLENISHING THE CO-HORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
1.6 Eligible Families Cannot Find Housing and Return the Voucher The Tacoma rental market is very tight and getting tighter. This is especially true in the McCarver area. McCarver program families have trouble finding housing, for two reasons. First , the voucher is not keeping up with rising rents. Second , landlords are getting choosy. Our families cannot compete with other families with better credit and rental histories.	Increase the value of the voucher so it is more competitive in Tacoma's rising rental market.	This may help.	Our vouchers are presently within the market. The greater problem is that our families' rental and credit history are not competitive. A tight market also elicits the discriminatory impulses. A more valuable voucher may not help with those problems. THA does not have the funds for this without reducing the number of families it serves.	1.6.1 Do not change the value of the voucher just for the McCarver program. If the value changes, let it happen as part of a general program wide assessment.
	Provide stronger landlord-liaison services to: First , to help families shop. Second , to recruit landlords.	THA is about to hire a Landlord Liaison. This person can focus on the McCarver Program.	Such a focus will deflect the person from serving other THA clients.	1.6.2 The new THA Landlord-Liaison will focus on McCarver.

I. REPLENISHING THE CO-HORT OF 50 FAMILIES			
Issues	Possible Responses	Pros	Cons
	<p>Explain the program to landlords who may be interested in participating as their contribution to the community.</p> <p>Offer landlords the assurance of close case support to avoid problems and to address problems that do arise. These services include:</p> <ul style="list-style-type: none"> • regular apartment inspections by caseworker • case management • referral to services to help a family keep house <p>Reduce the program papershuffle and time periods for landlords to make participation more appealing. e.g. shorter inspection times.</p>	<p>Some landlords will surprise us.</p> <p>Most landlords with legitimate concerns about a McCarver family worry that (i) the family will not pay the rent; (ii) it will not take care of the dwelling; (iii) it will not be good neighbors.</p>	<p>This is not likely to be a factor for most landlords.</p> <p>We must not overpromise.</p>
	<p>Offer landlords payment of first and last month's rent.</p>	<p>This does not require more use of HAP dollars. Instead it is just paying the last month's rent in advance. Doing that however, will appeal to landlords as, in effect, an augmented security deposit.</p>	<p>The HCV staff are in the middle of a software conversion. The conversion may lead to efficiencies for landlords. This is not the time to ask them to change their processes.</p> <p>Even an advanced payment is a drain on THA's HAP reserves.</p> <p>Ken and Julie report we do not have the "capacity" to pay HAP in advance.</p>
			<p>Chosen Solutions</p> <p>1.6.3</p> <p>THA's McCarver caseworkers and landlord-liaison will be authorized, to offer landlords the following incentives. They shall offer these in the following order as necessary and effective to prevail on a landlord to rent to a McCarver family:</p> <ol style="list-style-type: none"> 1. Explain the program and its worth to entice landlords who may participate as a community contribution. 2. Explain the close case support that McCarver families will receive, including: <ul style="list-style-type: none"> • regular apartment inspections • case management • referral to services to help a family keep house 3. Expedited unit inspections. 4. Offer the landlord an enhanced security deposit up to the payment standard, which may be on top of the regular deposit tenant will pay. This enhanced amount will belong to the tenant who, as a result, will have this added incentive to be a good tenant as a way to get the full deposit back.

1. REPLENISHING THE CO-HORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
	<p>Offer landlords an enhanced security deposit. This can take several forms.</p> <ul style="list-style-type: none"> • a larger deposit • a larger deposit only for the first 4 – 6 months of the tenancy. <p>If there are no problems within that time, the landlord refunds the excess.</p> <p>THA has already set aside \$20,000 a year for this purpose to serve the McCarver and TCC programs.</p> <p>Offer landlords incentive signing bonuses to rent to program families.</p> <p>Offer landlords limited damage payment guarantees.</p>	<p>This may reassure landlord's to take a risk on a McCarver family.</p>	<p>This may deplete THA's \$20,000 pot.</p> <p>Offering this to some families will spread the word among landlords who would come to expect it.</p> <p>This will worsen the discriminatory prejudgments some landlords make against Section 8 families.</p>	<p>5. Offer advance payment of last month's rent.</p> <p>Prior to offering an enhanced security deposit, or last month's rent, the sase worker will do the following:</p> <ul style="list-style-type: none"> • document the reasons why the landlord is requiring such enhanced payment. The reason should be particular to the family in question. It should not arise from generalized prejudgments about poor families or Section 8 families as a group. • determine the family's capacity to contribute to deposit costs; • try to use alternative community assistance. <p>6. Increase THA's \$20,000 pot available for these purposes.</p> <p>7. Put these funds at the easy disposal of McCarver caseworkers without much papershuffling so they can use the funds quickly in negotiations with landlords.</p>

1. REPLENISHING THE CO-HORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
	<p>Put McCarver families through tenant training to increase their competitiveness.</p> <p>PCHA has such a program called Ready to Rent. It takes 16 hours. It gives a certificate of completion that tenants can show to landlords.</p>	<p>If landlord's value this program it would make tenants more competitive.</p>	<p>Whether landlords value the certificate is not clear.</p> <p>This training asks too much time of families who have enough burdens.</p> <p>PCHA has discontinued its Ready to Rent program.</p> <p>THA does not have the time and money to create its own program.</p>	<p>1.6.4 THA will not create its own tenant training program. Instead, the HOP and McCarver orientation, and the instruction from the McCarver caseworkers will emphasize how to be a good tenant and the importance and benefits of being a good tenant.</p>
	<p>Encourage and arrange for program families to share housing with other families and other McCarver families.</p>	<p>This can save money on rent. It can help families be their own sources of support.</p>	<p>Co-tenancy may complicate the search for a willing landlord.</p> <p>Co-tenancy may make conflict more likely between households.</p>	<p>1.6.5 Caseworkers will consider these options case by case.</p>

1. REPLENISHING THE CO-HORT OF 50 FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solutions
	THA will master lease units in private buildings for program families.	<p>THA assumes control and much of the risk arising from tenant misconduct. This may be appealing to landlords.</p> <p>If THA is willing to rent to McCarver families in its own properties, where THA bears the full risk an responsibility, it should be able to master lease, which entails a lesser responsibility.</p> <p>This may allow THA to negotiate lower rent.</p>	THA must be prepared for the greater risk. This will require consultation with THA's insurer.	<p>1.6.6</p> <p>THA will seek to master lease units within the McCarver area. THA must determine that split of responsibility for these leases within THA among Asset Management, Property Management and Client Services</p>

1. REPLENISHING THE CO-HORT OF 50 FAMILIES			Chosen Solutions	
Issues	Possible Responses	Pros	Cons	
	<p>THA set aside its own units for McCarver families at Bay Terrace and Hillside Terrace. THA's Asset Management Committee recommends this.</p> <p>All Hillside and Bay Terrace units are tax credit financed. Tax credit rules govern them. Some portion of these units are reserved for families at incomes of 20, 40 and 50% AML. THA rents them at rents affordable to those income levels but they are otherwise unsubsidized.</p> <p>The families could use their McCarver rental assistance to help them pay the unsubsidized rent.</p> <p>All of Hillside units and some of the Bay Terrace units are also project based voucher (PBV) units. This means they are affordable to families down to zero income.</p>	<p>This will provide high quality housing to McCarver families within convenient distance of the school.</p> <p>Continuing the tenancy or even the rental assistance beyond the end of a family's participation in the McCarver program will help the family, especially if it did not increase its income enough to afford the private rental market.</p>	<p>Setting aside units exclusively for McCarver families may mean THA will leave a unit vacant until such a family comes along. The property cannot afford that. It is also a bad use of the unit.</p> <p>If THA cannot terminate a tax credit tenancy or a rental subsidy upon the end of the family's participation in the McCarver program, then THA could not recycle the unit or the subsidy to the next cohort.</p> <p>Setting aside such units would diminish the income range within the properties by excluding the higher income families that would otherwise go into the unsubsidized units. This will deprive the properties of a desirable mix of incomes. It will decrease the cash flow of the properties.</p>	<p>1.6.7</p> <p>THA will not set-aside any unit in Bay Terrace or Hillside Terrace for McCarver families. Instead, it will give these families a preference for a limited number of vacancies. THA will cap this number to preserve income diversity within the properties.</p> <p>THA will give a priority for this preference to those McCarver families having the harder time finding housing in the McCarver area or for whom finding such housing is of particular importance to school success.</p> <p>This preference will be for both:</p> <ul style="list-style-type: none">• Non-PBV Units;• PBV-Units <p>For both types of units, THA will condition the tenancy as far as the tax credit and PBV rules allow on the normal McCarver program rules, including keeping a child enrolled at McCarver and 5-year time limit. Stephen Holmquist advises that tax credit rules allow this.</p>

1. REPLENISHING THE CO-HORT OF 50 FAMILIES			
Issues	Possible Responses	Pros	Cons
	THA prevail upon other nonprofits to give a preference for vacancies to McCarver families, <i>i.e.</i> Eliza McCabe, Hillside Gardens, Guadeloupe Vista	This will add units to the portfolio available to McCarver families.	
			Chosen Solutions 1.6.8 THA prevail upon other nonprofits to give a preference for vacancies to McCarver families, <i>i.e.</i> , Eliza McCabe, Hillside Gardens, Guadeloupe Vista

1. REPLENISHING THE COHORT OF 50 FAMILIES			
Issues	Possible Responses	Pros	Cons
<p>1.7 Requirement That Families Stay at McCarver Drives Families Off the Program.</p> <p>The tight Tacoma rental market, especially around McCarver, means that program families must find housing far away. Yet the Program requires them to keep their children enrolled at McCarver. Some families find this a burden. The transportation problems also impede timely attendance and parental participation in the school and the Program.</p>	<p>No change. Continue to require McCarver program families to enroll their children at McCarver.</p>	<p>This enrollment requirement is a signature of the Program. It allows a focus on a school seeking school wide improvements. It allows the Program to better serve families since they are all at the same school. It allows the Program to elicit peer support from among the families.</p> <p>This is too big a change to make on an interim basis. Let the redesign and expansion discussion consider the issue. That also may provide some middle ground solution that comes from expansion to other schools. For example, a new rule would limit families to McCarver and the expanded schools.</p>	<p>Making no change will not solve the problem.</p> <p>This will remove the reason for the program. It will turn it back into a regular voucher program with no effective focus on the school.</p> <p>It will scatter families among several schools making them harder to serve.</p>
	<p>Remove the requirement that McCarver families keep their children enrolled at McCarver.</p>	<p>Lifting the enrollment requirement may make the program more appealing to families. It addresses a problem the families have reported to us.</p>	

Chosen Solutions

1.7
No change. Continue to require McCarver program families to enroll their children at McCarver.

2. EXPIRING TIME LIMITS FOR CURRENT PROGRAM FAMILIES

Issues	Possible Responses	Pros	Cons	Chosen Solution
<p>The program is designed to limit a families participation to five years or the end of their children's enrollment at McCarver, whichever happens first.</p> <p>This limit serves two purposes:</p> <ul style="list-style-type: none"> • it gives parents a reason to invest in their own education and employment prospects so they will be ready and able to pay full rent. • it allows THA to recycle the dollars to the next cohort of families. Otherwise the program is not affordable at scale. <p>Those limits have arrived for some participating families. Yet most are not ready to pay full rent. This is especially true for those families who have made no income progress because of mental illness, drug or alcohol dependency or domestic violence. Ending the rental assistance may throw them back into crisis and imperil the school progress their</p>	<p>Extend the rental assistance to August 31, 2017 for the following families:</p> <ul style="list-style-type: none"> • 9 families whose 5 year limit expires during the 2016-2017 school year • 2 families whose 5 year limit expired during the Summer of 2016 • 1 family with no children remaining at McCarver but some children at other TPS elementary schools <p>Terminate rental assistance for 4 families with no children at any TPS elementary school but recently experienced hardship</p>	<p>We decided to do this August 24, 2016.</p>		

2. EXPIRING TIME LIMITS FOR CURRENT PROGRAM FAMILIES				
Issues	Possible Responses	Pros	Cons	Chosen Solution
children have made.				



COMMUNITY YOUTH SERVICES



TACOMA HOUSING AUTHORITY

April 7, 2017

By hand
By email: jim.honeyford@leg.wa.gov

Senator Jim Honeyford
Vice-Chair, Capital Budget
Senate Ways and Means Committee
112 Irv Newhouse Building
Olympia, WA 98504

By hand
By email: david.froct@leg.wa.gov

Senator David Froct
Assistant Ranking Member Capital Budget
Senate Ways and Means Committee
227 John A. Cherberg Building
Olympia, WA 98504

By hand
By email: steve.tharinger@leg.wa.gov

Representative Steve Tharinger
Chair
Housing Capital Budget Committee
314 John L. O'Brian Building
Olympia, WA 98504

By hand
By email: richard.debolt@leg.wa.gov

Representative Richard DeBolt
Ranking Member
Housing Capital Budget Committee
425A Legislative Building
Olympia, WA 98504

*Re: THA and CYS Arlington Drive Campus for Homeless Youth and Young Adults
Capital Fund Request*

Dear Senators Honeyford and Froct and Representatives Tharinger and DeBolt:

We write to ask you to support the capital fund request for the Arlington Drive Youth Campus in Tacoma. This campus is an ambitious and innovative partnership between the Tacoma Housing Authority (THA) and Community Youth Services (CYS). We thank the Senate for its capital fund proposal to provide \$3 million. As you confer to fashion a final capital budget, we ask you to keep that money in the budget. This is important. We write to recount the reasons why. Here are fifteen:

1. Homeless youth and young adults **face greatly increased risks** of violence, sexual exploitation, drug or alcohol dependency, and lifelong poverty. They face **greatly**

711 State Ave, NE, Olympia, WA 98506
(360) 943-0780 • SHanauer@CommunityYouthServices.Org • www.communityyouthservices.org

902 South L Street, Suite 2A • Tacoma, Washington 98405-4037
Phone 253-207-4429 • mmirra@tacomahousing.org • www.tacomahousing.org

diminished chances of an education, a reasonable adolescence, a livelihood, successful parenthood and a life without fear.

2. The public will be investing **a lot of money** trying to serve these young people – public school education, mental health services, and criminal justice. These investments **will not pay off** unless we first stabilize them with high quality housing and services..
3. This problem in our state is **growing**.
4. But it is **still manageable**. And we know what success looks like.
5. The Arlington Drive campus will combine THA's real estate development and housing experience and resources with the nationally recognized service and treatment expertise of CYS. It is a **unique partnership**.
6. The campus will address the problem at scale. Every year, the campus will stabilize over 500 homeless youth ages 12 to 17 years old. It will do this with a 12-bed Crisis Residential Center (CRC). CYS successfully discharges youth from its CRC in Olympia to safe and stable placements back with family, with other relatives or to foster care at a **rate of 95%**. (The City of Tacoma and Pierce County have already committed the money to get the CRC built. We are about to begin design work.)
7. The campus will provide **40 to 50 rental apartments** for homeless young adults ages 18 to 24 years.
8. Homeless youngsters and young adults **roam from county to county**, escaping danger, seeking help and going astray. The Arlington Drive campus will serve those from Pierce County by keeping them closer to home. This will reduce their trauma and increase the chance of **patching their families back together**. This also means they will not take up space in the shelters of other counties. The campus will also serve young people from other counties and increase their chance of returning home with a reasonable plan for reunification or stabilization in their home communities.
9. The campus will provide **treatment and job training**, with social enterprise activities for on-the-job experience.

10. The campus will be **within walking distance** of a middle school, a primary health care clinic, a state-of-the-art community center, and a planned satellite campus of Bates Technical College.
11. In all these ways, this campus will give these youngsters and young people a second chance at a reasonable adolescence and adulthood, an education, a livelihood, a family, and a life, **especially a life without exploitation, impoverishment or fear.**
12. This campus will **showcase Washington State** on how to do this hard work right. We have the rare chance to design a campus for the purpose. This will allow for state-of-the-art clinical services. It will be efficient to operate. It will also look lovely.
13. This year provides the rare chance to get this \$23 million project done. The City of Tacoma and Pierce County have stepped up to fund the CRC's development. THA has committed the land at no cost to the project. It has committed the yearly fair market rental assistance for the apartments to support commercial debt and services, also at no cost to the project. CYS has committed to be the service provider and to use its impressive fund raising capacity. The project will be very competitive for federal low-income housing tax credits and other financing sources, **especially if the legislature makes its own commitment.** To leverage and match these commitments, the project needs the legislature's capital fund appropriation of \$3 million.
14. For the leveraging of other resources, for the reduction in the public costs of child welfare services, subsidized health care, police and criminal justice, public assistance and other claims for help these unassisted young people will otherwise make over a benighted lifetime, and for the lives this campus will save from such a prospect, **\$3 million will be a bargain.** As a capital investment, it is a particular bargain amortized over the 30 year life of the campus.
15. The bargain gets better with the **jobs** the construction and operations will create. According to the United States Stimulus Calculation, every \$1 million of construction expenditures supports 9.9 total jobs: 4.6 direct jobs and another 5.3 jobs through indirect spending. At these rates, this \$23 million project will generate 227 direct and indirect jobs. It will create another 10 long-term jobs for its operations. Perhaps as important, it will allow young adults to enter the job market, with skills.

Senators Honeyford and Frockt
Representatives Tharinger and DeBolt
April 7, 2017

Re: THA and CYS Arlington Drive Youth Campus – Capital Fund Request
Page 4

We hope this letter is helpful as you confer for a final capital budget. We ask the Senate to persist in its \$3 million capital fund proposal for the Arlington Drive Youth Campus. We ask the House to follow that example.

Thank you.

Cordially,

COMMUNITY YOUTH SERVICES

TACOMA HOUSING AUTHORITY



Scott Hanauer
Chief Executive Officer



Michael Mirra
Executive Director

Cc: Senator Darneille
Senator Zeiger
Senator Conway
Senator O'Ban
Senator Miloscia
Speaker Chopp
Representative Jinkins
Representative Doglio
Representative Macri
Representative Dolan
Representative Fey
Representative Sawyer
Representative Kagi



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$8,316,105 for the month of March, 2017.

Approved: April 26, 2017

Dr. Arthur C. Banks, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of March 2017

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Account					
Low Rent Module Checks	Check #'s	-	-	-	
Accounts Payable Checks	Check #'s	89,429	- 89,659		
Business Support Center				439,079	Program Support
Moving To Work Support Center				296,786	
Tax Credit Program Support Center				7,190	
Section 8 Programs				342,137	Section 8 Operations
Outrigger				9,900	Local Funds
Salishan 7				14,384	
Tacoma Housing Development Group				400	
Development Activity				7,342	Development
Hillside Terrace 1800 Court G Development				114	
New Look-Development				37,515	
KeyBank Building				2,319	
Bay Terrace II				1,234,744	
Renew Tacoma Housing Development				1,918,343	Community Service
CS General Business Activities				942	
Community Services MTW Fund				15,081	
Gates Tacoma Pub Schools Grant				327	
ROSS Svc Coord				40	
Tacoma S/D-McCarver				63	
AMP 6 - Scattered Sites				89,142	
AMP 7 - HT 1 - Subsidy				19,934	
AMP 8 - HT 2 - Subsidy				5,000	
AMP 9 - HT 1500 - Subsidy				2,462	
AMP 10 - SAL 1 - Subsidy				20,798	
AMP 11 - SAL 2 - Subsidy				23,763	
AMP 12 - SAL 3 - Subsidy				20,629	
AMP 13 - SAL 4 - Subsidy				21,697	
AMP 14 - SAL 5 - Subsidy				24,191	
AMP 15 - SAL 6 - Subsidy				24,962	
AMP 16 - Bay Terrace - Subsidy				14,184	
Allocation Fund				54,192	Allocations-All Programs
THA SUBTOTAL				4,647,659	
Hillside Terrace 1 through 1500				50	Tax Credit Projects - billable
Bay Terrace 1				483	
Renew Tacoma Housing Operations				18,034	
Salishan I - through Salishan 6				1,265	
Salishan Association - Operations				-	
TAX CREDIT SUBTOTAL (Operations - billable)				19,832	4,667,491
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	481,908	- 481,922	8,886	
	ACH	107,555	- 108,863	2,551,134	\$ 2,560,020
Payroll & Payroll Fees - ADP					\$ 922,531
Other Wire Transfers					
Purchase of 617 S 19th Str				166,063	\$ 166,063
TOTAL DISBURSEMENTS					\$ 8,316,105

TACOMA HOUSING AUTHORITY

CASH POSITION - March 2017

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	5,803,271	0.33%
Section 8 Checking	1,756,732	0.33%
THA Affordable Housing Proceeds-Salishan	3,421,206	0.33%
Scattered Sites Proceeds	988,143	0.33%
Note Fund Account	101	0.33%
Credit Card Receipts	109	0.33%
THA Investment Pool	291	0.33%
THA LIPH Security Deposits	4,506	0.33%
THDG - Tacoma Housing Development Group	353,787	0.33%
Salishan 7	1,149,591	0.33%
Salishan 7 Security Deposit	26,739	0.33%
Salishan 7 Replacement Reserve	207,361	0.33%
Salishan 7 Operating Reserve	200,005	0.33%
Outrigger Operations	71,634	0.33%
Outrigger Security Deposit	23,277	0.33%
Outrigger Replacement Reserve	62,630	0.33%
Prairie Oaks Operations	73,064	0.33%
Prairie Oaks Security Deposit	3,902	0.33%
Prairie Oaks Replacement Reserve	9,212	0.33%
Payroll Account	8,883	0.33%
WASHINGTON STATE		
Investment Pool	\$ 1,640,382	0.73%
1. TOTAL THA CASH BALANCE	\$ 15,804,825	
Less:		
2. Total MTW Cash Balance	\$ 772,043	
<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)	\$ -	
3. MTW Cash Held By HUD		
3.11 Undisbursed HAP Reserves Held by HUD	\$ 292,361	
3.20 Total MTW Cash Held By HUD	\$ 292,361	

TACOMA HOUSING AUTHORITY

CASH POSITION - March 2017

4. Non MTW Cash Restrictions			
<i>Other Restrictions:</i>			
4.01 FSS Escrows	\$	129,750	
4.02 VASH, FUP & NED HAP Reserves		197,808	
4.03 Mod Rehab Operating Reserves		21,340	
4.04 Security Deposit Accounts		74,098	
4.05 Gates Foundation - 615, 616		538,582	
4.06 Outrigger Reserves		62,630	
4.07 Salishan 7 Reserves		832,366	
4.08 Prairie Oaks Reserves		9,212	
4.09 THDG - 048		353,787	
4.10 Area 2B Sales Proceeds (Afford Hsg)		3,421,206	
4.11 Scattered Sites Proceeds (Afford Hsg)		988,143	
4.20 Total - Other Restrictions	\$	6,628,920	
5. Agency Liabilities:			
5.10 Total - Agency Liabilities	\$	-	
5.20 Development Draw Receipts for Pending Vendor Payments	\$	-	
5.30 Development Advances/Due Diligence Commitments ¹	\$	-	
6. Total Non MTW Cash Restrictions (Lines 4.20+5.10+5.20+5.30)	\$	6,628,920	
7. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-6)	\$	8,403,862	
8. MTW Reserve Commitments			
8.01 Renovation/Remodel of Salishan FIC Building	\$	669,100	
8.02 Renovation of Salishan Maintenance Shop		286,500	
8.03 Software Conversion for Operational Platform (VH)		(100,536)	
8.04 Education Projects - McCarver & Others		310,000	
8.10 Total Reserve Commitments (Lines 8.01 through 8.04)	\$	1,165,064	
9. Agency Current Commitments:	Board Approval	Expended	Obligation Balance
¹ Total Current Commitments outstanding			\$ -
Agency Advances for Current Development Projects			
	\$	-	
	\$	-	
Total Agency Advances	\$	-	



TACOMA HOUSING AUTHORITY

**POLICY, INNOVATION, AND
EVALUATION**



TACOMA HOUSING AUTHORITY

DATE: April 26, 2017

TO: THA Board of Commissioners

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

RE: Policy, Innovation and Evaluation Department Monthly Board Report

1. Introduction

Work continues to be busy within the agency and within the Policy, Innovation and Evaluation (PIE) department. This report shares a preview of some evaluations that you will see in May, the status of the fundraising success of the Grants and Resource Development Manager, an update on staffing changes, and a preview of the work that is going on within the department.

2. College Housing Assistance Program (CHAP)

Tacoma Housing Authority (THA) has been selected by a nationally-recognized research team from Temple University for a three-year evaluation of the THA-Tacoma Community College (TCC) homeless student housing program, College Housing Assistance Program (CHAP). The research will be fully funded by Temple, in partnership with private funders. In order to move forward with this evaluation, and complete a more relevant evaluation of the program, THA must significantly increase the program's size. This is a very good opportunity for us.

As a companion to this news, Executive Director (ED) Mirra, Commissioner Rumbaugh and I had met with TCC in late 2016. TCC shared information about a Second Chance Financial Aid program that they have been selected to participate in. This program will allow individuals exiting the prison system to access financial aid and attend TCC. Housing is a barrier to success in this program. Through these discussions, we committed to looking for ways to make CHAP program accessible to these households.

With these two opportunities in mind, ED Mirra and I have tentatively agreed to the following:

- Expand the CHAP program from 25 to 150 households by the end of 2018;
- Expand the eligibility for the program to households that may not be homeless but participate in the Second Chance Financial Aid program; and
- Remove the criminal background screening from the program.

I will be meeting with THA and TCC staff over the next several weeks to formalize these proposals. We plan to bring a full recommendation to the Board in May.

3. Rapid Rehousing

PIE has been working on an evaluation of the \$1.288 million investment THA makes into the Pierce County homeless system for rapid rehousing for families and young adults. The evaluation has been a lengthy process. The evaluation is now in draft form and will go to the sub-recipients of these funds for comment. The final recommendation to the executive director and the board regarding the continued investment and restrictions on the use of funds will be informed by data and community feedback. The draft recommendations are not popular with some providers as we are proposing to restrict the use of funds to housing rather than housing and related services/costs. You can expect to hear more about this in the May board meeting.

4. Grants and Resource Development

In late 2015, THA hired Karen Bunce as the THA's first Grants and Resource Development Manager. This was a new investment of THA funds into a position dedicated to fundraising and expanding partnerships. This has been money well invested. In 2016, Karen assisted in completing \$878,946 in awarded grants from funders such as Housing and Urban Development (HUD), Medina, City of Tacoma, Pierce County, and Bank of America. This count does not include funds secured by ED Mirra and the Real Estate Development Department (RED) through their separate efforts. Here are some highlights of the 2017 grants awarded and in process:

Awarded

- Grant from the WA Department of Natural Resources for updating our THA's Tree (Urban Forestry) Management Plan and Inventory;
- Donation of \$10,000 from Walsh Construction for the Children's Savings Account (CSA) program;
- Free Financial Literacy training and materials from the Consumer Finance Protection Bureau – Your Money, Your Goals;
- A donated 15-passenger van from Pierce Transit for our Community Services Department to use for our Senior and Disabled residents;
- Children's Museum of Tacoma Play to Learn Classes at Salishan;
- North Tacoma Rotary support for McCarver families for family night and gift baskets, including gas cards; and
- Free Books from First Books.

In process

- Emergency Safety & Security Grant from HUD for Salishan and Hillside 2300 for \$116,135;
- JPMorgan Chase Community Development Grant for Hilltop Master Planning for \$250,000;
- Graduate Tacoma for Summer STEAM classes at Salishan (collaboration with Children's Museum); and
- Artplace Grant to support an Alley Activation project behind our buildings on MLK Way.

5. 2016 Moving to work (MTW) Report

THA's 2016 MTW Report was submitted March, 2017. To view the Report in its entirety, it can be found here: <http://tacomahousing.net/content/moving-work-0>. THA has yet to receive feedback from HUD on the results of this Report but some highlights are listed below.

5.1. Housing Opportunity Program (HOP):

HOP is a fixed rental subsidy with a five year time limit for "work able" households. Work able is defined as a household that contains at least one person who is 56 years or younger who does not receive income due to the person being classified as senior and/or disabled. THA began bringing households onto this program in 2013. By the end of 2016, THA was serving 459 households in this program. Households leave the program if they become over-income (above 80% AMI).

Additionally, the College Housing Assistance Program (CHAP) and Children's Housing Opportunity Program (CHOP) participants receive HOP subsidies. The information below separates out some meaningful metrics from those programs.

Below are some statistics gathered through the Report on how households were faring in this program in 2016.

Average Earned Income: \$18,448/year (work able households only)
\$16,246/year (All HOP households)
\$10,350/year (CHAP)
\$12,324/year (CHOP)
Households with full-time employment: 116 (34% of all HOP households)
Households with part-time employment: 120 (35% of all HOP households)
Length of Time on Waitlist: 1.32 years
Average Housing Assistance Payment Amount: \$496 (\$29 increase from 2015)
Number of Households transitioned to Self-Sufficiency: 3 (over income); 5
(graduated from TCC with an AA)

The PIE team is working on a more in-depth analysis to understand how HOP is working. This analysis will be shared with the board when it is available.

5.2. Rapid Rehousing Investment:

Using MTW flexibility and through a partnership with Pierce County Community Connections, THA invests roughly \$1.3 million into the County's Rapid Rehousing program under two contracts. One contract serves homeless youth (\$288K annually) while the other serves homeless families (\$900K in 2016 and \$1 million in 2017 and 2018) in Tacoma and Pierce County. In 2016, the County expended 68% of the

youth contract and 77% of the family contract and housed a unit month average of 61 families. 184 unique households were served with this investment in 2016.

The effectiveness of THA's investment to rapidly rehouse homeless households without needing further assistance is still being evaluated. The board should expect to see a more in-depth analysis of this investment, along with a recommendation about the continued level of THA's investment, at the May board meeting.

5.3. Family Self-Sufficiency (FSS) Program

THA implemented this program in 2013 after receiving MTW approval. To successfully implement this program, THA created an FSS internal software to track the program. The program uses a pay point approach in lieu of the traditional income-based escrow system. This system has now been built into THA's new software program. Program implementation started in late 2012 and carried into 2013. Everyone in the FSS program is now using this modified approach. In 2016, THA's Community Services department has laid ground work for evaluating how this modified approach is working, as well as for ways to expand its outreach and engagement to increase participation. This work will continue through 2017.

Average Earned Income: \$23,883/year

Average Housing Assistance Payment Amount: \$556 (\$33 decrease from 2014)

The PIE team is working on a more in-depth analysis to understand how the FSS paypoints and overall program are working. This analysis will be shared with the board when it is available.

5.4. Children's Matched Savings Accounts

THA proposed this activity in its 2014 MTW Plan and implemented the program in fall 2015. THA continued its fundraising efforts for this activity throughout 2016 and now has sufficient funding to support the first cohort. In 2016, THA continued to recruit children living in Salishan and attending Lister Elementary School in the Salishan neighborhood into this program in order to help those children save for college. As of December 31, 2016, a total of 66 children are signed up for the program. The average savings account amount was \$120.

5.5. Security Deposit Assistance Program

THA proposed this activity in its 2014 MTW Plan and implemented the program in winter 2015. Program funds are available to households participating in the Tacoma Public Schools Special Housing Program, College Housing Assistance Program and households wishing to live in THA's properties but cannot afford a security deposit. One household used the activity in 2015 and in 2016, 29 households used the program. The average deposit amount was \$509. Of the allotted \$20,000 for this program in 2016, \$18,160 was used.

6. Staff Changes

The department has seen some changes in staff beginning last fall. We have two recent hires within the department. Amy Van joins THA as a Project Manager overseeing the McCarver expansion and redesign. She fills the vacancy left by Andrea Cobb. Amy comes to THA with experience in charter schools and state-level advocacy related to opportunity gaps in education. Amy has extensive experience in community organizing and helping equip families to advocate for themselves and their children. I am excited for the experience Amy will bring to the McCarver discussion.

Alessandra (Aley) Thompson joined THA as Project Manager conducting the Housing Opportunity Program (HOP) Analysis. Aley will also assume some of the Moving to Work (MTW) coordination that was previously completed by Sheryl Stansell, who will be leaving THA at the end of the month. Aley comes to THA from the San Mateo Department of Housing. She has experience with housing and community development, and has worked with HUD housing policies, data analysis and project management.

Aley will be introduced to the board in April and Amy will be introduced at the June meeting.

7. Preview of Upcoming Work

In addition to the daily work within the agency, the PIE department will be working on a number of major projects over the next several months:

- Housing Opportunity Program (HOP) analysis;
- 2018 MTW Plan;
- Family Self-Sufficiency (FSS) analysis and subsequent program/policy changes;
- Establishing data collection, sharing, and reporting with Tacoma Public Schools;
- Completing a simplified MTW reporting/marketing tool;
- McCarver expansion and redesign;
- Refining the Children's Savings Account program; and
- Budget planning and its policy-related adjustments.



TACOMA HOUSING AUTHORITY

CLIENT SERVICES



TACOMA HOUSING AUTHORITY

DATE: April 26, 2017

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

We continue to evaluate how to best manage voucher utilization rates and subsidy costs, relative to the current and projected levels of Housing Assistance Program (HAP) funding Tacoma Housing Authority (THA) receives from Housing and Urban Development (HUD). We hope to have a better framework for long-term planning after the Continuing Resolution (CR) authorizing current funding levels expires on April 28.

I expect to prepare a draft memorandum with recommendations by mid-May. These recommendations will first be evaluated by the Asset Management Committee. The Committee will then forward final recommendations to THA's Executive Director for approval, followed by presentation to the Board.

Although the Housing Opportunity Program (HOP) waitlist is exhausted, we continue to maintain a voucher utilization rate of about 96.5%. This excludes utilization by Pierce County Rapid Rehousing (RRH). Based upon 2016 RRH utilization, our actual overall utilization rate remains stable at about 98%.

3. COMMUNITY SERVICES: Caroline Cabellon, Community Services Division

3.1 NUMBER OF PEOPLE AND HOUSEHOLDS SERVED

Program Entries, Exits, and Unduplicated Number of Households Served

March 2017	Program/ Caseload Entries this Month	Program/ Caseload Exits this Month	Unduplicated Number Served (Month)	Unduplicated Number Served (YTD)
Case Staffing	17	9	30	39
Families in Transition (FIT)	0	2	5	8
Family Self Sufficiency (FSS)	0	0	165	165
General Services	2	9	88	119
Hardship	2	0	4	4
Housing Opportunity Program (HOP) Case Management	8	3	49	54
Children's Savings Account (CSA) K-5th Grade	16	0	54	54
Children's Savings Account (CSA) 6th - 12th Grade	5	0	40	40
McCarver	10	0	45	45
Senior & Disabled	8	3	181	185
DEPARTMENT TOTAL	68	26	661	713

3.2 PROGRAM UPDATES

3.2.1 Education Project Update

McCarver Program

In January, the McCarver team and Karen Bunce visited Tacoma North Rotary Club by invitation and shared the work of the McCarver Elementary Housing Assistance Program. We asked North Rotary to consider sponsoring new McCarver families with housewarming baskets. These housewarming baskets would contain items that are not covered with food stamps and can add up quickly if purchasing out of pocket. We asked for toiletries, cleaning supplies, kitchen towels, sponges, garbage bags and gas cards. In March, we were notified that the North Rotary has chosen to support the McCarver Elementary School Housing Assistance Program with these gift baskets and has started the donation campaign. We look forward to the support that these items will be able to provide new families and existing families.

3.2.2 Children's Savings Account Program

Update by Trisha Mozo, Program Specialist: We enrolled 21 new students in March! We had such an amazing month, I wanted to highlight the work that went into making that happen. We decided to do a huge campaign for sign-ups for the Children's Savings Account (CSA) at the Lister Health Fair event on March 16th. Planning started back in January with Lister's Family Liaison Linda Bourlet.

On March 1st, Linda sent a robo call to all Lister families. The call introduced the program, letting families know CSA staff would be on-site every day for two weeks for sign-ups and highlighting that new student enrollees would be entered into a raffle for an iPad.

For two weeks, Program Specialist Marty Higgins and I were at Lister for morning student drop-off and afternoon pick-up for 30-45 minutes. Aside from the applications we received, our presence gave visibility of the program to kids, parents and staff. We hope these opportunities for visibility will help build our relationship with the school and community.

On the night of the Health Fair, our booth was so flashy and big that everybody was talking about it.

Out of the 21 new enrollments, 15 of those came from being at the school, the robo call and the event itself. The remaining 6 came from our booth at Play to Learn, walk-ins to the Family Investment Center (FIC) lobby, outreaching to First Creek students after school and referrals from the Family Self-Sufficiency (FSS) program.

3.2.3 Programming at Family Properties

Using our THA-Tacoma Public Schools (TPS) Gates Foundation grant funds, Community Services secured new computers for the community room at Hillside Terrace. We are looking forward to re-opening this space for the community's use on a consistent basis. CS is also looking to hire a resident as a part-time staff member to provide computer lab assistance.

In other March programming news: THA's partnership with KBTC continued at Bergerson Terrace, where KBTC offers computer lab assistance, offer after school activities and tutoring for children. Plans are being made now for KBTC to continue offering, and possibly increase, its services during the summer break.

The Children's Museum Play to Learn class began at the FIC for kids 0-6 and their guardians. CS is looking to increase programming for older children during Play to Learn time by working with KBTC. CS also met with St. Leo's Food Connection to plan for the Summer Meal program which will be held at Hillside, Bergerson, and the FIC. Hillside will provide meals for Bay Terrace residents, and Bergerson will provide meals for Dixon residents. The Summer Meals Program will run from June 26- September 1. Please stay tuned for more updates!

The senior and disabled buildings continue to receive wellness workshops facilitated by Washington State University (WSU)-Extension. In March, 6th Avenue residents participated in WSU's latest nutrition workshop.

4. RENTAL ASSISTANCE AND LEASING: Julie LaRocque, Associate Director of Client Services

Housing Choice Voucher utilization is reported at 96.50% for the month of March, 2017.

Below is a breakdown of utilization by THA's special programs and project based voucher contracts.

Under Special Programs, note that while a number of McCarver participants are shopping, only 26 are currently leased. Locating affordable housing within the McCarver Elementary School's catchment has become increasingly problematic. ED Mirra convened a workgroup that is preparing recommendations to assist participant households in securing affordable housing within catchment.

Special Program Name	Units Allocated	Units Leased	Shoppers	Percentage Leased
VASH (Veterans Administration Supportive Housing)	177	152	21	86%
NED (Non Elderly Disabled) Vouchers	100	100	0	92%
FUP (Family Unification Program)	50	46	4	100%
CHOP (Child Welfare Housing Opportunity Program)	20	19	1	95%
McCarver Program	50	26	19	52%
CHAP (College Housing Assistance Program)*	25	24	7	96%
TOTAL	422	367	52	87%

** The CHAP program is currently over issuing vouchers in an attempt to increase utilization. Should this program become over utilized we will discontinue this process.*

Under Project Based Vouchers, note that the percentage leased at Tyler Square is exceptionally low. We are aware of two contributing factors.

First, a fire at Tyler Square a few months ago rendered three units temporarily uninhabitable. While these units recently came back on line, the impacted tenants have all been successfully rehoused elsewhere and will not be returning.

Second, The Tacoma Rescue Mission (TRM) experienced unusually high staff turnover during about the same period, leading to a breakdown in its capacity to effectively lease units. We are informed by TRM that they are now fully staffed. Housing Specialists Amber Prentice and Sherri Tift are working with TRM's current staff to ensure that they fully understand leasing and referral processes. We are now receiving new referrals for Tyler Square.

Project-Based Properties	Units Allocated	Units Leased	Percentage Leased
Bay Terrace	20	20	100%
Eliza McCabe Townhomes	10	9	90%
Flett Meadows	14	12	86%
Guadalupe Vista	40	38	95%
Harborview Manor	125	125	100%
Hillside Gardens	8	6	75%
Hillside Terrace	9	9	100%
Nativity House	50	50	100%
New Look Apts.	42	42	100%
Pacific Courtyards	23	23	100%
New Tacoma Phase II	8	5	63%
Salishan 1-7	340	334	98%
Tyler Square	15	6	40%
TOTAL	704	679	96%



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: April 26, 2017

To: THA Board of Commissioners

From: Frankie Johnson
Interim Director of Property Management

Re: Property Management Monthly Board Report

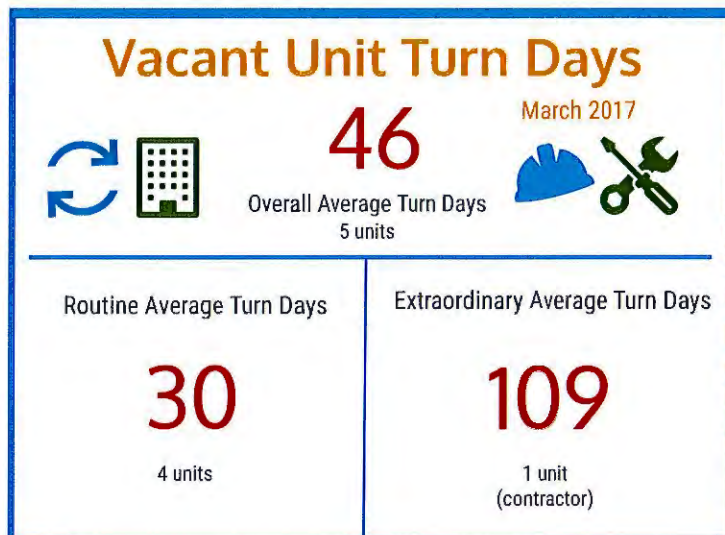
1. OCCUPANCY OVERVIEW

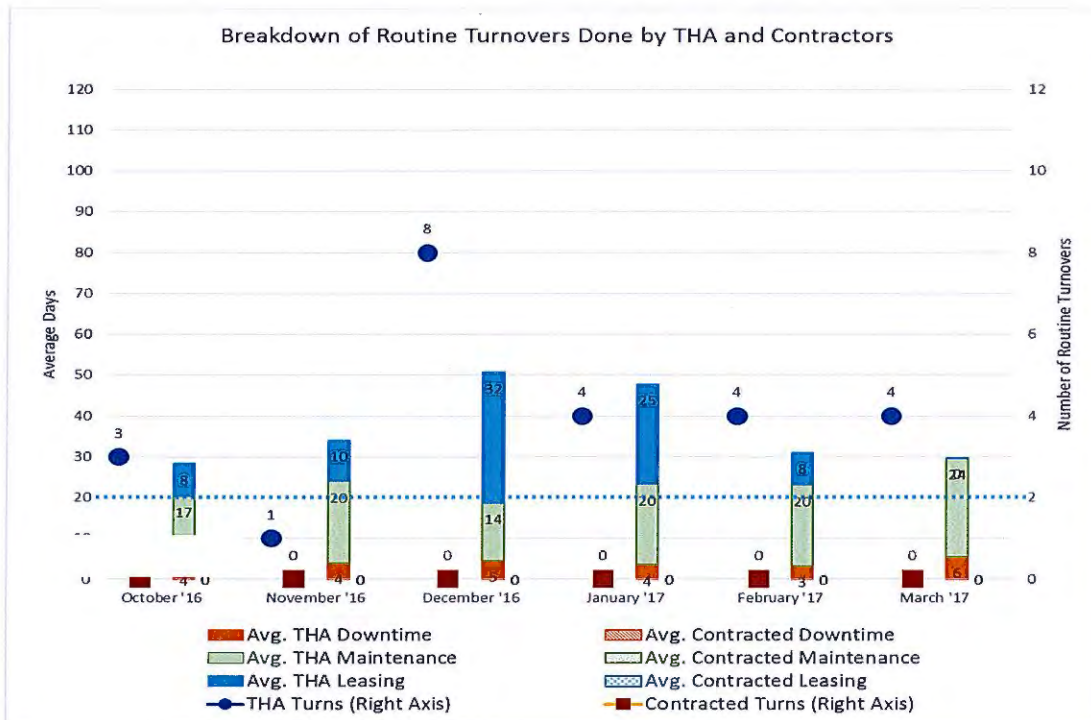
1.1 Occupancy

PROPERTY	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MONTH OCCUPIED	% YTD OCCUPIED
All Hillside/Bay Terrace	132	3	0	129	97.73%	97.22%
Family Properties	118	1	0	117	99.15%	98.59%
Salishan	631	5	0	626	99.21%	99.15%
Senior/Disabled	353	17	0	336	95.18%	95.66%
All Total	1,234	26	0	1,208	97.89%	97.89%

Unit occupancy is reported for the first day of the month. This data is for the month of March.

1.2 Vacant Clean Unit Turn Status





All Turns - Performed by THA and Contractors

Today's Date 4/13/2017

Select End Month & Year	March	3	2017
	February	2	2017
	January	1	2017
	December	12	2016
	November	11	2016
Beginning Month	October	10	2016

6-months - based on month and year selected from orange cell

All THA Turnover Information								
Year	Month	Total Number of Turns	Total THA Turns	Total Meth Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2017	March	5	5	0	45.6	22.8	20.6	2.2
2017	February	7	4	0	31.0	3.3	19.8	8.0
2017	January	6	4	0	47.8	3.5	19.8	24.5
2016	December	9	9	0	64.7	14.8	21.2	28.7
2016	November	2	2	0	60.5	17.0	38.5	5.0
2016	October	4	4	0	32.0	3.8	21.5	6.8
All Contracted Turnover Information								
Year	Month	Total Number of Turns	Total Contracted Turns	Total Meth Turns	Avg. Total Days	Avg. Downtime Days	Avg. Maintenance Days	Avg. Leasing Days
2017	March	5	0	0	0.0	0.0	0.0	0.0
2017	February	7	3	0	104.3	49.0	37.3	18.0
2017	January	6	2	0	120.5	63.5	52.0	5.0
2016	December	9	0	0	0.0	0.0	0.0	0.0
2016	November	2	0	0	0.0	0.0	0.0	0.0
2016	October	4	0	0	0.0	0.0	0.0	0.0

The average unit turn time for the month of March was 46 days for five (5) units turned by Tacoma Housing Authority (THA) staff and contractors that were non Rental Assistance Demonstration (RAD). There were a total of eight units that were made rent ready throughout the portfolio. 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 +20 Explanation

5425 S Lawrence #304: Vacate due to death. Reasonable Accommodation implementations needed. Unanticipated turn without notice, one of two units on the property that vacated under the same circumstances.

5425 S Lawrence #313: Vacate due to death. Unanticipated turn without notice, one of two units on the property that vacated under the same circumstances.

4314 Everett St: Dates were slightly extended on turns, due to prep for REAC. In addition, maintenance staff down techs in the field: One on bereavement for 2 weeks and the other on medical leave.

4122 East T St: Dates were slightly extended on turns, due to prep for REAC. In addition, maintenance staff down techs in the field: One on bereavement for 2 weeks and the other on medical leave.

Extraordinary Explanation

911 North K #108: Unit used as a hotel unit for bedbug remediation until leased.

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**

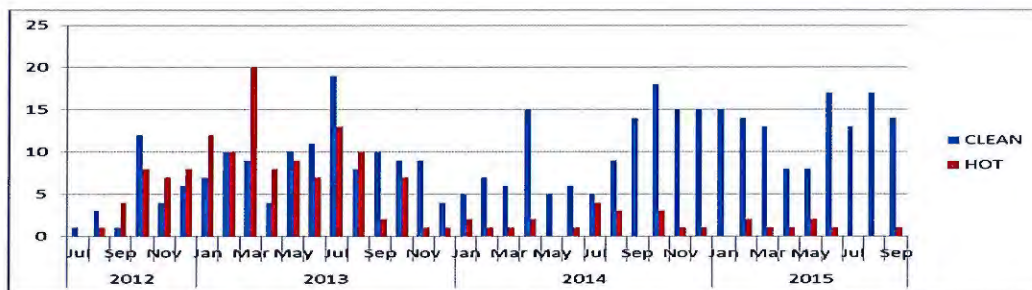
- ✓ Prescreen to identify ready applicants.
- ✓ Site-based leasing. Concentrated efforts on units. Each property staff will be responsible for the leasing efforts to fill their units.
- ✓ THA staff will undergo training to better lease our units that are not subsidized. THA is competing with the open 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 March, 2017

Completed Work Orders										
Portfolio	Emergency				Urgent		Non-Emergency			
	Month		YTD		# Completed	Avg Completion Days	Month		YTD	
	# Completed	% Completed in 24 Hrs	# Completed	% Completed in 24 hrs (99% HUD Std)			# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
THA 6TH AVE	0	0.0%	0	0.0%	0					
	0	0.0%	0	100.0%	0					
All Hillside										
BAY TERRACE	0	0.0%	0	0.0%	0		14	6.00	38	3.05
HILLSIDE TERRACE 1500 Block	0	0.0%	0	0.0%	0		0		6	4.00
HILLSIDE TERRACE PH I	0	0.0%	0	0.0%	0		1	16.00	12	11.08
HILLSIDE TERRACE PH II	0	0.0%	0	0.0%	0		3	1.33	14	6.50
	0	0.0%	0	100.0%	0		18	5.78	70	5.20
Family Properties										
BERGERSON TERRACE	0	0.0%	8	100.0%	4	1.00	12	3.25	54	7.87
DIXON VILLAGE	1	100.0%	17	100.0%	0		9	9.78	33	12.61
SCATTERED SITES	0	0.0%	4	100.0%	1		4	35.25	15	14.00
	1	100.0%	29	100.0%	5	0.80	25	10.72	102	10.30
Salishan										
SALISHAN I	0	0.0%	0	0.0%	2	1.00	24	11.83	123	11.20
SALISHAN II	1	100.0%	1	100.0%	2	3.50	40	13.23	112	10.53
SALISHAN III	0	0.0%	0	0.0%	5	2.40	38	8.53	132	7.58
SALISHAN IV	0	0.0%	0	0.0%	6	5.33	16	10.19	156	7.24
SALISHAN V	0	0.0%	1	100.0%	8	2.88	17	14.29	118	7.97
SALISHAN VI	0	0.0%	0	0.0%	5	5.60	33	12.03	69	10.90
SALISHAN VII	0	0.0%	0	0.0%	3	9.00	32	22.47	92	12.79
	1	100.0%	2	100.0%	31	4.23	200	13.30	802	9.42
Senior / Disabled Properties										
6TH AVE	0	0.0%	0	0.0%	0		20	3.15	62	2.74
E.B. WILSON	0	0.0%	1	100.0%	2		12	9.00	55	4.36
FAWCETT APARTMENTS	0	0.0%	0	0.0%	1	1.00	12	2.33	28	2.32
LUDWIG APARTMENTS	1	100.0%	5	100.0%	2	2.00	7	7.43	35	8.26
NORTH G ST	0	0.0%	0	0.0%	0		5	4.60	20	1.85
NORTH K ST	0	0.0%	1	100.0%	1		11	6.73	40	7.25
WRIGHT AVE	1	100.0%	1	100.0%	0		10	4.00	28	6.82
	2	100.0%	8	100.0%	6	0.83	77	5.04	268	4.78
Agency Totals:	4	100.0%	39	100.0%	42	3.33	320	10.68	1,242	8.26

In the month of March, 100% of emergency work orders were completed within 24 hours. In March, maintenance staff completed 320 non-emergency work orders with a total of 1,242 for the calendar year. The year-to-date average number of days to complete a non-emergency work order is 8.26 days.

Open Work Order Summary by Portfolio For the Month of March, 2017

		Emergency		Urgent		Non Emergency		
Portfolio		Opened Emergency WO	Days Open	Open Urgent WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
All Hillside								
BT	BAY TERRACE (PH)	0	0	0	0	5	5	0
HT1	HILLSIDE TERRACE PH 1	0	0	0	0	2	2	0
HT1500	HILLSIDE TERRACE 1500 Block	0	0	0	0	12	10	2
		0	0	0	0	19	17	2
Family Properties								
020	BERGERSON TERRACE	0	0	0	0	4	4	0
022	SCATTERED SITES W/SUB REHAB	0	0	0	0	5	3	2
023	DIXON VILLAGE	1	0	0	0	2	2	0
		1	0	0	0	11	9	2
Salishan								
SAL1	SALISHAN ONE LLC (S8)	0	0	0	0	13	13	0
SAL2	SALISHAN TWO LLC (PH)	1	0	0	0	39	38	1
SAL3	SALISHAN THREE LLC (PH)	0	0	0	0	8	5	1
SAL4	SALISHAN FOUR LLC (PH)	0	0	0	0	8	8	0
SAL5	SALISHAN V LLC (PH)	0	0	0	0	18	18	0
SAL6	SALISHAN SIX LLC (S8)	0	0	0	0	4	2	2
SAL7	SALISHAN SEVEN	0	0	0	0	2	2	0
		1	0	0	0	88	84	4
Senior / Disabled Properties								
008	NORTH K ST	0	0	0	0	0	0	0
008	E.B. WILSON	0	0	0	0	1	1	0
010	WRIGHT AVE	1	0	0	0	1	1	0
012	LUDWIG APARTMENTS	1	0	0	0	4	1	3
014	8TH AVE	0	0	0	0	1	1	0
		2	0	0	0	7	4	3
Agency Totals:		4	0	0	0	125	114	11

The open work orders that are greater than 25 days is 11 in March, 2017. 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; and
- Close work orders within 48 hours of completion.



TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: April 26, 2017

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. Discussions are underway with Bates Technical College and Community Health Services regarding the Salishan Core. Staff also showed space at the Family Investment Center (FIC) to a local child care operator who expressed some interest in providing day care or before/after school programs at this location. These discussions are all in the very early stages.

2. NEW DEVELOPMENT

2.1 Bay Terrace – Phase II

Construction is approximately 83.2% complete. Building J – Drywall is nearing completion at all levels. Interior painting is ongoing starting in the basement followed by cabinets and interior doors. Building J schedule has slipped by 6 days due to inclement weather during October, November and December 2016. The revised completion date is June 23, 2017. Building G & H – Crews have been working on exterior landscapes. MEP&F final inspections are complete and will be followed by installation of interior accessories and appliances. Blower door test was completed on February 23, 2017. Building G&H punchlist and City final inspections are scheduled for completion by April 10, 2017. Overall the project is on budget and slightly behind schedule with no major issues to report.

Staff has conducted several meetings for planning lease up activities. The two townhome buildings G & H (7-units) will be available for occupancy on June 1, 2017. Building J (67-units) will be available for occupancy on July 1, 2017. The following chart identifies the projected lease up schedule.

Lease-Up Schedule (Pre-leasing April- June)

Month	Units	Accumulative
July	30	30
August	16	46
September	12	58
October	16	74

NOTE:

The following information is based on Draw 12 dated March 6, 2017. BTII has not encountered any unusual problems or issues with exception to the above mentioned weather delay.

Construction

% Complete

83.2%

Item	Original Budget	Revised Budget	Expended	Balance
Soft Cost Inc. Reserves	4,861,258	4,900,617	2,751,587	2,149,030
Interest Reserve	1,000,369	1,000,369	68,834	931,535
Hard Cost Inc. Contingency	16,980,410	16,941,051	11,632,098	5,308,953
Total Budget	22,842,037	22,842,037	14,452,519	8,389,518
<i>Owners Contingency</i>	<i>880,000</i>	<i>840,641</i>	<i>644,175</i>	<i>196,466</i>

Absher Construction's Total Resident Employment, and M/WBE and Apprenticeship goal commitment and monthly utilization:

	GOAL	PREVIOUS ACTUAL	ACTUAL AS OF 3/31/2017
MBE	10%	13%	13%
WBE	8%	12%	12%
Section 3 Business	10%	14%	14%
Section 3 New Hires	30%	17.24%	25%
Apprenticeship	15%	10%	12%

3. OTHER PROJECTS

3.1 Public Housing Scattered Sites

Former Public Housing Scattered site homes are being rehabilitated and sold at market value. To achieve affordability for households earning 50% to 80% of the Area Median Income (AMI), THA will place a restriction for the difference between market value and the effective sales price on the property. The effective sales price is what a buyer earning 50% to 80% of the AMI can afford. The value of the difference between the market value and effective sales price will be captured in the

restrictive covenant. This value takes the form of a forgivable loan. 20% of the loan value will be forgiven every year.

Two homes are being purchased by residents of public housing. These are defined as priority 2 buyers.

The following chart shows the number of units sold, listed, sold price and net proceeds:

Units Sold	Combined Market Value	Combined Sold Price	Combined Rehab Costs	Total Sales Costs	Net Proceeds
6	\$1,238,952.02	\$1,238,952.02	\$201,363.00	\$248,612.13	\$788,977.35
Units Listed	Market Value	List Price	Rehab Costs	Sales Costs Estimated	Projected Proceeds
8	\$1,618,000.00	\$1,618,000.00	\$175,770.00	485,400	1,132,600
Units in Construction	Scope Preparation	Occupied	Listed		
4	1	15	8		



807 S. Prospect –SOLD

Rehabilitation Work on Scattered Site Units and Sold:

- 14 of the remaining 15 occupied homes will be remodeled as residents are relocated in 2017.
- Community Youth Services (CYS) is occupying 120 East Bismark to temporarily house homeless youth. They are consistently at capacity.
- 807 S Prospect and 411 E 66th have been sold and recorded.
- 5 of the 8 houses are under contract to sell and potential buyers for the other 3 houses are being screened.
- 635 S Fife, 2146 S Sheridan, 1818 and 1830 S 92nd have been listed for sale ranging in price from \$167,000 to \$269,000.
- 2011 Fairbanks and 4939 NE 32nd st are under construction and will be completed by the end of March.

- 3835 S D and 8019 S Yakima are under construction and will be completed by the end of March.
- 6932 S Madison is currently in scoping. It will be put out to bid with the next 3 houses that have families currently in the relocation process.
- Relocation for the next 3 households without children has begun. Households are given 90 days to relocate. THA will provide a housing voucher and relocation assistance. All 3 households are expected to be successfully relocated in the next 90 days. The remaining households with children will be relocated during the summer months when children are not in school.

The number of eligible buyers has increased with consistent communication and outreach efforts. THA hosted an information session on March 16th, for real estate agents to advertise the program explain buyer eligibility requirements more thoroughly.

3.2 Consulting and Community Engagement

Real Estate Development (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. Staff will participate in a board retreat with SA officials in March. 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. Solicitation for tax credit investors will be completed by the end of April. Several meetings have been held with residents and surrounding property owners to solicit their input to the proposed design.

3.4 Community Youth Services (CYS): Arlington Drive Property

Staff began negotiating with the City of Tacoma on the predevelopment, development and operations agreements for a Crisis Residential Center to be managed by Community Youth Services (CYS). Staff are negotiating with SMR Architects for the master site plan and related preliminary work. The portion of the SMR work will be reimbursed as part of the City of Tacoma Agreement and will also benefit THA as we complete a full master site plan. The initial costs to THA will not exceed \$25,000.

Staff is assisting CYS with their funding application for Pierce County Capital Projects funds. Pierce County has indicated that it will support CYS assigning the funds to THA for the project. Staff plans to submit the application by the end of March, 2017.

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.

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 submitted a January, 2018 9% tax credit submission; however, it did not score high enough to receive tax credits. Staff is evaluating other options for financing new development.

Staff purchased two single-family homes in anticipation of developing this site.

4.2 Intergenerational Housing at Hillsdale Heights

Hope Sparks has declined to partner with The Many Lights Foundation (MLF) for the development of the Hope Lights housing. Hope Sparks is 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. Hope Sparks prefers to be a service provider for the project. Many Lights continues to seek partners for this project. THA is also seeking partners.

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. Work needs to begin by the end of 2017. Staff submitted a January, 2018 9% tax credit submission; however, it did not score high enough to receive tax credits. Staff is reviewing other financing options for this site. In the meantime, the City has asked THA to take over the property and manage the lease and building with Mr. Mack. The City will quit claim the deed to THA.

4.3.1 City of Tacoma 311 Mobilization

RED in partnership with the Hilltop Action Coalition will facilitate the outreach and mobilization so that residents of the Hilltop understand and use the City's 311 customer service line. This will be completed through a series

of workshops, events, canvassing and literature creation. The agreement with the City has been executed and planning work initiated.

5. Renew Tacoma Housing, LLLP

5.1 Construction

Property	Construction start	Construction schedule complete	Units complete	Units underway	Units remaining
Bergerson	5/4/2016	12/27/2016	72	0	0
E.B. Wilson aka M Street	5/4/2016	12/27/2016	77	0	0
Dixon Village	9/16/2016	12/27/2016	31	0	0
Ludwig	6/23/2016	3/15/2017	41	0	0
Fawcett	1/9/2017	5/24/2017	30	0	0
K Street	10/11/2016	3/27/2017	43	0	0
Wright Street	2/6/2017	8/18/2017	9	10	39
6 th Avenue	4/1/2017	8/8/2017	64	0	0
G Street	3/7/2017	6/12/2017	13	5	22

2016 Projects: Bergerson, Dixon and E.B. Wilson

The *Certificates of Substantial Completion* were issued on December 27, 2016, for the Bergerson, Dixon and E.B. Wilson sites required to be delivered in 2016 and the tax-exempt bond “50% test” was met for each site.

2017 Projects: Ludwig, Fawcett, K Street, 6th Avenue, Wright, and G Street

It is anticipated that Ludwig and Fawcett should receive *Temporary Certificates of Completion* in the very near future. In this case, *Temporary Certificates of Completion* are issued due to the exterior and/or landscaping work that remains. Once complete, a *Certificate of Substantial Completion* will be issued.

All six of the 2017 projects are under construction. Walsh Construction and THA staff are managing all projects simultaneously and successfully.

Roofing and siding work is in process and scheduled on a separate track to retain the subcontractor, be mindful of weather conditions and accelerate schedules where possible. When necessary, the subcontractor is 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.

Given that the predominate portions of K, Fawcett and Wright Street roofs are flat, roofing work will be postponed until this spring. It is more advantageous to postpone the work to more favorable and recommended conditions (41 degrees F or higher with dry conditions), than to mitigate moisture infiltration that occurs at this

time of year. Work is scheduled to be completed by September and will not compromise construction schedules and/or tax credit delivery.

Similar to the approach with the 2016 projects, the Brawner team monitors the tax-exempt bond 50% test on both a site and project level. Staff also regularly meet with the Brawner team to discuss the budget and forecast allocations to meet the bond "50% test" for the 2017 projects. We are tracking well.

Elevators

Modernization of both elevators at E.B. Wilson passed inspection on December 29, 2016. The Fawcett elevator modernization is also complete and G Street is in process. Similar to the approach with roofing, the elevator modernization work has an independent schedule to retain the subcontractor and accelerate completion.

Similar to Fawcett, 6th Avenue only has one elevator. Elevator modernization planning requires strategic analysis to arrive at the optimum approach considering construction schedule, relocation costs, resident welfare and overall project timing. Sixth Avenue will also have the upper floors vacated and residents relocated during the elevator modernization.

5.2 Relocation

All units are complete at E.B. Wilson. No more relocation activity is happening. Relocation activity ended October 2016.

All units are complete at Bergerson Terrace. No more relocation activity is happening. Relocation activity ended October 2016.

All units are complete at Dixon Village. No more relocation activity is happening. Relocation activity ended December 2016.

All units are completed at Ludwig. No more relocation activity is happening. Relocation activity ended February 27, 2017.

All units are completed at North K Street. No more relocation activity is happening. Relocation activity ended March 1, 2017

All units are completed at Fawcett Street Apartment. No more relocation activity is happening. Relocation activity ended March 17, 2017

Wright is currently underway. Nine units have been completed and ten units are currently under construction with the residents fully relocated at hotels and friend's or relative's homes.

North G Street is currently underway. Thirteen units have been completed with five units currently in progress with construction and day relocation.

Sixth Ave apartments had their Rental Assistance Demonstration (RAD) Informational meeting on March 22, 2017. Relocation activity began on March 15, 2017. Intakes are currently happening with the residents. The first residents to have day relocation will take place on April 11, 2017

5.3 Watch list

Environmental – The Department of Ecology (DOE) issued a *No Further Action* letter for 6th Street.

DOE is requiring additional testing 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.

K Street:

THA and its consultant were informed by the DOE/Environmental Protection Agency (EPA) that the K Street plan looks good and only requires minimal additional testing. Vapor testing to the elevator pit was performed to assure there are no toxic emissions. The testing is complete and we are waiting the consultant's final report. It is anticipated that we will receive a No Further Action from the Department of Ecology.

Wright Street:

The balance of the proposed work plan looked acceptable to EPA with just a few revisions to testing locations. This additional testing is currently taking place along with confirming if there is indeed an underground tank. Any contaminated dirt will be removed in July, 2017 so that the consultant's work does not impede Walsh Construction's work. If all goes well with the testing, EPA will determine what the long-term monitoring will look like.

The most significant issue is the house across the alley in which we were initially unable to gain permission to test. As the contaminated dirt is right next to the neighboring property, EPA informs us that we need to delineate just where it ends and verify if it is indeed on the neighboring property. We have been successful in getting permission to test the subject property with the testing performed in February, 2017.

THA is also working with legal counsel to ensure THA is as sheltered as possible against any future claims. The "*No Further Action* letter' will include the neighboring site in its directive because the home is suspected to have contamination originated from the Wright Street site. If necessary, an option available to THA would be to purchase the neighboring property and turn it into a parking lot. At this point, THA will wait for EPA.

Legal Counsel sent a letter to Superior Linen informing them that a formal complaint will be filed against them for restitution for environmental expenses. Superior Linen has not responded and THA is now working on the next steps.

5.4 Issues Encountered/Status

5.4.1 Description and Resolution

Wright and G Street Boiler Replacements

Installing the new boiler will require a temporary shut-down of the existing boilers. Walsh and subcontractor are working on a plan to remove the existing boilers and install new boilers with minimal disruption to residents.

Budget	Total budget	Expended	Outstanding
Soft Costs*	\$24,023,498	\$7,104,619	\$16,918,879
Construction	\$29,812,529	\$22,624,147	\$7,188,382
Owner's contingency	\$3,343,026	\$2,219,074	\$1,123,952
Environmental Escrow	\$3,500,000	\$600,000**	\$2,900,000

NOTE: The above reflects the budget status through Draw10 (February 2017 draw).

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

**Reallocated to construction budget due to 6th Avenue "No Further Action Letter" issued by DOE.

5.5 Walsh Construction - MWBE and Section 3 Reporting

	GOAL	ACTUAL AS OF 3/31/2017
MBE	14%	8.78%
WBE	8%	.29%
Section 3 Business	----	7.41%
Section 3 New Hires	30%	27.78% (20 new hires)

Section 3 New Hires:

- The above information represents a combination of Section 3 hires that were hired by Walsh prior to the start of RAD and subsequently assigned to RAD and new Section 3 hires in which their initial assignment is the RAD project.
- Also please note that the above information is a computation of the % of new hires that meet the Section 3 guidelines under RAD. There were 70 hires total for the RAD project.

Walsh provided some context for why meeting the Minority and Women Business Enterprise (MWBE) goals is a challenge:

- The small work scope is such that it is difficult to package scopes into smaller packages to achieve Minority and MWBE results. This is easier to do on larger, single purpose projects;
- The RAD project is complex and maintaining the aggressive schedule is critical. There are significant consequences to any delays in the work. For example, the investor is expecting delivery of 3 projects by the end of 2016. If any one of the projects is not delivered, there is a serious financial and reputational risk. Also, if there are delays in the work, the project will face increased relocation costs;
- AVA Siding is a Section 3 business; however, due to market conditions and their work load, RDF Builders has had to step in and take over some of the siding scope simply to finish the project on time;
- Cerna Landscaping, WCC's go-to MBE landscape subcontractor failed on the Bergerson project, again due to an excessive amount of work that they could not complete;
- There has been difficulty identifying MWBE subs, unfortunately Walsh's outreach results were not what they had hoped; and,
- Walsh's outreach efforts, such as town hall meetings, advertising, speaking at National Association of Minority Contractors (NAMC) meetings, and phone calls were outstanding. We simply had trouble finding MWBE subcontractors. It is possible that this can be attributed to the significant amount of work underway in the South Sound.

6. Legal Services

On December 16, 2016, THA solicited Request for Proposals from qualified firms to assist THA with Legal Services on an on-call basis. Proposals were due initially on January 17, 2017. THA extended the initial due date to February 7, 2017. Selected firms will be on-call for specific projects as they arise and at the hourly rates listed in their proposals. We received 6 proposals from interested firms and found all firms to be qualified to be on THA's roster of Legal Firms. Staff recommends that all the firms; Van Ness Feldman, Gordon Thomas Honeywell, Ballard Spahr, Foster Pepper, Phillips Burgess and Reno Cavanaugh be included in THA's legal stable. In general terms, staff will utilize the highest rated firm for each category. However, because of specialty needs or requirements for unique expertise, THA will not be limited to that firm. THA will retain the flexibility to contract with whichever firm appears most qualified on a case-by-case basis.



TACOMA HOUSING AUTHORITY

NEW BUSINESS

**There are no resolutions for the
April, 2017 Board meeting.**