



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET


March 23, 2011



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

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

REGULAR MEETING BOARD OF COMMISSIONERS

WEDNESDAY, March 23, 2010

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Regular Meeting **Wednesday, March 23, 2010 at 4:00 p.m.**

The meeting will be held at:

902 South L Street

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, March 18, 2010, 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	email: 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 BOARD OF COMMISSIONERS MARCH 23, 2011, 4:00 PM 902 South L Street

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
 - 3.1 Minutes of January 26, 2011 Regular meeting
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. ADMINISTRATION REPORTS**
 - 6.1 Finance and Administration
 - 6.2 Real Estate Management and Housing Services
 - 6.3 Real Estate Development
 - 6.4 Community Services
 - 6.5 Human Resources
- 7. OLD BUSINESS**
- 8. NEW BUSINESS**
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 11. EXECUTIVE SESSION**

Possible executive session to consider minimum sales price for Salishan lots
- 12. ADJOURNMENT**

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, JANUARY 26, 2011

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 2302 – 6th Avenue, Tacoma, WA at 4:00 PM on Wednesday, January 26, 2011.

1. CALL TO ORDER

Chair Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:15 PM.

2. ROLL CALL

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

Present	Absent
Arthur C. Banks, Chair	
Greg Mowat, Commissioner	Janis Flauding, Vice Chair
Stanley Rumbaugh, Commissioner (arrived at 4:16 PM)	Ken Miller, Commissioner

Staff

Michael Mirra, Executive Director
Christine Wilson, Executive Administrator
Ken Shalik, Finance and Administration Director
Julie LaRocque, Interim REMHS Director
Barbara Tanbara, Human Resources Director
Nancy Vignec, Community Services Director
Walter Zisette, RED Director

Chair Banks declared there was not a quorum present @ 4:15 PM and proceeded.
Commissioner Rumbaugh arrived at 4:16 PM. Chair Banks declared there was a quorum and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Banks asked for any corrections to or discussion of minutes for the Meeting of the Board of Commissioners of Wednesday, December 15th. Commissioner Mowat 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 gave an update on the SAFE activities. SAFE is currently working on their by-laws and looking into the possibility of a SAFE newsletter. SAFE has chosen its new Vice-President, Geraldine Warren. Ms. Emily Pierce North addressed the board and thanked them for their work. She is a resident at the EB Wilson building and reported on the holiday event that she planned. Ms. North thanked both Ms. Bobbie Miles and Mr. Pat Patterson for their ongoing efforts to manage her building. She identified a problem keeping her building maintained and cleaned. She is looking for a solution to the problem. She also commented that she believes the resident managers need to be held accountable to perform their duties.

5. COMMITTEE REPORTS

Finance Committee – Commissioner Mowat stated the report looks good and the State Auditor’s Office held an Entrance Conference in which he and Chair Banks attended today and was pleased with the information presented.

Real Estate Development (RED) Committee – ED Mirra stated the RED Committee will meet shortly. Commissioners Rumbaugh and Miller are members. ED Mirra and RED Director Zisette will staff it.

6. ADMINISTRATIVE REPORTS

Finance Administration

Director Shalik directed the board to his monthly report. He stated that agency income is lower due to a reduction in HAP reimbursements. He stated that HUD has approved THA’s request to extend the current fiscal year to December 31, 2011 as part of the transition to a calendar fiscal year. The Board will cancel its currently scheduled February 4th Study Session which was to discuss budget revisions. Instead, we will move it to later in the Spring. Director Shalik reported that on HUD commented in December on THA’s proposed MTW Plan. THA replied to those comments last week. HUD came back with additional questions. He anticipates the final plan coming back to the board soon.

Commissioner Mowat moved to ratify the payment of cash disbursements totaling \$4,866,713 for the month of December, 2010, 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

Interim Director Julie LaRocque directed the board to her monthly report. She noted that the vacant units number has decreased by 50 %. She stated that HUD recently awarded THA 100 Non-disabled vouchers. ED Mirra noted that the national competition for these vouchers was very stiff. Director LaRocque noted that HUD granted 948 of them throughout the entire country. THA's allocation of 100 is as much as any other housing authority and more than the entire state of New Jersey. Executive Director Mirra offered the view that THA was so successful because it is good at the type of partnerships that these competitions require. Specifically, THA has a very good relationship with DSHS.

Commissioner Mowat asked for the numbers on our waitlists. Interim Director LaRocque stated there are approximately 4,000 families on our Section 8 waitlist and approximately 8,000 families on our Public Housing waitlist. Commissioner Mowat followed up asking how long the applicants remain on the waitlist. Interim Director LaRocque reviewed how staff periodically review the waiting list to refresh it and remove families who are no longer interested or who staff can no longer contact. Otherwise, applicants remain on the list until they come to its top. Discussed ensued regarding local preferences and the elimination of those preferences when the Admissions and Continued Occupancy Policy come before the board in the near future.

Real Estate Development

Director Walter Zisette referred the board to his monthly report. He updated the board on recent discussions with Tacoma Community House and its need for space for the services it used to provide at Swan Creek Public Library. He expressed the hope that the new Salishan campus will provide a new home for TCH and the library. Commissioner Rumbaugh asked for an update on the Tacoma Public Library moving into the center, ED Mirra stated the City still has the \$3million it has set aside for the purpose of purchasing and furnishing the library space from THA. It is waiting for us to build the structure. He noted that at some point the City will not be able to wait longer and will need to use the money for other purposes. He recounted discussions on this topic with the City Manager and Mayor and their stated resolve, in that event, to find the money for the library branch at Salishan when we were ready. Director Zisette update the board on the staff views of Area 3 lots sales. He also mentioned that he is looking at Tax Credit opportunities for Old Hillside Terrace. Currently there is an opportunity for Community Center funding through the HUD Capitall Fund

Education and Training Community Facilities Program NOFA. He will be presenting a walk-on resolution to allow THA to submit an application in response to that NOFA.

Community Services

Director Vignec referred the board to her report. Commissioner Rumbaugh stated his delight in the increased GED numbers. Director Vignec added that THA's partnership with Bates Technical College has contributed to these increased numbers. Director Vignec announced the Paul G. Allen recently awarded additional funding to THA. This grant will provide important case management services for our clients. She also added that the services will integrate with our MTW plan.

7. OLD BUSINESS

None.

8. NEW BUSINESS

The BOC determined to create a Real Estate Development Committee of the Board and appointed Commissioner Rumbaugh and Miller to serve on this committee. ED Mirra and Director Zisette will staff the committee and will schedule the meetings with the commissioners.

8.1 THA RESOLUTION 2010-1-26 (1), APPROVAL OF TENANT ACCOUNT RECEIVABLE WRITE OFFS

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

WHEREAS, each individual included in this tenant account write off has been notified of their debt and given the opportunity to pay prior to this resolution.

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

1. Approve Resolution 2011-1-26 (1) authorizing THA staff to "write off" the following accounts and send these debts to an external collection agency to pursue collection action:

Client Number	Client Program	Total Debt
142527	Public Housing	1,347.53
128034	Public Housing	363.31
102701	Public Housing	203.20
127937	Public Housing	193.35
122998	Public Housing	1,652.77

Client Number	Client Program	Total Debt
141349	Public Housing	338.70
102204	Public Housing	97.31
140852	Public Housing	193.49
121400	Public Housing	135.00
XXX0358	Public Housing	654.36
146357	Public Housing	120.57
146631	Public Housing	145.62
XXX0415	Public Housing	362.25
127874	Public Housing	206.88
XXX0330	Public Housing	1,457.03
136069	Public Housing	120.45
144208	Public Housing	164.90
140896	Public Housing	73.48
102773	Public Housing	134.19
139276	Public Housing	1,309.56
143984	Public Housing	3,134.06
139812	Public Housing	764.65
128342	Public Housing	219.76
126382	Public Housing	145.17
110057	Public Housing	43.02
129352	Public Housing	312.23
125851	Public Housing	228.09
143585	Public Housing	355.84
142792	Public Housing	2,767.36
114162	Public Housing	4,452.12
143364	Public Housing	815.98
Security Deposits not refunded		2,800.00
Sub Total-Public Housing		\$22,688.40
XXX000446	Non Public Housing	130.00
XXX000183	Non Public Housing	2,399.05
XXX000238	Non Public Housing	4,469.31
XXX000196	Non Public Housing	1,135.00
XXX000243	Non Public Housing	597.83
Sub Total Non-Public Housing		\$8,731.19
145448	Affordable Housing	30,323.00
Sub Total-Affordable Housing		\$30,323.00
TOTAL WRITE-OFFS		\$61,742.59

Approved: January 26, 2011

Dr. Arthur C. Banks, Chairman

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

Upon roll call, the vote was as follows:

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

Motion approved

8.2 THA RESOLUTION 2011-1-26, GENERAL INTERLOCAL COOPERATION AGREEMENT WITH PIERCE COUNTY HOUSING AUTHORITY

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

Whereas, state law allows governmental agencies to execute Interlocal Cooperation Agreements (ICAs) to allow for ways to better serve their communities;

Whereas, the Tacoma Housing Authority (THA) and the Pierce County Housing Authority (PCHA) have used ICAs to good advantage to allow discrete uses of voucher assistance in each other's jurisdiction and to share functions when it is efficient to do so;

Whereas, reasons and opportunities for cooperation in discrete situations and for specific properties may arise unexpectedly or, we hope, more frequently,

Whereas, it would be convenient to give the Executive Directors authority to approve such cooperation without having to seek Board approval for each use;

Whereas, THA and PCHA also need a clear way to withdraw approval for such activities once given;

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

The Executive Director is authorized to execute an Interlocal Cooperation Agreement with the Pierce County Housing Authority in substantially the form set forth in the attached draft.

Approved: January 26, 2011

Dr. Arthur C. Banks, Chairman

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

Upon roll call, the vote was as follows:

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

Motion Approved

8.3 THA RESOLUTION 2011-1-26 (3), HILLSIDE TERRACE COMMUNITY FACILITIES GRANT, LEVERAGE FUNDING COMMITMENT

Whereas, The Housing Authority of the City of Tacoma (the “Authority”) has identified a need to develop a community services facility at the 2500 block of its Hillside Terrace Apartments, as part of its plans to redevelop or renovate the same apartment community;

Whereas, the Department of Housing and Urban Development has issued a Notice of Funding Availability for its Capital Fund Education and Training Community Facilities Program;

Whereas, the Notice of Funding Availability stipulates that applicants must make a leverage funding commitment toward the total cost of the project they propose in the amount of at least 5% of the award amount;

Whereas, a leverage funding commitment from the Authority of 6.1% of the award amount would make its capital funding application to this program more competitive;

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

The Authority staff is authorized to submit with its application to the Department of Housing and Urban Development a commitment of agency funds in an amount not to exceed 6.1% of any amount awarded for the purpose of developing a community services facility at the 2500 block of its Hillside Terrace Apartment community.

Approved: January 26, 2011

Dr. Arthur C. Banks, Chair

9. COMMENTS FROM COMMISSIONERS

None

10. COMMENTS FROM THE EXECUTIVE DIRECTOR

ED Mirra directed the board to his report. He reported on President Obama's State of the Union address. In that speech, the President stated his support for a five year freeze on selective discretionary spending. The President also stated his intention to veto all bills containing earmarks. ED Mirra also discussed TANF cuts and their effect on THA families.

11. EXECUTIVE SESSION

None.

12. ADJOURNMENT

There being no further business to conduct, Commissioner Mowat moved to adjourn, and Commissioner Flauding seconded the motion. All voted in favor. The meeting adjourned at 5:49 PM.

APPROVED AS CORRECT

Adopted: March 23, 2011

Dr. Arthur C. Banks, Chair

Finance Committee
Commissioner Mowat

Real Estate and Development Committee
Commissioner's Miller and Rumbaugh

ADMINISTRATION REPORTS

FINANCE
AND
ADMINISTRATION



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$4,519,587 for the month of January, 2011.

Approved: March 23, 2011

Dr. Arthur C. Banks, Chairman

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

Bank	Check Numbers		Amount	Totals
	From	To		
HERITAGE BANK				
A/P Checking Account				
Low Rent Module Checks	Check #'s	2,040	2,059	1,277
Accounts Payable Checks	Check #'s	72,205	72,429	
Central Office Cost Center			277,435	Program Support
Moving To Work Support Center			42,936	
Tax Credot Program Support Center			942	
Section 8 Programs			22,110	Section 8 Operations
SF Non-Assisted Housing - N. Shirley			1,112	Local Funds
SF Non-Assist Housing - 9SF Homes			1,371	
Stewart Court			9,867	
Wedgewood			999	
Salishan 7			16,687	Development
Salishan Program Income			5,743	
Salishan Area 3			2,182	
NSP Grant			449	
Development Activity			8,040	
Salishan Area 2B-Dev			238,815	
Salishan 7 - Dev A/C			524,186	Community Service
Community Services General Fund			10,449	
Salishan Sound Family			9	
Chef Grant			450	
Gates Ed Grant			606	
2006 ROSS Fam H.O.			68	
2007 ROSS Fam H.O.			3,917	
2008 ROSS Svc Coord			733	
2011 WFF			364	
2010 City of Tacoma FSS Grant			29	
COT-CDBG-FSS Grant			12	Public Housing
AMP 1 - No K, So M, No G			42,532	
AMP 2 - Fawcett, Wright, 6th Ave			52,717	
AMP 3 - Lawrence, Orchard, Stevens			96,694	
AMP 4 - Hillside Terr - 1800/2500			12,925	
AMP 5 - Salishan Common Areas			58	
AMP 6 - Scattered Sites			1,103	
AMP 7 - HT 1 - Subsidy			7,676	
AMP 8 - HT 2 - Subsidy			3,940	
AMP 9 - HT 1500 - Subsidy			1,143	
AMP 10 - SAL 1 - Subsidy			5,621	
AMP 11 - SAL 2 - Subsidy			9,781	
AMP 12 - SAL 3 - Subsidy			2,306	
AMP 13 - SAL 4 - Subsidy			8,460	
AMP 14 - SAL 5 - Subsidy			11,581	
AMP 15 - SAL 6 - Subsidy			8,590	
Allocation Fund			22,136	Allocations-All Programs
THA SUBTOTAL			1,458,051	
Hillside Terrace 1 through 1500			2,321	Tax Credit Projects - billable
Salishan I - through Salishan 6			4,700	
Salishan Association - Operations			6,037	
TAX CREDIT SUBTOTAL (Operations - billable)			13,058	1,471,109.26
Section 8 Checking Account (HAP Payments)				
SRO/HCV/TBRA/VASH/FUP	Check #'s	451,138	452,276	1,174,164
	ACH	19,198	20,087	1,442,325
				\$ 2,616,489
US BANK				
Payroll & Payroll Fees - ADP				\$ 431,989
TOTAL DISBURSEMENTS				\$ 4,519,587



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$3,899,752 for the month of February, 2011.

Approved: March 23, 2011

Dr. Arthur C. Banks, Chairman

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

Bank	Check Numbers		Amount	Totals
	From	To		
HERITAGE BANK				
A/P Checking Account				
Low Rent Module Checks	Check #'s	2,060	2,085	1,735
Accounts Payable Checks	Check #'s	72,431	72,674	
Central Office Cost Center				176,017
Moving To Work Support Center				23,649
Section 8 Programs				26,376
SF Non-Assisted Housing - N. Shirley				77
SF Non-Assist Housing - 9SF Homes				867
Stewart Court				7,282
Wedgewood				1,844
Salishan 7				11,091
Tacoma Housing Development Group				5,784
Hillsdale Hts. TCRA Loan				925
Salishan Program Income				11,936
Salishan Area 3				7,097
NSP Grant				2,356
Development Activity				2,694
Salishan Area 2B-Dev				26,916
Salishan 7 - Dev A/C				157,556
Community Services General Fund				982
Wash. Families Fund 2006				1,250
Gates Ed Grant				400
2006 ROSS Fam H.O.				68
2007 ROSS Fam H.O.				3,286
2008 ROSS Svc Coord				171
2011 WFF				98
AMP 1 - No K, So M, No G				125,821
AMP 2 - Fawcett, Wright, 6th Ave				68,114
AMP 3 - Lawrence, Orchard, Stevens				39,404
AMP 4 - Hillside Terr - 1800/2500				25,119
AMP 5 - Salishan Common Areas				2,260
AMP 6 - Scattered Sites				3,638
AMP 7 - HT 1 - Subsidy				5,055
AMP 8 - HT 2 - Subsidy				2,644
AMP 9 - HT 1500 - Subsidy				1,110
AMP 10 - SAL 1 - Subsidy				11,452
AMP 11 - SAL 2 - Subsidy				9,181
AMP 12 - SAL 3 - Subsidy				5,615
AMP 13 - SAL 4 - Subsidy				7,080
AMP 14 - SAL 5 - Subsidy				10,572
AMP 15 - SAL 6 - Subsidy				9,817
Allocation Fund				43,787
THA SUBTOTAL				841,125
Hillside Terrace 1 through 1500				4,399
Salishan I - through Salishan 6				15,346
Salishan Association - Operations				9,391
TAX CREDIT SUBTOTAL (Operations - billable)				29,136
Section 8 Checking Account (HAP Payments)				
SRO/HCV/TBRA/VASH/FUP	Check #'s	452,277	453,527	1,160,465
	ACH	20,088	21,067	1,449,761
				\$ 2,610,226
US BANK				
Payroll & Payroll Fees - ADP				\$ 419,265
TOTAL DISBURSEMENTS				\$ 3,899,752



TACOMA HOUSING AUTHORITY

Date: March 23, 2011

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance and Administration

Re: Finance & Administration Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

I present the January and February, 2011 disbursement reports for your approval.

The Finance Department is submitting the financial statement for the month of January, 2011. We are still on track for having a surplus for the Fiscal Year budgeted to originally end on June 30, 2011. There are some anomalies that I will address below, but am not seeing any area of concerns that need to be addressed at this time.

- Line 1 – Tenant Revenue- Dwelling rent – The increase in rent will continue as Salishan 7 units are brought online. Salishan 7 was not in the original budget, but will be included in the budget revision/extension.
- Line 2 – Tenant Revenue Other – Higher than budgeted. The majority of the income is from late fees, legal fees and tenant move out (maintenance charges).
- Line 7 – Capital Fund Revenue – We are drawing down a good portion of the operating revenue from Capital fund in December and January. It will come in on target by the end of the fiscal year.
- Line 9 – Fee for Service. – Under the Local Asset Management Plan, we will no longer be using this category. The categories charged under Fee for Service will now become part of our Management fee
- Line 13 – Developer Fee Income – We are still on track to receive the money budgeted by Fiscal Year end close. In January, we received the final developer fee for Salishan 6.
- Lines 16 thru 36 – Administrative Expenses – There are many areas with variances. I am not seeing any areas of concern, but will look at more thoroughly during the mid-year budget review.
- Line 39 – Relocation Costs – This is for reasonable accommodation moves, or moves for Capital Fund work. This is an estimate, and we will revise later on in year, if it is viewed the full amount is not needed.
- Line 40 – Tenant Service Other – This is a timing issue. One of the ROSS grants closed in October, and contracts that were in place are being paid to close out the grant. The tenant services area is an area we will need to review as we move into Moving to Work.

- Line 52 – Protective Services – We are providing extra Security for Salishan and currently paying for it from THA funds. We will be reviewing our Security overall and making a budget revision if needed.
- Line 62 – Section 8 HAP Payments – The expense is lower than budgeted thru Januaryr due to occupancy. As of 100% THA is at 100% Voucher utilization, which will result in a higher HAP through June.
- Line 67 – Reserve Appropriation – We have completed Area 2B infrastructure for Salishan. We have utilized approximately \$335,000 from Reserves to complete.

Overall, the financial position is very healthy at the moment with a projected \$122,979 surplus (line 68), as compared to a budgeted \$11,744. This amount will most likely change as we get further into the year, but as stated earlier I am not seeing any areas that are causing concern.

2. INVESTMENTS

Surplus funds had been invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank remain at .51%. The Washington State Local Government Investment Pool currently provides a return rate of .23%.

3. INFORMATION TECHNOLOGY/SOFTWARE IMPLEMENTATION

Moving to Work remains Information Technologies number one initiative for 2011. Our information technology staff is designing, programming and testing the application software. This in-house development will handle our MTW initiatives and in coordination with the YARDI/VisualHOMES software will update our client database with the new Moving to Work rent calculations. VisualHOMES reports good progress with the software customizations and indications are they will meet their April deadline.

The SharePoint is being tested by Information Technology Staff and will feature a collaboration site for the MTW project in its initial application.

S8Tran08 is a software enhancement for our rental assistance software module in VisualHOMES. This enhancement is being reviewed and tested during February and March and should be implemented during April, 2011.

Information Technology continues to offer a wide variety of VisualHOMES related software training classes on an ongoing basis. They are currently developing a training agenda for our MTW software enhancements scheduled for Spring, 2011.

Significant Software and Hardware Initiatives Underway

- MTW Internal Software Development – January thru June
- Planning for S8Tran08 Upgrade – April/May
- Planning for LRTran07 Upgrade – August

FINANCE DEPARTMENT MONTHLY REPORT

March 2011

Page 3

- Setup of new company in Accountmate to accommodate FYE change. – March, 2011
- Analysis and Review of Tax Credit Upgrade Module – VisualHOMES
- I.T. Disaster Recovery Project Planning – On-Hold
- Document Management Project Kickoff – 4th Quarter 2011
- MTW Software Module Data Conversion and Testing – Apr thru Jun
- PIC 50058 Testing – April-July
- THA Tenant Adjustment Application Development and Testing – On-Hold
- MTW Baseline Data Extractions – July 2010 to June 2011
- SharePoint Implementation Training, Planning and Deployment – 2011

We experienced no new issues for the month of February. The majority of outstanding issues are addressed in the MTW, S8TRAN08 and LRTRAN07 software upgrades which are expected to be completed over the next few months. We expect the number of issues to rise temporarily during the implementation phase of these software enhancements.

Outstanding Issues List Matrix

Current Month Scorecard	Priority				
	Low	Medium	High	Critical	Total
Support issues brought forward	3	15	3	0	21
+ New issues this period	0	0	0	0	0
- Total Issues resolved this period	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
= Outstanding issues– end of period	3	15	2	0	20
% of Outstanding resolved this period	0%	0%	0%	0%	0%
Bug report submitted	0	4	0	0	4
Modification needed	1	6	1	0	8
Training required	0	0	0	0	0
Upgrade available	0	0	0	0	0
Action required from THA	1	5	1	0	7
Under VH review	0	0	0	0	0
In VH development	1	0	0	0	1
In THA testing	0	0	0	0	0
Total Outstanding Issues	3	15	2	0	20

- **Total Support Requests Beginning Number** – This is the beginning number from the prior months ending numbers.
- **New this Month** – Issues, bugs and modifications requests submitted this month.
- **Bug Report Submitted** – Bugs are considered errors within the current functionality. Please note enhancements to current functionality should not be categorized as bugs.
- **Modification Needed** – This category should include all requests for new functionality or enhancement of current functionality

- **Training Required** - A lack of understanding in the software has resulted in need for THA to schedule training. Issues in this category need to be addressed with staff training.
- **Upgrade Available** - The solution to the reported issue has already been resolved in a new release. THA needs to schedule an upgrade with VisualHOMES Support.
- **Action Required from THA** – VisualHOMES has requested additional information to provide clarification of the reported issue
- **Under VH Review**– VisualHOMES support staff handles issues related to minor system bugs, data issues and training. When in this category, the issue is being worked on.
- **In VH Development** – Issues (Bugs and/or Approved Modifications) in development will be addressed in future releases (builds) or added to technical specs of future enhancements.
- **In THA Testing** - VisualHOMES has tested and delivered the requested changes to THA for Acceptance Testing.

4. ASSET MANAGEMENT AND COMPLIANCE

The Asset Management and Compliance area is responsible for Asset Management, Risk Management, Financial Reporting, Procurement, Compliance, and oversight of the Desk Manual Project.

In Compliance, THA's current PIC reporting rate is 100 % for Public Housing and 96.51% for Section 8. This number represents the percentage of files we submit to HUD on an annual basis versus how many files HUD expects us to submit. HUD requires that we maintain at least a 95% reporting rate. Also in Compliance, we can report that all 2009 reporting to the Washington State Housing Finance Commission for our Tax Credit properties has been "satisfied". This means that all of the 2009 information for our properties that the Finance Commission reviewed in 2010 satisfied their requirements.

MTW

HUD approved THA's FY2011 Moving to Work Annual Plan on February 22, 2011. This approval means that we can officially move forward with our MTW activities, such as rent reform, the McCarver Education Project, and other changes we made to policy governing the way we administer Section 8 and Public Housing programs. We are currently working on making the necessary changes to the administrative policies governing both of these programs and hope to put both the Administrative Plan and the Admissions and Continued Occupancy Plan before the Board for approval in May.

We are also working on making procedure changes in order to carry out our activities effectively. These include working with staff on developing procedures to address the changes in policy, reviewing and updating the forms we use as necessary, and developing custom software applications that will enable us to collect the information needed for MTW and calculate rent and exam dates based on the criteria set forth in our Plan.

5. YEAR-END UPDATE

We just received REAC's acceptance of our unaudited financial statement submission, and will be entering our audited version due by the end of March. The State Auditor's Office (SAO) has completed their onsite work, and the only significant issues they identified were in the internal controls over financial reporting at some of the tax credit projects. They have not yet finalized their decision-making process on how to report these issues but are expected to do so within the next week. An exit conference with the Auditor's is scheduled the day of the Board meeting on March 23rd.

6. BUDGET

HUD approved THA's request to change its' Fiscal Year to a Calendar year in December. The current Fiscal Year will run from July 1, 2010 to December 31, 2011. Accountmate will be facilitating the system change this month to accommodate the 18 month Fiscal Year. Additionally, the current year's budget will have to be revised to accommodate the 18 month period. We are postponing the mid-year budget review until mid-May to accommodate the budget extension and to obtain additional information of our funding levels for 2011 from Congress. The initial Continuing Resolution expired March 4th. At the time of this report, we are in a two week extension, with no decision in sight for what 2011 will look like. The House of Representatives has proposed a 43% reduction in Capital Funds, which would affect THA by loss of over a million dollars. They are also proposing 77% of 2010 funding levels for Section 8 administrative fees. This would result in an additional funding loss of \$516,000 from current levels, which are already at 90% of calculated amounts. The Senate version proposed funding at 2010 levels for both areas. Neither version passed in a vote during the past week. The only bright spot is that the HAP levels, which is by far the most significant portion was not reduced, and there was actually a 2.5% increase in budget authority. The 2012 Obama budget proposal holds its own challenges for the agency, as it talks about offsets of Reserves, which would be very harmful to our agency, as there could be an offset of approximately \$1.5 million from our MTW reserve level from our Operating Fund. The MTW agencies, along with NAHRO and CLAPHA are challenging these offsets. We will keep you posted on any new developments in the funding environment.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		January, 2011				Thru 06/30/2011		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS								
1	Tenant Revenue - Dwelling rent	271,146	1,680,867	1,469,949	14.35%	2,881,486	2,519,913	14.35%
2	Tenant Revenue - Other	3,430	40,717	25,667	58.64%	54,801	44,000	24.55%
3	HUD grant - Section 8 HAP reimbursemen	2,616,527	18,442,574	18,671,050	-1.22%	31,615,841	32,007,514	-1.22%
4	HUD grant - Section 8 Admin fee earned	228,851	1,560,322	1,541,321	1.23%	2,599,838	2,642,264	-1.61%
5	HUD grant - Public Housing subsidy	197,437	1,435,990	1,329,826	7.98%	2,311,697	2,279,701	1.40%
6	HUD grant - Community Services/HOPE	23,646	270,885	248,477	9.02%	389,374	425,961	-8.59%
7	HUD grant - Capital Fund Operating Reve	27,436	649,752	460,984	40.95%	813,861	790,259	2.99%
8	Management Fee Income	199,075	1,409,261	1,311,854	7.43%	2,415,876	2,248,893	7.43%
9	Fee For Service Income	282	33,966	47,014	-27.75%	33,966	80,596	-57.86%
10	Other Government grants	5,460	155,420	186,592	-16.71%	266,434	319,872	-16.71%
11	Investment income	4,410	29,681	31,208	-4.89%	50,882	53,500	-4.89%
12	Fraud Recovery Income - Sec 8	6,331	25,202	18,302	37.70%	43,203	31,375	37.70%
13	Other Revenue- Developer Fee Income	500,492	500,492	1,463,967	-65.81%	2,509,657	2,509,657	0.00%
14	Other Revenue	92,796	418,182	379,982	10.05%	716,883	651,398	10.05%
15	TOTAL OPERATING RECEIPTS	4,177,319	26,653,311	27,186,193	-1.96%	46,703,800	46,604,903	0.21%
OPERATING EXPENDITURES								
Administrative Expenses								
16	Administrative Salaries	270,457	1,913,853	2,020,144	-5.26%	3,457,345	3,463,104	-0.17%
17	Administrative Personnel - Benefits	113,356	735,286	807,772	-8.97%	1,335,490	1,384,752	-3.56%
18	Accounting & Audit Fees	37,034	56,134	44,042	27.46%	75,500	75,500	0.00%
19	Management Fees	189,162	1,026,105	1,124,952	-8.79%	1,984,037	1,928,489	2.88%
20	Rent	20,775	101,163	93,785	7.87%	193,422	160,774	20.31%
21	Advertising	0	1,479	7,321	-79.80%	7,535	12,550	-39.96%
22	Data Processing Expenses	22,261	114,786	177,680	-35.40%	276,776	304,595	-9.13%
23	Office Supplies	5,369	32,857	56,817	-42.17%	66,326	97,400	-31.90%
24	Publications & Memberships	8,491	32,645	26,177	24.71%	48,463	44,875	8.00%
25	Telephone	7,278	50,476	51,975	-2.88%	86,530	89,100	-2.88%
26	Postage	4,307	24,258	27,796	-12.73%	41,585	47,650	-12.73%
27	Leased Equipment & Repairs	1,409	21,415	42,090	-49.12%	46,711	72,155	-35.26%
28	Office Equipment Expensed	390	15,644	35,000	-55.30%	55,000	60,000	-8.33%
29	Legal	447	19,701	69,708	-71.74%	93,773	119,500	-21.53%
30	Local Milage	468	2,806	9,561	-70.65%	12,810	16,390	-21.84%
31	Staff Training/Out of Town travel	2,200	33,988	105,026	-67.64%	118,265	180,045	-34.31%
32	Contract Services	13,567	151,907	225,371	-32.60%	380,412	386,350	-1.54%
33	Other administrative expenses	13,646	54,527	52,186	4.49%	93,475	89,461	4.49%
34	Due diligence - Development projects	0	0	29,167	-100.00%	35,000	50,000	-30.00%
35	Contingency	0	0	1,458	-100.00%	0	2,500	-100.00%
36	Total Administrative Expenses	710,617	4,389,030	5,008,028	-12.36%	8,408,458	8,585,190	-2.06%

		January, 2011				Thru 06/30/2011		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
37	Tenant Service - Salaries	54,628	359,380	345,465	4.03%	662,925	592,226	11.94%
38	Tenant Service Personnel - Benefits	21,936	146,364	132,932	10.10%	250,910	227,884	10.10%
39	Relocation Costs	0	1,269	21,292	-94.04%	2,175	36,500	-94.04%
40	Tenant Service - Other	5,655	120,268	81,258	48.01%	176,174	139,300	26.47%
41	Total Tenant Services	82,219	627,281	580,948	7.98%	1,092,184	995,910	9.67%
	Project Utilities							
42	Water	8,443	57,168	51,990	9.96%	98,002	89,126	9.96%
43	Electricity	19,952	110,735	107,093	3.40%	189,831	183,588	3.40%
44	Gas	6,976	35,251	35,797	-1.53%	60,430	61,367	-1.53%
45	Sewer	23,468	178,858	163,569	9.35%	306,614	280,404	9.35%
46	Total Project Utilities	58,839	382,012	358,450	6.57%	654,878	614,485	6.57%
	Ordinary Maintenance & Operations							
47	Maintenance Salaries	43,485	340,122	336,106	1.19%	589,545	576,182	2.32%
48	Maintenance Personnel - Benefits	13,000	96,544	95,049	1.57%	165,504	162,941	1.57%
49	Maintenance Materials	15,913	92,867	102,200	-9.13%	159,201	175,200	-9.13%
50	Contract Maintenance	69,137	386,757	423,150	-8.60%	738,012	725,400	1.74%
51	Total Routine Maintenance	141,535	916,290	956,505	-4.20%	1,652,261	1,639,723	0.76%
	General Expenses							
52	Protective Services	18,646	88,512	70,233	26.03%	151,735	120,400	26.03%
53	Insurance	15,672	100,253	114,368	-12.34%	191,862	196,059	-2.14%
54	Other General Expense	75,635	498,114	507,682	-1.88%	853,910	870,312	-1.88%
55	Payment in Lieu of Taxes	1,199	8,391	8,658	-3.09%	14,385	14,843	-3.09%
56	Bad Debt - Tenant Rents	(3,707)	5,126	15,458	-66.84%	26,500	26,500	0.00%
57	Interest Expense	55,869	393,534	387,269	1.62%	674,630	663,890	1.62%
58	Total General Expenses	163,314	1,093,930	1,103,669	-0.88%	1,913,021	1,892,004	1.11%
59	TOTAL OPERATING EXPENSES	\$ 1,156,524	\$ 7,408,543	\$ 8,007,599		\$ 13,720,803	\$ 13,727,312	
	Nonroutine Expenditures							
60	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	0	26,268	58,333	-54.97%	95,031	100,000	-4.97%
61	Casualty Losses	1,627	26,948	0		26,948	0	
62	Sec 8 HAP Payments	2,610,545	17,776,560	18,377,307	-3.27%	31,374,103	31,503,954	-0.41%
63	Total Nonroutine Expenditures	2,612,172	17,829,776	18,435,640	-3.29%	31,496,082	31,603,954	-0.34%
64	TOTAL EXPENDITURES	3,768,696	25,238,319	26,443,239	-4.56%	45,216,884	45,331,266	-0.25%
65	OPERATING SURPLUS/(DEFICIT)	408,623	1,414,992	742,955	90.45%	1,486,915	1,273,637	16.75%
	Reserve/Capital Affecting Operations							
66	THA transfer to development projects	(266,935)	(473,166)	(906,632)	-47.81%	(1,713,392)	(1,554,226)	10.24%
67	Reserve Appropriations	268,067	349,456	170,528	104.93%	349,456	292,333	19.54%
68	THA SURPLUS/(DEFICIT)	409,755	1,291,282	6,851		122,979	11,744	

TACOMA HOUSING AUTHORITY

CASH POSITION - February, 2011

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	\$ 4,767,786	0.510%
Section 8 Checking	3,355,564	0.510%
THA Investment Pool	284	0.510%
THA LIPH Security Deposits	105,221	0.510%
THDG - Tacoma Housing Development Group	44,378	0.510%
LF - Windstar	300	0.510%
LF - Stewart Court	115,474	0.510%
LF - Stewart Ct Security Deposit Account	13,779	0.510%
LF - SF 9Homes Alaska	213,873	0.510%
LF - SF 9Homes Alaska Sec Dep Acct	6,628	0.510%
LF - SFH No. Shirley	5,791	0.510%
LF - SFH N Shirley Security Deposit Acct	1,003	0.510%
LF - Wedgewood Homes	331,211	0.510%
LF - Wedgewood Homes Security Deposit Acct	15,863	0.510%
General Fund Money Market	3,498,421	0.510%
KEY BANK		
LF - Salishan 7	192,874	0.000%
LF - Salishan 7 Security Deposit Acct	17,603	0.000%
WASHINGTON STATE		
Investment Pool	\$ 1,268,425	0.240%
US BANK		
Payroll Account	\$ 5,202	
CHASE		
IDA Account	61,485	0.01%
TOTAL THA CASH BALANCE	\$ 14,021,165	
Less:		
<i>MTW:</i>		
MTW Reserves	\$ 5,641,947	
<i>Other Restrictions:</i>		
FSS Escrows	200,723	
VASH & FUP Operating Reserves	531,441	
Mod Rehab Operating Reserves	59,841	
Security Deposit Accounts	142,607	
Salishan Sound Families - 608	228,630	
IDA Accounts - 604,605,611	61,485	
THDG - 048	44,378	
Total - Other Restrictions	\$ 1,269,104	
<i>Agency Liabilities:</i>		
Windstar Loan - 042	330,510	
Citibank Loan for Area 3 - Guarantee	2,861,384	
Total - Agency Liabilities	\$ 3,191,894	
<i>THA Designated Reserve for Development:</i>	\$ 553,842	
Total Restrictions	\$ 10,656,787	
THA UNENCUMBERED CASH	\$ 3,364,378	
Agency Current Commitments:		
Habitat for Humanity Loan	45,000	
Salishan Education & Training - On hold		
Development Projects		
Total Current Commitments outstanding		\$ 45,000

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: March 23, 2011

To: THA Board of Commissioners

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

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

HUD 5-YEAR AND ANNUAL PLAN

THA received confirmation from HUD that THA will no longer be required to submit an Annual Plan. The Annual Moving-to-Work (MTW) Plan will replace the Annual Plan for FY2011 forward.

Any revisions to the Annual MTW Plan that was prepared for THA's MTW application will go through a public review process and be presented to the Board of Commissioners for approval.

PROPERTY MANAGEMENT DIVISION

1. Performance Report Summaries:

1.1 Public Housing Information Center (PIC) reporting:

THA's reporting rate for accurately submitting public housing program participation data (50058) to HUD is at 99.56% HUD requires a housing authority to accurately submit at 95% or better.

1.2 Occupancy:

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

AMPs 1-6	594	15	579	97.5%	97.9%
Tax Credit Units	690	48*	642	92.6%	93.4%
Local fund units	69	6	63	91.3%	93.5%
All Total	1,353	69	1,284	95.0%	95.8%

*15 of the 48 vacancies in the tax credit units are new Salishan 7 units that were released from Walsh Construction in the month of February.

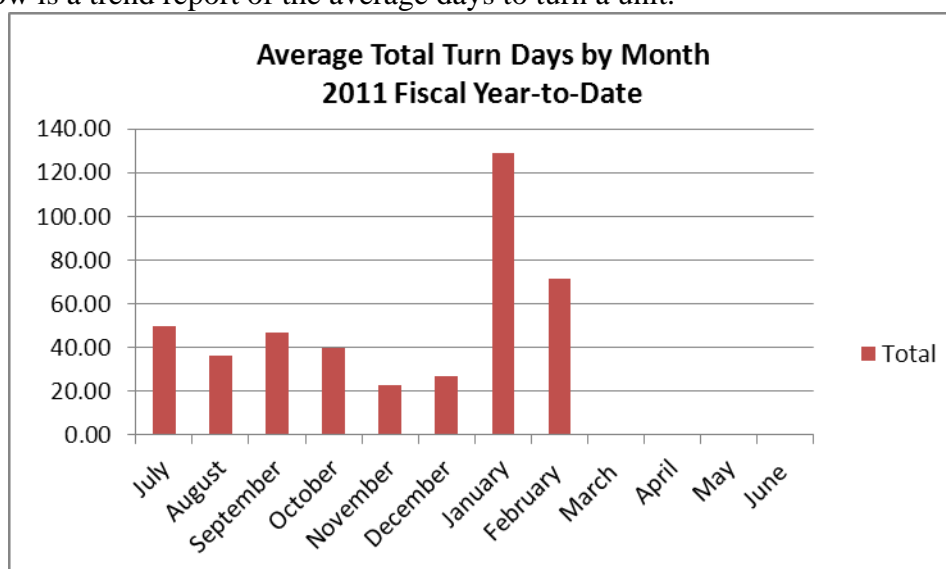
Vacancy Unit Turn (PHAS/MASS Indicator #1):

- (a) Below is a table with a breakdown of the units turned during the month of February 2011. The average unit turn rate for the month of February was 111 days. Turning and leasing the aged Salishan units are continuing to make an impact on our totals. These totals will continue to be high as we lease the remaining aged units. Based on improved processes we expect to see improvement in these numbers beginning in April, and reflected in the May board report. The goal is to have all of Salishan aged vacant units leased up by March 31.

Calendar Year to Date through the end of February, 2011

AMP	Units Turned	Avg Turn Days	Units Currently Vacant	Avg # Days Vacant
Amp 1 (G ST, K St, M ST)	3	23.0	0	0.0
Amp 2 (6th Ave, Fawcett, Wright)	3	21.0	0	0.0
Amp 3 (Bergerson, Dixon, Ludwig)	2	78.0	2	10.0
Amp 4 (Old Hillside Terrace)	3	32.7	6	35.5
Amp 6 (PH Scattered Sites)	0	0.0	2	41.5
Hillside Terrace Tax Credit	3	62.7	3	113.7
Salishan Tax Credit	15	188.2	24	92.9
Local Fund (Stewart, Market Rate Homes)	3	48.3	3	61.0
Agency Summary	32	111	40	77

Below is a trend report of the average days to turn a unit.



On the next page there is a table with the list of the current portfolio-wide vacancies as of March 11, 2011 and their estimated lease date. With the exception of AMPs 4/6, we are trending toward much improved turn rates and we are on target to maintain 20 day average turn rates April 1st forward. AMPs 4 and 6 may not be able to reach this target by April 1st due to a large number of unexpected vacancies that occurred when current tenants reached the top of the voucher waiting list and moved with a voucher or to Salishan 7. We are offering overtime to the maintenance staff at those properties and attempting to redirect staff from other AMPs as time allows.

March 2011 Board of Commissioners Meeting
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
REPORT
Page 4

AMP	Unit Number	Vacate Date	Est Lease Date	Notes
AMP 7	T6579	7/2/2010		Unsubsidized, large tax credit unit.
AMP 14	01789	7/30/2010	3/31/2011	unit turned, waiting for tenant
AMP 13	01750	10/7/2010	3/31/2011	unit turned, waiting for tenant
AMP 10	08000	10/18/2010	3/11/2011	unit turned, waiting for tenant
AMP 14	01809	10/25/2010	3/14/2011	unit turned, waiting for tenant
AMP 14	08175	10/27/2010	3/15/2011	unit turned, waiting for tenant
AMP 13	01765	11/1/2010	3/31/2011	unit turned, waiting for tenant
AMP 14	01795	11/4/2010	3/14/2011	
AMP 10	08004	11/8/2010	3/15/2011	
AMP 15	01850	11/8/2010	3/15/2011	unit turned, waiting for tenant
AMP 10	01620	11/19/2010	3/16/2011	
AMP 13	01753	11/23/10	3/14/2011	
AMP 12	08069	12/3/2010	3/16/2011	
AMP 14	01784	12/3/2010	3/16/2011	
AMP 7	01633	12/17/2010	3/28/2011	
AMP 13	01768	12/22/2010	3/18/2011	
AMP 15	01841	12/27/2010	3/15/2011	unit turned, waiting for tenant
AMP 13	08121	12/28/2010	3/25/2011	
AMP 13	01746	12/30/10	3/27/2011	
AMP 12	08088	12/31/2010	3/27/2011	
AMP 6	01488	1/4/2011	3/23/2011	
AMP 14	01785	1/5/2011	3/31/2011	
AMP 4	01256	1/10/2011	4/1/2011	
AMP 4	01269	1/20/2011	3/25/2011	
AMP 12	08098	1/31/2011	3/31/2011	
AMP 4	01223	1/31/2011	4/1/2011	
AMP 6	01466	1/31/2011	4/1/2011	
AMP 4	01229	2/1/2011	3/30/2011	
AMP 7	T6571	2/1/2011	3/25/2011	
AMP 11	01657	2/3/2011	3/31/2011	unit turned, waiting for tenant
AMP 4	01254	2/14/2011	4/1/2011	
AMP 10	08012	2/28/2011	3/31/2011	
AMP 2	01015	3/1/2011	3/15/2011	unit turned, waiting for tenant
AMP 1	00901	3/2/2011	3/14/2011	unit turned, waiting for tenant
AMP 3	01441	3/4/2011	3/15/2011	unit turned, waiting for tenant
AMP 4	01232	3/7/2011	3/30/2011	
AMP 1	01085	3/9/2011	3/18/2011	
AMP 3	01446	3/9/2011	3/29/2011	
AMP 4	01281	3/10/2011	3/21/2011	

1.3 Work Order Report (PHAS/MASS Indicator #4):

The work order report accounts for two separate performance indicators in work order management, time to complete emergency work orders and average time to complete non-emergency work orders (routine). The performance indicators are recorded per AMP. HUD requires housing authorities to complete at least 99% of its annual emergency work orders within 24 hours.

In the month of February all emergency work orders were completed within 24 hours. Maintenance has done a great job completing all work orders in the required times. AMP'S 10 – 14 still are experiencing a high number of work orders for the appliances. Appliance repair vendor is on board through a service agreement to address the high volume of repair request. We will be assessing the need to retain this vendor under a contract by April 1, 2011.

Work Order Completion Table:

WORK ORDER COMPLETION REPORT (PHAS/MASS #4)								
	Emergency				Non Emergency			
	February 2011		FYTD		February 2011		FYTD	
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	1	100%	16	100%	17	3.24	242	4.36
AMP 2	2	100%	15	100%	25	.96	371	7.23
AMP 3	6	100%	55	98.2%	39	1.74	462	7.60
AMP 4	4	100%	52	98.1%	25	10.88	178	6.84
AMP 6	1	100%	26	96.2%	1	0.00	99	3.90
AMP 7	0	0%	0	0%	1	3.00	15	10.07
AMP 8	0	0%	0	0%	1	23.00	9	6.00
AMP 9	0	0%	0	0%	0	0	0	0
AMP 10	0	0%	2	100%	4	16.25	74	20.23
AMP 11	0	0%	9	100%	11	43.91	96	23.29
AMP 12	0	0%	5	100%	9	30.89	59	20.12
AMP 13	0	0%	6	100%	4	28.75	79	23.46
AMP 14	0	0%	1	100%	7	29.43	108	13.71
AMP 15	0	0%	3	100%	4	19.50	76	10.14
Non-AMP	0	0%	6	100%	4	4.00	84	2.05
TOTALS	14	100%	196	98.5%	152	11.09	1,953	9.35

*Please refer to the table in Section 1.2 for a list of the properties associated with each AMP.

Outstanding Work Orders Table:

Outstanding Work Orders as of February , 2011			
AMP #	Open Non-Emergency	<25 Days open	>25 Days open
AMP 1	11	4	7
AMP 2	2	1	1
AMP 3	10	10	0
AMP 4	26	92	17
AMP 6	11	2	9
AMP 7	19	2	17
AMP 8	9	1	8
AMP 9	7	0	7
AMP 10	13	6	7
AMP 11	24	5	19
AMP 12	19	5	14
AMP 13	17	4	13
AMP 14	26	7	19
AMP 15	12	3	9
Non-AMP	7	1	6
TOTALS	213	60	153

Work orders in AMPs 11, 12 and 14 are appliances that need to be serviced. AMPs that are reporting a high number of greater than 25 day work orders are at AMPs where there are high vacancies. The plan is to address any critical work orders while still working on turning vacant units.

2. SALISHAN ASSOCIATION

The Salishan Association has a new Community Association Manager. Her name is Anne Hendricks. Since Anne and CDC Management have been managing the Association, we have seen improvement in resident communication and dues collection. There is also a new website available to homeowners that includes a community calendar, photos and access to pay dues and view account balances.

The Salishan Association is also partnering with Comprehensive Health Education Foundation (CHEF) to have a community health worker program at Salishan. This program will identify local community leaders who can serve as mentors to other residents to assist in getting access to health resources.

3. RENTAL ASSISTANCE DIVISION

(a) Performance Report Summary:

Public Housing Information Center (PIC) reporting:

THA's reporting rate for accurately submitting HCV program participation data (50058) to HUD is at 98.00%. HUD requires a housing authority to accurately submit at 95% or better.

Housing Choice Voucher (HCV) Utilization:

Housing Choice Voucher utilization is reported at 101% for the month of March 2011 and 100.00 % for calendar year to date. Budget utilization is reported at 96.00% for the month and 98.00% for calendar year to date.

HCV UTILIZATION SUMMARY REPORT					
Voucher			HAP		
	Month			Month	
Voucher Allocation	3,543		Budget	2,524,957	
Voucher Leased	3,558		Actual	2,427,781	
% Utilized	100%		% Utilized	96%	

REAL ESTATE

DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: March 23, 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

- *Campus Center Development.* Staff have initiated an outreach process intended to gain input on program-related questions that need to be addressed in order to effectively plan for, finance and operate services and facilities in the core area of Salishan. Our outreach strategy has two forms: (1) meet with leaders of faith-based, neighborhood, business, educational, and social service organizations; and (2) coordinate our outreach and program planning for Salishan with other planning efforts taking place in the area, especially: Tacoma 360, MetroParks planning and development efforts for Swan Creek open space, and community development efforts being conducted by the Puyallup Tribe.

1.1.2 Area 3

- *Lot Sales:* Staff is in discussions with several interested homebuilders, both large and small. Staff is keeping the Cabinet updated with THA's negotiating positions should any of these builder inquiries evolve into actual offers. Staff is also working with the Cabinet to evaluate acceptable builder incentives for the Salishan lots.

1.1.3 Area 2B

- *Salishan 7:* The construction of Salishan 7 is completed and should be fully leased up by the end of March. THA staff will continue to monitor the Erosion Control facilities at the request of the City of Tacoma Environmental Services Department. This will continue until

the vegetation in the bio-swales is well developed after the rainy season and into the growing season.

1.1.4 Arlington Rd: Staff will issue an RFP in the spring for proposals from prospective Senior Care Facility developers.

1.2 Financial

Salishan Seven: All units are expected to be occupied by the end of March. Staff hopes to convert to the permanent loan in late spring.

2. PUBLIC HOUSING PROJECTS

2.1 1800/2500 Hillside Terrace

2.1.1 Financing: Staff is developing various financial models in preparation for this year's funding rounds. We had been anticipating that 9% LIHTC's with a combination of Project Based Section 8 vouchers and other funding sources could prove to be a viable model; this still may be the case. However, recent scoring for this year's 9% LIHTC funding round was more competitive than expected. Alternative scenarios using non-competitive 4% tax credits, tax-exempt bonds, and perhaps Choice Neighborhoods funding are now being reviewed.

On January 27, 2011 staff submitted a stage 1 application to the Housing Trust Fund. This month staff has received some speculation that stage 2 applications may be due in July with award announcements in October. State allocations to the HTF budget will be key to this year's award. Staff is formulating a plan B for a potential funding gap in the event there is a large shortfall in this year's HTF budget.

On February 2, 2011 staff submitted a CFCF Education Grant Application to HUD. If awarded these funds would be programmed for the development of a new Community/Education facility to be located at the 2500 Hillside Terrace. We expect to hear from HUD on their decision regarding this grant application in May.

On February 17, 2011 staff meet with the City's TCRA staff to discuss our Hillside Terrace project and the need for the City's support. The meeting went well. As with most funders, TCRA staff is eagerly awaiting news about the State's budgeting process currently underway. It is anticipated that announcements for new HOME/CDBG funding applications will be in April 2011.

On March 9, 2011 staff met with the Washington State Housing Finance Commission to introduce THA as a viable 9% tax credit applicant for the Hillside Terrace project. Staff felt the meeting went well. Applications for tax credits may be submitted as early as September 2011.

2.1.2 *Architecture:* Negotiations with the architect are on hold.

2.1.3 *Construction:* Pre-construction services are on hold.

2.1.4 *Demolition/Disposition:* Staff is reviewing options for demolition and disposition for the site.

3. CAPITAL FUNDS & AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) CAPITAL FUNDS

3.1 Capital Fund Construction:

3.1.1 The Casey Group Architects are nearing the half-way point on design and bid documentation for the Ludwig and Fawcett re-siding and window projects. THA Staff have budgeted approximately \$1.2MM in capital funds for these efforts. Attic insulation upgrades at North K, G, Ludwig and Dixon Village are also included. Resident meetings at Fawcett and Ludwig were held in February and were well attended.

RED Staff have compiled the various sources of recommended improvements for the scattered sites and the information is currently under review by site management staff. Next, the information will be presented to the Property Management and Real Estate Development Departments to determine priorities. Once the scope of work is determined, bid documents will be created by staff to be advertised for bid.

3.1.3. Staff is in the final stages of evaluating the condition of and repairs necessary at the 902 L Street parking lots. Bid documents will be forthcoming in March. Work is expected to be completed this summer.

3.2 ARRA Construction

3.2.1 *Final Closeout:* Staff is working on grant closeout. The final payment to a contractor was processed and staff will do a final review of all costs and it is anticipated the final draw of the remaining administration line item will be the end of March. This will close the grant one year ahead of the required date of March 2012.

3.3 Grants

- 3.3.1 NSP 1: THA has sold four of the houses. The only house without an offer is located at 2323 S Ash. THA purchased a house located at 5806 S Cheyenne at the end of December and closed on 6636 S Lawrence and 4315 S 49th Street at the end of January. Both houses should be ready for re-sale in a few weeks.

4. OTHER PROJECTS

THA Administrative Office Space – Staff received twelve proposals from prospective Architectural firms on March 8, 2011. Interviews with the top three proposers were held March 22 2011. A resolution will be before the board to recommend award to the most highly qualified firm.

5. PROJECTS IN THE PIPELINE

- 5.1 *The 2316 Building:* Staff has been in discussion with the Tacoma City Association of Colored Women's Club's Inc. (CWC) with regard to a development opportunity. The CWC owns a 30,000 sf site with a small 2-story building, located at 2316 Yakima Ave. in Tacoma. CWC is interested in developing this property and has approached THA to be a potential partner in this development. THA and CWC have agreed that THA's role will be that of the developer. THA and CWC are currently negotiating a Memorandum of Understanding (MOU) for the predevelopment phase.

6. M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING

- 6.1 No new updates.

7. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

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

Grant	Total Grant	Obligated	% Obligated	Expended	% Expended	Obligation Start Date	Obligation End Date	Disbursement End Date
2007 CFP (P)	\$2,909,072	\$ 2,909,072	100%	\$2,909,072	100%	09/13/07	09/12/09	09/12/11
2008 CFP (P)	\$1,849,412	\$1,849,412	100%	\$1,740,271	94%	6/13/08	06/12/10	06/12/12
2008 CFP (1 st R)	\$1,351,655	\$1,351,655	100%	\$1,351,655	100%	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	\$760,841	32%	\$512,172	21%	9/15/09	9/14/11	9/14/13
2009 CFP (1 st R)	\$703,863	\$703,863	100%	\$355,885	51%	9/15/09	9/14/11	9/14/13
2009 CFP (2 nd R)	\$54,932	\$54,932	100%	0	0	9/15/09	9/14/11	9/14/13
2009 CFP (3 rd R)	\$2,724	\$2,724	100%	0	0	4/12/10	4/12/12	4/12/14
2010 CFP	\$2,345,627	\$848,281	36%	\$182,480	8%	7/15/10	7/15/12	7/15/14
2010 CFP (1 st R)	\$1,216,978	\$196,759	16%	0	0	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
CFRG*	\$4,096,616	\$4,096,616	100%	\$3,658,990	89%	3/18/09	3/17/10	3/17/12

*ARRA Capital Fund Recovery Grant

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: March 23, 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 February and for the calendar year 2011.

1.1 Employment

THA hosted a hiring event through Business Connection for warehouse positions at Metagenics in Gig Harbor. 48 people attended the testing portion. 15 people passed the testing phase for the positions. Three individuals were hired from this event.

Participants reported being invited to five interviews this month. This is an increase from three interviews last month.

Activities	Month	YTD	Annual Goal	% of Goal
Clients referred for employment services	10	10	120	8%
Clients participated in employment services	4	4	90	4%
Clients enrolled in employment readiness soft skills workshops	1	1	60	2%
Clients completed employment readiness soft skills workshops	1	1	50	2%
Enrolled in job readiness training	2	1	6	17%
Job placement	2	3	30	10%
Entered Apprenticeship	0	0	2	0%
Earned income increased	2	3	30	10%

1.2 Education

Bates continues to offer GED classes at the FIC. Standard class size is 18. During the month of February, 14 participants attended GED classes, three participants completed a GED test, and one participant attained a GED.

Activities	Month	YTD	Annual Goal	% of Goal
Participants attending Bates GED classes	14	24	75	32%
Completes one or more GED tests	3	3	10	30%
Attains GED	1	1	6	17%

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	102	102	161	63%
Graduates	1	0	8	0%
Removed/Voluntarily Withdrawn	2	1	n/a	n/a
New Contracts Signed	0	0	58	0%
Escrow Balance	\$252,385.85			

1.4 Life Skills and Parenting Classes

THA contracts with Bates Technical College for Life Skills and Parenting classes and parenting support groups. The next series of parenting classes will start in April

Activities	Month	YTD	Annual Goal	% of Goal
Life Skills Enrollment	0	0	20	0%
Life Skills Completion	0	0	15	0%
Parenting Enrollment	0	0	25	0%
Parenting Completion	0	0	20	0%

1.5 Asset Building

The department provides financial literacy, credit counseling, homeownership counseling and individual development accounts to help THA clients build assets and prepare to become homeowners.

THA entered into a contract with South Sound Outreach to provide credit counseling services. We will hold the next series of financial literacy classes at the FIC starting in March.

Activities	Month	YTD	Annual Goal	% of Goal
Financial Literacy Enrollment	12	14	120	12%
Financial Literacy Completion	0	0	95	0%
Credit Counseling Enrollment	0	0	15	0%
Credit Counseling Completion	0	0	8	0%
Homeownership Counseling	4	8	20	40%
Individual Development Account Participants	8	16	10	160%
Qualified Withdrawals	0	2	10	20%
Home Purchase	0	2	10	20%
Other Asset Purchases	1	1	5	20%

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.

THA will host a Volunteer Income Tax Assistance (VITA) site again this year. The VITA coordinator began in a temporary, short-term position in January 2011. In late January, we mailed information about the VITA site to all THA households with earned income.

Activities	Month	YTD	Annual Goal	% of Goal
Computer Lab Participation	161	247	200	124%
VITA Tax Returns for THA clients	0	0	75	0%
EITC Received (PH only)	0	0	85	0%

1.7 Youth Activities

THA contracts with Girl Scouts of Western Washington to provide a youth mentoring program for Hillside Terrace, Bergerson Terrace and Salishan. There are currently 118 troop members, 67 of which are THA residents.

THA contracts with Northwest Leadership Foundation (NLF) for an after school tutoring program at Lister Elementary school. NLF reports 26 public housing youth are enrolled in the youth tutoring program.

Activities	Month	YTD	Annual Goal	% of Goal
Youth tutoring	26	26	35	74%
80% or better on computer skills post-test	0	0	25	0%
GPA improved .5 or more	0	0	15	0%
Life skills/financial literacy completed	0	0	65	0%
80% or better on life skills/financial literacy post-test	0	0	55	0%
Youth mentoring	61	61	45	136%
Youth mentoring ongoing more than six months	35	35	40	88%

1.8 Senior and Disabled Services

The Senior and Disabled Services Program Specialist serve the 360 residents of THA's seven senior apartment buildings. He completed 136 client contacts (83 unduplicated) in the month of February.

In February, he referred residents to the following services:

- COPEs – 1 Resident
- Assurance Wireless – Federal Gov't free cell phone program – 1 Resident
- Meals-On-Wheels – 1 Resident

The Specialist arranged for nutritional food programs for senior apartment residents. BASH, a home delivery food bank, delivered food baskets to 225 senior apartment residents.

Every Monday, Elderly/Disabled Services visits each building for 45 minutes to an hour. This regularly scheduled time gives residents an opportunity to get services without making an appointment. Every Monday the bulletin boards are updated and information literature is distributed. In February the Specialist had 136 client contacts (83 unduplicated). There were 11 unduplicated home visits. 11 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	83	123	260	47%
Referrals	3	7	50	14%
Unduplicated situation/wellness counseling	11	23	140	16%
Assistance with correspondence for Entitlement Programs	2	3	40	8%

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.

	WFF/Sound Families		Hillside Terrace		Tax Credit	
Total Current Caseload	20		3		3	
	Month	YTD	Month	YTD	Month	YTD
Entrances	1	1	0	0	0	0
Graduations	1	3	0	0	0	0
Exits	0	0	0	0	0	0
Terminations	0	0	0	0	0	0

2. EDUCATION PROJECT

2.1 Bill and Melinda Gates Foundation

On February 18, THA submitted an application to the Bill and Melinda Gates Foundation. We requested \$461,433 (total) for three years of support for the Education Project. The Project will determine how a public housing authority can help the low-income children it houses succeed in school. It will also determine how THA can strategically apply its housing resources to stabilize McCarver Elementary, a troubled, low-income elementary school in Tacoma whose students have an annual 101% turnover rate, largely because of families who are homeless or at risk of homelessness. The funding we requested from BMGF will cover salary and benefits for the Project coordinator for three years, as well as costs related to data collection and evaluation. We expect the Foundation will announce its decisions for this funding round in March 2011.

2.2 THA's Second Annual *Read Across America* Event

March 2, Dr. Seuss's birthday, is celebrated across the country through the *Read Across America* program. This year THA, in partnership with Tacoma Head Start, hosted a family literacy event at Lister Elementary in Salishan. We had a great turnout to read with The Cat. Participants included 35 children, their adults, lots of hats, and all had lots of cool stories to read. Lister students sang a song of welcome to The Cat in the Hat (our very own Michael Mirra) and then spent time reading with their families and friends.

It was Suessational!



2.3 Tacoma 360 to Focus on First Creek Middle School

Tacoma 360, a city-wide effort to coordinate community resources for school aged children and their families in order to help close the achievement gap, has begun a project on Tacoma's Eastside, marshaling the efforts of many agencies to implement a *full-service community school* model at First Creek Middle School on the south side of Salishan. Tacoma 360, funded by the City, Metro Parks, and Tacoma Public Schools, is a collaboration of many community agencies including THA which is part of their Community Advisory Board.

Full-service community schools work with community partners to provide comprehensive academic, social, and health services for students and their families that will result in improved educational outcomes and family stability. These services may include: providing students with academic tutoring; promoting parental involvement, family literacy, and parent education programs; mentoring and other youth development programs; job training and career counseling services; activities that improve access to and use of social service programs and programs that promote family financial stability; mental health services; and adult education. THA is excited to be a part of this initiative which will support many of our families as well as the greater Eastside.

HUMAN RESOURCES



TACOMA HOUSING AUTHORITY

DATE: March 23, 2011

TO: THA Board of Commissioners

FROM: Barbara Tanbara
Human Resources Director

RE: Human Resources Board Report

1. LABOR RELATIONS

Coming up in April this year, we will begin negotiations for our Pierce County, Washington Building & Construction Trades Council collective bargaining agreement. Our present contract expires on May 31, 2011. Preparation for the contract negotiations begins this month.

2. PERFORMANCE EVALUATIONS

We now have a Performance Evaluation form that is designed for our Maintenance personnel. We created this form in partnership with the unions, employees and managers. The next step is to train the Site Managers and the maintenance personnel so that the evaluations are performed in a collaborative and meaningful way. We will train the employees on the new evaluation form and process in April and the evaluations will all be completed during the month of May.

3. COMPENSATION

Compensation and Classification Study

In 2011, THA will undertake a Compensation and Classification Study. This is a non-discriminatory diagnostic review. We will execute an RFP and hire a consultant who will help us look at our classification and compensation system and identify areas where it is and is not functioning effectively. We plan to do the project over the span of a couple years because it will eventually focus on compensation philosophy, classification structures, internal equity, titles, labor market analysis, innovative practices, total compensation, pay band alignments, merit pay, and links with strategic planning.

This study is not a promise that pay rates will increase. Oftentimes, with studies of this type, employees begin to expect an increase in pay. We want to survey the market to see how our salaries compare; however, any recommendations will have to be evaluated in the context of labor negotiations and our financial situation. We plan to look at total compensation, meaning salaries and benefits, including healthcare benefits, PERS, etc. This is a very big project that will involve all THA employees and our unions.

4. EMPLOYEE RELATIONS

4.1. Employee Opinion Survey

In July/August 2011, THA will once again put out an Employee Opinion Survey for all employees. We will use the same survey we used in 2010 so that we can compare our 2011 results with the 2010 results. We certainly hope that our responses to the previous survey results will show up as improvement in the 2011 results. As in 2010, after we receive the results and share them with the employees, we will put together a plan to respond to concerns expressed and look for future improvement.

4.2. Grievances and Complaints

For CYTD 2011, we have no City of Tacoma Human Rights/EEOC complaints and no lawsuits. We received our first OPEIU grievance in a long time. It revolves around a long-standing disagreement about whether Site Assistants are working outside their classification. We have interviewed many of our Site Assistants and have been working with our Property Management leadership team. We plan to have a response to the union by the week of March 14.

4.3. THA Employee Newsletter

Our Employee Newsletter came out in February and the next one will be published in May.

5. STAFFING

5.1. THA Recruitment/Turnover Report

Attached is our 2011 two-month Recruitment and Turnover Report. In January and February, one employee left to take another position. THA continues to trend lower in turnover and we are focusing on how to keep it below 10% for 2011.

Year	Annual Turnover
2009	20.0%
2010	15.0%
2011	5.5%

5.2. Recruitment

- We have new funding for another Case Worker position, the new person will start this month
- April is working to hire her Planning & Policy Analyst (who will oversee MTW and policy changes for the agency)

- We just hired a new Site Manager at Salishan (to replace someone who left the agency)
- We just hired a new Clerk in Community Services (to replace someone who was promoted)

6. TRAINING

We continue to find ways to improve our “on-boarding” for new employees. One strategy we are putting in place is to create an online survey that all new employees will take after 90 days. We will ask for their feedback on the recruitment process and on their benefit and position orientation. We hope that this will point to ways to improve our hiring/on-boarding experience.

[illegible]

*data reflects regular employees only

NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2011-3-23(1)

DATE: March 23, 2011
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Architectural & Engineering (A&E) Services for THA Administrative Offices
Space Study and Design

Background

This resolution would authorize the Executive Director to engage a firm to provide architectural and engineering services for a space study for THA's administrative offices.

On February 10, 2011 Tacoma Housing Authority (THA) staff issued a Request for Qualifications from interested firms. The services requested include reviewing existing conditions, interviewing staff, preparing concept and final design for interior office spaces, preparing bid documents, assistance with bidding and construction administration. Twelve firms responded.

The 902 South L Street building was built in 1980. In 1994-95 THA purchased and remodeled the building and the main administration staff relocated to the new building from the Salishan office. In 2000 a Space Study was commissioned and a partial remodel was completed in 2001. Since that remodel THA has done several small interoffice renovations and staff work flow has changed resulting in the need to revise the interior office spaces.

The first focus of the selected A&E firm will be the 902 building. As need and budget allow THA's other administrative space may be evaluated. In addition, the requested Not-to-Exceed amount is based on a complete study, a conceptual design master plan for the 902 South L Street Building and for design development through construction administration for the Housing Choice Voucher area first. Based on the remaining design concepts, staff will negotiate the work to complete the remaining phases of the project as budget allows. We will return to the BOC with resolutions for these additional phases.

The RFQ was posted on the Blue Book website on February 11, 2011, on Washington Electronic Business Solutions on February 10, 2011 and on THA's website

A pre-submittal conference was held on February 22, 2011. The Project Manager reviewed the scope of work and the RFQ process at the conference. Twenty (20) firms attended the conference. Questions were answered via an addendum.

Twelve (12) responsive proposals were submitted by the deadline, March 8, 2011.

An evaluation team, comprised of three (3) THA staff, reviewed and scored the proposals according to the evaluation criteria listed in the RFQ. The committee completed the first state of the review process and determined that three (3) firms would advance to the second stage of the review which as the oral interviews. After the oral interviews the evaluation team voted unanimously in favor of proceeding with contract negotiations with the firm of Buffalo Design. The evaluation scores are as noted below:

Firm	Average Score				
	Experience, capacity and qualifications	Approach/ Response	Demonstrated Successes	Interview	Total
Buffalo Design	27.00	23.67	23.00	17.33	91.00
The Casey Group Arch	24.33	22.33	22.67	15.00	84.33
Austin Cina	25.00	21.33	21.00	15.33	82.66
ORB, Architects	23.33	22.33	20.33	0.00	66.00
DKA	23.67	22.00	19.67	0.00	65.33
Kovalenko Hale Architects	21.00	21.00	18.67	0.00	60.67
McGranahan	21.00	20.00	19.67	0.00	60.67
Lawhead Arch	23.33	19.33	17.33	0.00	60.00
Jon Graves Architects & Planners	20.67	19.67	16.67	0.00	57.00
ART	21.33	17.67	17.67	0.00	56.67
Belay Arch	19.00	20.00	16.33	0.00	55.33
Erickson McGovern	14.33	17.00	13.67	0.00	45.00

Recommendation

Approve Resolution 2011-3-23 (1) authorizing the Executive Director to negotiate and award a Contract for the Architectural and Engineering Services for the THA Administrative Offices Space Study and Design project in an amount not-to-exceed of \$95,000 with Buffalo Design, the highest ranking firm. If staff is unable to negotiate a satisfactory contract with that firm, we ask the Board to authorize the Executive director to negotiate and award a contract with the successive highest ranking firms.



TACOMA HOUSING AUTHORITY

RESOLUTION 2011-3-23(1)

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

WHEREAS, On February 10, 2011, Tacoma Housing Authority (THA) Staff issued a Request for Qualifications (RFQ) from firms interested in providing architectural and engineering services for THA Administrative Offices Space Study and Design;

WHEREAS, The RFQ was posted in the Blue Book on February 11, 2011, on Washington Electronic Business Solutions on February 10, 2011 and on THA's website;

WHEREAS, Twelve firms (12) submitted proposals by the deadline of March 8, 2011;

WHEREAS, an evaluation team, composed of three (3) THA staff reviewed and scored the proposals according to evaluation criteria listed in the RFQ;

WHEREAS, the evaluation team voted unanimously in favor of proceeding with contract negotiations with Buffalo Design.

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

Approve Resolution 2011-3-23 (1) authorizing the Executive Director to negotiate and award a Contract for the Architectural and Engineering Services for the THA Administrative Offices Space Study and Design project in an amount not-to-exceed of \$95,000 with Buffalo Design. If staff is unable to negotiate a satisfactory contract with that firm, the Executive director is authorize to negotiate and award a contract with the successive highest ranked firms.

Approved: March 23, 2011

Dr. Arthur C. Banks, Chairman

EXECUTIVE DIRECTOR REPORT



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

Date: March 15, 2011
To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Re: Executive Director's Report: March 2011

This is my monthly report for March 2011. It supplements the Departments' reports.

1. CONGRESSIONAL BUDGET NEWS

The next news of significant consequence for THA will come in the form of the federal HUD budget for FY 2011, and sometime later, for FY 2012. Congress is writing both budgets now. It is hard to characterize developments since they change quickly. You likely know that the federal government is currently operating under the second continuing resolution, soon to expire. The current deadlock appears to be between the House and the Senate for FY 2011.

We are trying to assess what these various proposals mean for THA. I attach some charts for that purpose. Two are from CLPHA describing the House and Senate proposals for FY 2011 and President Obama's proposal for FY 2012. I also attach a chart showing what each of those proposals would do to THA. We will have a clearer notion once the proposals clarify. As you know, we are planning the Board's budget review in the Spring by which time (we hope) Congress will have adopted the FY 2011 budget.

In general, we know already that we are fortunate to be a MTW agency. The funding flexibility will give us some maneuvering room to weather the storm that is coming our way.

2. WASHINGTON STATE BUDGET NEWS

As you know, the Washington State Legislature is in session trying to close the budget gap in the current 2011 budget year that ends June 30, 2011 and to write a two year budget to cover 2011-2013. Both budgets have very large holes to fill.

Our main direct interest in the state budget pertains to its capital budget, which funds the Housing Trust Fund. Recent legislatures have allocated \$200 million to the Housing Trust Fund for a two year period. This year, reflecting the budget crisis, the Governor has proposed approximately \$40 million for the next two year period.

THA does not rely directly on state funding for its operations. The state's operational cuts, however, will affect THA's clients directly and harshly. These cuts will increase THA expenses indirectly. The recent TANF cuts are an example. To close the budget hole for 2011, the state enforced the 60 month lifetime limit on TANF participation and cut remaining grants by 15%. These cuts became effective February 1st.

As families report these decreases to us, we decrease their share of the rent and increase THA's share. In general, every dollar decrease in a household's income costs THA 33 cents. Here are some data concerning the families who have reported such changes thus far:

TANF Changes for THA Households: January 2011	
Total number of THA Households	4,389
Number receiving TANF income	990
Number reporting a decrease in TANF income in January	156
Number reporting being terminated from all TANF due to 60 month rule	115
Expense to THA in increased Housing Assistance Payments in January	\$23,624 [Annual increase at this rate = \$283,488] [Average monthly increase in rental assistance payments: \$83]
Estimate THA administrative costs to process changes	\$5,420

THA must pay for these increased costs from some other part of its budget. Recall that we 10% last year from our operation budget and we may be facing additional cuts under the next congressional budget. We recently decreased the value of our vouchers, and imposed minimum rents in part to save money. The proposed congressional cuts to HUD programs may require still more reductions in the assistance we can provide to families who will be struggling with TANF cuts.

We must also remember that, even with these cuts, THA's client families are the lucky ones. Their housing will still be the most affordable on the market. Most TANF families do not have any housing subsidy. Local governments are expecting increases in the number of homeless families with minor children and single disabled adults. We see these in their increased requests to get housing assistance from us, or at least to get on our waiting lists. The manager of our Rental Assistance Division reports what our staff are seeing and hearing: "Our calls regarding waiting lists are increasing and needless to say the callers are quite stressed with questions regarding the possibility for housing. These are not easy or quick calls. People are very desperate. This is also impacting our staffing." As part of our MTW activities, THA will also try to intensify the job training and counseling it offers.

3. THA STRATEGIC PLANNING

I am very pleased to attach the plan and schedule we will use to resume, and complete, the long pending strategic discussions of the agency. This plan resembles the one I sent in January to each Commissioner, modified to account for your helpful suggestions and comments. Thank you. I hope this will give the Board and staff the quiet and unrushed chance to think about our work – why and how we do it and how we will know if we are effective.

By this schedule, the Board in December will review THA's strategic objectives and choose performance measures for each of them. Between now and then, I will be asking Commissioners to help with the preparatory work, including community consultations. Stay tuned.

4. MISCELLENEOUS

Over the next month or so, THA will host two interesting sets of visitors. Later this month we will host a delegation of senior managers from the New York City Housing Authority (NYCHA). It appears they are visiting PHAs around the country that they think might be a good model for some practices in development operations and services. Their visit to Tacoma is interesting since NYCHA operates on an entirely different scale from us. It is the largest PHA in the country, by far. It has over 178,000 apartments and 101,000 vouchers. The number of its employees is more than twice the number of households that receive housing and services from THA.

Next month, we will host a delegation by senior managers of the Annie E. Casey Foundation in Baltimore. We learned that they think THA is a place to learn about some practices that may inform their grant making. In particular, we are told, they are interested in THA's Education Project and in our link between housing and child welfare services.

Both visits seem to be a credit to THA's reputation for innovation!

February 14, 2011

Comparative Funding Chart for FY 2012

	FY2010 Final	Continuing Resolution (CR) to March 4, 2011	House Approps Proposed Funding for FY11*	FY 2012 HUD Request
Operating Fund	\$4.775 billion	\$4.775 billion	\$4.626 billion	\$3.962 billion³
Capital Fund	\$2.5 billion	\$2.5 billion	\$1.428 billion	\$2.405 billion
[Emergency and Security]	[\$20 million]	[\$20 million]		[\$20 million]
[Resident Opportunity and Supportive Services]	[\$50 million]	[\$50 million]		[\$0]
HOPE VI	\$200 million	\$200 million	\$0²	\$0
Choice Neighborhoods Initiative	\$65 million ¹	\$65 million ¹	\$0	\$250 million
Housing Choice Voucher Renewals	\$16.3 billion	\$16.3 billion	\$16.7 billion	\$17.194 billion
Transforming Rental Assistance	n/a	n/a	\$0	\$200 million
HCV Administrative Fees	\$1.57 billion	\$1.57 billion	\$1.21 billion	\$1.648 billion
Section 8 Family Self Sufficiency Program	\$60 million	\$60 million	\$60 million	\$60 million
Tenant Protection Vouchers	\$120 million	\$120 million	\$110 million	\$75 million
VASH Vouchers	\$75 million	\$75 million	\$0	\$75 million

¹ This amount for the Choice Neighborhoods Initiative is funded from the \$200 million HOPE VI allocation.

² House Appropriations Committee proposes to rescind \$198 million from prior year HOPE VI unobligated balances.

³ HUD estimates eligibility at \$4.962 billion, but proposes to offset this amount by \$1 billion from "excess operating fund reserves."

* Amounts are based upon full fiscal year funding.

March 8, 2011

Comparative Funding Chart for FY 2011

	FY2010 Final	FY 2011 HUD Request	Continuing Resolution (CR) to March 4, 2011*	House-Passed Proposed Funding for FY11*	Senate Approps Proposed Funding for FY11*
Operating Fund	\$4.775 billion	\$4.829 billion	\$4.775 billion	\$4.626 billion	\$4.626 billion
Capital Fund	\$2.5 billion	\$ 2.044 billion	\$2.5 billion	\$1.428 billion	\$2.5 billion
[Emergency and Security]	[\$20 million]	[\$0]	[\$20 million]		[\$20 million]
[Resident Opportunity and Supportive Services]	[\$50 million]	[\$0]	[\$50 million]		[\$50 million]
HOPE VI	\$200 million	\$0	\$200 million	\$0²	\$200 million
Choice Neighborhoods Initiative	\$65 million ¹	\$250 million	\$65 million ¹	\$0	\$65 million¹
Housing Choice Voucher Renewals	\$16.3 billion	\$17.12 billion	\$16.3 billion	\$16.7 billion	\$16.7 billion
Transforming Rental Assistance	n/a	\$350 million	n/a	\$0	\$0
HCV Administrative Fees	\$1.57 billion	\$1.791 billion	\$1.57 billion	\$1.21 billion	\$1.57 billion
Section 8 Family Self Sufficiency Program	\$60 million	\$60 million	\$60 million	\$60 million	\$60 million
Tenant Protection Vouchers	\$120 million	\$125 million	\$120 million	\$110 million	\$120 million
VASH Vouchers	\$75 million	\$0	\$75 million	\$0	\$75 million

¹ This amount for the Choice Neighborhoods Initiative is funded from the \$200 million HOPE VI allocation.

² House proposes to rescind \$198 million from prior year HOPE VI unobligated balances.

* Amounts are based upon full fiscal year funding.



TACOMA HOUSING AUTHORITY

THA Analysis of 2011 Congressional Proposals and 2012 Obama Budget Proposal on Agency's Funding

March 15, 2011

	House-Passed Proposed funding 2011 (H.R. 1)	Senate Appropriation 2011 Proposal	Obama 2012 Proposal
PUBLIC HOUSING OPERATING FUND			
Funding Basis	97% of 2010 funding basis	97% of 2010 funding basis	100% of 2010 funding basis ⁱ
2010 Funding	\$2,156,561	\$2,156,561	\$2,156,561
Projected Funding Levels	\$2,091,864	\$2,091,864	\$2,156,561
FY 2010 Ending Reserve Balance			\$3,402,263
<i>FY 2010 annual operating expenses</i>			\$4,662,888
<i>1 month expendable balance based on annual operating expenses</i>			\$388,574
4 Month Expendable Fund Balance			\$1,554,296
Possible Offset of Reserves over 4 month Balance			(\$1,847,967)
Possible Payment from HUD after Offset			\$308,594
Possible Increase/(Loss) from 2010 Funding Levels	(\$64,697)	(\$64,697)	(\$1,847,967)
PUBLIC HOUSING CAPITAL FUND			
Funding Basis	57% of 2010 funding basis	100% of 2010 funding basis	93% of 2010 funding basis
2010 Funding	\$2,345,627	\$2,345,627	\$2,345,627
Projected Funding Levels	\$1,337,007	\$2,345,627	\$2,181,433
Possible Increase/(Loss) from 2010 Funding Levels	(\$1,008,620)	\$0	(\$164,194)
HOUSING CHOICE VOUCHER PROGRAM			
Voucher Housing Assistance Payments (HAP)^{ii iii}			
Funding Basis	102.5% of 2010 funding basis	102.5% of 2010 funding basis	104.5% of 2010 funding basis
2010 Funding	\$30,557,000	\$30,557,000	\$30,557,000
Projected Funding Levels	\$31,320,925	\$31,320,925	\$31,932,065
Possible Increase/(Loss) from 2010 Funding Levels	\$763,925	\$763,925	\$1,375,065

	House-Passed Proposed funding 2011 (H.R. 1)	Senate Appropriation 2011 Proposal	Obama 2012 Proposal
Voucher Administrative Fees^{iv}			
Funding Basis	77% of 2010 funding basis	100% of 2010 funding basis	104.5% of 2010 funding basis
2010 Funding	\$2,439,612	\$2,439,612	\$2,439,612
Projected Funding Levels	\$1,878,501	\$2,439,612	\$2,549,395
<i>Possible Increase/(Loss) from 2010 Funding Levels</i>	<i>(\$561,111)</i>	<i>\$0</i>	<i>\$109,783</i>
<i>Total effect on THA funding based on proposals</i>	<i>(\$870,502)</i>	<i>\$699,228</i>	<i>(\$527,313)</i>

ⁱ Change in 2012 Appropriations to allow offset of Operating Fund Reserves from MTW agencies - Initial projection is offset of reserves over 4 months expendable fund balance

ⁱⁱ The HAP increases are predicated on the fact that no rebenchmarking takes place for the Non-MTW agencies. If rebenchmarking happens, this will affect the amount THA receives based on a pro-rate amount.

ⁱⁱⁱ The Obama administration is seeking legislative authority to offset Net Restricted Assets from PHA's including MTW agencies that are unable or reluctant to serve additional families with existing resources.

^{iv} 2010 Funding received was at approximately 90% Pro-ration of HUD calculations



TACOMA HOUSING AUTHORITY

To: THA Board and Cabinet
From: Michael Mirra
Date: February 14, 2011
Re: THA Strategic Planning

I am very pleased to submit a revised plan and schedule to resume our strategic planning discussion. A plan outline appears below. I attach the schedule and project outline and a chart we will use to structure and record our choices. This new plan accounts for the cabinet's recent discussions and my consultations with Board members. For the cabinet, this information and other details are also at Project No. 2008-21 in the Project Data Base and in Shadow Drive: 40.10.56.

This plan will serve us well. Thank you all for your contributions to the effort to design it.

SHORT VERSION OF PLAN

The strategic directives of the agency come in the following hierarchy:

↓	What the Board Chooses:	Status
	THA's Statement of Vision	Done
	THA Mission Statement	Done
	Strategic Objectives	Done
	Performance Measures for each strategic objectives	Not Done
	What the Staff Chooses	
	Strategies to try to attain each strategic objective	Needs review
	Performance measures for each strategy	Needs review
	Projects, with performance measures	Ongoing
	Job objectives	Ongoing

As I note, we have made some good progress. In particular, the Board has chosen the agency's vision statement, mission statement and eight strategic objectives. It did that in December 2008 following extensive staff discussion. These have served us very well. We have also devised our Annual Planning Cycle and our Chart of Responsibilities.

We now need to refresh our understanding of our choices. The Board then needs to choose performance measures for the eight strategic objectives. To do this, we will consult with community partners, practitioners, THA customers, and others. We will solicit views through a combination of a Survey Monkey survey and meetings. I will ask individual Commissioners to help with these consultations. Staff will compile this material to present to the Board, along with proposed performance measures for the Board to consider. This will require some study sessions in advance of the December Board meeting when the Board will make its decisions.

Once we make these choices, we will then track progress toward the performance measures. Our digital dashboard will help us do that. We will also plan for the Board's review of these choices annually, probably at its annual retreat. NOTE: With our new calendar year serving as our fiscal year, we will adjust the schedule to have that retreat in the Fall instead of the Spring.

PURPOSE OF STRATEGIC PLANNING

This strategic planning and the discussion it will require will do several important things for us. In general, they will give us the benefits of “performance management.”:

- Most importantly, this effort is the way that the Board sets the primary strategic direction of the agency. It did that in December 2008 when it adopted the agency’s vision statement, mission statement and eight strategic objectives. We will review them this year, and annually thereafter.

However, if we did a good job choosing those directives in 2008, as I think we did, they should be stable. Indeed, staff and the Board appear do not to see the need for any change in those directives.

This stability is important. It is necessary for meaningful performance measures and strategies. Stability is also a measure of how well we know our mission and ourselves. For this reason, for example, prospective funders look for this stability.

The Board’s directives have also served us well. They have helped to guide staff choices. They have allowed us to portray THA to a wide variety of external audiences and have received a very positive reception.

- This planning will allow us to be more deliberate when we choose what projects or programs to undertake, why and what we seek to accomplish by them.
- We will be better able to tell if and to what extent our efforts have the effect we seek.
- We will more easily understand and communicate our intentions and our results with ourselves and with partners, especially funding partners who increasingly expect these attributes of performance management in the organizations they fund.
- This effort will also improve our ability to address three needs identified in the 2010 cabinet discussions and employee opinion survey: (i) that we choose projects that reflect the appropriate priorities; (ii) that we improve communication about our work with staff, especially improving their understanding of how their work relates to the agency’s strategic direction; and (iii) that we improve ways to hold ourselves accountable for what we do and do not achieve.

Overall, this planning effort should provide us with an enjoyable, reflective and quiet chance for the Board and staff at all levels to think about our work and why and how we do it.

MAIN ELEMENTS OF PLAN

Preliminary Discussion

We will spend some time discussing some principles of strategic planning and performance management. I have asked staff to review some literature that should inform our discussion. I will share a reasonable amount of this material with the Board in advance of its study sessions.

Community and Customer Consultation

We will spend a fair amount of time consulting with the community, customers and other practitioners. We will use a Survey Monkey survey and individual consultations. I will ask Commissioners to help staff do this. These consultations will serve two main purposes. They will likely teach us some things that will help us choose our performance measures and strategies. These consultations will also help our various constituencies feel some investment in our choices.

Consultation with Practitioners and Others

We will also consult with practitioners and experts. This will include other notable PHAs, organizations and perhaps some consultants.

Staff Participation

The staff will recommend performance measures for the strategic objectives to the Board. The staff will also make choices about the strategies it will try to fulfill those objectives. In both cases, the plan seeks to involve staff at all levels.

Planning Chart and Project Data Base

We will use the attached Planning Chart to structure and record our decisions. [The yellow sections are for the Board to fill out. The Blue sections are for staff to fill out.] The filled out chart will be the main work product of our discussions. This chart is a version of a common template from the performance management literature. The Board of the Pierce County Affordable Housing Consortium has used it for its strategic planning and found it very useful and easy to use. When we are done, we will then record our strategic choices in the Project Data Base, which is designed to keep these choices front and center as staff decide what projects to do and as we do them.

Schedule

The attached Project Outline shows a schedule that has us finish by January 2012. This should allow the time for the necessary community consultation and staff and Board discussion. It also accounts for the press of other business.

Other Projects

The effort to get this done is the subject of Project EX-2008-21, Strategic Planning Process Design and Initial Implementation. This project relates to two other projects that will serve us well:

- Digital Dashboard Display of Performance Measures and Results, FD-2006-11
- Washington State Quality Awards, EX-2006-1

Thank you. I think these discussions will be enjoyable and meaningful for both staff and Commissioners.



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: February 14, 2011
Deadline: January 31, 2012
Project Manager: Michael Mirra

Task or Objective	Who	Deadline	Status
1. MISSION STATEMENT AMENDMENTS AND STRATEGIC OBJECTIVES	M. Mirra	4/25/2011	Closed
1.1 Draft proposed amendments for circulation	M. Mirra	9/30/2008	Closed
1.2 Board Chair approval of draft	M. Mirra	12/31/2008	Closed
1.3 Post proposed amendments on the shadow drive	M. Mirra	10/1/2008	Closed
1.4 Post in staff newsletter	M. Mirra	10/10/2008	Closed
1.5 Request to Cabinet to convene department discussions	M. Mirra	10/7/2008	Closed
1.6 Department Staff Discussions of Proposed Amendments	M. Mirra	12/8/2008	Closed
1.6.1 Finance	K. Shalik	12/3/2008	Closed
1.6.2 Real Estate Development	J. Rice*	11/9/2008	Closed
1.6.3 Real Estate Management	R. Sowerby*	11/9/2008	Closed
1.6.4 Community Services	M. Fait*	11/9/2008	Closed
1.6.5 Human Resources	B. Tanbara	12/1/2008	Closed
1.7 Cabinet Review	M. Mirra	12/8/2008	Closed
1.8 Board Approval Of Statements of Vision and Mission and Strategic Objectives	M. Mirra	12/31/2008	Closed
1.8.1 Proposal in Board packet	M. Mirra	12/8/2008	Closed
1.8.2 Board approval	M. Mirra	12/17/2008	Closed
1.9 Publish Amended Statements of Vision, Mission and Values, and Strategic Objectives	C. Wilson	5/1/2009	Closed

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: February 14, 2011
Deadline: January 31, 2012
Project Manager: Michael Mirra

	Task or Objective	Who	Deadline	Status
1.9.1	Email to all staff	M. Mirra	12/31/2008	Closed
1.9.2	Share drive	M. Mirra	1/16/2009	Closed
1.9.3	Desk Manuals	T. Craven	2/27/2009	Closed
1.9.4	Post at THA properties	C. Wilson	5/1/2009	Closed
1.9.5	Web site	M. Mirra	1/16/2009	Closed
1.9.6	Send to Community Partners	N. Vignec	12/31/2008	Closed
1.9.7	Send to Media	M. Mirra	1/2/2009	Closed
2.	MODIFY PROJECT DATA BASE DESIGN	M. Mirra	1/28/2009	Closed
3.	PRELIMINARY DISCUSSIONS AND CONSULTATIONS	M. Mirra	6/30/2011	Open
3.1	Cabinet Review of Vision Statement, Mission Statement and Strategic Objectives	M. Mirra	3/7/2011	Open
3.2	Cabinet General Discussion of Performance Measurement Techniques	M. Mirra	4/1/2011	Open
3.3	Community Consultation	M. Mirra	6/15/2011	Open
3.3.1	Compile List of Community Partners to Consult	M. Mirra	4/15/2011	Open
3.3.2	Survey Monkey of Community Partners	M. Mirra	5/9/2011	Open
(a)	Design Survey Tool	M. Mirra	4/15/2011	Open
(b)	Post Survey Monkey Survey	M. Mirra	4/22/2011	Open
(c)	Close Survey and Compile Results	M. Mirra	5/9/2011	Open
3.3.3	Follow Up Consultations with Individual Community Partners	M. Mirra	5/31/2011	Open
(a)	Identify People to Consult Individually	M. Mirra	5/13/2011	Open

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: February 14, 2011
Deadline: January 31, 2012
Project Manager: Michael Mirra

Task or Objective		Who	Deadline	Status
(b) Assign Individual Consultations		M. Mirra	5/20/2011	Open
3.4 Consultations with Practitioners and Experts		M. Mirra	6/15/2011	Open
3.4.1	Compile List of Persons to Consult	M. Mirra	4/4/2011	Open
3.4.2	Assign Consultations	M. Mirra	4/18/2011	Open
3.5	Devise Document to Collect and Compile Results of Consultations	M. Mirra	4/4/2011	Open
3.6	Record Results of Consultations	M. Mirra	5/31/2011	Open
3.7	Compile and Distribute Results of Consultations	M. Mirra	6/30/2011	Open
4. CHOOSE PERFORMANCE MEASURES FOR STRATEGIC OBJECTIVES, STRATEGIES FOR EACH OBJECTIVE, AND PERFORMANCE MEASURES FOR EACH STRATEGY		M. Mirra	12/31/2011	Open
4.1	Draft Chart to Structure and Record Performance Measures for Strategic Objectives, Strategies and Performance Measures for Strategies	M. Mirra	2/1/2010	Closed
4.2	Draft and Submit Drafts to Michael	M. Mirra	9/15/2011	Open
4.2.1	Housing and Real Estate Development	W. Zisette	8/15/2011	Open
4.2.2	Community Building	W. Zisette	9/15/2011	Open
4.2.3	Property Management	A. Davis	8/15/2011	Open
4.2.4	Assistance	N. Vignec	8/15/2011	Open
4.2.5	Financially Sustainable Operations	K. Shalik	8/15/2011	Open
4.2.6	Environmental Responsibility	W. Zisette	9/15/2011	Open
4.2.7	Advocacy and Public Education	M. Mirra	9/15/2011	Open
4.2.8	Administration	B. Tanbara	9/15/2011	Open
4.3	Draft Proposals for Cabinet Review	M. Mirra	10/1/2011	Open

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: February 14, 2011
Deadline: January 31, 2012
Project Manager: Michael Mirra

Task or Objective	Who	Deadline	Status
4.4 Cabinet Review	M. Mirra	10/21/2011	Open
4.5 ED Review and Approval	M. Mirra	10/31/2011	Open
4.6 Board Review and Approval of Strategic Objective Performance Measures	M. Mirra	12/31/2011	Open
4.6.1 Board Study Sessions	M. Mirra	11/30/2011	Open
4.6.2 Board Selection of Performance Measures	M. Mirra	12/31/2011	Open
4.7 Staff Adjust Strategies to Account for Board's Choices	M. Mirra	12/31/2011	Open
5. PRESENT STRATEGIC DIRECTIVES TO STAFF	M. Mirra	1/31/2012	Open
6. DISTRIBUTE NEW STRATEGIC DIRECTIVES TO COMMUNITY PARTNERS	M. Mirra	1/31/2012	Open
7. ENTER NEW DIRECTIVES INTO PROJECT DATA BASE	M. Mirra	1/31/2012	Open