



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

December 14, 2011



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

Janis Flauding, Chair
Greg Mowat, Vice Chair
Ken Miller
Dr. Arthur C. Banks
Stanley Rumbaugh

Regular Meeting BOARD OF COMMISSIONERS

WEDNESDAY, December 14, 2011

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular meeting on **Wednesday, December 14, 2011 at 4:00 PM**

The meeting will be held at:

**Fawcett Street Apartments
Community Room
3201 South Fawcett Street
Tacoma, WA 98418**

The site is accessible to persons with disabilities. Persons requiring special accommodations should contact Christine Wilson at (253) 207-4421, before 4:00 p.m. the day before the scheduled meeting.

I, Christine Wilson, certify that on or before Friday, December 9, 2011, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE to:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5123
Northwest Justice Project	715 Tacoma Avenue South Tacoma, WA 98402	fax: 253-272-8226
KCPQ-TV/Channel 13	1813 Westlake Avenue North Seattle, WA 98109	emailed to tips@q13fox.com
KSTW-TV/Channel 11	602 Oaksdale Avenue SW Renton, WA 98055-1224	fax: 206-861-8915
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 resident organizations with notification requests on file

Christine Wilson
Executive Administrator



TACOMA HOUSING AUTHORITY

**AGENDA
REGULAR MEETING
BOARD OF COMMISSIONERS
DECEMBER 14, 2011, 4:00 PM
FAWCETT STREET APARTMENTS**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
 - 3.1 Minutes of November 16, 2011 Regular Meeting
 - 3.2 Minutes of December 2, 2011 Study Session
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Real Estate Management and Housing Services
 - 7.3 Real Estate Development
 - 7.4 Community Services
 - 7.5 Human Resources
 - 7.6 Administration
- 8. NEW BUSINESS**
 - 8.1 THA Resolution 2011-12-14 (1), Architectural & Engineering (A&E) Services for THA Administrative Offices Space Study and Design – Contract Amendment
 - 8.2 THA Resolution 2011-12-14 (2), Fiscal Year 2012 Agency Budget
 - 8.3 THA Resolution 2011-12-14 (3), Master Planning & Architecture & Engineering Services Selection For Salishan Core (**Walk on resolution**)
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. EXECUTIVE SESSION**
- 11. ADJOURNMENT**

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, NOVEMBER 16, 2011

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L Street, Tacoma, WA at 4:00 PM on Wednesday November 16, 2011.

1. CALL TO ORDER

Chair Flauding called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:08 PM.

2. ROLL CALL

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

Present	Absent
Janis Flauding, Chair	
Arthur C. Banks	Greg Mowat, Vice Chair
Stanley Rumbaugh, Commissioner	Ken Miller, Commissioner

Staff

Michael Mirra, Executive Director
Christine Wilson, Executive Administrator
Ken Shalik, Finance Director
April Black, REMHS Director
Barbara Tanbara, Human Resources Director
Nancy Vignec, Community Services Director
Walter Zisette, RED Director
Todd Craven, Administration Director

Chair Flauding declared there was a quorum present @ 4:09 PM.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Flauding asked for any corrections to or discussion of minutes for the Study Session of the Board of Commissioners of Friday, September 9th. Commissioner Banks moved to adopt the minutes, Commissioner Rumbaugh seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Chair Flauding asked for any corrections to or discussion of minutes for the Regular Meeting of the Board of Commissioners of Wednesday, October 12th. Commissioner Rumbaugh moved to adopt the minutes, Commissioner Banks seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Chair Flauding asked for any corrections to or discussion of minutes for the Study Session of the Board of Commissioners of Friday, October 14th. Commissioner Banks moved to adopt the minutes, Commissioner Rumbaugh seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

4. GUEST COMMENTS

Ms. Hope Rehn, President of SAFE, asked if she could read an email that she wrote to THA staff on October 25th related to tenant issues at various THA properties. Prior to reading the email, Ms. Rehn stated that she has met with property management staff and believes the issues in her email have been resolved. After reading the email, Commissioner Rumbaugh asked if THA's contract security firm has been responsive and Ms. Rehn stated they have been responsive. Director Black gave more specific

information related to some of the issues. Commissioner Banks asked Ms. Rehn if residents are aware they can come to the board meetings and she believes they are aware but rely on her to bring this information to the BOC. ED Mirra stated his appreciation for this information brought forward and reminded Ms. Rehn that her open communication with staff is the best first option. He also stated his appreciation to staff working with tenants on these issues as they come forward.

5. COMMITTEE REPORTS

Real Estate Development Committee – Commissioner Rumbaugh reported the committee has established a prioritization process for RED projects. Committee members receive a running list of those potential projects and looks forward to bringing any potential project that looks like a possibility to the full board.

Finance Committee – No report

6. ADMINISTRATIVE REPORTS

Executive Director

ED Michael Mirra directed the board to his report. He provided a budget memo to the commissioners similar to the outline provided to the board at the October 14th Study Session with additional figures filled in for the upcoming 2012 budget discussions. He invited comments on this proposal. He stated the budget has been extensively reviewed by all of departments. He stated his appreciation to staff for their attention and review of the proposed 2012 budget. He went on to state that 2013 will help fill the budget deficit with MTW savings and will leave THA with an adequate amount of reserves. CLPHA has been providing regular updates on the congressional budget and anticipates having more information prior to the December 2nd budget review. This budget appears to avoid large lay-offs. Commissioner Banks asked how potential employee lay-offs will be communicated to our tenants and clients. ED Mirra mentioned the Resident Chronicle newsletter is the best place to address THA budget issues related to any proposed staff cuts.

Finance

Director Ken Shalik directed the board to his report. His work on the 2012 budget continues. Commissioner Rumbaugh asked if we are seeing any HAP savings. Director Black stated we are seeing savings due to our occupancy standard changes that the Board approved and that became effective in November, 2010.

Commissioner Rumbaugh moved to ratify the payment of cash disbursements totaling \$3,864,071 for the month of September, 2011. Commissioner Banks seconded.

Upon roll call, the vote was as follows:

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

Motion Approved

Commissioner Banks moved to ratify the payment of cash disbursements totaling \$3,916,203 for the month of October, 2011. Commissioner Rumbaugh seconded.

Upon roll call, the vote was as follows:

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

Motion Approved

Real Estate Management and Housing Services

Director April Black directed the board to her report. Unit turn rates are back up due to the staffing challenges and the re-organization of property management. She is doing her best to meet the needs. Her goal is to lease up 21 units by the end of 2011. Commissioner Rumbaugh asked Director Black to outline how she plans on meeting this goal. She explained that she will re-assign staff to leasing to assist with increasing the number of applicants screened. Director Black also noted some of the increased unit turn rate occurred because of units that THA held vacant for a long time to allow DSHS to use them for its clients coming out of nursing homes and other institutions. Unfortunately these arrangements fell through. She reported that she anticipates 25 VASH vouchers will also be utilized by the end of 2011. Commissioner Rumbaugh asked about the under utilization of the McCarver vouchers. Director Vignec reported the current number of utilized vouchers is 42, which is an increase from the number shown in Director Black's table. He then asked if there is a lack of interest in the program and she stated no. THA received 97 applications from families. The challenge is finding landlords who are willing to rent to families who have challenging rental or credit histories.

Real Estate Development

Director Walter Zisette directed the board to his report. He reported that Hillside Terrace secured important financing from the State of Washington Trust Fund. This will help in our application in December for tax credits. Commissioner Rumbaugh inquired about the remainder of the financing that will be necessary. Director Zisette stated he believes the bank will loan THA the remainder of the funds. He reported that THA was not successful in securing Housing Trust Fund monies for Stewart Court improvements. He will come back to the board with an alternate proposal on how to proceed with securing

funding for the necessary siding that needs replacing. He finished his report stating there was a Salishan lot and home sold above the anticipated sale point of \$180,000. This home sold for \$202,000. That is good news.

Community Services

Director Vignec directed the board to her report. She has requested an extension to May, 2012 on the Asset Building Grant. Community Services has partnered with Goodwill Industries to assist with the Youth activities, specifically on life skills and financial literacy. Commissioner Rumbaugh asked why the Bates Technical College GED results are trending low, Director Vignec stated these are old numbers. She will inquire with Bates about current numbers. She ended with news that THA received the Excellence Award from the Tacoma-Pierce County Coalition to End Homelessness for our innovation work with the McCarver Education Project.

7. OLD BUSINESS

None.

8. NEW BUSINESS

8.1 RESOLUTION 2011-11-16 (1), PPROVAL OF COLLECTIVE BARGAINING AGREEMENT WITH PIERCE COUNTY, WASHINGTON BUILDING AND TRADES COUNCIL

Whereas, The collective bargaining agreement between the Tacoma Housing Authority (THA) and the Pierce County, Washington Building and Trades Council (Trades Council) expired on May 31, 2011;

Whereas, THA and the Trades Council have reached a tentative agreement on a new collective bargaining agreement, a copy of which is attached to this resolution;

Whereas, on November 4, 2011, the THA staff in the Trades Council bargaining unit have voted to ratify the tentative contract; and,

Whereas, the Board of Commissioners finds that the collective bargaining agreement is fair and reasonable and that it would serve THA's interests;

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

The Board authorizes the Executive Director to execute the collective bargaining agreement with the Pierce County, Washington Building and Trades Council

Upon roll call, the vote was as follows:

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

Approved: November 16, 2011

Janis Flauding, Chair

8.2 RESOLUTION 2011-11-16 (2), EXTENSION TO SECURETRANS, LLC SECURITY CONTRACT

WHEREAS, Tacoma Housing Authority (THA) has engaged the services of Securetrans, LLC for security work at each of the properties owned and/or managed by THA;

WHEREAS, the terms of contract must be amended;

WHEREAS, the length of the contract must be extended;

WHEREAS, the amount of the contract must be increased.

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

1. Approve Resolution 2011-11-16 (2) authorizing the Executive Director to sign a contract amendment for the Securetrans, LLC. contract in the amount not-to-exceed \$360,000.

Approved: November 16, 2011

Janis Flauding, Chair

9. COMMENTS FROM COMMISSIONERS

All of the commissioner's thanked ED Mirra and staff for their continued work on the excellent 2012 budget process.

10. EXECUTIVE SESSION

None

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 5:25 PM.

APPROVED AS CORRECT

Adopted: December 14, 2011

Janis Flauding, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES STUDYSESSION FRIDAY, December 2, 2011

The Commissioners of the Housing Authority of the City of Tacoma met in Study Session at 902 South L Street, Tacoma, WA at 12:00 PM on Friday, December 2, 2011.

1. CALL TO ORDER

Interim Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 12:05 PM.

2. ROLL CALL

Upon roll call, those present and absent were as follows

PRESENT

ABSENT

Commissioners

Janis Flauding, Chair
Greg Mowat, Vice Chair

Ken Miller, Commissioner
Arthur Banks, Commissioner (Arrived at 12:25 PM)
Stanley Rumbaugh, Commissioner

Staff

Michael Mirra, Executive Director
Christine Wilson, Executive Administrator
April Black, REMHS Director
Nancy Vignec, Community Services Director
Barbara Tanbara, Human Resources Director
Ken Shalik, Finance Director
Todd Craven, Administration Director

Interim Chair Rumbaugh declared there was not a quorum present at 12:06 PM.

3. REVIEW OF PROPOSED 2012 BUDGET

Executive Director Mirra led the budget discussions directing the board to the updated budget memo outline. Commissioner Miller and Rumbaugh asked about positions not filled for the 2012 budget and services not delivered without these positions. Director Black explained that she re-organized her department due to these cuts and will closely monitor the delivery issues associated with the

cuts. Commissioner Rumbaugh requested this issue be considered a trial measure and re-evaluated in six months. ED Mirra stated that staff will also look at our resident manager program as an option to creating efficiencies without these staff positions.

4. NEW BUSINESS

4.1 THA RESOLUTION 2011-12-2 (1), EXTENSION OF HARBORVIEW MANOR HAP CONTRACT

WHEREAS, Tacoma Housing Authority has a project-based voucher housing assistance payments contract with ABHOW to provide affordable housing for low-income seniors in Harborview Manor.

WHEREAS, the terms of contract must be amended;

WHEREAS, the length of the contract must be extended;

WHEREAS, the contract must be assigned to another entity.

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

Approve Resolution 2011-12-2 (1) authorizing the Executive Director to sign a contract extension for Harborview Manor HAP contract.

Upon roll call, the vote was as follows:

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

Approved: December 2, 2011

Janis Flauding, Chair

5. ADJOURNMENT

There being no further business to conduct, Commissioner Miller moved to adjourn, and Commissioner Banks seconded the motion. Meeting adjourned at 12:45 PM.

APPROVED AS CORRECT

Adopted: December 14, 2011

Janis Flauding, Chair

Finance Committee
Commissioner Mowat

Real Estate and Development Committee
Commissioner's Miller and Rumbaugh

EXECUTIVE DIRECTOR REPORT



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

Date: December 6, 2011

To: THA Board of Commissioners

From: Michael Mirra, Executive Director

Re: Executive Director's Report:

This is my monthly report for December 2011. The Departments' reports supplement it.

1. THA's FY 012 BUDGET

The main event for this month is the Board's adoption of the FY 2012 budget. My memo accompanying the budget resolution and my several memos over the past 6 months contain most everything I have to say about it. I write now only to emphasize my satisfaction with the result and my thanks to the staff and Board for getting it done. It was a challenging budget to write.

I find the budget particularly relieving in comparison with some of the earlier drafts that presumed upon the worst of the congressional budget proposals and that did not yet consider our own budget savings.

I also think we are getting better at the budget process. Our budget presentation to the Board is getting simpler, for example. We are learning to provide a more helpful overview, without the detail that should not concern the Board. We also started our discussions with the Board much earlier in the year. This allowed the Board to give staff direction early and to receive information from us in stages. As a result, we actually settled on the budget in advance of the December meeting at which the Board will formally adopt it. That is good.

Also, the budget process is starting to resemble the exercise we want it to be for reflecting on agency priorities. For example, I enjoyed the discussions with the Board development committee and the full Board on uses of reserves. Next year we should be even better at this since by then we will have completed our strategic planning.

I am grateful to the Commissioners for making this year's difficult budget puzzle manageable, and meaningful.

2. A LOOK AHEAD TO 2012

A look ahead to 2012 suggests that it may be a lively year. For full details, I refer you to the project printouts you received in August. Here are some of the likely highlights.

- **Strategic Planning**

We are scheduled to complete our strategic planning in 2012. This will be a long coming achievement. I had hoped to bring the first draft of the strategic objectives and their performance measures to the Board in a January study session. We will not make it. Those commissioners who have been participating in the committees will appreciate the work done to date and the benefit of not rushing. I hope to bring proposals to the Board in February.

Once this work is done, we will start building the digital dashboard.

- **Continuing Operational Improvement**

This year should also see important milestones in long pending operational improvements, including:

- ~ desk manuals and process mapping
- ~ design and creation of the asset management function
- ~ THA sharepoint intranet
- ~ THA digital library
- ~ design and creation of the document management system
- ~ a newly re-organized real estate management department showing a reduction of its unit turn rate and other indicia of its smooth operations
- ~ continuing implementation of MTW

- **Development Projects**

- ~ New Hillside Terrace
- ~ Salishan Campus Core
- ~ the denouement of the Citibank loan
- ~ MLK Corridor
- ~ possible new property investments
- ~ single family home purchases and sales

- **Continuing Programmatic Innovation**

- ~ THA Education Project
- ~ continuing MTW planning and innovation
- ~ Salishan Children's Individual Development Account Project

- **City of Tacoma Action on Housing Policy Recommendations**

In January, the City Council is due to resume work on the policy recommendations from the Affordable Housing Policy Advisory Group. This might produce some very good policies that will help THA do its work.

- **FY 2013 Congressional Budget**

The next congressional budget will be its own challenge. By some views, the 2013 budget may make us think fondly of the 2012 budget. A lot depends on the 2012 election results. The President publishes his 2013 proposal in February of 2012. Congress may not publish or pass its proposals until after the election. As we did this year, we will study track the proposals carefully and start our own budget discussions in the Spring.

3. REMINDER TO THE BOARD ABOUT HOLIDAY GATHERINGS AND THE OPEN PUBLIC MEETINGS ACT

At this time of the year, there or more Commissioners may find themselves at the same social gatherings. I attach my annual reminder about the Open Public Meetings Act. Please be mindful of its rules, although also note that these rules should not prevent you from attending or enjoying these social gatherings.

4. THANK YOU TO THE BOARD

On behalf of all the staff, I thank the Board. We know that we have a very good Board. Its Commissioners have all the qualities a Board needs. They take the work seriously. They are smart. They are connected to the community. They are not afraid. They simultaneously push staff to excel while remaining supportive and making its support clear. They are mindful of the boundaries between Board work and staff work. Most of all, they fully share the mission and they show it. We do not take this for granted. We are grateful.



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Date: December 6, 2011
Re: Social Gatherings of Commissioners

At this holiday time of year, Commissioners are more likely to find themselves attending the same social gathering. THA may host some of them. We will **not** issue a public notice of these gatherings as a regular or special meeting of the Board. I write, as I do every year about this time, to review the requirements of the Open Public Meetings Act and the precautions Commissioners must take during these gatherings to avoid violations. These precautions should not deter any of you from attending and enjoying these gatherings.

Three Commissioners constitute a Board quorum. If at least three of you attend such informal gatherings, the state's Open Public Meeting Act imposes limits on what you can discuss together. In general, the Board may not take any "action." The Act defines "action" broadly to include even "discussions:"

"Action" means the transaction of the official business of a public agency by a governing body **including** but not limited to receipt of public testimony, deliberations, **discussions, considerations**, review, evaluations, and final actions.
[emphasis added]

This means that three or more Commissioners should not discuss Board or THA business at such informal gatherings. If they do, they would violate two rules: the rule that all action occur at a properly called meeting; the rule that all meetings be open to the public.

The Act, however, permits such informal gatherings as long as no "action" takes place:

It shall **not** be a violation of the requirements of this chapter for a majority of the members to travel together or gather for purposes other than a regular meeting or special meeting as these terms are used in this chapter: **PROVIDED, That they take no action as defined in this chapter.** [emphasis added]

In addition to these rules, Commissioners should avoid the appearance of violating them. For this reason, they should avoid sitting or congregating in groups of three or more, if possible.

THA takes the Open Public Meetings Act requirements very seriously. Thank you for your understanding.

If you have any questions, please call me.

ADMINISTRATION REPORTS

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$3,975,078 for the month of November, 2011.

Approved: December 14, 2011

Janis Flauding, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of November, 2011

Bank	Check Numbers		Amount	Totals
	From	To		
HERITAGE BANK				
A/P Checking Account				
Low Rent Module Checks	Check #'s	2,375 - 2,409	2,739	
Accounts Payable Checks	Check #'s	74,714 - 74,896		
Central Office Cost Center			220,728	Program Support
Moving To Work Support Center			8,219	
Section 8 Programs			5,904	Section 8 Operations
SF Non-Assisted Housing - N. Shirley			150	Local Funds
SF Non-Assist Housing - 9SF Homes			11,337	
Stewart Court			8,377	
Wedgewood			661	
Salishan 7			249	
Tacoma Housing Development Group			665	Development
Salishan Program Income			18	
Salishan Area 3			6,694	
NSP Grant			1,337	
Development Activity			1,925	
Salishan Area 2B-Dev			7,939	Community Service
Salishan Area 4			-	
Community Services General Fund			5,139	
2006 WA Families Fund			195	
Gates Ed Grant			12,492	
2007 ROSS Fam H.O.			1,977	Public Housing
2008 ROSS Svc Coord			828	
2011 WA Families Fund			1,365	
AMP 1 - No K, So M, No G			88,330	
AMP 2 - Fawcett, Wright, 6th Ave			158,978	
AMP 3 - Lawrence, Orchard, Stevens			246,262	
AMP 4 - Hillside Terr - 1800/2500			14,488	
AMP 6 - Scattered Sites			5,178	
AMP 7 - HT 1 - Subsidy			4,847	
AMP 8 - HT 2 - Subsidy			1,774	
AMP 9 - HT 1500 - Subsidy			1,808	Allocations-All Programs
AMP 10 - SAL 1 - Subsidy			2,848	
AMP 11 - SAL 2 - Subsidy			15,693	
AMP 12 - SAL 3 - Subsidy			6,662	
AMP 13 - SAL 4 - Subsidy			13,716	
AMP 14 - SAL 5 - Subsidy			20,257	Tax Credit Projects - billable
AMP 15 - SAL 6 - Subsidy			12,890	
Allocation Fund			31,731	
THA SUBTOTAL			924,401	
Hillside Terrace 1 through 1500			2,424	Tax Credit Projects - billable
Salishan I - through Salishan 6			672	
Salishan Association - Operations			8,826	
TAX CREDIT SUBTOTAL (Operations - billable)			11,922	936,323
Section 8 Checking Account (HAP Payments)				
SRO/HCV/TBRA/VASH/FUP	Check #'s	463,965 - 465,089	1,048,620	
	ACH	28,483 - 29,430	1,561,886	\$ 2,610,507
US BANK				
Payroll & Payroll Fees - ADP				\$ 428,248
TOTAL DISBURSEMENTS				\$ 3,975,078



TACOMA HOUSING AUTHORITY

Date: December 14, 2011

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

I present the November, 2011 disbursement reports for your approval.

The Finance Department is submitting the financial statement for the month of October, 2011. The agency wide financials remain in very good shape for the Fiscal Year. The following are the major areas that have affected our financials and accounts for the differences in budgeted line items:

- Income:
 - Line 8 – Section 8 HAP reimbursement: Due to adjustments in HUD funding for additional projects, we received approximately \$200,000 additional in funding.
 - Line 9 – Section 8 Admin Fees – Due to a late 2011 adjustment, and other new Vouchers brought on line, we received approximately \$350,000 more than budgeted.
 - Line 10 – Investment Income - Upon preparing the cash analysis for Tax Credit properties, we received approximately \$215,000 for interest earned on Salishan 5 THA loan that was not budgeted. This is a non-recurring item. Even though interest is accrued on the loan interest for Tax Credit properties every year, we do not book as income unless the Tax Credit entity actually pays THA.
 - Line 12 – Developer Fee Income – Due to cost savings in the Salishan 7 development we will be receiving approximately \$400,000 less in Developer Fee than budgeted.
- Administrative Expenses: In total we are projecting approximately \$700,000 less in expenses than budgeted. The majority of the line items came in under budget, some significantly. I will address the larger dollar variances only.
 - Line 15 – Administrative Salaries – There is an approximate \$200,000 less in expenditures than projected. Salaries are budgeted with all positions being filled throughout the year. This savings is due to vacancies in positions. Benefit savings on line 16 follow salary savings.

FINANCE DEPARTMENT MONTHLY REPORT

December 2011

Page 2

- Legal Expenses – It was anticipated we would have significant legal costs for development during the year. Legal services were not needed as anticipated. Additionally, HR had budgeted for legal services during contract negotiations. This is another area services were minimally used.
- Line 30 – Staff Training – Travel and training was less than anticipated this year. The agency was also conservative due to the threat of pending severe HUD cuts in 2012.
- Line 31 – Contract Services – There are a number of areas we either spent less money on than anticipated or are deferring. We budgeted for an Asset Management consultant in 2011. We will not be finalizing that contract until the end of the year. Funds were budgeted in Development for Salishan land sales, and other possible development deals. The majority of these funds were not utilized. Community Services had budgeted services in certain programs that were also not utilized in 2011.
- Line 61 – Section 8 HAP Payments – There is an approximate \$1,100,000 savings compared to budget. This is due to a lower Voucher utilization than projected, along with a lower average HAP cost than budgeted.

Overall, the financial position is very healthy at the moment with a projected \$3,834,394 surplus (line 67), as compared to a budgeted \$1,767,475 for FY 2011. I am not anticipating any drastic changes from this projection.

2. INVESTMENTS

Surplus funds had been invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank currently remain at .40%. The Washington State Local Government Investment Pool currently provides a return rate of .15%.

3. YEAR-END UPDATE

The finance area is gearing up for the December 31st Fiscal Year end.

6. BUDGET

We have received funding levels from the Congressional Conference Committee HR2112. We are budgeting utilizing this information as we formalize the budget for adoption during this board meeting. Both agency staff and the board have provided valuable input to present a balanced budget, only utilizing reserves for specific purposes during a very challenging budget year. I wish to express my thanks to all involved in the process.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		October, 2011				Thru 12/31/2011		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	OPERATING RECEIPTS							
1	Revenue - Dwelling rent	265,800	4,447,095	4,423,724	0.53%	5,002,982	4,976,689	0.53%
2	Tenant Revenue - Other	1,929	90,562	78,388	15.53%	101,882	88,186	15.53%
3	HUD grant - Section 8 HAP reimbursemen	2,817,508	42,889,925	42,972,954	-0.19%	48,524,941	48,344,573	0.37%
4	HUD grant - Section 8 Admin fee earned	209,464	3,686,072	3,373,381	9.27%	4,146,831	3,795,054	9.27%
5	HUD grant - Public Housing subsidy	245,921	3,119,257	3,035,981	2.74%	3,509,164	3,415,479	2.74%
6	HUD grant - Community Services/HOPE	22,729	543,392	605,125	-10.20%	611,316	680,766	-10.20%
7	HUD grant - Capital Fund Operating Reve	23,060	829,435	734,338	12.95%	899,435	826,130	8.87%
8	Management Fee Income	236,426	3,703,142	3,901,754	-5.09%	4,166,035	4,389,473	-5.09%
9	Other Government grants	1,051	317,751	349,402	-9.06%	327,470	393,077	-16.69%
10	Investment income	6,866	303,476	161,258	88.19%	327,476	181,415	80.51%
11	Fraud Recovery Income - Sec 8	1,292	51,577	52,178	-1.15%	54,578	58,700	-7.02%
12	Other Revenue- Developer Fee Income	0	2,026,024	2,230,806	-9.18%	2,026,024	2,509,657	-19.27%
13	Other Revenue	52,219	874,780	852,557	2.61%	944,128	959,127	-1.56%
14	TOTAL OPERATING RECEIPTS	3,884,265	62,882,488	62,771,845	0.18%	70,642,261	70,618,326	0.03%
	OPERATING EXPENDITURES							
	<i>Administrative Expenses</i>							
15	Administrative Salaries	272,479	4,688,884	4,866,988	-3.66%	5,274,995	5,475,362	-3.66%
16	Administrative Personnel - Benefits	114,829	1,817,095	1,922,946	-5.50%	2,044,232	2,163,314	-5.50%
17	Accounting & Audit Fees	0	75,698	67,902	11.48%	76,390	76,390	0.00%
18	Management Fees	189,434	2,854,439	2,952,162	-3.31%	3,211,244	3,321,182	-3.31%
19	Rent	20,775	288,140	266,472	8.13%	324,158	299,781	8.13%
20	Advertising	11	1,490	14,854	-89.97%	1,676	16,711	-89.97%
21	Data Processing Expenses	19,063	223,072	270,806	-17.63%	280,956	304,657	-7.78%
22	Office Supplies	5,500	78,200	110,156	-29.01%	117,975	123,925	-4.80%
23	Publications & Memberships	351	41,539	65,901	-36.97%	76,731	74,139	3.50%
24	Telephone	7,434	116,635	127,135	-8.26%	161,214	143,027	12.72%
25	Postage	3,207	59,560	71,003	-16.12%	97,005	79,878	21.44%
26	Leased Equipment & Repairs	20,293	86,557	80,863	7.04%	127,377	90,971	40.02%
27	Office Equipment Expensed	1,377	68,861	79,084	-12.93%	107,469	88,969	20.79%
28	Legal	945	52,212	180,449	-71.07%	73,739	203,005	-63.68%
29	Local Milage	877	9,134	17,227	-46.98%	12,276	19,380	-36.66%
30	Staff Training/Out of Town travel	7,903	111,659	197,611	-43.50%	127,616	222,312	-42.60%
31	Contract Services	20,233	395,886	608,047	-34.89%	485,372	684,053	-29.04%
32	Other administrative expenses	9,504	177,544	193,199	-8.10%	199,737	217,349	-8.10%
33	Due diligence - Development projects	23,820	62,037	66,667	-6.94%	69,792	75,000	-6.94%
34	Contingency	0	0	0		0	0	
35	Total Administrative Expenses	718,035	11,208,642	12,159,471	-7.82%	12,869,952	13,679,405	-5.92%

		October, 2011				Thru 12/31/2011		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
36	Tenant Service - Salaries	60,646	927,488	985,084	-5.85%	1,073,424	1,108,220	-3.14%
37	Tenant Service Personnel - Benefits	27,136	368,903	389,342	-5.25%	427,016	438,010	-2.51%
38	Relocation Costs	2,599	14,495	17,129	-15.38%	16,307	19,270	-15.38%
39	Tenant Service - Other	4,513	181,973	190,351	-4.40%	197,720	214,145	-7.67%
40	Total Tenant Services	94,894	1,492,859	1,581,907	-5.63%	1,714,466	1,779,645	-3.66%
	Project Utilities							
41	Water	12,343	149,178	156,834	-4.88%	167,825	176,438	-4.88%
42	Electricity	16,732	246,177	250,219	-1.62%	276,949	281,496	-1.62%
43	Gas	4,695	77,288	81,316	-4.95%	86,949	91,480	-4.95%
44	Sewer	40,830	463,546	457,873	1.24%	521,489	515,107	1.24%
45	Total Project Utilities	74,600	936,189	946,241	-1.06%	1,053,213	1,064,521	-1.06%
	Ordinary Maintenance & Operations							
46	Maintenance Salaries	36,725	809,907	805,919	0.49%	911,145	906,659	0.49%
47	Maintenance Personnel - Benefits	12,734	223,979	232,610	-3.71%	251,976	261,686	-3.71%
48	Maintenance Materials	10,017	230,193	210,664	9.27%	258,967	236,997	9.27%
49	Contract Maintenance	47,071	864,199	875,892	-1.34%	972,224	985,379	-1.34%
50	Total Routine Maintenance	106,547	2,128,278	2,125,085	0.15%	2,394,313	2,390,721	0.15%
	General Expenses							
51	Protective Services	5,755	205,975	189,803	8.52%	231,722	213,528	8.52%
52	Insurance	14,457	238,118	234,109	1.71%	267,883	263,373	1.71%
53	Other General Expense	90,913	1,247,408	1,237,398	0.81%	1,403,334	1,392,073	0.81%
54	Payment in Lieu of Taxes	1,199	19,180	19,328	-0.77%	21,578	21,744	-0.77%
55	Bad Debt - Tenant Rents	0	10,538	27,026	-61.01%	24,855	30,404	-18.25%
56	Interest Expense	70,772	929,948	1,050,247	-11.45%	1,046,192	1,181,528	-11.45%
57	Total General Expenses	183,096	2,651,167	2,757,911	-3.87%	2,995,563	3,102,650	-3.45%
58	TOTAL OPERATING EXPENSES	\$ 1,177,172	\$ 18,417,135	\$ 19,570,615		\$ 21,027,507	\$ 22,016,942	
	Nonroutine Expenditures							
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	0	41,097	77,572	-47.02%	66,234	87,268	-24.10%
60	Casualty Losses	0	20,277	22,952	-11.65%	20,277	25,821	-21.47%
61	Sec 8 HAP Payments	2,571,475	40,845,179	41,946,442	-2.63%	45,988,129	47,189,747	-2.55%
62	Total Nonroutine Expenditures	2,571,475	40,906,553	42,046,965	-2.71%	46,074,640	47,302,836	-2.60%
63	TOTAL EXPENDITURES	3,748,647	59,323,688	61,617,580	-3.72%	67,102,147	69,319,778	-3.20%
64	OPERATING SURPLUS/(DEFICIT)	<u>135,618</u>	<u>3,558,800</u>	<u>1,154,265</u>	<u>208.32%</u>	<u>3,540,114</u>	<u>1,298,548</u>	<u>172.62%</u>
	Reserve/Capital Affecting Operations							
65	THA transfer to development projects	(5,829)	(1,022,600)	(1,880,187)	-45.61%	(1,041,064)	(1,410,140)	-26.17%
66	Reserve Appropriations	44,524	1,224,667	2,505,423	-51.12%	1,335,343	1,879,067	-28.94%
67	THA SURPLUS/(DEFICIT)	<u>174,313</u>	<u>3,760,867</u>	<u>1,779,501</u>		<u>3,834,394</u>	<u>1,767,475</u>	

TACOMA HOUSING AUTHORITY			
CASH POSITION - October 2011			
Account Name		Current Balance	Interest
HERITAGE BANK			
Accounts Payable		\$ 4,670,582	0.400%
Section 8 Checking		5,096,921	0.400%
THA Investment Pool		285	0.400%
THA LIPH Security Deposits		110,170	0.400%
THDG - Tacoma Housing Development Group		27,015	0.400%
LF - Stewart Court		67,730	0.400%
LF - Stewart Ct Security Deposit Account		13,955	0.400%
LF - SF 9Homes Alaska		169,983	0.400%
LF - SF 9Homes Alaska Sec Dep Acct		6,702	0.400%
LF - SFH No. Shirley		2,120	0.400%
LF - SFH N Shirley Security Deposit Acct		1,007	0.400%
LF - Wedgewood Homes		49,417	0.400%
Salishan 7		428,222	0.400%
Salishan 7 Security Deposit		26,739	0.400%
Payroll Account		100	0.400%
General Fund Money Market		3,509,772	0.400%
WASHINGTON STATE			
Investment Pool		\$ 1,420,211	0.150%
US BANK			
Payroll Account		\$ 5,937	
CHASE			
IDA Account		74,410	0.01%
TOTAL THA CASH BALANCE		\$ 15,681,278	
Less:			
MTW:			
MTW Reserves		\$ 5,929,510	
Other Restrictions:			
FSS Escrows	179,706		
VASH, FUP & NED HAP Reserves	1,250,858		
Mod Rehab Operating Reserves	151,287		
Security Deposit Accounts	154,979		
Salishan Sound Families - 608	192,257		
IDA Accounts - 604,605	74,410		
Paul Allen Foundation - 609	25,401		
Gates Foundation - 621	106,379		
WA Families Fund - 671,672	47,656		
THDG - 048	27,015		
Total - Other Restrictions		\$ 2,209,949	
Agency Liabilities:			
Windstar Loan - 042	332,272		
Citibank Loan for Area 3 - Guarantee (Current)	1,802,847		
Additional Reserve Set Aside for Area 3 Loss on sales	2,400,000		
Total - Agency Liabilities		\$ 4,535,119	
THA Designated Reserve for Development:		\$ 519,642	
Total Restrictions		\$ 13,194,219	
THA UNENCUMBERED CASH		\$ 2,487,059	
Agency Current Commitments:		Balance	
Salishan Campus - On hold			
Development Projects			
902 1st Floor Reconfiguration - MTW funds		700,000	
Total Current Commitments outstanding		\$ 700,000.00	\$ -

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: December 14, 2011

To: THA Board of Commissioners

From: April Black
Director of Real Estate Management and Housing Services

Re: Department of Real Estate Management and Housing Services Monthly Board Report

1. PROPERTY MANAGEMENT DIVISION

1.1. Performance Report Summaries:

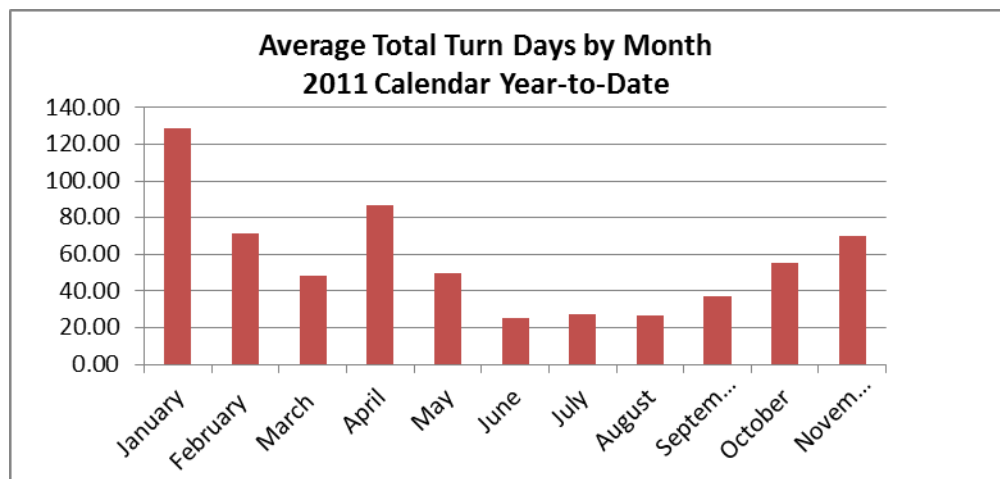
1.1.1. *Occupancy:*

Unit occupancy is reported for the first day of the month. This data is for the month of November 2011.

OCCUPANCY SUMMARY REPORT				
PROGRAM	UNITS AVAILABLE	UNITS VACANT	UNITS OCCUPIED	% MTH OCCUPIED
AMPs 1-6	594	4	590	98.8%
Tax Credit Units	690	19	671	97.8%
Local fund units	69	3	66	95.7%
All Total	1,353	26	1,332	98.1%

1.1.2. *Vacant Unit Turn:*

The following page includes a table with all of the units turned calendar year to date (January-November 2011). Three (3) units were turned and rented in the month of October. The average unit turn for the month of October was 70 days; average units turns calendar year-to-date are 73 days.



The table below includes additional unit turn information by AMP:

Calendar Year to Date through the end of November, 2011

AMP	Units Turned	Avg Turn Days	Units Currently Vacant	Avg # Days Vacant
Amp 1 (G St, K St, M St)	22	13.7	1	0.0
Amp 2 (6th Ave, Fawcett, Wright)	17	26.9	1	29.0
Amp 3 (Bergerson, Dixon, Ludwig)	20	35.6	0	0.0
Amp 4 (Old Hillside Terrace)	22	93.3	0	0.0
Amp 6 (PH Scattered Sites)	9	62.4	1	33.0
Hillside Terrace Tax Credit	11	91.9	2	56.5
Salishan Tax Credit	63	111.9	18	60.4
Local Fund (Stewart, Market Rate Homes)	7	43.9	2	365.0
Agency Summary	171	73	25	80

Overall unit turn times continue to climb. The department has eight position vacancies at this time. The reorganization of the Public Housing department will occur in January and February. We hope this reorganization will streamline processes so we are able to respond to property management and unit turn needs with less staff. At this time, our goal is to have every vacant unit that is currently included on the vacant unit listing on page 3 filled by December 31, 2011 in order to have a “fresh start” for FY2012 to accurately measure our success. Though the unit turn time is not meeting benchmarks, we continue to have over 98% unit occupancy for the entire portfolio.

We have also had some recent issues with applicants turning down units due to the cost of moving, lack of security deposit funds, etc.

December 2011 Board of Commissioners Meeting
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
REPORT
Page 3

Below is a listing of all units vacant as of December 1, 2011:

Nbr	AMP	Project	Unit Nbr	Address	Apt Nbr	Beds	Unit Status	Vacate Date	Days Vacant	Maint Turn Date	Applicant Ready Date	Site Note	Leasing Note
1	02	010	01063	602 S WRIGHT ST	408	1	Vacant	11/1/2011	30	11/08/2011	11/15/2011	<u>Y</u>	<u>Y</u>
2	01	013	01092	401 NORTH G ST	304	1	Repair-Make Ready	11/30/2011	1			<u>N</u>	<u>N</u>
3	06	024	01482	2146 SOUTH SHERIDAN		3	Repair-Make Ready	10/28/2011	34		11/01/2011	<u>N</u>	<u>Y</u>
4	07	028	01533	2327 COURT G STREET	221	2	Repair-Make Ready	11/2/2011	29	11/30/2011		<u>Y</u>	<u>N</u>
5	07	028	01546	2351 COURT G STREET	234	2	Vacant	9/6/2011	86	10/07/2011	10/25/2011	<u>Y</u>	<u>Y</u>
6	MR	044	01118	1118 SOUTH SHERIDAN		5	Repair-Make Ready	12/13/2010	353	11/18/2011		<u>Y</u>	<u>N</u>
7	MR	044	01211	1211 S TRAFTON		5	Vacant	11/17/2010	379	04/01/2011		<u>Y</u>	<u>N</u>
8	10	30P	01613	1708 EAST 41ST STREET		4	Repair-Make Ready	10/25/2011	37	11/30/2011		<u>Y</u>	<u>N</u>
9	10	30P	01614	4108 SALISHAN BLVD		3	Vacant	10/19/2011	43	11/04/2011		<u>Y</u>	<u>N</u>
10	10	30P	01615	4102 SALISHAN BLVD		2	Vacant	8/1/2011	122	08/26/2011	11/30/2011	<u>Y</u>	<u>Y</u>
11	10	30P	01621	3907 EAST Q STREET		5	Repair-Make Ready	11/2/2011	29	11/30/2011		<u>Y</u>	<u>N</u>
12	11	31P	01655	1715 EAST HARPER		3	Vacant	9/22/2011	70	10/13/2011	10/25/2011	<u>Y</u>	<u>Y</u>
13	11	31P	01674	4342 EAST Q STREET		2	Downtime	11/22/2011	9			<u>N</u>	<u>N</u>
14	11	31P	01686	4374 EAST Q STREET		3	Repair-Make Ready	11/10/2011	21	11/30/2011		<u>Y</u>	<u>N</u>
15	11	31P	01687	4376 EAST Q STREET		3	Vacant	9/29/2011	63	10/31/2011	11/28/2011	<u>Y</u>	<u>Y</u>
16	11	31S	08063	4352 EAST Q STREET		2	Repair-Make Ready	10/11/2011	51	11/09/2011	11/21/2011	<u>Y</u>	<u>Y</u>
17	11	31S	08067	4364 EAST Q STREET		2	Vacant	8/22/2011	101	10/31/2011	11/17/2011	<u>Y</u>	<u>Y</u>
18	12	33P	01725	4349 EAST SALISHAN BLVD		2	Vacant	9/16/2011	76	10/14/2011		<u>Y</u>	<u>Y</u>
19	12	33S	08103	4330 EAST SALISHAN BLVD		3	Vacant	7/12/2011	142	09/16/2011	11/23/2011	<u>Y</u>	<u>Y</u>
20	13	34P	01748	4465 EAST Q STREET		3	Repair-Make Ready	10/24/2011	38	11/30/2011	11/16/2011	<u>N</u>	<u>Y</u>
21	13	34P	01772	4440 EAST Q STREET		2	Repair-Make Ready	10/17/2011	45	12/15/2011		<u>Y</u>	<u>N</u>
22	13	34P	01779	4615 EAST R STREET		3	Repair-Make Ready	10/3/2011	59	10/31/2011	10/27/2011	<u>Y</u>	<u>Y</u>
23	13	34S	08136	4468 EAST Q STREET		2	Vacant	9/29/2011	63	10/31/2011	11/16/2011	<u>Y</u>	<u>Y</u>
24	14	35S	08192	2016 EAST 41ST		3	Repair-Make Ready	10/31/2011	31	12/05/2011	11/16/2011	<u>Y</u>	<u>Y</u>
25	15	36S	08241	4271 EVERETT AVENUE		3	Vacant	8/18/2011	105	10/14/2011	10/28/2011	<u>Y</u>	<u>Y</u>
Average Days Vacant									80.7				

1.1.3. Work Orders:

In the month of November all 10 emergency work orders were completed within 24 hours. This month, maintenance staff completed 135 non-emergency work orders. The average number of days to complete a non-emergency work order was 13.41 for the month and 12.3 FYTD.

Work Order Completion Table:

WORK ORDER COMPLETION REPORT (PHAS/MASS #4)								
	Emergency				Non Emergency			
	November 2011		Jan through November 2011		November 2011		Jan through November 2011	
AMP # *	# 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)
AMP 1	2	100%	33	100%	11	4.00	331	3.74
AMP 2	0	0	17	100%	0	0	330	3.50
AMP 3	3	100%	55	100%	38	1.58	589	6.51
AMP 4	4	100%	64	98.4%	16	12.50	332	13.39
AMP 6	1	100%	24	100%	3	4.00	130	11.12
AMP 7	0	0%	1	100%	0	0.00	23	4.04
AMP 8	0	0%	0	0%	0	0.00	50	16.94
AMP 9	0	0%	0	0%	0	0.00	18	8.83
AMP 10	0	0%	3	100%	9	18.00	148	18.30
AMP 11	0	0%	4	100%	11	8.18	192	25.11
AMP 12	0	0%	1	100%	110	30.00	166	23.12
AMP 13	0	0%	0	0	8	10.88	117	34.00
AMP 14	0	0%	0	0	7	35.71	141	28.77
AMP 15	0	0%	1	100%	21	25.67	103	29.47
AMP 16	0	0%	0	0.0%	0	0		0.0
Non-AMP	0	0%	3	66.7%	0	0.00	109	4.77
TOTALS	10	100%	206	99.0%	135	13.14	2,675	12.30

Outstanding Work Orders Table:

The high number of outstanding work orders relate to REAC preparation. Due to the volume of work orders created staff prioritized the work orders for the most critical fixes. Salishan work orders are being done in the order of severity. Work orders were created as part of the REAC preparation and not all completed work orders have been closed in our tracking system. All outstanding work orders will be closed by end of month of December. Work orders that were prepared for REAC also contained multiple items that were reported and to be fixed in the units on one work order. Staff will continue to close out work orders as the rest of the repairs get completed. AMP 8 and 9 work orders have been completed but not closed out at the time of the report. Staff at this AMP have been filling in at other properties that have delayed work orders to be closed out. These will also be closed out by the end of the year.

Outstanding Work Orders as of November 2011			
AMP #	Open Non-Emergency	<25 Days open	>25 Days open
AMP 1	11	11	0
AMP 2	8	0	8
AMP 3	12	12	0
AMP 4	10	6	4
AMP 6	3	1	2
AMP 7	7	0	7
AMP 8	14	0	14
AMP 9	6	0	6
AMP 10	48	5	43
AMP 11	65	6	59
AMP 12	34	2	32
AMP 13	52	1	51
AMP 14	41	30	11
AMP 15	33	30	3
AMP 16	0	0	0
Non-AMP	5	0	5
TOTALS	349	104	245

2. RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 97% for the month of November 2011. Lease up continues for the McCarver. Below is a breakdown of the progress leasing our special programs:

Program Name	Units Allocated	Units Leased	Number of shoppers*
Veterans Administration Supportive Housing (VASH)	105	55	15
Non-Elderly Disabled Vouchers (NED)	100	44	31
Family Unification Program (FUP)	50	41	6
McCarver Program	50	33	17
Life Manor	150	111	24

*"Shoppers" are households that have been approved for the program and are searching for housing.

The Live Manor (TPV) vouchers are being filled from our waiting list in addition to the 24 (shopping / pending) we project the remainder to be filled during our briefing on December 6, 2011.

The VASH program has been making referrals for the regular VASH program as well as the Project Based units. We are meeting on a regular basis to ensure the referrals continue.

The NED vouchers are moving but still slower than we would hope. DSHS has referred 103 applicants for the program. Due to the special needs of the client's eligible for this program, they have a high rate of return to the nursing facilities. Shopping is also slow due to the availability of accessible units. DSHS has been a great

REAL ESTATE

DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: December 14, 2011

TO: THA Board of Commissioners

FROM: Walter Zisette
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 Center Development.

Staff held a partner/stakeholder meeting on Wednesday, November 30. This meeting was well attended and the information was well received. Staff met with the Board Development Committee on December 12. Attached please find copies of the material that was shared with both groups.

THA received nine (9) proposals in response to a Request for Qualifications for Master Planning and Architecture & Engineering Services. Staff interviewed four (4) firms. A board resolution authorizing the Executive Director to enter into a contract with the selected firm will be brought to the board at their meeting on the 14th.

1.1.2 *Area 3 Lot Sales:* THA closed on the sale of 28 lots to Quadrant in June. Quadrant Home's sales model on Roosevelt Avenue is complete and the sales staff moved into the home during the first week of October. Three additional homes are under construction; two in the drywall stage and one with the foundation complete. To date, Quadrant has sold one house. Staff continues discussions with Quadrant and other interested homebuilders on the remaining lots in Area 3.

1.1.3 *Arlington Rd (Area 4):* Staff issued an RFP in August for development proposals from Assisted Living Developers for this site. No responses to this RFP were received. Staff will conduct an analysis of other feasible real estate development scenarios for this site, and prepare a proposal for moving forward on this site.

2. PUBLIC HOUSING PROJECTS

2.1 1800/2500 Hillside Terrace

2.1.1 *Financing:* The below table summarizes the current project financing sources and the award of funds for Phase I:

Source & Type	Proposed Funding	Committed	Total
<i>Phase I Housing</i>			
<u>LIHTC Equity</u> ¹	<u>\$12,351,330</u>		<u>\$12,351,330</u>
<u>Permanent Loan</u> ²	<u>\$1,950,880</u>		<u>\$2,575,880</u>
<u>HTF</u>		<u>\$2,000,000</u>	<u>\$2,000,000</u>
<u>City of Tacoma</u> ³		<u>\$1,250,000</u>	<u>\$1,250,000</u>
<u>THA MTW Grant</u>		<u>\$396,417</u>	<u>\$396,417</u>
Total	\$15,552,210	\$3,021,417	\$18,573,627
<i>Education & Community Center</i>			
<u>HUD CFCF Grant</u>		<u>\$1,881,652</u>	<u>\$1,881,652</u>
<u>THA MTW Grant</u>		<u>\$904,095</u>	<u>\$904,095</u>
<u>THA Match</u> ⁴		<u>\$114,712</u>	<u>\$114,712</u>
Total		\$2,900,459	\$2,900,459

¹ Staff is currently preparing an application for tax credits. The application is due December 15, 2011 and Staff anticipates the determination of a successful application by the end of December.

² Staff will begin the investor/lender procurement process in January of 2012.

³ THA has received two funding awards from the TCRA, each in the amount of \$625,000.

⁴ This source is a committed threshold requirement for a leveraged match to the CFCF grant award.

2.1.2 *Project Planning:* Staff has been working with the legal firm of Gordon Derr to prepare an application for a partial street vacation and boundary line adjustments for the 2500 block Court G alley. The application is complete and staff is working to obtain signatures of support from (3) three neighboring residents.

In anticipation of Phase I full project funding by the end of 2011; Staff is preparing a draft project schedule which will be circulated for internal review.

- 2.1.3 *Architecture:* Staff and GGLO Architects have been meeting to discuss environmental sustainability goals for the project. The architect and their engineers are preparing sustainability option packages. The current environmental sustainability base line is LEED Silver and the options are Gold and Platinum. The project team will evaluate the merit of the options based on capital, operations, maintenance and replacement lifecycle cost.
- 2.1.4 *Construction:* Absher Construction has been providing pre-construction estimating services for the environmental sustainability exercise stated above.
- 2.1.5 *Demolition/Disposition:* On August 2, 2011, staff submitted a demolition/disposition application to HUD. The application seeks HUD approval to demolish the 104 existing and dispose them to the newly formed tax credit partnerships at a future date. A draft approval for staff to review was received in late November. Final approval is expected shortly. Once final approval is received we will submit an application for relocation vouchers.
- 2.1.6 *Community Meetings:* Staff will continue to hold resident and community meetings as updates and new information become available. A special presentation on the project was made to the Hilltop Action Coalition on August 9. The board expressed strong support for the project.
- 2.1.7 *Relocation:* Staff has submitted a draft Relocation Plan to HUD for review. Minimal comments were received; a revised draft should be ready by the end of November. The Plan follows the requirements of the Uniform Relocation Act and 104(d) to ensure that the residents are fairly treated during this time of transition. All residents in good standing as of June 1, 2011 will receive a transfer to another public housing unit or a Section 8 voucher with assistance in locating a new unit to rent with the voucher. Staff will apply to HUD for the Section 8 vouchers once THA receives approval for demolition. This assistance may include such things as transportation to view units, interpretation services and credit repair. In addition, staff will meet with each resident to determine correct unit size and special needs of each household as well as calculate a Replacement Housing Payment for each household. Residence in good standing will have first preference to return to the redevelopment site.
- 2.1.8 *Community Center.* Staff and Head Start met with the Architect the end of November and reviewed the rough conceptual design. The Architect is now incorporating the comments into a final conceptual design which is scheduled for completion in December.

3. CAPITAL FUNDS

3.1 Capital Fund Construction.

3.1.1 Ludwig & Fawcett Apts. The improvements at Fawcett are substantially complete and the final punch is scheduled for November 29th. At Ludwig the WRB, windows and doors are complete. The siding installation is 98% finished. All interior work is complete. Exterior painting is scheduled to start the first of December depending on weather conditions.

3.1.2. Public Housing Scattered Site Renovations. THA staff will meet in December to finalize the scope of work. Preparation of bid documents for renovations at THA's 35 Scattered Site homes are to begin in December.

3.1.3. Landscaping Improvements. The Landscape Improvements at 6 Facilities work is complete at K Street, G Street, Fawcett, 6th Avenue and Wilson. Wright Street work is underway with completion anticipated in December.. Plans include trees, shrubs, ground cover, large planter pots and low maintenance landscape improvements. CPTED recommendations have been incorporated in the design.

Note: THA received a High Performer status on its PHAS scores, therefore will receive a High Performer bonus with its 2012 CFP grant.

3.2 ARRA Construction

Final Closeout: The grant has been fully expended and final close out for audit is in progress

4. OTHER PROJECTS

- 4.1** *Neighborhood Stabilization Program (NSP I).* We received a purchase offer for 6636 S Lawrence and should close by the end of the year. THA has two houses that it is in the process of renovating and preparing for re-sale. THA submitted three offers that were accepted; we should close on those houses by the end of the year. .
- 4.2** *THA Administrative Office Space.* New phasing plans for first floor renovations were presented to the Board's Development Committee on Nov. 8. This new space will meet the primary goal of the project which is: improve security for the 1st floor customer service staff and clients. The Development Committee approved the new plan and a resolution is being presented to the Board to increase the Architects contract to cover the remaining design work. Pending Board approval, design work will resume mid-December.
- 4.3** *Stewart Court Exterior Repairs.* RED Staff are assisting Facilities staff in the design, procurement and construction management for this project. Exterior siding replacement & painting are 95% complete and the parking lot repairs have been finished.
- 4.4** *Quad Trail – City Improvements.* RED Staff are the Project Managers on the Quad Trail renovations at Salishan for the City of Tacoma. The scope of work for improvements includes: base prep, 10' wide paved asphalt trail and chain fencing. Contract and bid documents are pending from The City of Tacoma. THA staff will advertise for bids and award the contract. THA Staff will supervise the General Contractor and manage construction of the trail.

5 PROJECTS IN THE PIPELINE

- 5.1** *The 2316 Building:* Staff continues to meet with the Tacoma City Association of Colored Women's Club's Inc. (CWC) with regard to a development opportunity. CWC is currently developing internal capacity and is reevaluating their long term goals for their property. They continue to be interested in THA having a role in the project, but at this time have determined to put any formal plans on hold.
- 5.2** *ORB Architects/Hillsdale Heights Partnership.* Staff has been approached by ORB Architects to enter into a joint venture partnership turnkey project where ORB would design, develop housing, to THA's specifications and needs, at Hillsdale Heights.
- 5.3** *Stewart Court:* On October 26 The Housing Trust Fund announced the 2011 funding awards and Stewart Court was not a recipient of the \$482,000 requested. Staff is reviewing the plans for Stewart Court and will have a revised scope and

financing plan determined in the first quarter of 2012.

- 5.4 *City-Owned Walton Properties on MLK.* Staff is communicating with City of Tacoma staff, and other members of the City's Hilltop Advisory Committee, about allowing THA to conduct a development feasibility study for the four lots owned by the City at 1110-1124 MLK Way, in exchange for funding support from the City that would serve to compensate THA for the costs of such a study.
- 5.5 *Multifamily Investment opportunities:* Staff is tracking current multifamily listings and acquisition opportunities in the Tacoma area that meet the following investment goals: (1) minimal renovations and capital needs; (2) rapid resale potential; (3) reliable cash flows; (4) reliable short term return on investment.

Properties that meet these goals included HUD-assisted housing, housing located near other THA properties (offering management efficiencies), market rate housing in strong market areas of the City (such as downtown and the Tacoma Mall area), and housing offered at prices ranging from \$33,000/unit to \$56,000/unit.

This exercise will help THA in determining an optimum real estate investment strategy. It should also inform THA's efforts to invest organizational reserve funds dedicated to real estate investments in its 2012 budget.

6 M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING

- 6.4 No new updates.

7 PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the obligated and expenditures as of December 6, 2011.

Grant	Total Grant	Obligated	% Obligated	Expended	% Expended	Obligation Start Date	Obligation End Date	Disbursement End Date
2008 CFP (P)	\$1,849,412	\$1,849,412	100%	\$1,835,629	99%	6/13/08	06/12/10	06/12/12
Sal. HOPE VI (Revitalization)	\$35,000,000	\$35,000,000	100%	\$35,000,000	100%	04/26/01	12/31/10	12/31/10
2009 CFP	\$2,410,953	\$2,410,953	100%	\$1,315,845	55%	9/15/09	9/14/11	9/14/13
2009 CFP (1 st R)	\$703,863	\$703,863	100%	\$703,863	100%	9/15/09	9/14/11	9/14/13
2009 CFP (2 nd R)	\$54,932	\$54,932	100%	\$54,932	100%	9/15/09	9/14/11	9/14/13
2009 CFP (3 rd R)	\$2,724	\$2,724	100%	\$2,724	100%	4/12/10	4/12/12	4/12/14
2010 CFP	\$2,345,627	\$506,036	22%	\$292,058	12%	7/15/10	7/15/12	7/15/14
2010 CFP (1 st R)	\$1,216,978	\$196,759	16%	\$127,100	10%	7/15/10	7/15/12	7/15/14
2010 CFP (2 nd R)	\$219,721	\$0	0%	0	0%	7/15/10	7/15/12	7/15/14
2011 CFP	\$1,721,353	\$472,135	27%	0	0%	9/15/11	9/15/13	9/15/15
2011 CFP (1 st R)	\$736,455	\$443,660	60%	0	0%	9/15/11	9/15/13	9/15/15
2011 CFP (2 nd R)	\$549,895	0	0%	0	0%	9/15/11	9/15/13	9/15/15
CFRG*	\$4,096,616	\$4,096,616	100%	\$4,096,616	100%	3/18/09	3/17/10	3/17/12
CFCF**	\$1,881,652	0	0%	0	0%	9/23/11	9/23/13	9/23/15

*ARRA Capital Fund Recovery Grant

** Capital Fund Community Facilities Grant



TACOMA HOUSING AUTHORITY

PROPOSAL FOR SALISHAN CORE

Goal: To provide a place for neighbors to meet, socialize, learn and grow

Overview of Proposal

Central program: develop a Catalyst Kitchen, similar to the FareStart model. Several programs/goals will be achieved with this:

- Job training/skill development in food service preparation, sales/customer service and coffee/sandwich shop administration
 - Have retail presence in the form of a coffee & sandwich shop
 - Provide a larger space for the Community Kitchen to operate
 - Provide nutrition classes & hands on experience to residents
 - Provide small community gathering space in coffee shop
- Core of independent living skills: there will always be a need for us to educate some of our residents in base independent living skills. We will offer a core of classes on rotating basis for example:
 - ESL
 - GED
 - Parenting skills
- Library: provide a space for not only book circulation but for other resources, i.e., Tacoma Community House, Goodwill's REACH program
- Childcare/early childhood education
- Financial institution: provide banking options for east side residents as well as financial literacy training
- Community Space for large gatherings and classes
- Key Stakeholders/Partners: in order to achieve our goal, this effort will require many partners and long term relationships with other organizations. To date the following have voiced interest in joining THA on this journey:
 - FareStart
 - Goodwill
 - C.H.E.F
 - Lister School
 - Portland Avenue Community Center
 - Northwest Leadership Foundation
 - Tacoma Community House
 - City Library
 - Cottesmore

For information please contact Roberta Schur 253.207/4467 or rschur@tacomahousing.org

11.30.11



TACOMA HOUSING AUTHORITY

PROPOSED TIMELINE FOR SALISHAN CORE November 2011

Continue outreach meetings/re-connect with potential partners	ongoing
Issue RFQ Master planning and A&E services	October
Stakeholder/partner meeting	End of November
Select Master Planner and A&E Services proposal	December board meeting
Firm up slate of program/services and partners	January 2012
Develop Master Plan	January 2012- April 2012
Public meeting to share vision	April/May 2012
Apply for funding	2012-mid 2013
Design building #1	April-October 2012
Issue RFQ for GC/CM	May 2012
Public meeting	October 2012
Begin construction building #1	Fall 2013

For more information, please contact Roberta Schur, 253.207.4467 or rschur@tacomahousing.org

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: December 14, 2011

TO: THA Board of Commissioners

FROM: Nancy Vignec
Community Services

RE: Monthly Board Report

STRATEGIC OBJECTIVE: ASSISTANCE

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

1. 2011 GOALS

Thirteen major funding sources support the Community Services department's staff and activities. Most of these sources identify performance measures and goals. This report groups the various funding sources' annual goals by service area. It summarizes progress toward annual goals during the month of November and for the calendar year 2011.

1.1 Employment

Activities	Month	YTD	Annual Goal	% of Goal
Clients referred for employment services	4	139	120	116%
Clients participated in employment services	10	134	90	149%
Clients enrolled in employment readiness soft skills workshops	6	86	60	143%
Clients completed employment readiness soft skills workshops	2	55	50	110%
Enrolled in job readiness training	2	11	6	183%
Job placement	1	33	30	110%
Entered Apprenticeship	0	0	2	0%
Earned income increased	1	32	30	107%

This month one of our residents graduated from the Brownfields ARRA program and received certifications in First Aid/CPR, OSHA 10 Safety, Forklift and HAZWOPER. One participant was placed in employment placement at the Brown and Haley candy factory.

Community Services coordinated with DSHS, Employment Security WorkFirst, Pierce College, Bates and WVEE to bring the “Possibilities Realized” training to the FIC. This is an eight week class for TANF parents who have resisted attempts to engage in WorkFirst programs. The goal of the program is to facilitate behavioral change that will support the participants’ engagement in education and/or work. THA will provide classroom space and the assistance of a caseworker to record attendance and track THA client progress. The first class is scheduled to begin on January 9, 2012.

1.2 Education

Bates continues to offer GED classes at the FIC. Standard class size is 18. During the month of November, 20 participants attended GED classes. The most recent Bates report on participants who completed a GED test or received their GED was for the period ending June 2011. The class instructor conducted GED testing again in the fall of 2011. Results of these GED tests will appear in our January 2012 board report.

Activities	Month	YTD	Annual Goal	% of Goal
Participants attending Bates GED classes	20	70	75	93%
Completes one or more GED tests	0	3	10	30%
Attains GED	0	3	6	50%

1.3 Family Self-Sufficiency Program

The THA Family Self-Sufficiency (FSS) program is a five year employment and savings incentive program funded by HUD and the City of Tacoma.

Status	Month	YTD	Annual Goal	% of Goal
Current Participants	109	132	161	81%
Graduates	0	7	8	87%
Removed/Voluntarily Withdrawn	0	16	n/a	n/a
New Contracts Signed	5	28	58	48%
Escrow Balance	\$217,707.80			

1.4 Life Skills and Parenting Classes

Bates is teaching a Life Skills class which focuses on sound decision making, ways to enhance self-esteem and how to make appropriate choices around relationships.

Activities	Month	YTD	Annual Goal	% of Goal
Life Skills Enrollment	17	41	20	205%
Life Skills Completion	0	12	15	80%
Parenting Enrollment	0	11	25	44%
Parenting Completion	0	2	20	10%

1.5 Asset Building

The department provides pre-purchase counseling, 1st time homebuyer seminars, post-purchase counseling, financial literacy workshops, credit counseling, and individual development accounts to help THA clients build assets and prepare to become successful homeowners, business owners or to change careers and further their education.

Here are some highlights for the month of November. Starting November 1 and ending November 17, 2011, THA offered a series of financial literacy classes. There were fourteen attendees. Nine participants successfully completed the series. Seven of the nine participants who completed the financial literacy series were public housing residents. In November eight new participants entered the IDA program and opened their savings accounts.

Activities	Month	YTD	Annual Goal	% of Goal
Financial Literacy Enrollment	14	162	120	135%
Financial Literacy Completion	9	63	95	66%
Credit Counseling Enrollment	0	33	15	220%
Credit Counseling Completion	0	22	8	275%
Homeownership Counseling	2	56	20	280%
Individual Development Account Participants	8	77	80	96%
Qualified Withdrawals	0	3	10	30%
Home Purchase	0	3	10	30%
Other Asset Purchases	0	2	5	40%

1.6 Neighborhood Networks and VITA

THA has Neighborhood Networks computer labs at Bergerson Terrace, Dixon Village, Hillside Terrace and Salishan. The AmeriCorps member assigned to the computer labs is responsible for outreach and computer lab programming. Each lab has scheduled times for adult activities and for youth activities including resume writing, research, and homework assistance.

We began the school year with one returning and one new AmeriCorps volunteer. They provide tutoring and mentoring at the community computer rooms. The AmeriCorps work with residents throughout the year to promote community involvement and to develop projects of interest such as the mural which was completed this summer at Bergerson Terrace.

Staff began making arrangements for the next tax season and the Volunteer Income Tax Assistance site. The Program Manager for Asset-Building and Homeownership secured funding for a part-time, temporary VITA coordinator to begin work in January 2012.

Activities	Month	YTD	Annual Goal	% of Goal
Computer Lab Participation	323	1078	200	539%
VITA Tax Returns for THA clients	0	42	75	56%
EITC Received (PH only)	0	9	85	11%

1.7 Youth Activities

Activities	Month	YTD	Annual Goal	% of Goal
Youth tutoring	30	30	35	86%
80% or better on computer skills post-test	21	21	25	84%
GPA improved .5 or more	7	7	15	47%
Life skills/financial literacy completed	20	20	65	31%
80% or better on life skills/financial literacy post-test	21	21	55	38%
Youth mentoring	61	61	45	136%
Youth mentoring ongoing more than six months	35	35	40	88%

1.8 Senior and Disabled Services

In November the Senior and Disabled Specialist had 152 client contacts (102 unduplicated). There were 19 unduplicated home visits. 26 residents received 1:1 situational and wellness counseling. 2 residents received assistance with entitlement correspondence.

Activities	Month	YTD	Annual Goal	% of Goal
Unduplicated client contacts	102	285	260	110%
Referrals	5	53	50	106%
Unduplicated situation/wellness counseling	26	115	140	82%
Assistance with correspondence for Entitlement Programs	2	44	40	110%

1.9 Families in Transition (FIT)

The Community Service Department's FIT program is funded by Washington Families Fund and Sound Families grants. FIT caseworkers help participants succeed as tenants, parents and wage earners.

On November 14 the FIT caseworkers and Mary Syslo-Seel met with staff from the City of Tacoma and Building Changes for a Tailored Services assessment. We discussed the policies and procedures used to house homeless families and provide program services. The assessment went very well and the visiting staff was pleased with the policies and procedures we have developed and the services we deliver to our FIT families. A formal report will be sent soon.

	WFF/Sound Families		Hillside Terrace		Tax Credit	
Total Current Caseload	19		3		5	
	Month	YTD	Month	YTD	Month	YTD
Entrances	0	16	0	1	0	0
Graduations	3	8	0	0	2	2
Exits	0	0	0	0	0	0
Terminations	0	0	0	0	0	0

1.10 McCarver Special Housing Program

As of December 2, the McCarver Special Housing Program has housed 39 families. Three more have found a unit and are awaiting inspection, six are shopping for units, and two more are in various stages of submitting documentation and participating in individual interviews. Some of the families who are still shopping have some barriers to housing which make some landlords reluctant to rent to them.

Our case workers are contacting landlords directly to advocate for the families and outline the support we will provide throughout the five years of the Program.

The following chart shows how many families have moved through each stage up to and including moving into their new home. We have established a waiting list which currently has two families. If any of the families currently submitting documentation do not qualify, we will work with families on the waiting list in order of their application date.

Activities	YTD	Annual Goal	% of Goal
Applications submitted	97	50	194%
Applicants program eligible	50	50	100%
Applicants approved for housing support	48	50	96%
Applicants issued vouchers and searching for housing	6	50	12%
Applicant who found unit, waiting for inspection	3	50	6%
Applicants housed	39	50	78%

THA's Manager for Education Programs and the McCarver case workers are arranging with community resource agencies such as Tacoma Goodwill, Work Source, and Puget Sound Educational Service District to provide the additional support families need to succeed in this program.

1.10.1 McCarver Program Year One Outcome Indicators

Throughout the first year of this program we will be collecting data from a variety of sources to determine preliminary outcomes and shape the program to be more effective.

a. Student Outcomes

Under our agreement with Tacoma Public Schools we have access to all of the academic records of the children in our participating families. We will be tracking the following indicators.

- Attendance
- Student mobility
- State test scores in reading and math in grades 3, 4, and 5. The outcome measure is percent of students meeting state standards.
- Percent reading on grade level by grade 3
- School test scores in reading fluency and comprehension
- Report card grades
- Referrals for discipline

In addition, our case workers ask the teachers each week to give a brief progress report on our students. These reports are shared with the families and issues of concern, such as discipline, are addressed in partnership with the school staff.

b. Adult Outcomes

In this first year of the program it is critical for adults in our families to begin to show improved outcomes in their economic situation, job skills, adult education, and their engagement with their child's education. The adult progress will vary considerably based on the varied backgrounds of the participants. Data we will track include:

- Changes in earned income and assets
- Ability to pay 20% of the rent in year two
- Enrollment in job skills training
- Enrollment in continuing education programs such as ESL classes, GED classes, and soft skills programs
- McCarver staff impression of parent engagement with the school in support of the child's education
- Engagement with the child's learning outside of school.
- Participation in school events

2. GRANTS UPDATE

2.1 Grant from the Washington College Access Network

For the second year, the Washington College Access Network awarded a grant to the Tacoma Housing Development Group to support the work of the Tacoma College Support Network, a network of agencies, including THA, dedicated to making college a reality for low income students. The grant for 2011-2012 is \$8,000. The grant will be used to support community events at which Tacoma middle school students can sign up for the state's College Bound Scholarship, and events to support high school students who have already signed up for the scholarship.

The College Bound Scholarship provides grants to low-income students in seventh and eighth grade to attend college in Washington tuition-free. The scholarship can be used at a Washington public community, technical, or four-year college; an approved, accredited independent college or university; or a private career school. Once they have applied for the scholarship, students need to graduate from a Washington state high school or home school with a cumulative GPA of 2.0 or higher, demonstrate good citizenship in school or the community, and stay crime free. The first group of students to access this grant will be the class of 2012.

HUMAN RESOURCES



TACOMA HOUSING AUTHORITY

DATE: December 14, 2011

TO: THA Board of Commissioners

FROM: Barbara Tanbara
Human Resources Director

RE: Human Resources Board Report

1. LABOR RELATIONS

1.1 Trades Council Negotiations

Our new Pierce County, Washington Building & Construction Trades Council collective bargaining agreement was ratified, approved by the board and signed. It extends through May 2014.

1.2 OPEIU Contract Negotiations

The OPEIU collective bargaining agreement, representing 54 of our 109 employees, expires at the end of Dec 2011. By agreement with OPEIU, we have extended the contract for six months until the end of June, 2012. Negotiations will commence in April.

2. EMPLOYEE RELATIONS

2.1. 2011 Employee Opinion Survey

With this report is a copy of our 2011 Employee Opinion Survey results. A brief look at the results shows this comparison of 2010 results to 2011 results:

Factor Name	2010 Results	2011 Results	2011 Results Above the 2010 Results	2011 Results, Below the 2010 Results
Management Effectiveness	60%	65%	Above	
Working Conditions	82%	79%		Below
Management Skills	86%	88%	Above	
People Skills	84%	84%	Same Level	
Communications	63%	67%	Above	
Compensation and Benefits	76%	75%		Below
Quality and Productivity	67%	72%	Above	
Policies and Practices	79%	76%		Below
Employee Development & Recognition	62%	61%		Below
Quality of Work Life	82%	83%	Above	
Reaction to this Survey	71%	65%		Below

We continue to be proud that the Mission and work of our agency are important to our employees. As well as an appreciation for each other - we enjoy working with our colleagues. Our employees care about our agency and want to see it improve. Ninety-one percent of our employees responded to the survey.

On the other hand, the Cabinet is not content with these results. We know that THA needs to improve in a number of important areas. The results have shown us that there are several important areas that need to improve agency-wide. Those areas include employee development and professional growth, recognizing and rewarding our top performers, and ensuring that employees see that we take action in response to their concerns from the survey. We will work on these areas as an agency.

In addition, this year, we have also released the results by reporting groups. Each director/manager will have the responsibility to work with their reporting group(s) to determine an action plan to respond to the results by reporting group. This plan will be monitored to ensure we are making progress and we will regularly report back to employees about our progress.

After the 2010 survey results, we focused our response efforts on the topics that drew the most comments and attention. Our 2011 results showed improvement in those areas. Our focus areas were:

Culture of Respect

- Courtesy, cordiality and respecting others
- Soliciting employees ideas
- Talk with people, not at them
- **Results** - We have worked hard this past year to ensure that communications to all employees was improved. Our Communications score went up 4% and Quality of Work Life increased to 83%. Employees appreciate that they are included in decisions that impact them.

Accountability

- Take responsibility for your actions
- Stop putting blame on others
- Prioritize agency initiatives
- **Results** - We invested in leadership development for the Cabinet and have been investing at the manager level as time and money allows. This seems to have worked since our Management Effectiveness factor went up 5% points and our Management Skills went up 2%

We also had a strong focus on accountability this last year and our Quality and Productivity score went up 5%.

We are very proud of our agency and know that we have a great opportunity to work towards improvement in our next Employee Opinion Survey, in March 2013.

2.2. Grievances and Complaints

For CYTD 2011, we have no City of Tacoma Human Rights/EEOC complaints and no lawsuits. We settled our one OPEIU grievance regarding our Site Assistants in April 2011. We received a new OPEIU grievance and a new Trades Council grievance in November. We are in the process of responding to both.

2.3. THA Employee Newsletter

Our Quarterly Employee Newsletter was published in November.

3. BENEFITS

For some time now our agency has been talking about the challenge of increasing medical benefit costs. The agency has gone to great lengths to retain the top quality benefits our employees all enjoy. We know that our top benefits play a factor in both employee recruitment and retention.

In partnership with OPEIU and separately for our non-represented employees, we sent out a spreadsheet about 2012 medical benefit choices. We asked employees to vote on different 2012 medical plan packages at varying cost sharing levels. This gave employees the opportunity to see the tough choices we were contemplating. I also held five employee meetings where I took the time to explain how we got here and to answer questions about their choices.

I was pleased by our employees' response. No one likes to be told they are going to pay more for their benefits when they also know there will be no salary increases this year. Certainly people expressed frustration at the ever growing costs of benefits. But they also asked thoughtful questions about our current options and our plans for the future. In the end, the agency absorbed about 8% of the overall increase in costs for 2012.

4. PERFORMANCE MANAGEMENT

Beginning this month, I will work with the Janis Flauding and Greg Mowat of our Board to assist with conducting our next Executive Director performance evaluation.

5. STAFFING

5.1. THA Recruitment/Turnover Report

Attached is our 2011 eleven-month Recruitment and Turnover Report. We are still hoping that we might end up at or below 10% for our annual turnover rate. In 2010, it was

12.7% and in 2009, 15%. We are making progress; thus far we are trending at 10.91% turnover for the year.

5.2. Recruitment

- During November, Dennesha McCurry was moved into a Sunset Administrative Assistant position. Dennesha had been filling position as a temporary employee for several months. This position reports to Christine Wilson and its main focus is to assist with the high number of reasonable accommodation requests that have come with our new occupancy standards and other MTW changes. In addition, the position is able to give about 30% of its time to assist the HR department. The position is currently funded through March 2012.

After a temporary hiring freeze while we assessed the budget, we held open eight positions until we were able to find the budgeting for them. We are in the process of filling those positions.

<p align="center">THA Recruitment-Turnover Report 2011</p> <p align="center">*data reflects regular employees only</p>		
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	Jan	Feb	March	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec	YTD	Annualized
Total # Employees	110	109	109	110	111	111	113	111	111	109	109		110	110

[illegible]

Employee Opinion Survey Report

Provided to The Employees of Tacoma Housing Authority

Provided by

Joseph Marth, Ph.D. – Employee Opinion and Engagement Surveys

November 7, 2011

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Washington Employers Profile

For more than 70 years, our focus has been on helping employers achieve their business goals.

Washington Employers provides a broad spectrum of employment solutions, including how to attract and retain quality people, build and develop talent, tackle regulatory compliance issues and create leadership strategies to build organization success. Our team of Legal and Human Resource professionals has expertise spanning virtually every aspect of the *human side of business*. We're here to assist you with training, employee benefits, day-to-day HR advice, labor relations, workers compensation, organization development and more.

Survey Overview & Return Rates

Washington Employers deployed an Employee Opinion Survey for Tacoma Housing Authority, September 12, 2011 through September 29, 2011, utilizing a web-based questionnaire.

Of the one hundred ten (110) questionnaires deployed, one hundred (100) questionnaires were received by Washington Employers and are included in the Detailed Analysis. This equates to a ninety-one percent (91%) return rate.

Group Number	Organizational Work Unit	Total Completed	Employee Count	Response Rate
1	Executive/HR (EX/HR)	7	9	78%
2	Administration (AD)	5	5	100%
3	Community Services (CS)	16	16	100%
4	Finance (FI)	8	8	100%
5	Maintenance (Maint)	13	20	65%
6	Property Management (PM)	20	22	91%
7	Rental Assistance & Leasing (RAD)	24	24	100%
8	Real Estate Development (RED)	7	6	117%
	Total	100	110	91%

Satisfaction Factor Results

Washington Employers' Employee Opinion Survey is a standardized survey developed and utilized by similar Employer Associations throughout the country. It consists of 72 *Strongly Agree/Agree/Disagree/Strongly Disagree* items (which are non-tailorable), measuring 11 factors related to employee satisfaction. Tacoma Housing Authority's results for these 11 factors are as follows:

* Management Effectiveness

For the first factor, Tacoma Housing Authority scored 65%, which is less than the Northwest Norm of 71% and less than the National Norm of 69%.

* Working Conditions

For the second factor, Tacoma Housing Authority scored 79%, which is less than the Northwest Norm of 85% and less than the National Norm of 84%.

* Management Skills

For the third factor, Tacoma Housing Authority scored 88%, which is better than the Northwest Norm of 83% and better than the National Norm of 82%.

* People Skills

For the fourth factor, Tacoma Housing Authority scored 84%, which is better than the Northwest Norm of 81% and better than the National Norm of 80%.

* Communication

For the fifth factor, Tacoma Housing Authority scored 67%, which is better than the Northwest Norm of 64% and better than the National Norm of 65%.

* Compensation and Benefits

For the sixth factor, Tacoma Housing Authority scored 75%, which is better than the Northwest Norm of 69% and better than the National Norm of 69%.

* Quality and Productivity

For the seventh factor, Tacoma Housing Authority scored 72%, which is less than the Northwest Norm of 77% and less than the National Norm of 77%.

* Policies and Practices

For the eighth factor, Tacoma Housing Authority scored 76%, which is less than the Northwest Norm of 82% and less than the National Norm of 81%.

* Employee Development and Recognition

For the eighth factor, Tacoma Housing Authority scored 61%, which is less than the Northwest Norm of 72% and less than the National Norm of 71%.

* Quality of Work Life

For the tenth factor, Tacoma Housing Authority scored 83%, which is better than the Northwest Norm of 82% and better than the National Norm of 81%.

* Reaction to this Survey

For the eleventh factor, Tacoma Housing Authority scored 65%, which is less than the Northwest Norm of 78% and less than the National Norm of 78%.

Organizational Norm vs Northwest Norm			
Factor	Org Norm	NW Norm	Difference
1. Management Effectiveness	65	71	-6
2. Working Conditions	79	85	-6
3. Management Skills	88	83	5
4. People Skills	84	81	3
5. Communications	67	64	3
6. Compensation and Benefits	75	69	6
7. Quality and Productivity	72	77	-5
8. Policies and Practices	76	82	-6
9. Employee Development and Recognition	61	72	-11
10. Quality of Work Life	83	82	1
11. Reaction to this Survey	65	78	-13
Overall Average of Factors	74	77	-3

Organizational Norm vs National Norm			
Factor	Org Norm	Nat'l Norm	Difference
1. Management Effectiveness	65	69	-4
2. Working Conditions	79	84	-5
3. Management Skills	88	82	6
4. People Skills	84	80	4
5. Communications	67	65	2
6. Compensation and Benefits	75	69	6
7. Quality and Productivity	72	77	-5
8. Policies and Practices	76	81	-5
9. Employee Development and Recognition	61	71	-10
10. Quality of Work Life	83	81	2
11. Reaction to this Survey	65	78	-13
Overall Average of Factors	74	76	-2

Overall Trends & Themes

In addition to the 72 items, the Employee Opinion Survey requests that employees provide their confidential and anonymous opinions about:

- What do you dislike most about your employment with this organization?
- What improvements would you recommend to make this a better place to work?
- What do you like most about your employment with this organization?

When these comments are combined with the results of the 72 items, trends and themes emerge for Tacoma Housing Authority. These trends and themes will be discussed in two sections: "Strengths" and "Opportunities for Improvement."

Strengths

- The Mission, the work, the clients
- Coworkers
- Benefits :
 - Compared to other organization in the area, benefits are good
 - Health benefits are good
- PTO benefits are good
- Communication:
 - Being kept informed about the performance of the organization.
- Supervision:
 - Supervisors giving credit and praise.
 - Supervisors working well with other supervisors.
 - Supervisor providing feedback to help do the job.
 - Supervisor has good people skills.

Opportunities for Improvement

- Management & Supervision
 - Management is doing what it takes to make the organization successful.
 - Supervisor giving enough freedom to do the work.
- Training/Development & Promotional Opportunities
 - Organization provides employees with opportunities to develop their skills.
 - I am properly trained for my job.
 - Promotions go to those who deserve them.
 - Few opportunities for advancement .

- Work Support /Resources & Productivity
 - Understaffed and overworked, realistic amount of work.
 - I am provided what I need to do my job.
 - This organization is working hard to improve productivity and quality.
 - This organization operates smoothly and efficiently.
 - Better performers receive better pay.
- Other
 - Sensitive matters are treated confidentially
 - Reaction to the survey

ADMINISTRATION REPORTS



TACOMA HOUSING AUTHORITY

Date: December 14, 2011
To: THA Board of Commissioners
From: Todd Craven
Director of Administration
Re: Administration Department December 2011 Board Update

1. Moving to Work Implementation

On November 1, we went live with our Moving to Work (MTW) rent reform activities. This involved a conversion of all the data in our system for our existing clients and the implementation of a custom software application that staff will use to calculate tenant rents based on our MTW rent reform rules and the new Administrative Plan and Admissions and Continued Occupancy Plan.

This implementation involved custom programming, staff training, troubleshooting issues, and documenting procedures. To date, we have processed over 400 rent calculations using the new system. This effort took a tremendous amount of patience and flexibility on the part of the staff. We have seen relatively few major issues and this speaks to 1) the cooperation we received from our software vendor, 2) staff's ability to respond calmly as issues arose, 3) IT's ability to quickly respond to and resolve issues, and 4) the overall quality of the program and the approach.

Yardi (THA's software vendor) worked closely with our IT staff to troubleshoot issues on their end. Issues we saw that we needed to work through with Yardi staff included conversion issues, issues in the way VisualHOMES interacted with our custom application, and Moving to Work data issues, including the processing of Moving to Work 50058's. We still have a few remaining issues to work through, but for the most part we are happy with how smooth the transition went.

Part of the requirement for the Moving to Work program is that we collect and track a large amount of data about the effects of our rent calculation. We have data tables in place currently to track much of the information we need and will be able to report on this historically. Some of the questions that will be important down the road are:

- How many households increased their earned income in the last year? Over the last three years?
- How many households were not working at the last review but now show wages?
- How many households are on a fixed income?

- How much have tenant's portion of their rent increased or decreased over a period of time?

To give an idea of some of the data we store, of the 424 rent calculations performed since November 1, 2011:

- 53 were for existing Public Housing clients
- 9 were for new Public Housing clients
- 330 were for exiting Section 8 clients
- 32 were for new Section clients
- 13 clients were entered into the McCarver Project
- 184 were households with a fixed income
- 76 were working households
- 153 were for work able households who are not working

The next step will be to compare the data we are collecting in the system for each of these rent calculations with the assumptions made when we developed the activities. Our IT staff will work closely with our Policy and Planning Analyst and our consultant to analyze this information.

2. Asset Management Update

THA recently issued an RFP for Asset Management Consultant services. The purpose of the services we seek is to assess our current systems and oversight structure, make recommendations on changes we should make in order to be more effective, and help us complete THA's Asset Management Plan. We received and reviewed the proposals submitted and made our selection. However, we still need to further revise the scope of work submitted so that it more clearly matches our goals and fits within our budget. We will wait until this is complete prior to executing the contract.

3. SharePoint and Information Sharing

SharePoint is THA's intranet where staff go to find information. Over the past two years, IT staff spent a significant amount of time setting up the intranet structure and learning about the various capabilities of SharePoint. In 2012, we plan to fully implement many of these capabilities, including document storage, search and retrieval; discussion boards; project planning tools; online forms; and work flows. These capabilities will help staff and management to have more information at hand and will improve the efficiency of how staff work and how they retrieve and use information. This work will include full training of the department heads and managers so that they will be able to drive these capabilities within their own area.

4. Digital Dashboard

Another major initiative for 2012 is the creation and implementation of THA's Digital Dashboard. The Cabinet is in the process of drafting strategic performance measures for Board review. These performance measures will appear on THA's dashboard, along with many other metrics, some of which we currently track and report on through monthly reports to the Board or internally, and some of which we will begin track through the use of our MTW systems or

other means. In early 2012, we will begin to plan this project and design the tool we will use as THA's dashboard. We will do this in coordination with the Cabinet and others who have done similar work before, such as Steve Gorcester, the consultant we hired to assist us with our strategic planning process.

5. Year End

The Finance Department completes most of the year-end tasks for the agency, but there are a few areas that will require Administration involvement. This year, these include:

- Set up Open Purchase Orders for staff in the agency to use
- Provide Finance with accurate small attractive asset rosters
- Work with site staff to perform inventory counts and input these counts into the financial system
- Assist with inputting the budgets into the system
- Modify reports to accommodate the new management structure; this will allow us to report on our properties at the project level, not just the AMP level
- Assist in the addition of an accounting segment for the Tax Credit companies and modify all custom reports to accommodate this change.

We will work closely with the Finance Department to ensure these tasks are done timely and accurately.

NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2011-12-14 (1)

DATE: December 14, 2011
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Architectural & Engineering (A&E) Services for THA Administrative Offices
Space Study and Design – Contract Amendment

Background

On March 23, 2011 the Board of Commissioners authorized the Executive Director to award a contract to Buffalo Design for Architectural and Engineering Services for THA's Administrative spaces. The 902 South L Street office is the first focus of this contract. The Board of commissioners authorized the Executive Director to negotiate a contract in a not to exceed amount of \$95,000 for the 902 South L Street offices. The scope of work included a complete study of the building, a conceptual design master plan and design development through construction administration services for the Housing Choice Voucher area first. The work included reviewing existing conditions, interviewing staff, preparing concept through final design for interior office spaces, preparing bid documents, assistance with bidding and construction administration.

Buffalo Design has completed the existing conditions study, interviewed staff, and produced the final design concept for the building. The final design concept for the building covers the Housing Choice Voucher area and a small amount of work on the Administration side of the building. It also incorporates more design features and changes than originally anticipated. The total budget for the design, construction, and finishes is \$400,000. The work includes needed repairs to the HVAC duct system, reconfiguring the lobby and several offices and the addition of client meeting space.

The current contract for the work through Design Development is \$94,684. The amount for the remaining work, Construction Documents through Contract closeout, is \$51,387, which includes a 5% contingency. This resolution is requesting authorization to increase the not to exceed contract amount by \$51,071 to a revised total contract amount of \$146,071 to cover the remaining A&E work. The total \$400,000 budget for the project includes the cost of A & E services.

Recommendation

Approve Resolution 2011-12-14(1) authorizing the Executive Director to increase the contract, with Buffalo Design, for the Architectural and Engineering Services for the THA Administrative Offices Space Study and Design project in an amount not-to-exceed \$51,071, for a revised total of \$146,071.



TACOMA HOUSING AUTHORITY

RESOLUTION 2011-12-14 (1)

ARCHITECTURAL & ENGINEERING (A&E) SERVICES FOR THA ADMINISTRATIVE OFFICES SPACE STUDY AND DESIGN – CONTRACT AMENDMENT

WHEREAS, On March 23, 2011, The Board of Commissions (BOC) of Tacoma Housing Authority (THA) authorized the Executive Director to award a contract with Buffalo Design for Architectural and Engineering Services for THA's Administrative spaces;

WHEREAS, The first focus of work is the 902 S L Street building;

WHEREAS, The BOC authorized a Not to Exceed amount of \$95,000 for work that included a complete study of the building, a conceptual design master plan and for design development through construction administration for the Housing Choice Voucher area;

WHEREAS, The total project budget is \$400,000;

WHEREAS, The total amount for the design and engineering is \$146,071;

WHEREAS,

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

Approve Resolution 2011-12-14 (1) authorizing the Executive Director to increase the not to exceed contract amount by \$51,071 for a total amount not to exceed of \$146,071 to cover the additional A&E work.

Approved: December 14, 2011

Janis Flauding, Chair

RESOLUTION #2



TACOMA HOUSING AUTHORITY

RESOLUTION 2012-12-14 (2)

Date: December 14, 2011
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Fiscal Year 2012 Agency Budget

By this resolution, the Board would adopt a THA budget for fiscal year 2012. (You may recall that our fiscal year now coincides with the calendar year.)

Each year THA prepares a budget for the upcoming fiscal year. The Annual Budget reflects an estimate of the expected revenues and expenditures for each of its departments and major programs. The overall agency budget is based on individual department expense budgets for management purposes, with the expectation that each department director will manage and control their department budget in accordance with Federal, State and Local regulations. The budget also denotes strategic choices.

The budget outline is on the attached Chart. This final budget proposal resembles the evolving drafts the Board has been reviewing for the last several meetings. It is, in fact, the same proposal that the Board reviewed at its study session on December 2nd.

I am very pleased to present this budget proposal to the Board. It reflects some very good work and discussion among staff and the Board that began in the Spring. And it leaves THA in good shape to continue as an effective and lively public housing authority serving its city in innovative ways, while leaving money for investments to make us still stronger.

SUMMARY

The budget and related decisions that flow from it accomplish the following:

- The budget identifies notable savings and efficiencies within THA's operations, but leaves us with an adequate capacity to operate at a high level of performance. Overall, we are doing without ten (10) positions. This is about a 10% reduction. All but two of these positions are vacancies that we will leave unfilled. We starting leaving vacancies unfilled in the Spring in anticipation of these budget

challenges. I am pleased that, as a result, we have spared ourselves the notable layoffs occurring in other local public agencies, including PHAs.

I am also grateful for the Board's interest, expressed at the Study Session, to review our capacity during the year to see if we left our operations too lean.

- The budget continues significant investments in THA's operational capacity in other ways, such as asset management, the digital dashboard and a redo of the first floor of our administrative building.
- The budget also invests in THA's financial future. For example, it allows for up to \$1.7 million for investments in property or other financing that we will now seek out for the purpose of increasing THA's source of non-federal money.
- The budget leaves THA with lowered but adequate reserves. For each type of reserve, we have identified a minimum amount that we need, and an optimal amount. We do not want too little or too much. This budget leaves us at the optimal levels.
- Like past budgets, this one is based on conservative estimates. THA's past prudence has allowed us to weather the current budget challenges. Next year, when we write the 2013 budget, we will likely be grateful for the caution built into this year's budget.

PRINCIPLES THAT GUIDED THE BUDGET CHOICES

The Board may recall the principles we used to begin this budget discussion earlier this year. I summarize them here. They served as well.

- **Projecting THA's HUD Income Using the House of Representatives' Numbers**
We began by presuming on the lower budget numbers from the proposals of the House of Representatives. Doing this put us in better shape to manage the appropriation levels in the final budget that the President signed. They were still steep cuts but not as deep as the House proposal would have made.
- **Looking Ahead to FY013 and Beyond: A Mixed Picture**
Our spending decisions depend in part on what we expect by way of income and expenses over the next several years. For example, if we believe we are on a downward long term trajectory then we should be more cautious spending reserves. If we believe that our income and expenses will not worsen beyond FY012 levels and perhaps improve beyond that, then we can use reserves with more confidence. THA's forward picture is mixed. On the one hand, I propose that we do not presume on better HUD funding in FY013 or beyond. However, we anticipate substantial increased savings from program changes we have

already chosen. We will not realize all of those savings until FY013. We will estimate these 2013 savings.

- **Spending Reserves on Recurring and Non-Recurring Expenses**
We should be cautious about spending reserves on recurring operational expenses. At the same time, it is important to adequately staff our core functions. Spending reserves on activities on worthy non-recurring activities may be a better use of reserves.
- **Spending Reserves on Activities That Save or Earn THA Money, That Make Us More Effective or That Protect From Future HUD Reserve Sweeps**
The best use of reserves is to fund activities that have a plausible prospect of: (i) saving us money; (ii) making us money; (iii) making us more effective; (iv) complying with HUD's directive to reduce PH operating reserve balance to the 4 month level.

SOME BUDGET DETAIL

The accompanying chart and documents show the budget in detail. Here are some highlights:

- **HUD Public Housing Operating Fund Offset:**
In order to comply with HUD's reduction of Operating Subsidy to offset "excess reserves" THA is designating a reserve appropriation of \$431,800 to cover the offset portion.
- **Interest on the Citibank loan for Area infrastructure**
\$1.8 million of the original \$3.3 million dollar THA guarantee remains. Payment of interest on the loan reduces the guarantee. THA will draw \$300,000 on the guarantee to pay for 2012 interest payments.
- **Community Services grants**
THA received funds up front in previous years for specific grants facilitated by Community Services. \$64,400 is budgeted to be used in FY 2012.
- **Investments**
This budget allows for up at least \$1.7 million for investments, such as property purposes or loans to Hillside Terrace.
- **Hillside Terrace Redevelopment**
This budget, I am very pleased to confirm, includes the redevelopment of Old Hillside Terrace. This affects the expense side by setting aside about \$3.5 million for that project. Much of this amount includes grants we received for the purpose and cannot spend on other uses. The budget also includes anticipated revenue from the project, including \$480,000 of developer fee.

- **Renovation of 902 South L, 1st Floor**
We included \$400,000 for the renovation to our administration building for safety and efficiency reasons.
- **Use of MTW flexibility**
Due to our MTW flexibilities, we are combining our Public Housing Operating subsidies, Public Housing Capital Funds and Section 8 Housing Choice Voucher Program assistance into a single authority-wide funding source. We will use this single funding source to fund Public Housing operations, the Public Housing Capital Fund and the Housing Choice Voucher programs to carry out the mission of the MTW Demonstration Program through activities that would otherwise be eligible under sections 8 and 9 of the 1937 Act.

Even with this flexibility, we will continue to budget at a programmatic level, but we will use the funds interchangeably as needed to fulfill our affordable housing mission.

Due to this flexibility we are including funds spent on capital improvements from the Capital Fund program as part of our income (line 7), and expenses (line 55). This is a change from FY 2011.

- **Reserves**
The budget will leave us with the following reserves as indicated in Attachment A:

●	MTW Reserves	\$ 5,580,000
●	Business Activities (Non-MTW) reserves	\$ 2,726,000
●	Citibank Guarantee	\$ 1,500,000
●	Salishan lot sale additional set aside	<u>\$ 2,400,000</u>
		\$12,206,000

NOTABLE BUDGET ASSUMPTIONS

All budgets rely on assumptions. These are the notable ones built into this proposal.

- **Congressional Appropriation: HR 2112**
The main assumption arises from our interpretation of the appropriation levels set forth in the HUD budget that Congress passed on November 1st. The bill number is HR 2112. We will not know for sure what it means for us until it works its way through HUD's complicated funding formulas. In the meantime, we rely on our understanding of those formulas, aided by informed advice from HUD, CLPHA and NAHRO. Part of the uncertainty arises from vague budget language that gives the HUD Secretary wide discretion.

We judge as follows:

Low Income Public Housing – Operating Subsidy

We will get 95% of what full funding of public housing operations would mean for us, minus an additional offset of “excess reserves” as determined by HUD. This appears to be an aggregate pro ration of about 68%. We are allocating \$431,800 from reserves to cover this loss.

Housing Choice Voucher Housing Assistance Payments

Even though HUD funding for MTW vouchers is supposedly set at 100% of 2011 funding, it is possible that THA will receive a lower percentage due to “rebenchmarking of Non-MTW Housing Authorities”, and other set asides. This is somewhat complicated. As a measure of caution and to account for the possibility that we do not fully understand it all, we are not presuming on 100%. Instead, our budget proposal assumes 97.5% pro-ration for FY 2012.

Section 8 Administrative Fees

THA is assuming it will receive 75% of full funding to run the voucher program.

Capital Fund

The budget includes a \$695,400 transfer of funds from the CFP program to the Moving to Work program.

- **Housing Occupancy Rates**

The rental income for our LIPH and Local fund (Wedgewood, Stewart Court, Alaska 9 Homes, and North Shirley) properties is based on the September 2011 rent roll and assumes 97% occupancy.

- **HAP Savings**

With our changes in our occupancy standards, minimum rents and the elimination of utility reimbursement checks to our tenants, this budget estimates a savings of approximately \$1,000,000 in HAP for FY 2012 from 2011, with an additional \$600,000 in savings in FY 2013.

- **Wages and Salaries**

Due to the serious reductions in HUD funding, this budget assumes no raises for any staff. Also, at my request, it includes a five percent reduction in the executive director’s salary.

- **Employee Benefits**

Benefits were calculated based on the following assumptions:

Health Care benefits

Laborers trust for our maintenance staff has a 5% increase effective July 1st. We are calculating a 15% increase for benefit increases for the remainder of the staff effective January 1st. It is anticipated with working with our brokers, and

charging the employee a higher portion of the benefits we will come in at an approximate 10% increase.

Dental

No increase budgeted for dental in 2012.

Retirement

Washington State employer portion of retirement plan remains budgeted at the current 7.25% level. When the 2011 budget was prepared in June 2011, this amount was 5.29%

Benefits, on average, are now 42.05% of salary dollars. The main increase has been health care costs.

- **Salishan Area 3 Lots Interest Payment to Citibank**
The budget includes interest payments for the Salishan Area 3 lot bond issue with Citibank as an operational cost for this budget. The payments we make to Citibank will continue to reduce the \$1.8 million pledge.
- **Hillside Terrace**
The budget assumes that we will be receiving Tax Credits for the redevelopment of the 104 Hillside Terrace Public Housing units, and receiving an initial developer fee of \$480,000 for the project in FY2012.

Recommendation

I recommend that the Board adopt Resolution 2011-12-14 (2) to formally approve THA's Fiscal Year 2012 Annual Budget.



TACOMA HOUSING AUTHORITY

RESOLUTION 2012-12-14(2) FISCAL YEAR 2012 ANNUAL BUDGET

Whereas, The Housing Authority of the City of Tacoma ("Authority") intends to incur expenses and other cash outflows for Fiscal Year 2012; and

Whereas, The U.S. Department of Housing and Urban Development (HUD) requires the Authority's Board to approve its annual Site-based budgets;

Whereas, Authority staff has prepared and the the Board of Commissioners of the Housing Authority of the City of Tacoma as reviewed and provided input to the proposed Fiscal Year 2012 annual budget,

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

1. The Board of Commissioners of the Housing Authority of the City of Tacoma adopts the attached FY 2012 Agency wide budget. The HUD required site-based budgets are also approved and are a subset of the overall agency wide budget. The Board of Commissioners hereby authorizes the Executive Director to implement and execute said budget. Expenses and other cash outflows are projected as follows:

<u>Expenses</u>	
Executive	530,509
Human Resources	305,713
Finance	842,639
Administration	993,005
Community Services	1,525,339
Development	2,228,600
Rental Assistance	34,261,882
Property Management	<u>6,858,377</u>
Subtotal	47,546,064
 <u>Additional Cash Outflows</u>	
Capital Expenditures	10,628,521
Debt Service	<u>506,465</u>
Subtotal	11,134,986
 TOTAL APPROVED BUDGET	 <u>58,681,050</u>

Approved: December 14, 2011

Janis Flauding, Chair



Attachment A

BOARD OF DIRECTORS DECISION POINTS: THA FY012 BUDGET December 2, 2011

The green boxes below denote the main decisions for the THA Board. The contents of the green boxes are staff proposals.

The yellow boxes below and other text contain information and staff proposals that will help the Board decide.

1. CUTS AND EFFICIENCIES FOR FY012:

Cuts and Efficiencies	Amount of Savings				Comments
	Staff Positions			\$	
	Unfilled Vacancies	Layoffs	Total		
a. Senior Project Manager - Development		1	1	\$111,000	Effective November 1, 2011
b. Manager - Property Management	1		1	\$65,000	Department Restructuring
c. Site Assistant - Property Management	2		2	\$90,000	Department Restructuring
d. Maintenance Specialist	1		1	\$55,000	Department Restructuring
e. Leasing & Occupancy Specialist - Leasing	1		1	\$60,000	Department Restructuring
f. Homeownership Specialist		1	1	\$60,000	Funding ends 12/31/11. 2012 funding not yet secured.
g. Accounting Specialist	1		1	\$60,000	Salishan - Left open when employee departed.
h. MTW Caseworkers	2		2	\$120,000	Scheduled in MTW analysis. Left vacant due to funding challenges for 2012.
i. HAP savings due to Occupancy Changes and Minimum rents and elimination of utility payments to tenants				\$1,000,000	
j. Benefit savings to offset totals over budgeted 15% increase					Unknown at this time.
Totals	8	2	10	\$1,621,000	

2.

Recurring Income ¹	-	Cost of Recurring operations (with proposed savings)	=	Shortfall or surplus in recurring operations
\$14,881,000		\$14,676,000		\$205,000

3.

Sources of Non-Recurring Income	Amount	Type
a. Capital Fund drawn down in 2012 - over 10% administrative amount current year CFP amount	\$ 4,400,000	MTW
b. Hillside Terrace Community Facility Grant	\$1,882,000	Non-MTW
c. Developer Fee - Hillside Terrace Redevelopment and Community Facility (Pending Tax Credit Award)	\$530,000	Non-MTW
d. Other Non-recurring Development Income	\$267,000	Non-MTW
Total	\$7,079,000	

4.

Recurring FY013 Income	Recurring FY013 Expense	Amount
a. Fully realized HAP savings		\$600,000
Total		\$600,000

¹ This number uses the House of Representative's budget proposal for HUD FY 012. This proposal is lower than the Senate's proposal.

5. AVAILABLE RESERVES

Minimum necessary and Optimal Reserves

Type/Purpose of Reserves	Projected Reserves 12/31/11	-	Minimum	Optimal	Amount to Reserve	=	Amount of reserves available to use in FY012
MTW Reserves ²	\$ 5,500,000		\$ 2,582,000	\$ 4,597,000	\$ 4,597,000		\$ 903,000
Business Activities (Non-MTW) reserves	\$ 2,800,000		\$ 1,500,000	\$ 2,000,000	\$ 2,000,000		\$ 800,000
Citibank Guarantee	\$ 1,800,000		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		\$ 300,000
Salishan Lot Sale additional set aside	\$ 2,400,000		\$ 2,400,000	\$ 2,400,000	\$ 2,400,000		\$ -
Totals	\$12,500,000		\$ 7,982,000	\$10,497,000	\$10,497,000		\$ 2,003,000

²MTW Reserves

Section 8 HAP
Section 8 Administrative Expenses
PH AMP 1 - 6 Expenses

Annual Amount	Minimum		Optimal	
	Period	Amount	Period	Amount
\$29,035,000	1/2 month	\$ 1,210,000	1 month	\$ 2,420,000
\$3,141,000	2 months	\$ 524,000	4 months	\$ 1,047,000
\$3,390,000	3 months	\$ 848,000	4 months	\$ 1,130,000
Total		\$ 2,582,000	Total	\$ 4,597,000

6. USES OF NON-RECURRING INCOME OR RESERVES FOR FY-2012

	MTW	Non-MTW	Citibank Guarantee	THA Reserve- Potential Salishan Lot Sale losses above guarantee	
Projected Reserves - 12/31/11	\$5,500,000	\$2,800,000	\$1,800,000	\$2,400,000	
2012 Non Recurring Income	\$ 4,400,000	\$ 2,679,000			
Non-Recurring Expense or Reserve Request					Decision Amount
a. Recurring Surplus/(Shortfall)	\$205,000				\$
b. Development Activity ³	(\$3,482,000)	(\$2,613,000)			\$
c. 902 South L Renovation	(\$400,000)				\$
d. Non-recurring operational costs ⁴	(\$643,000)	(\$25,000)			\$
e. Citibank Interest for Salishan Lots			(\$300,000)		\$
f. Agency Commitment to Hillside Community Facility		(\$115,000)			\$
					\$
<i>Projected Reserves - 12/31/12</i>	<i>\$ 5,580,000</i>	<i>\$ 2,726,000</i>	<i>\$ 1,500,000</i>	<i>\$ 2,400,000</i>	

³Development Activity

	MTW -CFP	Non-MTW
StewartCourt Exterior Renovations	\$1,270,000	
Scattered Site (AMP 6) Upgrades	\$480,000	
Dixon Village Renovations	\$828,000	
Hillside Terrace Community Facilities Grant	\$904,000	\$1,882,000
Due Diligence - Development Opportunities		\$90,000
Salishan Sale Lot Holding Expenses		\$106,000
Salishan Core Planning		\$160,000
Hillside Terrace Predevelopment funded by TCRA		\$150,000
Development Non Core Staff		\$225,000
Totals	\$3,482,000	\$2,613,000

⁴Non-recurring Operational Costs

Reasonable Accommodation assistance for Occupancy changes	\$48,500	MTW
Asset Management Development	\$115,000	MTW
Digital Dashboard Consulting	\$20,000	MTW
Hillside Terrace Redevelopment relocation expenses	\$439,000	MTW
Vehicle Replacement	\$20,000	MTW
Salishan Community First Creek Pledge	\$25,000	Non-MTW
	\$667,500	

7. 2012 RESERVE LEVELS

Type/Purpose of Reserves	Projected Reserves 12/31/12	Minimum	Optimal	Excess Reserves Over Optimal
MTW Reserves	\$ 5,580,000	\$ 2,582,000	\$ 4,597,000	\$ 983,000
Business Activities (Non-MTW) reserves	\$ 2,726,000	\$ 1,500,000	\$ 2,000,000	\$ 726,000
Citibank Guarantee	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -
Salishan Lot Sale additional set aside	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ -
Totals	\$ 12,206,000	\$ 7,982,000	\$ 10,497,000	\$ 1,709,000

**FY 2012 Tacoma Housing Authority Budget
Agency Total by Departmental Areas**

Executive	Human Resources	Finance	Administration	Community Services	Development	REM Overhead	Rental Assistance	Property Budgets	Agency Total
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INCOME

1 Revenue - Dwelling rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,798,822	\$3,798,822
2 Tenant Revenue - Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,879	\$60,879
3 HUD grant - Section 8 HAP reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$33,528,957	\$0	\$33,528,957
4 HUD grant - Section 8 Admin fee earned	\$0	\$0	\$0	\$0	\$142,416	\$0	\$0	\$2,384,443	\$0	\$2,526,859
5 HUD grant - Public Housing subsidy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,813,264	\$1,813,264
6 HUD grant - Community Services/HOPE	\$0	\$0	\$0	\$0	\$193,160	\$0	\$0	\$0	\$1	\$193,161
7 HUD grant - Capital Fund Operating Revenue	\$0	\$0	\$0	\$0	\$0	\$6,903,041	\$0	\$0	\$0	\$6,903,041
8 Management Fee Income	\$47,500	\$0	\$366,402	\$396,852	\$64,006	\$0	\$2,148,451	\$109,941	\$0	\$3,133,152
9 Other Government grants	\$0	\$0	\$0	\$0	\$225,877	\$196,800	\$0	\$0	\$0	\$422,677
10 Investment income	\$0	\$0	\$48,000	\$0	\$0	\$0	\$0	\$0	\$5,072	\$53,072
11 Fraud Recovery Income - Sec 8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$35,000
12 Other Revenue- Developer Fee Income	\$0	\$0	\$0	\$0	\$0	\$530,000	\$0	\$0	\$0	\$530,000
13 Other Revenue	\$0	\$0	\$42,980	\$0	\$347,247	\$87,280	\$0	\$31,000	\$32,136	\$540,643

TOTAL OPERATING RECEIPTS	\$47,500	\$0	\$457,382	\$396,852	\$972,705	\$7,717,121	\$2,148,451	\$36,089,341	\$5,710,174	\$53,539,526
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OPERATING EXPENDITURES**Administrative**

14 Administrative Salaries	\$268,093	\$157,349	\$556,259	\$462,516	\$0	\$529,498	\$485,715	\$981,315	\$420,100	\$3,860,846
15 Administrative Personnel - Benefits	\$97,920	\$74,689	\$231,218	\$189,358	\$0	\$168,456	\$238,574	\$498,869	\$178,697	\$1,677,781
16 Audit Fees	\$0	\$0	\$5,000	\$0	\$0	\$5,000	\$0	\$25,000	\$32,880	\$67,880
17 Management Fees	\$0	\$0	\$0	\$0	\$106,799	\$76,837	\$161,995	\$1,248,524	\$960,518	\$2,554,673
18 Rent	\$0	\$0	\$0	\$0	\$0	\$25,200	\$36,550	\$170,547	\$48,710	\$281,007
19 Advertising	\$667	\$0	\$0	\$0	\$0	\$2,000	\$2,000	\$0	\$898	\$5,565
20 Information Technology Expenses	\$720	\$0	\$0	\$164,807	\$24,956	\$0	\$0	\$0	\$8,106	\$198,589
21 Office Supplies	\$1,750	\$700	\$5,000	\$2,000	\$11,900	\$4,500	\$2,550	\$20,000	\$13,980	\$62,380
22 Publications & Memberships	\$31,965	\$4,480	\$820	\$500	\$5,500	\$1,000	\$1,000	\$0	\$0	\$45,265
23 Telephone	\$4,200	\$1,300	\$0	\$24,000	\$6,170	\$3,000	\$5,000	\$1,200	\$43,255	\$88,125
24 Postage	\$600	\$60	\$0	\$500	\$4,450	\$700	\$5,000	\$28,000	\$6,171	\$45,481
25 Leased Equipment & Repairs	\$350	\$0	\$0	\$41,136	\$2,000	\$0	\$0	\$2,500	\$5,621	\$51,607
26 Office Equipment Expensed	\$0	\$0	\$2,000	\$33,500	\$900	\$2,000	\$1,000	\$12,000	\$4,150	\$55,550
27 Legal	\$3,000	\$10,000	\$0	\$0	\$0	\$20,000	\$5,000	\$3,000	\$15,270	\$56,270
28 Local Mileage	\$600	\$140	\$250	\$500	\$1,600	\$500	\$2,000	\$500	\$2,130	\$8,220
29 Staff Training/ Out of Town Travel	\$22,500	\$16,350	\$9,250	\$20,200	\$11,600	\$13,655	\$8,200	\$5,600	\$11,215	\$118,570
30 Administrative Contracts	\$10,000	\$30,450	\$26,600	\$40,600	\$55,190	\$160,000	\$43,000	\$17,500	\$4,930	\$388,270
31 Other Administrative Expenses	\$15,500	\$9,150	\$1,500	\$0	\$8,409	\$2,000	\$26,500	\$5,700	\$17,174	\$85,933
32 Due Diligence - Prospective Development	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
33 Contingency	\$25,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$35,000
Total Administrative Expenses	\$482,865	\$304,668	\$837,897	\$979,617	\$249,474	\$1,264,346	\$1,024,084	\$3,020,255	\$1,773,806	\$9,937,012

**FY 2012 Tacoma Housing Authority Budget
Agency Total by Departmental Areas**

	Executive	Human	Finance	Administration	Community	Development	REM	Rental	Property	Agency
		Resources			Services			Assistance	Budgets	Total
Tenant Services										
34 Tenant Services - Salaries	\$0	\$0	\$0	\$0	\$826,920	\$0	\$0	\$0	\$0	\$826,920
35 Tenant Service Personnel - Benefits	\$0	\$0	\$0	\$0	\$371,769	\$0	\$0	\$0	\$0	\$371,769
36 Relocation Costs	\$0	\$0	\$0	\$0	\$0	\$394,300	\$0	\$0	\$10,799	\$405,099
37 Tenant Service - other	\$20,000	\$0	\$0	\$0	\$22,000	\$0	\$1,200	\$2,000	\$25,102	\$70,302
Total Tenant Services	\$20,000	\$0	\$0	\$0	\$1,220,689	\$394,300	\$1,200	\$2,000	\$35,901	\$1,674,090
Utilites										
38 Water	\$0	\$0	\$0	\$0	\$1,500	\$100	\$2,100	\$0	\$119,790	\$123,490
39 Electric	\$0	\$0	\$0	\$0	\$4,250	\$100	\$25,000	\$0	\$171,175	\$200,525
40 Gas	\$0	\$0	\$0	\$0	\$3,750	\$100	\$0	\$0	\$62,730	\$66,580
41 Sewer	\$0	\$0	\$0	\$0	\$1,000	\$38,100	\$6,000	\$0	\$337,170	\$382,270
Total Project Utilities	\$0	\$0	\$0	\$0	\$10,500	\$38,400	\$33,100	\$0	\$690,865	\$772,865
Ordinary Maintenance & Operations										
42 Maintenance Salaries	\$0	\$0	\$0	\$0	\$7,500	\$0	\$45,000	\$0	\$526,007	\$578,507
43 Maintenance Personnel - Benefits	\$0	\$0	\$0	\$0	\$2,500	\$0	\$13,881	\$0	\$148,371	\$164,752
44 Maintenance Materials	\$0	\$0	\$0	\$0	\$4,000	\$500	\$10,500	\$5,000	\$173,477	\$193,477
45 Contract Maintenance	\$0	\$0	\$0	\$0	\$16,000	\$74,000	\$60,250	\$4,000	\$576,697	\$730,947
Total Routine Maintenance	\$0	\$0	\$0	\$0	\$30,000	\$74,500	\$129,631	\$9,000	\$1,424,553	\$1,667,684
General Expenses										
46 Protective Services	\$0	\$0	\$0	\$0	\$1,800	\$500	\$18,000	\$0	\$149,646	\$169,946
47 Insurance	\$2,645	\$1,045	\$4,742	\$13,388	\$12,877	\$6,236	\$11,477	\$28,949	\$121,478	\$202,837
48 Other General Expense	\$25,000	\$0	\$0	\$0	\$0	\$6,000	\$0	\$93,549	\$834,019	\$958,568
49 Payment in Lieu of Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,152	\$12,152
50 Collection Loss	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39,720	\$39,720
51 Interest Expense	\$0	\$0	\$0	\$0	\$0	\$439,318	\$0	\$0	\$501,445	\$940,763
Total General Expenses	\$27,645	\$1,045	\$4,742	\$13,388	\$14,677	\$452,054	\$29,477	\$122,498	\$1,658,460	\$2,323,985
TOTAL OPERATING EXPENSES	\$530,509	\$305,713	\$842,639	\$993,005	\$1,525,339	\$2,223,600	\$1,217,493	\$3,153,753	\$5,583,584	\$16,375,635
Nonroutine Expenses and Capital Expenditures										
52 Ext Maint/Fac Imp/Gain/Loss prop sale	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$52,300	\$57,300
53 Casualty Loss	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
54 Section 8 HAP Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31,108,130	\$0	\$31,108,130
Total Nonroutine Expenditures	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$31,108,130	\$57,300	\$31,170,430
TOTAL EXPENSES	\$530,509	\$305,713	\$842,639	\$993,005	\$1,525,339	\$2,228,600	\$1,217,493	\$34,261,882	\$5,640,884	\$47,546,064
OPERATING SURPLUS/(DEFICIT)	(\$483,009)	(\$305,713)	(\$385,257)	(\$596,153)	(\$552,634)	\$5,488,521	\$930,958	\$1,827,459	\$69,290	\$5,993,461
55 Capitalized Items/Development Projects	\$0	\$0	\$0	\$0	\$0	(\$5,478,577)	(\$400,000)	(\$20,000)	\$0	(\$5,898,577)
56 Debt Service Principal Payments						(\$310,000)	\$0		(\$196,465)	(\$506,465)
Surplus/Deficit Before Reserve Appropriations	(\$483,009)	(\$305,713)	(\$385,257)	(\$596,153)	(\$552,634)	(\$300,056)	\$530,958	\$1,807,459	(\$127,175)	(\$411,581)
57 Reserve Appropriations	\$0	\$0	\$0	\$0	\$64,404	\$300,000	\$0	\$0	\$431,800	\$796,204
Surplus/Deficit	(\$483,009)	(\$305,713)	(\$385,257)	(\$596,153)	(\$488,231)	(\$56)	\$530,958	\$1,807,459	\$304,625	\$384,623

**2012 Tacoma Housing Authority Budget
Rental Portfolio**

	AMP 1 K, M & G St. Apts. Elderly Disabled 160 Units	AMP 2 Fawcett, Wright, 6th St. Apts. (Elderly/Disabled) 152 Units	AMP 3 Lawrence, Bergerson Terrace, Dixon Village 144 Units	AMP 4 Hillside Terrace (1800 & 2500 Blocks) 104 Units	AMP 6 Single Family Homes 34 Units	Tax Credit AMPS	LIPH Total	Sal 7	Market Rate Properties	Portfolio Total
INCOME										
1 Revenue - Dwelling rent	\$422,183	\$405,351	\$448,290	\$234,140	\$72,155	\$0	\$1,582,119	\$1,162,847	\$1,053,856	\$3,798,822
2 Tenant Revenue - Other	\$9,750	\$6,000	\$11,250	\$10,500	\$3,500	\$0	\$41,000	\$8,000	\$11,879	\$60,879
3 HUD grant - Section 8 HAP reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4 HUD grant - Section 8 Admin fee earned	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5 HUD grant - Public Housing subsidy	\$282,741	\$240,767	\$270,997	\$222,056	\$80,074	\$716,630	\$1,813,264	\$0	\$0	\$1,813,264
6 HUD grant - Community Services/HOPE	\$0	\$0	\$0	\$0	\$0	\$1	\$1	\$0	\$0	\$1
7 HUD grant - Capital Fund Operating Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8 Management Fee Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9 Other Government grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10 Investment income	\$0	\$2,376	\$0	\$0	\$0	\$0	\$2,376	\$900	\$1,796	\$5,072
11 Fraud Recovery Income - Sec 8	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12 Other Revenue- Developer Fee Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13 Other Revenue	\$9,765	\$9,482	\$2,531	\$7,545	\$750	\$0	\$30,073	\$1,000	\$1,063	\$32,136
TOTAL OPERATING RECEIPTS	\$724,439	\$663,976	\$733,068	\$474,241	\$156,478	\$716,631	\$3,468,833	\$1,172,747	\$1,068,594	\$5,710,174
OPERATING EXPENDITURES										
Administrative										
14 Administrative Salaries	\$74,784	\$71,045	\$83,534	\$59,517	\$20,371	\$0	\$309,251	\$55,926	\$54,923	\$420,100
15 Administrative Personnel - Benefits	\$31,783	\$30,194	\$35,502	\$25,295	\$8,658	\$0	\$131,432	\$23,769	\$23,497	\$178,697
16 Audit Fees	\$3,840	\$3,648	\$3,456	\$2,496	\$816	\$3,648	\$17,904	\$6,000	\$8,976	\$32,880
17 Management Fees	\$219,646	\$208,664	\$179,142	\$124,050	\$40,555	\$0	\$772,057	\$107,351	\$81,110	\$960,518
18 Rent	\$9,715	\$9,230	\$8,744	\$6,315	\$2,064	\$0	\$36,068	\$5,465	\$7,177	\$48,710
19 Advertising	\$194	\$183	\$174	\$126	\$41	\$0	\$718	\$0	\$180	\$898
20 Information Technology Expenses	\$0	\$0	\$3,960	\$3,960	\$0	\$0	\$7,920	\$180	\$6	\$8,106
21 Office Supplies	\$2,000	\$1,225	\$2,000	\$1,853	\$339	\$0	\$7,417	\$2,800	\$3,763	\$13,980
22 Publications & Memberships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23 Telephone	\$14,366	\$12,172	\$8,777	\$4,750	\$252	\$0	\$40,317	\$892	\$2,046	\$43,255
24 Postage	\$1,267	\$1,204	\$1,140	\$1,373	\$269	\$0	\$5,254	\$475	\$442	\$6,171
25 Leased Equipment & Repairs	\$564	\$562	\$554	\$2,979	\$11	\$0	\$4,670	\$780	\$171	\$5,621
26 Office Equipment Expensed	\$1,470	\$1,550	\$510	\$0	\$0	\$0	\$3,530	\$100	\$520	\$4,150
27 Legal	\$1,120	\$3,300	\$2,500	\$2,800	\$1,500	\$0	\$11,220	\$2,300	\$1,750	\$15,270
28 Local Mileage	\$300	\$30	\$750	\$300	\$500	\$0	\$1,880	\$150	\$100	\$2,130
29 Staff Training/ Out of Town Travel	\$1,975	\$2,280	\$2,160	\$1,560	\$510	\$0	\$8,485	\$1,350	\$1,380	\$11,215
30 Administrative Contracts	\$935	\$1,645	\$1,000	\$700	\$155	\$0	\$4,435	\$150	\$345	\$4,930
31 Other Administrative Expenses	\$2,315	\$2,370	\$3,000	\$2,070	\$650	\$0	\$10,405	\$2,400	\$4,369	\$17,174
32 Due Diligence - Prospective Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33 Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Administrative Expenses	\$366,275	\$349,302	\$336,904	\$240,144	\$76,691	\$3,648	\$1,372,963	\$210,088	\$190,755	\$1,773,806

**2012 Tacoma Housing Authority Budget
Rental Portfolio**

	AMP 1	AMP 2	AMP 3	AMP 4	AMP 6	Tax Credit AMPS	LIPH Total	Sal 7	Market Rate Properties	Portfolio Total
Tenant Services										
34 Tenant Services - Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35 Tenant Service Personnel - Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36 Relocation Costs	\$3,100	\$450	\$1,175	\$1,000	\$500	\$0	\$6,225	\$4,574	\$0	\$10,799
37 Tenant Service - other	\$16,991	\$4,838	\$2,000	\$55	\$2	\$0	\$23,886	\$1,216	\$0	\$25,102
Total Tenant Services	\$20,091	\$5,288	\$3,175	\$1,055	\$502	\$0	\$30,111	\$5,790	\$0	\$35,901
Utilities										
38 Water	\$18,660	\$17,990	\$27,310	\$20,350	\$870	\$0	\$85,180	\$27,000	\$7,610	\$119,790
39 Electric	\$64,080	\$53,230	\$26,700	\$14,080	\$1,340	\$0	\$159,430	\$4,275	\$7,470	\$171,175
40 Gas	\$33,700	\$20,750	\$5,910	\$550	\$550	\$0	\$61,460	\$360	\$910	\$62,730
41 Sewer	\$65,960	\$57,630	\$81,610	\$58,830	\$1,960	\$0	\$265,990	\$48,000	\$23,180	\$337,170
Total Project Utilities	\$182,400	\$149,600	\$141,530	\$93,810	\$4,720	\$0	\$572,060	\$79,635	\$39,170	\$690,865
Ordinary Maintenance & Operations										
42 Maintenance Salaries	\$98,246	\$93,334	\$106,319	\$65,508	\$26,785	\$0	\$390,192	\$51,689	\$84,126	\$526,007
43 Maintenance Personnel - Benefits	\$29,210	\$28,000	\$31,896	\$19,652	\$8,036	\$0	\$116,794	\$15,507	\$16,071	\$148,371
44 Maintenance Materials	\$22,000	\$26,500	\$37,000	\$35,635	\$20,000	\$0	\$141,135	\$7,500	\$24,842	\$173,477
45 Contract Maintenance	\$130,730	\$96,022	\$80,000	\$97,776	\$46,000	\$0	\$450,528	\$55,180	\$70,989	\$576,697
Total Routine Maintenance	\$280,186	\$243,856	\$255,215	\$218,571	\$100,821	\$0	\$1,098,649	\$129,875	\$196,029	\$1,424,553
General Expenses										
46 Protective Services	\$37,554	\$30,681	\$60,000	\$10,373	\$100	\$0	\$138,708	\$134	\$10,804	\$149,646
47 Insurance	\$22,517	\$18,652	\$24,910	\$16,702	\$7,058	\$410	\$90,249	\$14,202	\$17,027	\$121,478
48 Other General Expense	\$2,354	\$1,564	\$831	\$770	\$33	\$716,630	\$722,182	\$86,400	\$25,437	\$834,019
49 Payment in Lieu of Taxes	\$2,498	\$2,374	\$2,249	\$1,624	\$531	\$2,876	\$12,152	\$0	\$0	\$12,152
50 Collection Loss	\$6,340	\$6,080	\$6,730	\$3,510	\$1,080	\$0	\$23,740	\$3,490	\$12,490	\$39,720
51 Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$199,434	\$302,011	\$501,445
Total General Expenses	\$71,263	\$59,351	\$94,720	\$32,979	\$8,802	\$719,916	\$987,031	\$303,660	\$367,769	\$1,658,460
TOTAL OPERATING EXPENSES	\$920,216	\$807,397	\$831,543	\$586,559	\$191,536	\$723,564	\$4,060,813	\$729,048	\$793,723	\$5,583,584
Nonroutine Expenses and Capital Expenditures										
52 Ext Maint/Fac Imp/Gain/Loss prop sale	\$30,000	\$0	\$12,500	\$5,000	\$0	\$0	\$47,500	\$0	\$4,800	\$52,300
53 Casualty Loss	\$0	\$0	\$0	\$5,000	\$0	\$0	\$5,000	\$0	\$0	\$5,000
54 Section 8 HAP Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonroutine Expenditures	\$30,000	\$0	\$12,500	\$10,000	\$0	\$0	\$52,500	\$0	\$4,800	\$57,300
TOTAL EXPENSES	\$950,216	\$807,397	\$844,043	\$596,559	\$191,536	\$723,564	\$4,113,313	\$729,048	\$798,523	\$5,640,884
OPERATING SURPLUS/(DEFICIT)	(\$225,777)	(\$143,421)	(\$110,975)	(\$122,318)	(\$35,057)	(\$6,933)	(\$644,480)	\$443,699	\$270,072	\$69,290
55 Capitalized Items/Development Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
56 Debt Service Principal Payments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$28,842)	(\$167,623)	(\$196,465)
Surplus/Deficit Before Reserve Appropriations	(\$225,777)	(\$143,421)	(\$110,975)	(\$122,318)	(\$35,057)	(\$6,933)	(\$644,480)	\$414,857	\$102,449	(\$127,175)
57 Reserve Appropriations	\$110,530	\$94,121	\$109,045	\$86,802	\$31,302	\$0	\$431,800	\$0	\$0	\$431,800
Surplus/Deficit	(\$115,247)	(\$49,299)	(\$1,930)	(\$35,516)	(\$3,755)	(\$6,933)	(\$212,680)	\$414,857	\$102,449	\$304,625

Attachment D

FY 2012 Budget - Supporting Schedule for Housing Development Capital Expenditures
January 1, 2012 through Dec. 31, 2012

Project	Funding Source	Total Amount	Market Loans	Low-interest Loans	HUD Capital Grant	MTW-CAP	State & Local Grants	RHF Equity	Land Sales	Reserves & Program Income	HTF	Federal Appropriation	Developer Fees
Hillside Demo/dispo/relocation													
	Salaries												
	RHF	723,895						723,895					
	TOTAL	723,895	-	-	-	-	-	723,895	-	-	-	-	-
Hillside Terrace Community Rm													
	Reservers	114,791								114,791			
	CAP Funds	904,000			904,000								
	Reserves	-											
	CFFP	1,881,652			1,881,652								
	TOTAL	2,900,443	-	-	2,785,652	-	-	-	-	114,791	-	-	-
Hillside Terrace Housing Ph I													
	Salaries												
	HTF	2,000,000									2,000,000		
	Construction Loan	256,049	256,049										
	TCRA	1,250,000					1,250,000	-					
	TOTAL	3,506,049	256,049	-	-	-	1,250,000	-	-	-	2,000,000	-	-
Hillside Terrace Housing Ph II													
	Salaries												
	HTF	-											
	Construction Loan	-											
	TCRA	500,000					500,000	-					
	TOTAL	500,000	-	-	-	-	500,000	-	-	-	-	-	-
THA Admin													
	Program Income	420,000								420,000			
	TOTAL	420,000	-	-	-	-	-	-	-	420,000	-	-	-
Stewart Court													
	HTF	-											
	MTW/CAP	1,269,543				1,269,543							
	TOTAL	1,269,543	-	-	-	1,269,543	-	-	-	-	-	-	-
Scattered Sites													
	Salaries												
	Capital Funds	480,115			480,115								
	TOTAL	480,115	-	-	480,115	-	-	-	-	-	-	-	-
AMP 3													
	Dixon												
	Salaries												
	Capital Funds	828,476			828,476								
	TOTAL	828,476	-	-	828,476	-	-	-	-	-	-	-	-
Grand Total Capital Expenditures:													
		10,628,521	256,049	-	4,094,243	1,269,543	1,750,000	723,895	-	534,791	2,000,000	-	-

PHA Board Resolution

Approving Operating Budget

**U.S. Department of Housing
and Urban Development**
Office of Public and Indian Housing -
Real Estate Assessment Center (PIH-REAC)OMB No. 2577-0026
(exp.12/31/2012)

Public reporting burden for this collection of information is estimated to average **10 minutes per response**, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Housing Authority City of Tacoma PHA Code: WA005PHA Fiscal Year Beginning: January 1, 2012 Board Resolution Number: 2011-12-14 (2)

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agree to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE☒ Operating Budget approved by Board resolution on: 12/14/2011☐ Operating Budget submitted to HUD, if applicable, on: _____☐ Operating Budget revision approved by Board resolution on: _____☐ Operating Budget revision submitted to HUD, if applicable, on: _____

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name:	Signature:	Date:
Janis Flauding		12/14/2011

RESOLUTION #3
This is a walk on Resolution

