



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**March 28, 2012**



# TACOMA HOUSING AUTHORITY

Michael Mirra  
Executive Director

## BOARD OF COMMISSIONERS

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

## Regular Meeting BOARD OF COMMISSIONERS

**WEDNESDAY, March 28, 2012**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular meeting on **Wednesday, March 28, 2012 at 4:00 PM**

The meeting will be held at:

**902 South L Street  
Tacoma, WA 98405**

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.

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I, Christine Wilson, certify that on or before Friday, March 23, 2012, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE to:

|                           |   |                            |
|---------------------------|---|----------------------------|
| City of Tacoma            | 747 Market Street<br>Tacoma, WA 98402           | fax: 253-591-5123          |
| Northwest Justice Project | 715 Tacoma Avenue South<br>Tacoma, WA 98402     | fax: 253-272-8226          |
| KCPQ-TV/Channel 13        | 1813 Westlake Avenue North<br>Seattle, WA 98109 | emailed to tips@q13fox.com |
| KSTW-TV/Channel 11        | 602 Oakdale Avenue SW<br>Renton, WA 98055-1224  | fax: 206-861-8915          |
| Tacoma News Tribune       | 1950 South State<br>Tacoma, WA 98405            | fax: 253-597-8274          |
| The Tacoma Weekly         | PO Box 7185<br>Tacoma, WA 98406                 | fax: 253-759-5780          |

*and other individuals and resident organizations with notification requests on file*

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Christine Wilson  
Executive Administrator



# TACOMA HOUSING AUTHORITY

**AGENDA  
REGULAR MEETING  
BOARD OF COMMISSIONERS  
March 28, 2012, 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 February 22, 2012 Regular Meeting
  - 3.2 Minutes of March 13, 2012 Special Session
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
  - 7.1 Finance
  - 7.2 Real Estate Management and Housing Services
  - 7.3 Real Estate Development
  - 7.4 Community Services
- 8. NEW BUSINESS**
  - 8.1 THA Resolution 2012-3-28 (1), Architectural & Engineering Services for Public Housing Upgrades-Capital Fund Projects
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. EXECUTIVE SESSION**
- 11. ADJOURNMENT**

# MEETING MINUTES



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, FEBRUARY 22, 2012

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 S. L Street, Tacoma, WA at 4:00 PM on Wednesday February 22, 2012.

### 1. CALL TO ORDER

Chair Flauding called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:00 PM.

### 2. ROLL CALL

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

| Present   | Absent                               |
|---|--------------------------------------|
| Janis Flauding, Chair<br>Greg Mowat, Vice Chair   |                                      |
| Ken Miller, Commissioner<br>Stanley Rumbaugh, Commissioner (arrived at 4:10 PM)   | Arthur C. Banks, Commissioner        |
| <b>Staff</b><br>Michael Mirra, Executive Director<br>Christine Wilson, Executive Administrator<br>Ken Shalik, Finance Director<br>April Black, REMHS Director<br>Barbara Tanbara, Human Resources Director<br>Nancy Vignec, Community Services Director<br>Walter Zisette, RED Director | Todd Craven, Administration Director |

Chair Flauding declared there was a quorum present @ 4:02 PM.

### 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Flauding asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, January 25, 2012.  
Commissioner Mowat moved to adopt the minutes, Commissioner Miller seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

#### **4. GUEST COMMENTS**

Hope Rehn, President of SAFE, reported SAFE is doing well.

#### **5. COMMITTEE REPORTS**

Real Estate Development Committee – Commissioner Miller reported that he anticipates the committee meeting on February 24<sup>th</sup> and anticipates giving a report at the March meeting.

Finance Committee – Vice Chair Mowat met with the Finance Director. He stated that the finance department's report will provide a thorough update. He said that the report looks good.

#### **ADMINISTRATIVE REPORTS**

##### **Executive Director**

ED Mirra referred the board to his report. He provided an update on the City of Tacoma funding for Hillside Terrace and distributed his notes on some of the issues before the city council. Discussion ensued. ED Mirra directed the board to his report on some MTW planning decisions ahead and how to spend the money our changes will save. Commissioner Rumbaugh stated our current properties are maintained well. He is looking forward to reviewing development opportunities to purchase within the city.

##### **Finance**

Director Shalik directed the board to his report. He reported his staff is closing the books for 2011. Commissioner Miller asked if there are concerns the board should be aware of with the upcoming state audit. Director Shalik stated he does not anticipate any concerns at this time. Commissioner Rumbaugh has concerns about the rate of return on our reserve balance. It is very low and he would like THA to seek out better rates. Director Shalik stated the rates have been low for many years and is not aware of better rates. He will continue to keep this issue in front of him and recognizes the importance for the agency.

Commissioner Rumbaugh moved to ratify the payment of cash disbursements totaling \$3,812,328 for the month of January, 2012. Commissioner Miller seconded.

Upon roll call, the vote was as follows:

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

### **Motion Approved**

### **Real Estate Management and Housing Services**

Director Black directed the board to her report. She introduced the new Senior/Disabled buildings site manager Lisa Herrera. She went on to state that her department reorganization has been delayed until the second round of interviews are completed for key positions in her department. Commissioner Miller inquired about how staff is responding to the reorganization. Director Black stated there have been questions but staff seem supportive of the plan. Commissioner Mowat asked how the labor discussions are proceeding with the plan. Director Black mentioned that she is consulting with the unions. She is also working with Troy Andrews on the internal promotion issues. The REAC inspections have been completed. Two Salishan scores increased over last year's score.

The board discussed staff plans to present information about the implementing a non-smoking policy across our portfolio. Commissioners expressed varied views on such a policy and the value of receiving more information on the topic. ED Mirra suggested that Director Black select an upcoming board meeting to brief the board on this proposed plan.

### **Real Estate Development**

Director Zisette directed the board to his report. Discussion ensued about the Hillside Terrace project. Staff reported that THA is currently discussing with the Bremerton Housing Authority the possibility that its staff will provide contracted services for this expertise. Director Zisette mentioned the Salishan Core project and the recent field trip conducted to the Seattle Housing Authority. He is considering hiring a fundraising consultant who can assess whether our fundraising chances are plausible or not. Commissioner Miller suggested he look to hospitals and universities for their expertise and experience. ED Mirra added we are in conversations with our DC lobbyist about funding streams for libraries and nutritional programs.

## **Community Services**

Director Vignec directed the board to her report and the new table categories that will be included every month. Her case managers will report on the referrals and the outcome of those referrals. She mentioned the new MTW Hardship Exemption program and the case management for our individual clients who qualify for an exemption. Chair Flauding asked if our participants are aware of this new program. Director Black stated that they are and if the clients qualify under the hardship exemption they will receive the services. We anticipate approximately 120 families will qualify for this program. Director Vignec also mentioned her recent neighborhood stabilization and employment opportunity discussions with area hospitals. THA is looking to these partnerships for additional training and employment for our McCarver Project family members. Commissioner Mowat will connect Director Vignec with the SEIU contact for these providers.

## **Human Resources**

Director Tanbara directed the board to her report. THA has contracted with a new benefits broker for a thorough review of our current benefit package. The THA benefits committee will reconvene to continue its work in 2012. She also reported that she contracted with a compensation study consultant to review 10 positions identified as individuals who have peaked in their salary range. These positions have not been reviewed for 10 years. Although this study will provide an update on the salary for these positions, she clarified that the purpose of this study is not intended to provide salary adjustments. Director Tanbara reported that Corinne Lee, HR Generalist for THA has decided to resign from THA. She will be interviewing candidates during the month of March. She extended her appreciation for Corinne's service to THA. At the January Board meeting, one of our union representatives expressed concern about opportunities for internal employees for positions. Director Tanbara now includes a report that shows the comparison of external hires to internal transfers and promotions.

### **6. OLD BUSINESS**

None.

### **7. NEW BUSINESS**

#### **8.1 RESOLUTION 2012-2-22 (1), ARCHITECTURE & ENGINEERING SERVICES SELECTION FOR STEWART COURT APARTMENTS**

**WHEREAS**, On December 30, 2011, Tacoma Housing Authority (THA) Staff issued a Request for Qualifications (RFQ) from firms interested in providing architectural and engineering services for renovations needed at the Stewart Court Apartments;

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



**WHEREAS**, Eleven firms (11) submitted proposals by the deadline of January 27, 2012;

**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 in favor of proceeding with contract negotiations with ORB Architects.

**WHEREAS**,

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

Authorizes the Executive Director to negotiate and award a contract for architectural and engineering services for the Stewart Court Apartments with ORB Architects. If staff is unable to negotiate a contract with this firm, the board authorizes the Executive Director to negotiate and award a contract with the next highest ranked firm, The Casey Group Architects.

Upon roll call, the vote was as follows:

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

**Approved:** February 22, 2012

\_\_\_\_\_  
Janis Flauding, Chair

## **8.2 RESOLUTION 2012-2-22 (2), AMENDMENT TO THA'S MOVING TO WORK AGREEMENT**

**WHEREAS**, The RHF amendment is THA's 2<sup>nd</sup> amendment to its Moving to Work agreement with HUD.

**WHEREAS**, The amendment is required to maximize THA's flexibility to develop affordable and public housing units.

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

1. Authorizing THA to adopt the RHF amendment to THA's Moving to Work Agreement with HUD.

Upon roll call, the vote was as follows:

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

**Approved:** February 22, 2012

\_\_\_\_\_  
Janis Flauding, Chair

### **8.3 RESOLUTION 2012-2-22 (3), HILLSIDE TERRACE PHASE I REDEVELOPMENT**

A RESOLUTION of the Housing Authority of the City of Tacoma declaring its intention to sell bonds in an amount not to exceed \$12,000,000 to provide financing to a Washington limited liability limited partnership of which the Authority will be sole general partner in connection with the construction of the Hillside Terrace Phase I redevelopment project to be located at 2500 South G Street within the City of Tacoma, Washington, and determining related matters.

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

**WHEREAS**, RCW 35.82.070(5) provides that a housing authority may, among other things and if certain conditions are met, "lease or rent any dwellings . . . buildings, structures or facilities embraced in any housing project"; and

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

**WHEREAS**, RCW 35.82.070(18) provides that a housing authority may, among other things and if certain conditions are met, "make . . . loans for the acquisition, construction, reconstruction, rehabilitation, improvement, leasing or refinancing of land, buildings, or developments for housing for persons of low income"; and

**WHEREAS**, RCW 35.82.020(11) and 35.82.130 together provide that a housing authority may issue bonds, notes or other obligations for any of its corporate purposes; and

**WHEREAS**, the Authority intends to form a Washington limited liability limited partnership of which the Authority will be the sole general partner (the “Borrower”) to finance the construction of 70 apartment units as part of the Hillside Terrace Phase I redevelopment project, to be owned by the Authority and leased to the Borrower, located at 2500 Yakima Street in the City of Tacoma, Washington, to provide housing for low-income persons (the “Project”), the estimated cost of which is not expected to exceed \$20,991,748; and

**WHEREAS**, the Authority anticipates that the Borrower will request that the Authority issue and sell its revenue bonds for the purpose of assisting the Borrower in financing the Project; and

**WHEREAS**, the Authority desires to provide such assistance, if certain conditions are met; and

**WHEREAS**, Treasury Regulations Section 1.103-8(a)(5) requires that, in order for expenditures for an exempt facility that are made before the issue date of bonds issued to provide financing for that facility to qualify for tax-exempt financing, the issuer must declare an official intent under Treasury Regulations Section 1.150-2 to reimburse any such expenditures from the proceeds of those bonds, and one of the purposes of this resolution is to satisfy the requirements of such regulations;

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

1. To assist in the financing of the Project, with the public benefits resulting therefrom, the Authority declares its intention, subject to the conditions and terms set forth herein, to issue and sell its revenue bonds or other obligations (the “Bonds”) in a principal amount of not to exceed \$12,000,000, and to reimburse itself or the Borrower, as applicable, from proceeds of the Bonds for expenditures for the Project made by itself or the Borrower before the issue date of the Bonds.
2. The proceeds of the Bonds will be used to assist in financing the Project, and may also be used to pay all or part of the costs incident to the authorization, sale, issuance and delivery of the Bonds.
3. The Bonds will be payable solely from the revenues derived as a result of the Project financed by the Bonds, including, without limitation, amounts received under the terms of any financing document or by reason of any additional security furnished by or on behalf of the Borrower in connection with the financing of the Project, as specified by resolution of the Board of Commissioners of the Authority. The Bonds may be issued in one or more

series, and shall bear such rate or rates of interest, payable at such times, shall mature at such time or times, in such amount or amounts, shall have such security, and shall contain such other terms, conditions and covenants as shall later be provided by resolution of the Board of Commissioners of the Authority.

4. The Bonds shall be issued subject to the conditions that (a) the Authority, the Borrower and the purchaser of the Bonds shall have first agreed to mutually acceptable terms for the Bonds and the sale and delivery thereof and mutually acceptable terms and conditions of the loan or other agreement for the Project, and (b) all governmental approvals and certifications and findings required by laws applicable to the Bonds first shall have been obtained. The Executive Director of the Authority or his or her designee is authorized to seek an allocation of volume cap for the Bonds from the Washington State Department of Commerce.
5. For purposes of applicable Treasury Regulations, the Borrower is authorized to commence financing of the Project and advance such funds as may be necessary therefor, subject to reimbursement for all expenditures to the extent provided herein out of proceeds, if any, of the issue of Bonds authorized herein. However, the adoption of this resolution does not constitute a guarantee that the Bonds will be issued or that the Project will be financed as described herein, or an endorsement of the Project by the Authority. The Board of Commissioners of the Authority shall have the absolute right to rescind this resolution at any time if it determines in its sole judgment that the risks associated with the issuance of the Bonds are unacceptable.
6. It is intended that this resolution shall constitute a declaration of official intent to reimburse expenditures for the Project made before the issue date of the Bonds from proceeds of the Bonds, for the purposes of Treasury Regulations Sections 1.103-8(a)(5) and 1.150-2.

ADOPTED by the Board of Commissioners of the Housing Authority of the City of Tacoma at an open public meeting this 22<sup>nd</sup> day of February, 2012.

Upon roll call, the vote was as follows:

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

**Approved:** February 22, 2012

\_\_\_\_\_  
Janis Flauding, Chair

#### **8.4 RESOLUTION 2012-2-22 (4), HILLSIDE TERRACE PHASE I - LEGAL SERVICES**

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

**WHEREAS**, RCW 35.82.070(2) provides that a housing authority may “prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof...”;

**WHEREAS**, The Authority has procured and entered into a contract with Foster Pepper, PLLC for legal services on January 30, 2012. The contract stipulates that each engagement will require a Letter of Engagement (LOE) and the contract shall not exceed \$100,000 unless approved by THA’s board of commissioners;

**WHEREAS**, The Authority is entering into an LOE with Foster Pepper, PLLC to provide legal counsel for Hillside Terrace Phase I in the amount not to exceed \$150,000, which exceeds the \$100,000 limit of the contract;

**WHEREAS**, The Foster Pepper, PLLC, January 30, 2012 contract requires amendment and shall not exceed \$250,000.

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

The Executive Director or his designee is authorized to amend the January 30, 2012 contract with Foster Pepper, PLLC, to increase its not to exceed amount from \$100,000 to \$250,000.

Upon roll call, the vote was as follows:

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

**Adopted: February 22, 2012**

\_\_\_\_\_  
Janis Flauding, Chair

**8.5 RESOLUTION 2012-2-22 (5), ARCHITECTURE & ENGINEERING SERVICES FOR HILLSIDE TERRACE I, AMENDMENT TO RESOLUTION 2009-06-24(1)**

Architecture & Engineering Services for Hillside Terrace Phase I, Amendment to Resolution 2009-06-24(1)

**WHEREAS**, On May 2, 2009, Tacoma Housing Authority (THA) staff issued a Request for Qualifications (RFQ) from firms interested in providing architecture and engineering services for the 1800 and 2500 Hillside Terrace redevelopment project;

**WHEREAS**, On June 24, 2009 the THA Board of Commissioners approved Resolution 2009-06-24(1) authorizing the Executive Director to negotiate and award a contract for the architecture and engineering services to GGLO Architects for the 1800 and 2500 Hillside Terrace redevelopment in an amount not-to-exceed \$2,500,000;

**WHEREAS**, the Executive Director and/or his assigns have negotiated a contract and various amendments with GGLO Architects to provide programming, concept and preliminary design services required for various funding applications, and community outreach;

**WHEREAS**, staff has negotiated an A&E Services Scope of Work, a fixed fee of \$1,687,865.00 and not-to-exceed reimbursable cost of \$150,606 with GGLO Architects for the Hillside Terrace Phase I housing and community/education facilities A&E Services;

**WHEREAS**, the negotiated A&E fixed fee and reimbursable cost combined with expenditures for concept design services will exceed the not-to-exceed amount of \$2,500,000 authorized by Resolution 2009-06-24(1) on June 24, 2009;

**WHEREAS**, staff is proposing to amend Resolution 2009-06-24(1) to increase the not-to-exceed amount from \$2,500,000 to \$2,665,000 to accommodate for the A&E Services negotiated fees and reimbursable cost plus a 3% contingency fund for the Hillside Terrace Phase I A&E Services.

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

authorizes an increase in the not-to-exceed amount for Hillside Terrace A&E services of \$2,500,000 as set forth in Resolution 2009-06-24(1) dated June 24, 2009. The increase will be to \$2,665,000. In addition, the board authorizes the

Executive Director to award a contract for architecture and engineering services with GGLO Architects for a fix fee of \$1,687,865.00 and not-to-exceed reimbursable cost of \$150,606 for the Hillside Terrace Phase I redevelopment.

Upon roll call, the vote was as follows:

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

**Approved:** February 22, 2012

\_\_\_\_\_  
Janis Flauding, Chair

**8. COMMENTS FROM COMMISSIONERS**

None

**9. EXECUTIVE SESSION**

Personnel Performance Evaluation

Moved into Executive Session at 5:35 for 30 minutes. Moved out of regular session at 6:00 PM. No action was taken/

**10. ADJOURNMENT**

There being no further business to conduct the meeting ended at 6:00 PM.

**APPROVED AS CORRECT**

**Adopted:** March 28, 2012

\_\_\_\_\_  
Janis Flauding, Chair



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES SPECIAL SESSION TUESDAY, March 13, 2012

The Commissioners of the Housing Authority of the City of Tacoma met in Study Session at 902 South L Street, Tacoma, WA at 3:00 PM on Tuesday, March 13, 2012.

### 1. CALL TO ORDER

Vice Chair Mowat called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 3:03 PM.

### 2. ROLL CALL

Upon roll call, those present and absent were as follows

#### PRESENT

#### ABSENT

#### Commissioners

Janis Flauding, Chair (participated by phone)

Greg Mowat, Vice Chair

Ken Miller, Commissioner (participated by phone)

Arthur Banks, Commissioner

Stanley Rumbaugh, Commissioner (participated by phone)

#### Staff

Michael Mirra, Executive Director

Christine Wilson, Executive Administrator

Walter Zisette, RED Director

Ken Shalik, Finance Director

Vice Chair Mowat declared there was not a quorum present at 3:04 PM.



### 3. NEW BUSINESS

#### 3.1 THA RESOLUTION 2012-3-13 (1), 902 S L STREET ADMINISTRATION BUILDING 1<sup>ST</sup> FLOOR TENANT IMPROVEMENTS

**Whereas,** The Housing Authority of the City of Tacoma (the “Authority”) solicited bids 902 South L Street Administration Building 1<sup>st</sup> Floor Tenant Improvements.

**Whereas,** The timely advertisements for bids were placed in the following publications, websites and dates; the Tacoma Small Business Incubator on February 15, 2012; the WEBS government projects website on February 15, 2012; bid documents were provided to 13 plan centers, and the Blue Book website on February 15, 2012.

**Whereas,** Twenty nine (29) companies received the bid package, five (5) bidders turned in bids;

**Whereas,** Bids were received in the following amounts from lowest to highest bid;

| Contractor Name                     | Bid Amount   | Deductive Alternate #1 | Deductive Alternate #2 | Deductive Alternate #3 | Deductive Alternate #4 | RESPONSIVE BID |
|-------------------------------------|--------------|------------------------|------------------------|------------------------|------------------------|----------------|
| Shinstine Associates, LLC           | \$285,000.00 | \$6,000.00             | \$2,800.00             | \$4,000.00             | \$14,300.00            | Yes            |
| TEC Construction                    | \$290,000.00 | \$6,000.00             | \$1,780.00             | \$6,200.00             | \$14,300.00            | Yes            |
| Reynaldo Renderos Construction, LLC | \$301,000.00 | \$5,500.00             | \$1,182.00             | \$12,866.00            | \$8,594.00             | Yes            |
| MAD Construction LLC                | \$311,250.00 | \$2,700.00             | \$1,650.00             | \$8,900.00             | \$14,130.00            | Yes            |
| WestCoast Contracting, Inc.         | \$344,020.00 | \$6,000.00             | \$1,800.00             | \$1,000.00             | \$11,374.00            | Yes            |

**Whereas,** Staff determined that the lowest responsive and responsible bidder is Shinstine and Associates; and

**Whereas,** Total financing for the work is from Moving to Work Funds;

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

1. The Executive Director is authorized to negotiate and execute Contract Number WA: 5-ADMIN BLDG-MTW-02-12 for tenant improvements at 902 South L Street building first floor tenant improvements with Shinstine/Associates LLC in compliance with all bid documentation requirements in the amount of \$285,000.00. If those negotiations are not successful, he is authorized to negotiate and execute a contract with the next lowest bidders in turn.

Upon roll call, the vote was as follows:

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

**Motion approved.**

Approved: March 13, 2012

\_\_\_\_\_  
Janis Flauding, Chair

**4. ADJOURNMENT**

There being no further business to conduct, Commissioner Miller moved to adjourn, and Commissioner Rumbaugh seconded the motion. Meeting adjourned at 3:07 PM.

**APPROVED AS CORRECT**

**Adopted:** March 13, 2012

\_\_\_\_\_  
Janis Flauding, Chair

Finance Committee  
*Commissioner Mowat*

Real Estate and Development Committee  
*Commissioner's Miller and Rumbaugh*

# EXECUTIVE DIRECTOR REPORT



# TACOMA HOUSING AUTHORITY

Michael Mirra  
*Executive Director*

Date: March 22, 2012  
To: THA Board of Commissioners  
From: Michael Mirra, Executive Director  
Re: Executive Director's Report:

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This is my monthly report for March 2012. The Departments' reports supplement it.

## 1. CLPHA MEETING UPDATE

April, Ken S. and I attended the Washington, D.C. meeting this month of the Council of Large Public Housing Authorities (CLPHA). These meetings occur quarterly. They attract about 50 executive directors and senior managers from the nation's largest housing authorities. (THA is among the smallest of the PHA members.) When the meetings occur in D.C., we also hear from HUD officials and congressional staff. Sometimes we hear from representatives or senators. All these people are impressive, knowledgeable and lively. Meeting with them usually teaches us something useful. I also met separately with the staff of our congressional delegation, our D.C. representative Len Simon, a representative of the Emerald Cities Collaborative, and the staff of the Corporation for Enterprise Development (CFED). Here are the highlights:

- **Conversion of Public Housing to Section 8**

As the Board knows, the congress has been underfunding public housing for many years. This year, for example, congress funded public housing at only 76% of what even HUD concedes to be necessary. We have done as well as we have largely because of our MTW flexibility which allows us to use section 8 money to backfill the public housing shortfall.

Most PHAs judge that congress will not any time soon rediscover an appetite to fund public housing adequately. In response, they have been looking for a way to "trade in" their public housing units for section 8 funds. They seek this "conversion" for four reasons: (i) section 8 will pay more in rent than HUD will ever be able to pay in public housing operating subsidy; (ii) a PHA can offer section 8 properties as collateral for debt, allowing PHA to borrow money to fix them up. The law does not allow public housing units to serve as collateral; (iii) PHAs would like to escape the process and

papershuffle of public housing regulation; (iv) they judge that section 8's funding is more politically stable.

HUD shares these impulses. It has allowed "conversions" under a number of different programs. Its newest program is called Rental Assistance Demonstration project, (RAD). We heard a presentation and analysis of RAD. At first hearing, unfortunately, it will not likely work for us. Its main shortcoming is that HUD will **not** pay more in section 8 funds than it had paid in public housing subsidy. While the property will gain the legal ability to carry debt, its funding will not be any more adequate to sustain the debt than the present public housing funding levels.

HUD is retaining its straightforward conversion program that allows a PHA to trade a public housing unit for a voucher. However, it has tightened its rules for allowing these conversions. Oddly, the new rules do not allow a conversion just because the public housing funding is not adequate. Instead, a PHA must now show that it will use the extra money it will receive on increased services to the tenants. THA will be examining this conversion for our senior properties whose residents need more services as they become more disabled with age.

- **Federal Budget for FFY 2013**

We heard various assessments of the HUD budget for FFY 2013. In my report of last month, I included CLPHA's analysis of the president's proposal. In general, even though it contained some notable cuts, we would be fortunate if such a budget emerged from the congress. At the conference, we heard from HUD Secretary Shawn Donovan. He acknowledged the cuts but said that the following years will be better. No one I spoke to knew why he would be optimistic. We heard from congressional staff and others. No one else had any clear notion of what the final budget will likely be. Everyone was sure that we would not have a budget until after the election.

- **Congressional staff meetings**

In separate meetings, Len Simon and I met with the staff of Senators Murray and Cantwell, and Congressman Dicks. Commissioner Rumbaugh will follow up with them next week in his own meetings. Councilmember Walker preceded me with her own message on our behalf, and in May County Councilmember Talbert will do the same.

My meetings went well. I attach the list of topics we covered. In general, it was a chance to describe our plans so our friends on the hill can be alert to chances to be helpful. We also told them of some specific help we may need. In that case, I wanted to inform them in advance. All in all, it was pleasing to receive confirmation that our congressional delegation regards THA and its work highly.

- **Salishan Children's Matched Savings Account**

The Board has previously heard of our ambitious plans for a Matched Savings Account Program for the Children of Salishan. I attach a description. While in D.C., I met with the staff of CFED. CFED will help us design, implement and evaluate this program. It was a good meeting. I think CFED will be a very good partner for us.

- **THA as a Community Development Authority for the Hilltop**

I had two important discussions about THA's possible role to lead the redevelopment of the Hilltop, particularly the MLK corridor. The Board knows of our continuing efforts to understand what role we can and should seek to fulfill. This effort is the subject of the MLK Corridor Planning Project, assigned to THA's development department. I attach the project descriptions.

The community has a clear enough vision for the redevelopment it favors for the Hilltop. THA has identified three discrete and plausible projects that will contribute to that vision: our Hillside Terrace redevelopment, our plans for the Jim Walton properties at 12<sup>th</sup> and MLK, and our McCarver Elementary School Initiative. Yet, we do not have a clear notion of whether THA can lead a broader effort to masterplan the corridor and elicit the investment it will require.

We are interested in this topic because it is not clear that the city or anyone else will step up to that leadership role. The city has been able to convene useful planning exercises. We have participated in all of them. We are participating in the current one. Yet the city has not been able to move beyond the planning.

In separate discussions in D.C., I talked with two knowledgeable people that will lead to further exploration with each them. **First**, I spoke with the vice-president for investments and financial services for Emerald City Collaborative. See [www.emeraldcities.org](http://www.emeraldcities.org). This organization has several lines of business. One of them is as a syndicator of investors that seek to invest in developing, low-income communities of promise to help them revitalize in environmentally and socially responsible ways. The investors also seek to make money. My talks with this vice-president about the Hilltop and THA convinced both of us that further discussions are worthwhile. That will happen later this Spring. **Second**, I spoke with Len Simon. Len has represented cities for decades. He is a close and astute observer of why some cities prosper and others do not. Len knows Tacoma well and he knows THA well. Over a lengthy discussion, he offered his views of what Tacoma needs by way of leadership and, in his view, the role THA can and should fulfill.

As these discussions develop, I will be bringing the topic back to the board.

It was a worthwhile trip to D.C.. Ken S. and April will have more to add from their own discussions.

## 2. COMMUNITY CONSULTATIONS

Over the past few months, THA staff have conferred with important community voices. I list them below. We have done this for several reasons. **First**, we have specific projects to relate and for which we seek support: Hillside Terrace, the Walton property project and the McCarver Elementary School Project. **Second**, we are testing people's appetite for a more forward role THA might assume in the redevelopment of the MLK corridor, possible including a Choice Neighborhoods grant next year. **Third**, we seek generally to keep these relationships in good repair.

I am pleased to report that we have met with quite encouraging receptions, on all counts. It has strengthened our discrete projects. It means that if we want a leadership role, the partnerships we will need for it seem within reach.

We met recently with the following:

- New Tacoma Neighborhood Council
- Central Neighborhood Council
- Hilltop Action Coalition staff and Board
- Franciscan Health System CEO
- SEIU
- UWT Chancellor

We will meet with additional groups for the same purposes.





# **TACOMA HOUSING AUTHORITY**

## **UPDATE on TACOMA HOUSING AUTHORITY**

March 16, 2012

### **1. Hillside Terrace Redevelopment**

- THA and Tacoma's next notable residential development
- Increase in housing
- Community and education center
- Environmentally innovative
- Distinctive design
- Need for 104 relocation vouchers

### **2. Salishan Update**

- Salishan is doing well
- CitiBank loan
- Salishan Children's Matched Savings Account Project
- Salishan Campus Core

### **3. THA Education Project**

- Purpose and overview
- McCarver Elementary School Initiative

### **4. Public Housing Conversion to Section 8**

### **5. FFY 2013 Appropriations**



# TACOMA HOUSING AUTHORITY

## MATCH SAVINGS ACCOUNT PROGRAM PROPOSAL

for the

**CHILDREN OF SALISHAN:**

**An Outline**

February 24, 2012

The Tacoma Housing Authority (THA) has ambitious plans to design, implement and then evaluate a match's savings account program for the children of New Salishan. In summary, it seeks to establish and grow a matched savings account for every child who is born into New Salishan or who moves into New Salishan. The accounts will be in a credit union that will open for business in New Salishan's commercial core.

Match savings accounts for children will serve several purposes. Matched savings accounts help children build assets. They help children appreciate the importance of savings. Even modest balances in such accounts help children and their families think more positively about the future. This in turn can elicit other positive outcomes in behavior and school performance.

THA seeks to do this in partnership with the Corporation for Enterprise Development (CFED). CFED is a national leader in this work. See [www.cfed.org](http://www.cfed.org). THA and CFED think New Salishan is a good place to showcase the value of matched savings accounts for children.

### **1. SOME BACKGROUND: THA and SALISHAN**

THA's interest in children's matched savings account program arises from its understanding of its own mission. THA seeks to help the families it houses to prosper. THA's strategic mission is to help them succeed not just as tenants but also as "parents, students and wage earners", and savers. See [www.tacomahousing.org](http://www.tacomahousing.org). In this way, THA wants their time in its housing to be transformational and temporary. THA regards matched savings programs as important parts of these efforts. It has used them to good effect for adults. It now wants to do them for children.

New Salishan would be a good place to test leading ideas on how to do children's matched savings programs well. It is an award winning redevelopment. To build it, THA demolished nearly 200 urban acres of old, worn out public housing. In its place, THA has built a new neighborhood of affordable rental housing, single-family homes of owners, parks and green spaces, a commercial core and important community services, including an elementary school, a middle



school and a regional health clinic, all on new infrastructure. New Salishan is the region's neighborhood most diverse by income, race, language, national origin, homeowner and renter, age, ability and disability. In the rest of the residential market, these are segregating factors. At Salishan, they are integrating factors. Information about New Salishan is available at [http://www.tacomahousing.org/Salishan/salishan\\_overview.html](http://www.tacomahousing.org/Salishan/salishan_overview.html)



THA believes that programs such as matched savings accounts work best if they focus on a discrete population of families who self-identify in positive ways. Residency at a brand new, walkable and attractive community like New Salishan would allow for that.

THA also finds that such programs are more effective if they are part of the visible, walking landscape. For example, children walking to Salishan's elementary or middle school can pass their credit union and think of their money on deposit. The credit union can host periodic celebrations as new families open up accounts for their children. The convenience of a nearby credit union will help get families into the mainstream banking system and give up payday lenders. In all these ways, Salishan would be a good high profile showcase to try out an ambitious children's matched savings program

## **2. A MATCHED SAVINGS PROGRAM FOR THE CHILDREN OF SALISHAN**



THA seeks to establish a matched savings account for every child who lives at Salishan, because they arrive by birth or their families move into Salishan.

THA will do this project in partnership with a credit union that has agreed to move into Salishan's commercial core.

THA and its partners are interested in a Salishan children's matched savings program for several reasons:

- savings and the thoughtful use of savings can help a family prosper;
- savings help a family use mainstream banking services and disengage from payday lenders and other expensive financial services;
- savings invite a family to think more positively about its future; this can promote other helpful outcomes for adults and children pertaining to employment, schooling, and behavior.
- savings will give immediate meaning to the financial literacy training that will be part of the program.

### 3. THE FUNDS THE PROJECT WILL REQUIRE

The effort will require funds for four purposes:

- design and planning
- program administration
- matched savings contributions
- evaluation

For more information contact:

Nancy Vignec  
Tacoma Housing Authority  
(253) 207-4455  
[nvignec@tacomahousing.org](mailto:nvignec@tacomahousing.org)





## Tacoma Housing Authority Project Database

### Project Description

**Project:** MLK Corridor Planning, Partnerships and Project Development  
**Project Manager:** Walter Zisette  
**Project No.:** RD-2009-5  
**Status:** Open **Due Date:** December 31, 2012  
**Date:** March 20, 2012

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The Hilltop neighborhood of Tacoma is the city's poorest. It also suffers from decades of public and private underinvestment. The MLK Corridor is the main thoroughfare through the Hilltop. This project will determine THA's role in spurring its redevelopment. This role will likely relate to other existing projects, e.g, HOPE VI application for Hillside Terrace; Education Project. Once THA determines its role, other projects will no doubt emerge.

This project furthers THA's strategic objective of "building communities: THA, by what it builds and how it builds, will create and strengthen communities and help them be safe, vibrant, prosperous, attractive and just." This project will also be the occasion to further explore THA's role as a Public Development Authority (PDA) and a Community Development Entity (CDE). It will also have THA decide on whether to apply for a Choice Neighborhood's grant for the MLK corridor.

The redevelopment we envision for the corridor has the following elements:

- private investment in housing, retail and other businesses
- public investment:
  - ~ light rail from downtown along MLK Avenue
  - ~ street improvements
- housing, both affordable and market rate
- improving the local public schools
- architecturally distinctive design

This project is not to get the redevelopment done. Instead, it is more limited. It will determine THA's role in a redevelopment effort. This project will have the following elements:

1. Extensive consultation with community voices, including:
  - City officials
  - Hilltop Action Coalition
  - Central Neighborhood Council
  - Multicare and St. Joseph's Hospital
  - Allen Renaissance Development

**Project Description**

**Project:** MLK Corridor Planning, Partnerships and Project Development

**Project No.:** RD-2009-5

**Date:** March 20, 2012

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- other land owners along the corridor
  - business groups along the corridor
  - Tacoma School District
2. Consultation with development expertise, including people knowledgeable about:
    - available sources of financing
    - development tools (e.g, enterprise zones, empowerment zones, etc.)
    - likely effective strategies
    - architectural visions
  3. Identify possible funding for the effort, including deciding whether to apply for a Choice Neighborhood grant.
  4. A written proposal to the community for THA's role.
  5. Coordinating this project with a possible application to the Choice Neighborhood's program should Congress include that program in the 2013 federal budget.



**Tacoma Housing Authority**  
**Project Database**  
**PROJECT DETAIL**

**PROJECT:** MLK Corridor Planning, Partnerships and Project Development  
**DATE:** March 20, 2012

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**Department**

Real Estate Development

**Year**

2009

**Project No.**

RD-2009-5

**Project Title**

MLK Corridor Planning, Partnerships and Project Development

**Start Date**

10/7/2009

**Strategic Objective**

Building Communities

**Status**

Open

**Due Date**

12/31/2012

**Ongoing**

or

☐

**Assigning Person**

Michael Mirra

**Project Manager**

Walter Zisette

**Close Date**

**Project Summary**

The Hilltop neighborhood of Tacoma is the city's poorest. It also suffers from decades of public and private underinvestment. The MLK Corridor is the main thoroughfare through the Hilltop. This project will determine THA's role in spurring its redevelopment.

**Performance Measures**

1. A written proposal for THA's role in an effort to redevelop the MLK Corridor. It will be polished and well informed by appropriate community voices and expertise. The essay will cover the elements set forth in the full project description.
2. THA's community consultation with important community voices will build community support for the role the proposal envisions for THA.

**Results**

**Grade**

# ADMINISTRATION REPORTS



FINANCE



# TACOMA HOUSING AUTHORITY

## Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$3,658,986 for the month of February, 2012.

**Approved:** March 28, 2012

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Janis Flauding, Chair

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of February, 2012**

| Bank  | Check Numbers |                 | Amount  | Totals                         |
|---|---------------|-----------------|---------|--------------------------------|
|   | From          | To              |         |                                |
| HERITAGE BANK                               |               |                 |         |                                |
| A/P Checking Account                        |               |                 |         |                                |
| Low Rent Module Checks                      | Check #'s     | 2,475 - 2,503   | 2,389   |                                |
| Accounts Payable Checks                     | Check #'s     | 75,397 - 75,614 |         |                                |
| Central Office Cost Center                  |               |                 | 185,601 | Program Support                |
| Moving To Work Support Center               |               |                 | 14,962  |                                |
| Tax Credit Program Support Center           |               |                 | 35      |                                |
| Section 8 Programs                          |               |                 | 5,986   | Section 8 Operations           |
| SF Non-Assisted Housing - N. Shirley        |               |                 | 9,021   | Local Funds                    |
| SF Non-Assist Housing - 9SF Homes           |               |                 | 691     |                                |
| Stewart Court                               |               |                 | 18,843  |                                |
| Wedgewood                                   |               |                 | 253     |                                |
| Salishan 7                                  |               |                 | 23,120  |                                |
| Tacoma Housing Development Group            |               |                 | 245     |                                |
| Hillsdale Heights                           |               |                 | 1,009   | Development                    |
| HT 1500 Block Gates Foundation              |               |                 | -       |                                |
| Salishan Program Income                     |               |                 | 63      |                                |
| Salishan Developer Fee                      |               |                 | -       |                                |
| Salishan Area 3                             |               |                 | 7,253   |                                |
| NSP Grant                                   |               |                 | 20,325  |                                |
| Development Activity                        |               |                 | 634     |                                |
| Salishan Education Center                   |               |                 | -       |                                |
| Salishan Area 2B-Dev                        |               |                 | 3,297   |                                |
| Salishan Area 4                             |               |                 | -       |                                |
| Hillside Terrace Predevelopment             |               |                 | 8,210   | Community Service              |
| Bea's Fund                                  |               |                 | -       |                                |
| CS Special Fund                             |               |                 | -       |                                |
| CS Special Fund                             |               |                 | -       |                                |
| CTED - IDA                                  |               |                 | -       |                                |
| Assets for Independence                     |               |                 | -       |                                |
| Community Services General Fund             |               |                 | 3,066   |                                |
| Salishan Sound Family                       |               |                 | -       |                                |
| Paul G. Allen Foundation Grant              |               |                 | 4       |                                |
| 2006 WA Families Fund                       |               |                 | -       |                                |
| Gates Ed Grant                              |               |                 | 2,462   |                                |
| 2007 ROSS Fam H.O.                          |               |                 | -       |                                |
| 2008 ROSS Svc Coord                         |               |                 | 390     |                                |
| 2011 WA Families Fund                       |               |                 | 215     |                                |
| City of Tacoma FSS Grant                    |               |                 | -       |                                |
| COT-CDBG-FSS Grant                          |               |                 | -       |                                |
| Pierce Co. 2163 Funds                       |               |                 | 31      |                                |
| WA Families Fund - Systems Innovation       |               |                 | -       | Public Housing                 |
| AMP 1 - No K, So M, No G                    |               |                 | 37,914  |                                |
| AMP 2 - Fawcett, Wright, 6th Ave            |               |                 | 77,143  |                                |
| AMP 3 - Lawrence, Orchard, Stevens          |               |                 | 72,571  |                                |
| AMP 4 - Hillside Terr - 1800/2500           |               |                 | 25,912  |                                |
| AMP 5 - Salishan Common Areas               |               |                 | -       |                                |
| AMP 6 - Scattered Sites                     |               |                 | 2,466   |                                |
| AMP 7 - HT 1 - Subsidy                      |               |                 | 6,006   |                                |
| AMP 8 - HT 2 - Subsidy                      |               |                 | 4,031   |                                |
| AMP 9 - HT 1500 - Subsidy                   |               |                 | 3,889   |                                |
| AMP 10 - SAL 1 - Subsidy                    |               |                 | 9,773   |                                |
| AMP 11 - SAL 2 - Subsidy                    |               |                 | 8,034   |                                |
| AMP 12 - SAL 3 - Subsidy                    |               |                 | 7,306   |                                |
| AMP 13 - SAL 4 - Subsidy                    |               |                 | 7,446   |                                |
| AMP 14 - SAL 5 - Subsidy                    |               |                 | 6,024   |                                |
| AMP 15 - SAL 6 - Subsidy                    |               |                 | 7,747   |                                |
| Allocation Fund                             |               |                 | 49,871  | Allocations-All Programs       |
| THA SUBTOTAL                                |               |                 | 634,235 |                                |
| Hillside Terrace 1 through 1500             |               |                 | 2,696   | Tax Credit Projects - billable |
| Salishan I - through Salishan 6             |               |                 | 15,749  |                                |
| Salishan Association - Operations           |               |                 | 3,012   |                                |
| TAX CREDIT SUBTOTAL (Operations - billable) |               |                 | 21,457  | 655,692                        |

|  |           |         |   |         |                     |
|--|-----------|---------|---|---------|---------------------|
| <b>Section 8 Checking Account (HAP Payments)</b> |           |         |   |         |                     |
| SRO/HCV/TBRA/VASH/FUP                            | Check #'s | 467,096 | - | 467,095 | 1,014,329           |
|  | ACH       | 31,263  | - | 32,178  | 1,597,940           |
|  |           |         |   |         | <b>\$ 2,612,268</b> |
|  |           |         |   |         |                     |
| <b>Payroll &amp; Payroll Fees - ADP</b>          |           |         |   |         | <b>\$ 391,026</b>   |
|  |           |         |   |         |                     |
| <b>TOTAL DISBURSEMENTS</b>                       |           |         |   |         | <b>\$ 3,658,986</b> |



# TACOMA HOUSING AUTHORITY

**Date:** March 28, 2012

**To:** THA Board of Commissioners

**From:** Ken Shalik  
Director of Finance

**Re:** Finance Department Monthly Board Report

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## 1. FINANCIAL STATEMENT COMMENTS

I present the February, 2012 disbursement report for your approval.

The Finance Department is submitting the financial statement for the month of January, 2012. As this is the initial financial report for the new fiscal year I am not overly concerned about any overages/underages for any particular line item at this point in time. I view the three month mark as the first real period that will identify if there are patterns that need to be addressed. I have made some adjustments for YTD as appropriate, but have not necessarily adjusted for Capital Expenditure or other areas where there is not information, or where funding is not obligated. For the month of January, we ended up with a \$263,214 surplus, with a projected annual surplus of \$901,986 after reserve appropriations. As the year progresses and more accurate information is accumulated, the projections will change.

On a funding note, we have received our HUD funding for both the Public Housing Operating Subsidy, and Housing Choice Voucher Program for 2012. For the Public Housing Operating Subsidy, we budgeted at 68.3% of authorization. Funding for 2012 came in at 76.37%, or an increase of approximately \$129,000 for our Public Housing AMP's 1 – 6.

For our Housing Choice Voucher Program, I estimated 97.5% pro-ration for our Housing Assistance Payments. Final funding pro-ration is at 99.6%. As our funding for our MTW vouchers is calculated on our baseline amount this would be an increase of approximately \$650,000. We are having a challenge with our baseline calculation at the moment, as HUD has re-benchmarked it to our 2010 expenditures, which represents an annual reduction in funding of approximately \$600,000. We are working with them to get this figured out.

## 2. INVESTMENTS

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

### **3. YEAR-END UPDATE**

The financial submission to HUD has been completed. There was a challenge with HUD in changing the Year end for our submission to them. They finally accomplished needed system changes the week of March 5, and the submission was completed and sent to them by March 8<sup>th</sup>. I would like to congratulate the Finance staff for a job well done.

### **4. AUDIT**

Preliminary discussions have been held with the Washington State Auditors. Their intention is to come out in April to complete the Single Audit portion of the audit. They will then come back out in July to complete the financial audit portion for the audited submission of the FDS due to REAC by September 30<sup>th</sup>. They would then complete the Accountability audit after both these parts are completed.

### **5. ASSET MANAGEMENT**

During the interim period, until Todd Craven returns, the lead person for Asset Management will be Tina Hansen from the Development department. The reporting section will be completed within the Finance report.

Work continues on the Asset Management Assessment project. Housing Development Center (HDC), THA's Asset Management consultant is completing Phase A of their contract with THA. Phase A is: Setting Asset Management Outcomes and Metrics. They conducted a second work session with the Asset Management team on March 7 at which time the team completed their work on the preliminary outcomes and metrics with goals for Operations, Financial, Physical and Compliance. A conference call between the Asset Mgmt. team and HDC is scheduled the last week in March to review the final work product of Phase A and to kick off Phase B. Phase B is: Assessment of Asset and Property Management systems, structure and resources. This phase also includes recommendations for the critical asset management skills, portfolio evaluation strategies and risk-assessment priorities for the asset management function.

**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

|   | January, 2012         |                        |                  |                | Thru 12/31/2012     |                   |                |
|---|-----------------------|------------------------|------------------|----------------|---------------------|-------------------|----------------|
|   | CURRENT MTH<br>ACTUAL | YEAR TO DATE<br>ACTUAL | BUDGETED<br>YTD  | VARIANCE       | PROJECTED<br>ACTUAL | BUDGETED          | VARIANCE       |
| <b>OPERATING RECEIPTS</b>                 |                       |                        |                  |                |                     |                   |                |
| 1 Tenant Revenue - Dwelling rent          | 318,473               | 318,473                | 316,569          | 0.60%          | 3,821,676           | 3,798,822         | 0.60%          |
| 2 Tenant Revenue - Other                  | 3,410                 | 3,410                  | 5,073            | -32.78%        | 40,920              | 60,879            | -32.78%        |
| 3 HUD grant - Section 8 HAP reimbursemen  | 2,859,049             | 2,859,049              | 2,794,080        | 2.33%          | 33,708,588          | 33,528,957        | 0.54%          |
| 4 HUD grant - Section 8 Admin fee earned  | 208,452               | 208,452                | 210,572          | -1.01%         | 2,501,424           | 2,526,859         | -1.01%         |
| 5 HUD grant - Public Housing subsidy      | 157,297               | 157,297                | 151,105          | 4.10%          | 1,887,564           | 1,813,264         | 4.10%          |
| 6 HUD grant - Community Services          | 16,386                | 16,386                 | 16,097           | 1.80%          | 196,632             | 193,161           | 1.80%          |
| 7 HUD grant - Capital Fund Operating Reve | 78,942                | 78,942                 | 575,253          | -86.28%        | 947,304             | 6,903,041         | -86.28%        |
| 8 Management Fee Income                   | 242,635               | 242,635                | 261,096          | -7.07%         | 2,911,620           | 3,133,152         | -7.07%         |
| 9 Other Government grants                 | 25,541                | 25,541                 | 35,223           | -27.49%        | 306,492             | 422,677           | -27.49%        |
| 10 Investment income                      | 5,351                 | 5,351                  | 4,423            | 20.99%         | 64,212              | 53,072            | 20.99%         |
| 11 Fraud Recovery Income - Sec 8          | 11,052                | 11,052                 | 2,917            | 278.93%        | 52,624              | 35,000            | 50.35%         |
| 12 Other Revenue- Developer Fee Income    | 0                     | 0                      | 44,167           | -100.00%       | 0                   | 530,000           | -100.00%       |
| 13 Other Revenue                          | 48,182                | 48,182                 | 45,054           | 6.94%          | 578,184             | 540,643           | 6.94%          |
| 14 <b>TOTAL OPERATING RECEIPTS</b>        | <b>3,974,770</b>      | <b>3,974,770</b>       | <b>4,461,627</b> | <b>-10.91%</b> | <b>47,017,240</b>   | <b>53,539,527</b> | <b>-12.18%</b> |
| <b>OPERATING EXPENDITURES</b>             |                       |                        |                  |                |                     |                   |                |
| <i><b>Administrative Expenses</b></i>     |                       |                        |                  |                |                     |                   |                |
| 15 Administrative Salaries                | 266,246               | 266,246                | 321,737          | -17.25%        | 3,711,198           | 3,860,846         | -3.88%         |
| 16 Administrative Personnel - Benefits    | 112,396               | 112,396                | 139,815          | -19.61%        | 1,423,752           | 1,677,781         | -15.14%        |
| 17 Audit Fees                             | 4,050                 | 4,050                  | 5,657            | -28.40%        | 67,880              | 67,880            | 0.00%          |
| 18 Management Fees                        | 191,503               | 191,503                | 212,889          | -10.05%        | 2,298,036           | 2,554,673         | -10.05%        |
| 19 Rent                                   | 23,707                | 23,707                 | 23,417           | 1.24%          | 284,484             | 281,007           | 1.24%          |
| 20 Advertising                            | 0                     | 0                      | 464              | -100.00%       | 4,500               | 5,565             | -19.14%        |
| 21 Information Technology Expenses        | 14,830                | 14,830                 | 16,549           | -10.39%        | 177,960             | 198,589           | -10.39%        |
| 22 Office Supplies                        | 5,047                 | 5,047                  | 5,198            | -2.91%         | 60,564              | 62,380            | -2.91%         |
| 23 Publications & Memberships             | 27,667                | 27,667                 | 3,772            | 633.47%        | 52,004              | 45,265            | 14.89%         |
| 24 Telephone                              | 7,029                 | 7,029                  | 7,344            | -4.29%         | 84,348              | 88,125            | -4.29%         |
| 25 Postage                                | 2,184                 | 2,184                  | 3,790            | -42.38%        | 26,208              | 45,481            | -42.38%        |
| 26 Leased Equipment & Repairs             | 2,863                 | 2,863                  | 4,301            | -33.43%        | 34,356              | 51,607            | -33.43%        |
| 27 Office Equipment Expensed              | 7,425                 | 7,425                  | 4,629            | 60.40%         | 89,100              | 55,550            | 60.40%         |
| 28 Legal                                  | 3,945                 | 3,945                  | 4,689            | -15.87%        | 47,340              | 56,270            | -15.87%        |
| 29 Local Milage                           | 219                   | 219                    | 685              | -68.03%        | 2,628               | 8,220             | -68.03%        |
| 30 Staff Training/Out of Town travel      | 5,761                 | 5,761                  | 9,881            | -41.70%        | 69,132              | 118,570           | -41.70%        |
| 31 Administrative Contracts               | 8,881                 | 8,881                  | 32,356           | -72.55%        | 181,572             | 388,270           | -53.24%        |
| 32 Other administrative expenses          | 12,706                | 12,706                 | 7,161            | 77.43%         | 112,472             | 85,933            | 30.88%         |
| 33 Due diligence - Development projects   | 0                     |                        | 20,833           | -100.00%       | 0                   | 250,000           | -100.00%       |
| 34 Contingency                            | 0                     |                        | 2,917            | -100.00%       | 0                   | 35,000            | -100.00%       |
| 35 <b>Total Administrative Expenses</b>   | <b>696,459</b>        | <b>696,459</b>         | <b>828,084</b>   | <b>-15.90%</b> | <b>8,727,534</b>    | <b>9,937,012</b>  | <b>-12.17%</b> |

|    |  | January, 2012         |                        |                     |                 | Thru 12/31/2012      |                     |                |
|----|--|-----------------------|------------------------|---------------------|-----------------|----------------------|---------------------|----------------|
|    |  | CURRENT MTH<br>ACTUAL | YEAR TO DATE<br>ACTUAL | BUDGETED            | VARIANCE        | PROJECTED<br>ACTUAL  | BUDGETED            | VARIANCE       |
|    | <b>Tenant Service</b>                                |                       |                        |                     |                 |                      |                     |                |
| 36 | Tenant Service - Salaries                            | 60,018                | 60,018                 | 68,910              | -12.90%         | 780,234              | 826,920             | -5.65%         |
| 37 | Tenant Service Personnel - Benefits                  | 25,017                | 25,017                 | 30,981              | -19.25%         | 325,204              | 371,769             | -12.53%        |
| 38 | Relocation Costs                                     | 1,210                 | 1,210                  | 33,758              | -96.42%         | 14,520               | 405,099             | -96.42%        |
| 39 | Tenant Service - Other                               | 1,542                 | 1,542                  | 5,859               | -73.68%         | 18,504               | 70,302              | -73.68%        |
| 40 | <b>Total Tenant Services</b>                         | <b>87,787</b>         | <b>87,787</b>          | <b>139,508</b>      | <b>-37.07%</b>  | <b>1,138,462</b>     | <b>1,674,090</b>    | <b>-32.00%</b> |
|    | <b>Project Utilities</b>                             |                       |                        |                     |                 |                      |                     |                |
| 41 | Water  | 9,407                 | 9,407                  | 10,291              | -8.59%          | 112,884              | 123,490             | -8.59%         |
| 42 | Electricity  | 21,333                | 21,333                 | 16,710              | 27.66%          | 255,996              | 200,525             | 27.66%         |
| 43 | Gas  | 8,036                 | 8,036                  | 5,548               | 44.84%          | 96,432               | 66,580              | 44.84%         |
| 44 | Sewer  | 29,278                | 29,278                 | 31,856              | -8.09%          | 351,336              | 382,270             | -8.09%         |
| 45 | <b>Total Project Utilities</b>                       | <b>68,054</b>         | <b>68,054</b>          | <b>64,405</b>       | <b>5.67%</b>    | <b>816,648</b>       | <b>772,865</b>      | <b>5.67%</b>   |
|    | <b>Ordinary Maintenance &amp; Operations</b>         |                       |                        |                     |                 |                      |                     |                |
| 46 | Maintenance Salaries                                 | 44,134                | 44,134                 | 48,209              | -8.45%          | 573,742              | 578,507             | -0.82%         |
| 47 | Maintenance Personnel - Benefits                     | 13,236                | 13,236                 | 13,729              | -3.59%          | 158,832              | 164,752             | -3.59%         |
| 48 | Maintenance Materials                                | 14,106                | 14,106                 | 16,123              | -12.51%         | 169,272              | 193,477             | -12.51%        |
| 49 | Contract Maintenance                                 | 74,961                | 74,961                 | 60,912              | 23.06%          | 799,532              | 730,947             | 9.38%          |
| 50 | <b>Total Routine Maintenance</b>                     | <b>146,437</b>        | <b>146,437</b>         | <b>138,974</b>      | <b>5.37%</b>    | <b>1,701,378</b>     | <b>1,667,683</b>    | <b>2.02%</b>   |
|    | <b>General Expenses</b>                              |                       |                        |                     |                 |                      |                     |                |
| 51 | Protective Services                                  | 12,303                | 12,303                 | 14,162              | -13.13%         | 147,636              | 169,946             | -13.13%        |
| 52 | Insurance  | 12,529                | 12,529                 | 16,903              | -25.88%         | 180,348              | 202,837             | -11.09%        |
| 53 | Other General Expense                                | 83,760                | 83,760                 | 79,881              | 4.86%           | 955,120              | 958,568             | -0.36%         |
| 54 | Payment in Lieu of Taxes                             | 1,199                 | 1,199                  | 1,013               | 18.40%          | 14,388               | 12,152              | 18.40%         |
| 55 | Collection Loss                                      | 0                     | 0                      | 3,310               | -100.00%        | 35,000               | 39,720              | -11.88%        |
| 56 | Interest Expense                                     | 48,742                | 48,742                 | 78,397              | -37.83%         | 909,904              | 940,763             | -3.28%         |
| 57 | <b>Total General Expenses</b>                        | <b>158,533</b>        | <b>158,533</b>         | <b>193,666</b>      | <b>-18.14%</b>  | <b>2,242,396</b>     | <b>2,323,986</b>    | <b>-3.51%</b>  |
| 58 | <b>TOTAL OPERATING EXPENSES</b>                      | <b>\$ 1,157,270</b>   | <b>\$ 1,157,270</b>    | <b>\$ 1,364,636</b> |                 | <b>\$ 14,626,418</b> | <b>\$16,375,636</b> |                |
|    | <b>Nonroutine Expenditures</b>                       |                       |                        |                     |                 |                      |                     |                |
| 59 | Ext. Maint/Fac Imp/Gain/Loss Prop Sale               | 10,823                | 10,823                 | 4,775               | 126.66%         | 129,876              | 57,300              | 126.66%        |
| 60 | Casualty Losses                                      | 0                     |                        | 417                 | -100.00%        | 0                    | 5,000               | -100.00%       |
| 61 | Sec 8 HAP Payments                                   | 2,514,673             | 2,514,673              | 2,592,344           | -3.00%          | 30,176,076           | 31,108,130          | -3.00%         |
| 62 | <b>Total Nonroutine Expenditures</b>                 | <b>2,525,496</b>      | <b>2,525,496</b>       | <b>2,597,536</b>    | <b>-2.77%</b>   | <b>30,305,952</b>    | <b>31,170,430</b>   | <b>-2.77%</b>  |
| 63 | <b>TOTAL EXPENDITURES</b>                            | <b>3,682,766</b>      | <b>3,682,766</b>       | <b>3,962,172</b>    | <b>-7.05%</b>   | <b>44,932,370</b>    | <b>47,546,066</b>   | <b>-5.50%</b>  |
| 64 | <b>OPERATING SURPLUS/(DEFICIT)</b>                   | <b>292,004</b>        | <b>292,004</b>         | <b>499,455</b>      | <b>-41.54%</b>  | <b>2,084,870</b>     | <b>5,993,461</b>    | <b>-65.21%</b> |
| 65 | Capitalized Items/Development Projects               | (78,942)              | (78,942)               | (491,548)           | -83.94%         | (1,317,699)          | (5,898,577)         | -77.66%        |
| 66 | Debt Service Principal Payments                      | (3,288)               | (3,288)                | (42,205)            | -92.21%         | (506,465)            | (506,465)           | 0.00%          |
| 67 | <b>Surplus/Deficit Before Reserve Appropriations</b> | <b>209,774</b>        | <b>209,774</b>         | <b>(34,298)</b>     | <b>-217.69%</b> | <b>260,706</b>       | <b>(411,581)</b>    |                |
| 68 | Reserve Appropriations                               | 53,440                | 53,440                 | 66,350              |                 | 641,280              | 796,204             |                |
| 69 | <b>THA SURPLUS/(DEFICIT)</b>                         | <b>263,214</b>        | <b>263,214</b>         | <b>32,052</b>       |                 | <b>901,986</b>       | <b>384,623</b>      |                |



| TACOMA HOUSING AUTHORITY                              |           |                        |             |
|---|-----------|------------------------|-------------|
| CASH POSITION - February 2012                         |           |                        |             |
| Account Name  |           | Current Balance        | Interest    |
| <b>HERITAGE BANK</b>                                  |           |                        |             |
| Accounts Payable                                      |           | \$ 4,549,700           | 0.400%      |
| Section 8 Checking                                    |           | 5,884,440              | 0.400%      |
| THA Investment Pool                                   |           | 285                    | 0.400%      |
| THA LIPH Security Deposits                            |           | 111,504                | 0.400%      |
| THDG - Tacoma Housing Development Group               |           | 31,614                 | 0.400%      |
| LF - Stewart Court                                    |           | 110,959                | 0.400%      |
| LF - Stewart Ct Security Deposit Account              |           | 7,301                  | 0.400%      |
| LF - SF 9Homes Alaska                                 |           | 191,320                | 0.400%      |
| LF - SF 9Homes Alaska Sec Dep Acct                    |           | 6,673                  | 0.400%      |
| LF - SFH No. Shirley                                  |           | 2,196                  | 0.400%      |
| LF - SFH N Shirley Security Deposit Acct              |           | 1,001                  | 0.400%      |
| LF - Wedgewood Homes                                  |           | 49,482                 | 0.400%      |
| Salishan 7  |           | 593,627                | 0.400%      |
| Salishan 7 Security Deposit                           |           | 26,781                 | 0.400%      |
| Payroll Account                                       |           | 6,024                  | 0.400%      |
| General Fund Money Market                             |           | 3,514,423              | 0.400%      |
| <b>WASHINGTON STATE</b>                               |           |                        |             |
| Investment Pool                                       |           | \$ 1,420,845           | 0.130%      |
| <b>CHASE</b>  |           |                        |             |
| IDA Account   |           | 74,406                 | 0.01%       |
| <b>TOTAL THA CASH BALANCE</b>                         |           | <b>\$ 16,582,582</b>   |             |
| <b>Less:</b>  |           |                        |             |
| <b>MTW:</b>   |           |                        |             |
| MTW Reserves  |           | \$ 6,536,546           |             |
| <b>Other Restrictions:</b>                            |           |                        |             |
| FSS Escrows   | 198,232   |                        |             |
| VASH, FUP & NED HAP Reserves                          | 1,536,162 |                        |             |
| Mod Rehab Operating Reserves                          | 77,246    |                        |             |
| Security Deposit Accounts                             | 155,088   |                        |             |
| Salishan Sound Families - 608                         | 189,925   |                        |             |
| IDA Accounts - 604,605                                | 74,406    |                        |             |
| Paul Allen Foundation - 609                           | 62,650    |                        |             |
| Gates Foundation - 621                                | 46,590    |                        |             |
| WA Families Fund - 672                                | 34,719    |                        |             |
| THDG - 048  | 31,614    |                        |             |
| Total - Other Restrictions                            |           | \$ 2,406,632           |             |
| <b>Agency Liabilities:</b>                            |           |                        |             |
| Windstar Loan - 042                                   | 345,692   |                        |             |
| Citibank Loan for Area 3 - Guarantee (Current)        | 1,703,947 |                        |             |
| Additional Reserve Set Aside for Area 3 Loss on sales | 2,400,000 |                        |             |
| Total - Agency Liabilities                            |           | \$ 4,449,639           |             |
| <b>Development Set Aside for Due Diligence:</b>       |           |                        |             |
|   |           | \$ 456,594             |             |
| <b>Total Restrictions</b>                             |           | <b>\$ 13,849,410</b>   |             |
| <b>THA UNENCUMBERED CASH</b>                          |           | <b>\$ 2,733,171.22</b> |             |
| <b>Agency Current Commitments:</b>                    |           |                        |             |
| Salishan Campus - On hold                             |           |                        |             |
| Development Projects                                  |           |                        |             |
| 902 1st Floor Reconfiguration - MTW funds             |           | 400,000                |             |
| <b>Total Current Commitments outstanding</b>          |           | <b>\$ 400,000.00</b>   | <b>\$ -</b> |

REAL ESTATE MANAGEMENT  
AND  
HOUSING SERVICES



# TACOMA HOUSING AUTHORITY

Date: March 28, 2012

To: THA Board of Commissioners

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

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

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## 1. PROPERTY MANAGEMENT DIVISION

### **Performance Report Summaries:**

#### *1.1 REAC Scores*

The remainder of the FY2011 REAC inspections for THA's public housing units were completed in February 2012. The February inspections occurred at the AMPs with an asterisk (\*) near the AMP number. All other inspections were completed and reported to the board in Fall 2011. As you will see on the next page, our overall average REAC scores improved by nine points. Major point losses were for having paint on sprinkler heads in our senior buildings and for having a broken swing at one of our Family sites. All of these items have been added to our regular inspection process so they are not an issue in coming years.

At this point, THA is not impacted by HUD REAC scores because of our MTW status. THA is "locked in" to its High Performer status until a final MTW scoring mechanism is established. However, we continue to strive to achieve scores above 90 at our properties in the event that we will be re-scored in a way that will impact funding.

March 2012 Board of Commissioners Meeting  
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY  
REPORT  
Page 2

| REAC INSPECTION COMPARISON 2010 TO 2011 |                               |            |            |                                    |                  |   |
|---|-------------------------------|------------|------------|------------------------------------|------------------|---|
| AMP                                     | Properties                    | 2010 Score | 2011 Score | Performance<br>(High/Std/Troubled) | Change from 2010 | Reason for point difference   |
| 1*                                      | K Street, G Street, EB Wilson | 92         | 76         | Standard                           | -16              | Lost a number of points for having paint on two sprinkler heads. There was also a gap in an electrical panel door in a closet—this is a new area of focus for REAC.   |
| 2*                                      | 6th Ave, Wright, Fawcett      | 86         | 81         | Standard                           | -5               | Lost points for having paint on a sprinkler head.   |
| 3                                       | Ludwig, Bergerson, Dixon      | 93         | 79         | Standard                           | -14              | Lost points for a broken swing at Bergerson Terrace. We also lost points for siding and soffit issues at Ludwig. These items were part of the scope of work for the exterior rehabilitation that occurred at that property later in 2011. |
| 4                                       | Hillside 1800, Hillside 2500  | 33         | 73         | Standard                           | 40               | This AMP is now slated for demolition. There was much more preparation for REAC inspections in 2011 because we were not sure whether the property could be redeveloped, whereas we had a pending HOPE VI application in 2010.             |
| 6                                       | LIPH Scattered Sites          | 42         | 52         | Troubled                           | 10               | These scattered site homes have a number of deferred maintenance items that are planned for repair in 2012 through the Capital Fund.  |
| 7                                       | Hillside 1 Tax Credit         | 94         | 89         | Standard                           | -5               | Point change is attributable to minor fail items that added up to an overall point reduction.   |
| 8                                       | Hillside 2 Tax Credit         | 93         | 94         | High                               | 1                | No significant change. Continues to score very high.  |
| 9                                       | Hillside 1500 Tax Credit      | 92         | 91         | High                               | -1               | No significant change. Continues to score very high.  |
| 10                                      | Salishan 1 Tax Credit         | 55         | 84         | Standard                           | 29               | All of the Salishans experienced significant increases in scores as a result of more focused preparation for REAC. The staff did an outstanding job preparing this year and it is reflected in these scores.                              |
| 11                                      | Salishan 2 Tax Credit         | 60         | 74         | Standard                           | 14               |   |
| 12                                      | Salishan 3 Tax Credit         | 75         | 96         | High                               | 21               |   |
| 13                                      | Salishan 4 Tax Credit         | 69         | 88         | Standard                           | 19               |   |
| 14*                                     | Salishan 5 Tax Credit         | 72         | 85         | Standard                           | 13               |   |
| 15*                                     | Salishan 6 Tax Credit         | 82         | 93         | High                               | 11               |   |

| REAC INSPECTION COMPARISON 2010 TO 2011 |    |    |          |   |  |
|---|----|----|----------|---|--|
| Average Scores                          | 74 | 83 | Standard | 9 |  |

### 1.2 Occupancy:

Unit occupancy is reported for the first day of the month. This data is for the month of February 2012.

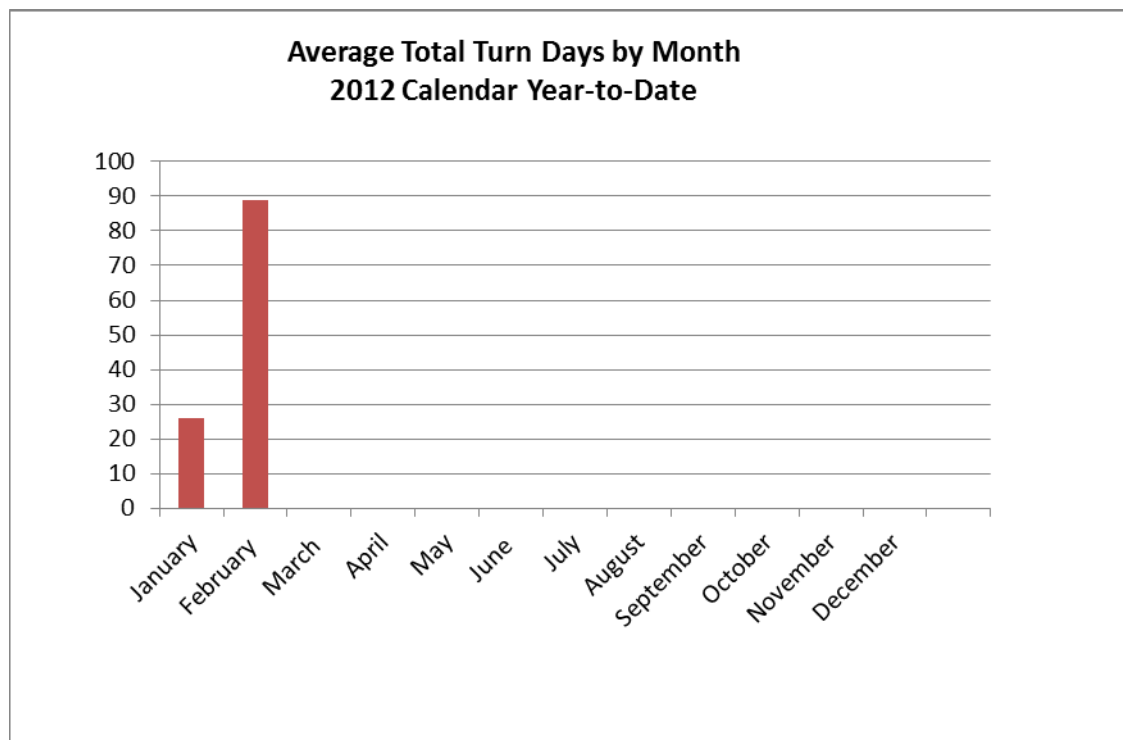
| PROGRAM          | UNITS AVAILABLE | UNITS VACANT | UNITS OCCUPIED | % MTH OCCUPIED |
|------------------|-----------------|--------------|----------------|----------------|
| AMPs 1-6         | 594             | 5            | 589            | 99.2%          |
| Tax Credit Units | 690             | 8            | 682            | 98.0%          |
| Local fund units | 69              | 5            | 63             | 92.7%          |
| All Total        | 1,353           | 18           | 1,334          | 98.7%          |

### 1.3 Vacant Unit Turn:

The following page includes a table with all of the units turned in fiscal year 2012. Ten (10) units were turned and rented in the month of February. The average unit turn for the month of February was 89 days and 68 days FYTD. As discussed in the February board meeting, this average includes a market-rate unit that had been vacant for over 400 days. If that unit were removed from the average then the average unit turn time for the month of January would be 41 days.

Our unit turn goal continues to be 20 days or less; and we hope to set an even more aggressive goal of 10 days in the future. I am optimistic that we will begin seeing major improvement in this average by the Summer. We will be completing the reorganization of the Property Management division on April 2, 2012. On that date we will go live with a Maintenance To-Go team that will serve as a skilled maintenance “contractor” that will be dispatched to complete unit turns and other work that cannot be completed with on-site staff. This will allow us to direct more resources to unit turns and tackle tasks in teams in order to get work done more quickly.

The table below includes additional unit turn information by AMP:



*Calendar Year to Date through the end of February, 2012*

| AMP                                     | Units Turned | Avg Turn Days | Units Currenty Vacant | Avg # Days Vacant |
|---|--------------|---------------|-----------------------|-------------------|
| Amp 1 (G ST, K St, M ST)                | 6            | 44.3          | 0                     | 0.0               |
| Amp 2 (6th Ave, Fawcett, Wright)        | 1            | 26.0          | 0                     | 0.0               |
| Amp 3 (Bergerson, Dixon, Ludwig)        | 2            | 19.5          | 4                     | 3.5               |
| Amp 6 (PH Scattered Sites)              | 0            | 0.0           | 1                     | 37.0              |
| Hillside Terrace Tax Credit             | 1            | 62.0          | 1                     | 75.0              |
| Salishan Tax Credit                     | 2            | 31.5          | 4                     | 17.0              |
| Local Fund (Stewart, Market Rate Homes) | 3            | 188.0         | 2                     | 36.0              |
| <b>Agency Summary</b>                   | <b>15</b>    | <b>68</b>     | <b>12</b>             | <b>22</b>         |

March 2012 Board of Commissioners Meeting  
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY  
REPORT  
Page 5

Below is a listing of all units vacant as of March 19, 2012:

| Nbr                 | AMP | Project | Unit Nbr | Address               | Apt Nbr | Beds | Unit Status       | Vacate Date | Days Vacant | Maint Turn Date | Applicant Ready Date |
|---------------------|-----|---------|----------|-----------------------|---------|------|-------------------|-------------|-------------|-----------------|----------------------|
| 1                   | 02  | 009     | 00879    | 3201 S FAWCETT AVE    | 332     | 1    | Repair-Make Ready | 3/7/2012    | 12          |                 | 03/19/2012           |
| 2                   | 02  | 009     | 00882    | 3201 S FAWCETT AVE    | 335     | 1    | Vacant            | 3/5/2012    | 14          | 03/16/2012      | 02/24/2012           |
| 3                   | 03  | 012     | 01107    | 5425 S LAWRENCE ST    | 104     | 1    | Vacant            | 2/29/2012   | 19          | 03/14/2012      | 02/29/2012           |
| 4                   | 03  | 012     | 01140    | 5425 S LAWRENCE ST    | 309     | 1    | Vacant            | 2/27/2012   | 21          | 03/09/2012      | 02/29/2012           |
| 5                   | 03  | 020     | 01406    | 5303 S ORCHARD ST     | 19      | 2    | Vacant            | 2/29/2012   | 19          | 03/16/2012      | 02/27/2012           |
| 6                   | 03  | 020     | 01410    | 5305 S ORCHARD ST     | 23      | 2    | Repair-Make Ready | 3/2/2012    | 17          |                 | 03/05/2012           |
| 7                   | 03  | 023     | 01507    | 5427 SOUTH STEVENS    |         | 3    | Vacant            | 3/1/2012    | 18          | 03/09/2012      | 03/05/2012           |
| 8                   | 09  | 032     | T6578    | 1512 COURT F STREET   | 187     | 3    | Vacant            | 12/16/2011  | 94          | 02/03/2012      | 03/31/2012           |
| 9                   | SC  | 045     | 20112    | 3201 S TYLER          | 12      | 1    | Vacant            | 2/7/2012    | 41          |                 |                      |
| 10                  | 11  | 31P     | 01662    | 1714 EAST 43RD STREET |         | 2    | Vacant            | 2/27/2012   | 21          | 03/23/2012      |                      |
| 11                  | 13  | 34P     | 01775    | 4463 EAST R STREET    |         | 3    | Vacant            | 2/3/2012    | 45          |                 | 03/05/2012           |
| 12                  | 13  | 34S     | 08130    | 4478 EAST Q STREET    |         | 2    | Vacant            | 1/31/2012   | 48          | 02/20/2012      | 03/02/2012           |
| Average Days Vacant |     |         |          |                       |         |      |                   |             |             | 30.8            |                      |

#### 1.4 Work Orders:

In the month of February all 7 emergency work orders were completed within 24 hours. This month, maintenance staff completed 340 non-emergency work orders and a total of 608 for the calendar year. The average number of days to complete a non-emergency work order was 14.47.

March 2012 Board of Commissioners Meeting  
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY  
REPORT  
Page 6

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**Work Order Completion Table:**

| <b>WORK ORDER COMPLETION REPORT (PHAS/MASS #4)</b> |                         |                          |                       |  |                         |                           |                       |  |
|--|-------------------------|--------------------------|-----------------------|--|-------------------------|---------------------------|-----------------------|--|
|  | Emergency               |                          |                       |  | Non Emergency           |                           |                       |  |
|  | MONTH<br>Jan - Feb 2012 |                          | YTD<br>Jan - Feb 2012 |  | MONTH<br>Jan - Feb 2012 |                           | YTD<br>Jan - Feb 2012 |  |
| AMP # *  | # Completed             | % Completed<br>in 24 hrs | # Completed           | % Completed<br>in 24 hrs<br>(99% HUD<br>Std) | # Completed             | Avg<br>Completion<br>Days | # Completed           | Avg<br>Completion<br>Days (25 days<br>HUD Std) |
| AMP 1  | 2                       | 100%                     | 3                     | 100%   | 83                      | 9.48                      | 163                   | 8.83   |
| AMP 2  | 0                       | 0%                       | 0                     | 0%   | 96                      | 24.02                     | 142                   | 17.03  |
| AMP 3  | 2                       | 100%                     | 3                     | 100%   | 32                      | 1.16                      | 73                    | 1.57   |
| AMP 4  | 1                       | 100%                     | 2                     | 100%   | 14                      | 2.00                      | 32                    | 10.34  |
| AMP 6  | 0                       | 0%                       | 0                     | 0%   | 6                       | 17.83                     | 12                    | 16.92  |
| AMP 7  | 0                       | 0%                       | 0                     | 0%   | 0                       | 0.00                      | 0                     | 0  |
| AMP 8  | 0                       | 0%                       | 0                     | 0%   | 0                       | 0.00                      | 0                     | 0  |
| AMP 9  | 0                       | 0%                       | 0                     | 0%   | 0                       | 0.00                      | 0                     | 0  |
| AMP 10   | 0                       | 0%                       | 0                     | 0%   | 7                       | 26.86                     | 15                    | 15.60  |
| AMP 11   | 0                       | 0%                       | 0                     | 0%   | 8                       | 27.75                     | 14                    | 17.79  |
| AMP 12   | 0                       | 0%                       | 0                     | 0%   | 7                       | 35.57                     | 12                    | 22.75  |
| AMP 13   | 1                       | 100%                     | 1                     | 100%   | 13                      | 47.00                     | 20                    | 32.45  |
| AMP 14   | 0                       | 0%                       | 0                     | 0  | 55                      | 25.91                     | 89                    | 21.80  |
| AMP 15   | 1                       | 100%                     | 1                     | 100%   | 30                      | 22.20                     | 46                    | 22.15  |
| AMP 16   | 0                       | 0%                       | 0                     | 0%   | 0                       | 0                         |                       | 0.0  |
| Non-AMP  | 0                       | 0%                       | 0                     | 0%   | 0                       | 0                         | 0                     | 0  |
| TOTALS   | 7                       | 100%                     | 10                    | 100%   | 351                     | 18.88                     | 618                   | 14.35  |



### Outstanding Work Orders Table:

Below is a breakdown of all outstanding work orders as of February 29, 2012:

| Outstanding Work Orders as of February 2012 |                    |               |               |
|---|--------------------|---------------|---------------|
| AMP #                                       | Open Non-Emergency | <25 Days open | >25 Days open |
| AMP 1                                       | 8                  | 8             | 0             |
| AMP 2                                       | 1                  | 1             | 0             |
| AMP 3                                       | 9                  | 9             | 0             |
| AMP 4                                       | 0                  | 0             | 0             |
| AMP 6                                       | 6                  | 1             | 5             |
| AMP 7                                       | 4                  | 0             | 4             |
| AMP 8                                       | 14                 | 0             | 14            |
| AMP 9                                       | 6                  | 0             | 6             |
| AMP 10                                      | 16                 | 10            | 6             |
| AMP 11                                      | 17                 | 8             | 9             |
| AMP 12                                      | 8                  | 5             | 3             |
| AMP 13                                      | 8                  | 7             | 1             |
| AMP 14                                      | 36                 | 18            | 18            |
| AMP 15                                      | 29                 | 13            | 16            |
| Non-AMP                                     | 3                  | 1             | 2             |
| TOTALS                                      | 175                | 81            | 84            |

## 2. RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 97% for the month of February 2012.  
Below is a breakdown of the progress leasing our special programs:

| Program Name                                      | Units Allocated | Units Leased | Number of shoppers* |
|---|-----------------|--------------|---------------------|
| Veterans Administration Supportive Housing (VASH) | 105             | 73           | 10 shoppers         |
| Non-Elderly Disabled Vouchers (NED)               | 100             | 52           | 25 shopping         |
| Family Unification Program (FUP)                  | 50              | 45           | 2                   |
| McCarver Program                                  | 50              | 46           | 4 shopping          |

| Program Name | Units Allocated | Units Leased | Number of shoppers* |
|--------------|-----------------|--------------|---------------------|
| Life Manor   | 150             | 135          | 15 shopping         |

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

The Life Manor (TPV) vouchers are being filled from our waiting list. We have 15 households shopping for units with the remaining TPV vouchers.

The VASH program has been making referrals for the regular VASH program as well as the Project Based units. We are meeting on a regular basis to ensure the referrals continue. Our next meeting is scheduled for March 16, 2012. The Project Based units are slow to fill due to lack of available units from MDC.

The NED vouchers are moving but still slower than we would hope. DSHS continues to send referrals however, due to the health of the referrals they don't always work out. The total is growing but the clients are still slow to find units and lease up. They have many obstacles such as finding accessible units.

REAL ESTATE

DEVELOPMENT



# TACOMA HOUSING AUTHORITY

DATE: March 28, 2012

TO: THA Board of Commissioners

FROM: Walter Zisette  
Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

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## 1. SALISHAN/HOPE VI

### 1.1 Phase II Construction

#### 1.1.1 Area 2A, Community Center Development.

We have a signed contract with Mithun for master planning services in the Salishan Core. We held our kick-off meeting on February 1. On February 23 the Working Group visited similar community facility sites in Seattle (New Holly, Neighborhood House at High Point and the community center at Yesler Terrace). The first community meeting at Salishan was held March 20 to update the community on where we were with the process and to show three scenarios that Mithun developed and that the Working Group reviewed in early March. Based on the feedback from the Working Group and the Community we hope to narrow the options to one scenario that we will more fully develop.

Staff is meeting with a several people in the community to “market test” our concept for the core and determine what skill set is needed for the fundraising consultant we will need to hire. We hope to have that person on board in the next 45 days. The project financing strategy we will need for this project is different from other types of projects that THA has completed. One of the first tasks for the fundraising consultant that THA works with on this project will be to assess the feasibility of raising a significant portion of the funds needed to develop the properties identified in the master plan from foundations and other private sources of funding. Assuming that it is determined that THA’s goals for the project are feasible, the consultant will then work with THA to develop a fundraising strategy that will guide us to our fundraising goals.

#### 1.1.2 Area 3 Lot Sales:

Quadrant has sold two homes so far from the 28 lots they purchased last June. Representatives of Quadrant have recently communicated to THA

staff that Quadrant is unlikely to purchase any of the remaining 132 lots available to them in Area 3 until sales momentum in the first 28 lots builds. For this reason, Quadrant's focus currently is on marketing and building home buyer traffic in the area. THA is working with Quadrant staff to support their marketing and communications effort and to create a pipeline of potential home buyers.

Citibank has indicated a willingness to consider low release prices for the remaining lots in Area 3, and is open to considering offers that result in a partial bank write-down of remaining debt. Citi bank has also indicated a willingness to approve a two –year extension of the maturity date on THA's loan from July 1, 2013 to July 1, 2015, allowing time for market conditions to improve, for selling all remaining lots tied to the Citibank loan, and for final pay-off of the loan. Staff is working on such an extension to the maturity date while supporting Quadrant's marketing efforts and seeking interest from other builders.

*1.1.3 Arlington Rd (Area 4):* In August 2011, staff issued an RFP for development proposals from Assisted Living Developers for this site. No responses to this RFP were received. Staff will conduct an analysis of other feasible real estate development scenarios for this site, and prepare a proposal for moving forward in 2012.

## **2. PUBLIC HOUSING PROJECTS**

### **2.1 1800/2500 Hillside Terrace**

*2.1.1 Financing:* Staff has obligated a total of \$1,237,216 from 2010 Replacement Housing Factor funds for the cost of the A&E services, and \$1,007,678 from 2010 Capital Funds for the balance of A& E, legal, pre-construction and relocation services.

*2.1.2 Project Planning:* Staff submitted a Street Vacation application to the City of Tacoma. The application requests the City to vacate a 20 foot area over the length of the existing Court G alley. This area is currently used for 2500 block resident parking and is program for that continued use. Staff has been notified to attend a hearing with the City Hearing Examiner on April 5, 2012. The project master schedule is being fine-tuned and will be available for publication later this month.

*2.1.3 Procurement:* Staff has finalized the contract amendment with GGLO architects and has engaged Foster Pepper, LLP for financial legal services. Staff procured Lincoln Moving and Storage for agency moving services and they will be providing a quote for the Hillside Terrace

relocation effort. Staff has requested a quote from O'Brien and Company to provide administration and third party verification for the LEED for Homes environmental sustainability effort.

- 2.1.4 *Architecture:* Staff and GGLO architects held a design kick-off meeting on March 12, 2012. GGLO is now beginning the design development for both Phase I housing and the community center. In approximately 4 weeks GGLO will have captured the concept design changes requested by THA for the housing. Schematic design for the community facility will be completed in 10 weeks.
- 2.1.5 *Construction:* During the design phase, Absher Construction Company will provide value engineering and estimating support services.
- 2.1.6 *Demolition/Disposition:* On August 2, 2011, staff submitted a demolition/disposition application to HUD. The application seeks HUD approval to demolish the 104 existing and dispose them to 2500 Yakima, LLLP, a newly formed tax credit partnership. A draft approval for Demo/Dispo was received in late November. The only outstanding item staff is aware of at this point is the Environmental Assessment. HUD informed staff that this item was needed in late January. The Environmental Assessment is scheduled for completion in mid April 2012
- 2.1.7 *Community Meetings:* Staff has scheduled a relocation community meeting with residents for March 21, 2012 at 5:00pm. The meeting will be held at the Goodwill Center adjacent to the 2500 block.
- 2.1.8 *Relocation:* Staff has formed a relocation team with internal resources. The team will officially begin relocation activities on April 2, 2012. The team will be located at the 2500 block office and will begin scheduling one-on-one meetings with residents to assess their needs and to begin seeking comparable units in the community.

At the last Board meeting, staff informed the Board of discussions with the Bremerton Housing Authority for it to contract with THA to do the relocation counseling work to relocate the Hillside Terrace residents. Those discussions with not successful. As a result, THA staff will do this work.

- 2.1.9 *Community Center.* The community center design has begun and the design process will be concurrent with the housing effort.

### **3. CAPITAL FUNDS**

#### **3.1 Capital Fund Construction.**

*3.1.1 Ludwig & Fawcett Apts.* The improvements at Fawcett and Ludwig are complete.

*3.1.2. Public Housing Scattered Site Renovations.* THA RED staff and PM Staff held a preliminary review meeting and PM staff scheduled a partial site tour for mid-March. Preparation of bid documents for roof replacements at THA's Scattered Site homes has begun and will be followed up with siding and window replacement docs. THA staff met with Casey – Dechant Architectural Services to amend A&E services for envelope repairs, including window and siding replacement

*3.1.3. Landscaping Improvements.* The Landscape Improvements at 6 Facilities work is complete and closing documents are being prepared.

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

#### **3.2 ARRA Construction**

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

### **4. OTHER PROJECTS**

*4.1 Neighborhood Stabilization Program (NSP 1).* The house located at 1669 South 45<sup>th</sup> Street is back on the market. Bid Documents were prepared and advertised publicly for E 65<sup>th</sup> Street. The successful contractor was selected and work at E 65<sup>th</sup> Street began the first of February and completion is anticipated for the end of March. THA continues to look for new houses to purchase.

*4.2 THA Administrative Office Space.* The contract was awarded to Shinstine/Associates LLC in a special Board Session on March 13, 2012. The Pre-Construction meeting was held March 16, 2012. The contractor is tentatively scheduled to start construction the first week in April.

*4.3 Stewart Court Exterior Repairs.* All work is complete and closeout documents are being prepared by facilities staff.

*4.4 Quad Trail – City Improvements.* RED Staff are the Project Managers on the Quad Trail renovations at Salishan for the City of Tacoma. The scope of work

for improvements includes: base prep, 10' wide paved asphalt trail and chain fencing. The Contract and bid documents have been approved by the City of Tacoma. Legal documents are pending from the City. THA staff is in communication with COT staff and are awaiting contract documents from COT. THA staff will advertise for bids and award the contract. THA Staff will supervise the General Contractor and manage construction of the trail.

## **5 PROJECTS IN THE PIPELINE**

- 5.1 *Intergenerational Housing:* The ManyLights Foundation is considering making an offer to purchase some or all of THA's Hillsdale Heights property. THA and MasnyLights are now preparing an MOU that will define each agency's role in a potential joint venture to develop housing at Hillsdale Heights. The agencies are also considering engaging an architect to help the agencies to define development options for the site and a master plan.
- 5.2 *Stewart Court:* A resolution to approve ORB Architects as the architect for the project is before the board. Initially, the architectural team will assist THA staff with its evaluation of the property. Upon completion of the evaluation a final scope will be determined for the property. Staff has defined an urgent short term need to replace failing exterior siding at the property which will be included in a longer term refinancing strategy.
- 5.3 *The 2316 Building:* Staff continues to meet with the Tacoma City Association of Colored Women's Club's Inc. (CWC) with regard to a development opportunity. CWC is currently developing internal capacity and is reevaluating their long term goals for their property.
- 5.4 *City-Owned Walton Properties on MLK.* THA has proposed to the City and community groups a project that would put 70 workforce apartments above retail on this site. Staff is communicating with City of Tacoma staff, and other members of the City's Hilltop Advisory Committee, about this property, which the City owns. One possibility is that the City will grant this property to THA upon THA's completion of a development study that shows our development proposal to be feasible within a reasonable period of time (3 – 5 years). Staff recently presented its proposal, and an overview of THA activities in the Hilltop, to the New Tacoma Neighborhood Council, the Central Area Neighborhood Council, the Board of Directors of the Hilltop Action Coalition, and the CEO of the Franciscan Health System.
- 5.5 *Public Housing Conversion to Section 8.* Staff is assessing the opportunity to convert some or all of THA's public housing using HUD's Section 8 Conversion program. Through this program, THA would apply to HUD to dispose of certain public housing properties. Once approved by HUD, the public housing operating



subsidy and capital fund allocation for those units would be “turned off”. They would be replaced with project-based section 8 vouchers. The Conversion program would also allow THA to sell the disposed public housing properties into an LLC that would finance long term physical needs at the properties using 4% tax credits and tax exempt bond financing.

5.6 *LASA Supportive Housing Project.* Staff is working with a non-profit organization based in Lakewood that provides supportive services to homeless families to develop a 35-unit family housing project on land owned by LASA. A community services center that LASA operates to provide direct services to its clients would also be developed as part of the project. THA’s role in the project may be to serve as the developer (and long-term owner) of the project, mater leasing the property to LASA.

5.6 *Multifamily Investment opportunities:* Staff is tracking current multifamily listings and acquisition opportunities in the Tacoma area that meet the following investment goals: (1) minimal renovations and capital needs; (2) rapid resale potential; (3) reliable cash flows; (4) reliable short term return on investment.

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

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

## 6 **M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING**

6.1 Newly selected Architect for the Engineering Services at Stewart Court Apartments is a minority owned business.

## 7. **OTHER BUSINESS**

None

## 8. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the obligated and expenditures as of March 6, 2012.

| <b>Grant</b>                 | <b>Total Grant</b> | <b>Obligated</b> | <b>% Obligated</b> | <b>Expended</b> | <b>% Expended</b> | <b>Obligation Start Date</b> | <b>Obligation End Date</b> | <b>Disbursement End Date</b> |
|------------------------------|--------------------|------------------|--------------------|-----------------|-------------------|------------------------------|----------------------------|------------------------------|
| 2008 CFP (P)                 | \$1,849,412        | \$1,849,412      | 100%               | \$1,845,834     | 99%               | 6/13/08                      | 06/12/10                   | 06/12/12                     |
| 2009 CFP                     | \$2,410,953        | \$2,410,953      | 100%               | \$2,175,828     | 90%               | 9/15/09                      | 9/14/11                    | 9/14/13                      |
| 2009 CFP (1 <sup>st</sup> R) | \$703,863          | \$703,863        | 100%               | \$703,863       | 100%              | 9/15/09                      | 9/14/11                    | 9/14/13                      |
| 2009 CFP (2 <sup>nd</sup> R) | \$54,932           | \$54,932         | 100%               | \$54,932        | 100%              | 9/15/09                      | 9/14/11                    | 9/14/13                      |
| 2009 CFP (3 <sup>rd</sup> R) | \$2,724            | \$2,724          | 100%               | \$2,724         | 100%              | 4/2/10                       | 4/2/12                     | 4/2/14                       |
| 2010 CFP                     | \$2,345,627        | \$605,969        | 26%                | \$377,286       | 16%               | 7/15/10                      | 7/14/12                    | 7/14/14                      |
| 2010 CFP (1 <sup>st</sup> R) | \$1,216,978        | \$196,759        | 16%                | \$196,759       | 16%               | 7/15/10                      | 7/14/12                    | 7/14/14                      |
| 2010 CFP (2 <sup>nd</sup> R) | \$219,721          | \$0              | 0%                 | \$0             | 0%                | 7/15/10                      | 7/14/12                    | 7/14/14                      |
| 2011 CFP                     | \$1,721,353        | \$472,135        | 27%                | \$0             | 0%                | 8/3/11                       | 8/2/13                     | 8/2/15                       |
| 2011 CFP (1 <sup>st</sup> R) | \$736,455          | \$443,660        | 60%                | \$0             | 0%                | 8/3/11                       | 8/2/13                     | 8/2/15                       |
| 2011 CFP (2 <sup>nd</sup> R) | \$549,895          | \$0              | 0%                 | \$0             | 0%                | 8/3/11                       | 8/2/13                     | 8/2/15                       |
| CFCF**                       | \$1,881,652        | \$0              | 0%                 | \$0             | 0%                | 8/3/11                       | 8/2/13                     | 8/2/15                       |
| 2012 CFP                     | \$1,593,197        | \$462,655        | 29%                | \$0             | 0%                | 3/12/12                      | 3/11/14                    | 3/11/16                      |
| 2012 CFP (1 <sup>st</sup> R) | \$1,026,290        | \$441,922        | 43%                | \$0             | 0%                | 3/12/12                      | 3/11/14                    | 3/11/16                      |
| 2012 CFP (2 <sup>nd</sup> R) | \$128,701          | \$0              | 0%                 | \$0             | 0%                | 3/12/12                      | 3/11/14                    | 3/11/16                      |

\*\* Capital Fund Community Facilities Grant

# COMMUNITY SERVICES



# TACOMA HOUSING AUTHORITY

DATE: March 28, 2012

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. 2012 GOALS

Sixteen 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 2012.

#### 1.1 Employment

| Activities   | Month | YTD | Annual Goal | % of Goal |
|--|-------|-----|-------------|-----------|
| Clients referred for employment services                       | 2     | 43  | 130         | 33%       |
| Clients participated in employment services                    | 18    | 63  | 100         | 63%       |
| Clients enrolled in employment readiness soft skills workshops | 4     | 21  | 80          | 26%       |
| Clients completed employment readiness soft skills workshops   | 8     | 9   | 50          | 18%       |
| Enrolled in job readiness training                             | 1     | 3   | 20          | 15%       |
| Job placement  | 5     | 6   | 35          | 17%       |
| WorkSource Participants Assisted                               | 10    | 14  | 35          | 40%       |
| Entered Apprenticeship   | 0     | 0   | 3           | 0%        |
| Earned income increased  | 2     | 2   | 35          | 6%        |

THA's employment team continued the *Possibilities Realized* program. This program is a partnership with Pierce College (funding the partnership), Bates

Technical College (administering the contract), Employment Security WorkFirst (certifying WorkFirst eligibility), and Washington Women's Employment and Education (WWEE) (providing the instructors). Designed with significant input from the target population, the partnership will increase participants' readiness for the workforce through training that explores job related strengths, self-management, work place requirements, and communication. The employment team will continue to investigate short-term training options and employment development opportunities to assist our residents in obtaining employment.

## 1.2 Education

Bates Technical College continued offering ESL classes on-site at the Family Investment Center. Bates also continued its on-site GED classes.

| Activities                         | Month | YTD | Annual Goal | % of Goal |
|------------------------------------|-------|-----|-------------|-----------|
| Participating in ESL classes       | 1     | 2   | 15          | 13%       |
| Completes one or more ESL levels   | 1     | 1   | 5           | 20%       |
| Participants attending GED classes | 23    | 50  | 75          | 67%       |
| Completes one or more GED tests    | 2     | 2   | 8           | 25%       |
| Attains GED                        | 2     | 2   | 6           | 33%       |

## 1.3 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 | 17                 |     | 3                |     | 5          |     |
|                        | Month              | YTD | Month            | YTD | Month      | YTD |
| Entrances              | 0                  | 0   | 0                | 0   | 0          | 0   |
| Graduations            | 0                  | 0   | 0                | 0   | 1          | 1   |
| Exits                  | 0                  | 0   | 0                | 0   | 0          | 0   |
| Terminations           | 2                  | 2   | 0                | 0   | 0          | 0   |

#### 1.4 Case Staffing

Case staffing is short-term, intensive intervention with households in danger of failing as tenants. Case staffing focuses on helping the family regain housing stability and avert eviction through compliance with their lease. Property management identifies families for case staffing. It is typically limited to 90 days.

| Activities  | Month | YTD |
|---|-------|-----|
| Number of households referred for services          | 4     | 7   |
| Number of successful completions (eviction averted) | 0     | 0   |
| Number terminated                                   | 0     | 0   |

#### 1.5 MTW Hardship Exemption Casework

In January 2012 THA began Moving to Work rent calculations and biennial recertification cycles for all MTW households. THA anticipates that some households may be unable to pay their new rent and that up to 120 households will qualify for a hardship exemption. The exemption will allow the household up to six months to increase their income and pay the rent amount determined by MTW. In order for a household to qualify for a hardship, they must agree to participate in case management. In January, CS received its first referral for hardship exemption casework.

| Activities                                 | Month | YTD |
|--|-------|-----|
| Number of households referred for services | 1     | 2   |
| Number of successful completions           | 0     | 0   |
| Number terminated                          | 0     | 0   |

## 1.6 McCarver Special Housing Program

THA's McCarver Elementary School Housing Program seeks to stabilize McCarver Elementary, a low-income school in Tacoma's Hilltop neighborhood. Starting in fall 2011, THA gave rental assistance to up to 50 McCarver families. Rental subsidies for participating families will decrease to zero over the five year McCarver project period. By the end of 2012, all families will pay 20% of their rent and THA will subsidize 80%. Participating families receive intensive case management services and assistance to help the parents improve their education and employment prospects.

| Activities                                  | Month | YTD | Annual Goal | % of Goal |
|---|-------|-----|-------------|-----------|
| Families participating                      | 49    | 49  | 50          | 98%       |
| Families able to pay 20% of their rent      | 0     | 0   | 50          | 0%        |
| Adults enrolled in education program        | 17    | 17  | 30          | 57%       |
| Adults complete education program           | 1     | 3   | 20          | 15%       |
| Average school attendance rate              | 96%   | 96% | 90%         | 107%      |
| Reduction in referrals for discipline       | n/a   |     | 25%         | 0%        |
| Increase in children reading on grade level | n/a   |     | 20%         | 0%        |
| Increase in math on grade level             | n/a   |     | 20%         | 0%        |
| Increase in average state test in reading   | n/a   |     | 15%         | 0%        |
| Increase in average state test in math      | n/a   |     | 15%         | 0%        |

Some of the data we will be tracking over the five years of this program are not yet available.

- The school district is compiling the data on referrals.
- We have baseline data for reading and math on grade level but do not yet have data to show increases in these outcomes.
- The state tests are administered annually in the spring, and scores are released in the summer. We have baseline scores from spring 2011 and will compare that to the spring 2012 data.

The school district reports school turnover annually. We will report the 2011-2012 rate as soon as the district makes this information available.

| Activities                           | Baseline 2010-2011 | 2011-2012 |
|--------------------------------------|--------------------|-----------|
| Turnover rate at McCarver Elementary | 107%               | n/a       |

McCarver families are being referred to our community partners for a wide variety of services including financial literacy and job training at Goodwill, the Possibilities Realized classes at THA's Family Investment Center, and counseling

services. Recently Comprehensive Life Resources (formerly Comprehensive Mental Health) placed a full time counselor at McCarver. This will be a great resource for our families, both adults and children.

#### **McCarver Program Advisory Committee**

We have invited a group of community leaders to serve on an advisory committee to provide their insights on the McCarver Program, both in how we provide our services and in how we collect and analyze our data. One of their first tasks will be to review the proposal we received to conduct an external evaluation of the Program. The current members of the Advisory Committee listed below. We are waiting to hear from a few other possible members. The first meeting will be held in mid-March.

##### Elected Official

Senator Debbie Regala  
Mayor Marilyn Strickland

##### School District Officials

|                       |                    |
|-----------------------|--------------------|
| McCarver Principal    | Scott Rich         |
| McCarver Counselor    | Carol Ramm-Gramenz |
| Classroom teacher TBA |                    |

##### Community Representatives

|                        |                  |
|------------------------|------------------|
| DSHS                   | Dan Owens        |
| Goodwill               | Terry Hayes      |
| Tacoma 360             | Julia Garnett    |
| Black Collective       | Tom Hilyard      |
| Metro Parks            | Drew Ebersole    |
| U. Puget Sound         | Gordon, Dexter   |
| Asian Pacific C.C.     | Lua Pritchard    |
| B&M Gates Found.       | Kollin Min       |
| UW-Tacoma              | Debra Friedman   |
| Franciscan Health Sys. | Keriann Cockrell |
| Community Members      | Miguel Blanco    |
|                        | Dave Seago       |
|                        | Thelma Jackson   |

### **1.7 Preparing for Success**

Preparing for Success is funded by a three-year grant from the Paul G. Allen Family Foundation. PFS serves up to 25 families per cohort. During 2012, the first cohort will complete the program and the second cohort will be enrolled. Case management focuses on helping clients overcome barriers to employment readiness. In January, the CS department director and program manager for case management met with Bill Vesneski, PGAFF program officer to review results of



the project's first year. We are making satisfactory progress with this project. Mr. Vesneski plans an on-site visit for later this spring.

| Activities                              | Month | YTD | Annual Goal | % of Goal |
|---|-------|-----|-------------|-----------|
| First year cohort enrolled (2011)       | 25    | 25  | 25          | 100%      |
| First year cohort completed (fall 2012) | 0     | 0   | 15          | 0%        |
| Second year cohort 2012 referrals       | 6     | 6   | 40          | 15%       |
| Second year cohort 2012 enrolled        | 6     | 6   | 25          | 24%       |

### 1.8 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          | 104          | 109 | 153         | 56%       |
| Graduates                     | 2            | 2   | 0           |           |
| Removed/Voluntarily Withdrawn | 3            | 3   | n/a         |           |
| New Contracts Signed          | 0            | 0   | 0           |           |
| Escrow Balance                | \$233,347.08 |     |             |           |

### 1.9 Life Skills and Parenting Classes

THA contracts with Bates Technical College to provide Life Skills classes and parenting support for Families in Transition participants. Life Skills sessions focus on sound decision making, ways to enhance self-esteem and how to make appropriate choices around relationships. The life skills classes will be offered in the spring of 2012.

| Activities             | Month | YTD | Annual Goal | % of Goal |
|------------------------|-------|-----|-------------|-----------|
| Life Skills Enrollment | 0     | 0   | 25          | 0%        |
| Life Skills Completion | 0     | 0   | 15          | 0%        |
| Parenting Enrollment   | 44    | 44  | 25          | 176%      |
| Parenting Completion   | 0     | 0   | 20          | 0%        |

### 1.10 Asset Building

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

| Activities                                      | Month | YTD | Annual Goal | % of Goal |
|---|-------|-----|-------------|-----------|
| Financial Literacy Enrollment                   | 2     | 2   | 90          | 2%        |
| Financial Literacy Completion                   | 1     | 1   | 72          | 1%        |
| Credit Counseling Enrollment                    | 0     | 0   | 20          | 0%        |
| Credit Counseling Completion                    | 0     | 0   | 10          | 0%        |
| Homeownership Counseling                        | 5     | 11  | 79          | 14%       |
| Individual Development Account Participants     | 19    | 19  | 18          | 106%      |
| Qualified Withdrawals                           | 0     | 0   | 18          | 0%        |
| Home Purchase                                   | 0     | 0   | 8           | 0%        |
| Other Asset Purchases                           | 0     | 0   | 10          | 0%        |
| VITA Tax Returns for THA clients                | 17    | 17  | 90          | 19%       |
| EITC Received (PH only)                         | 0     | 0   | 95          | 0%        |
| Tax Returns for all clients served at VITA Site | 114   | 114 | 170         | 67%       |

### 1.11 Computer Labs

THA has computer labs at Bergerson Terrace, Dixon Village, and Hillside Terrace. The AmeriCorps members assigned to the computer labs are 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.

| Activities                                     | Month | YTD | Annual Goal | % of Goal |
|--|-------|-----|-------------|-----------|
| Computer Lab Participation (cumulative visits) | 260   | 393 | 1200        | 33%       |

### 1.12 Youth Activities

THA's contracts for youth tutoring and youth mentoring ended in spring 2011. We do not have funding to continue similar contracts. We recently entered into two new partnerships that will provide tutoring and mentoring services at no cost to THA. One partnership is with Roberts Family Development Center to provide after

school tutoring at the FIC. The other partnership is with Write@253 to provide tutoring in writing and youth leadership mentoring also at the FIC. The youth mentoring component has not yet begun.

| Activities                 | Month | YTD | Annual Goal | % of Goal |
|----------------------------|-------|-----|-------------|-----------|
| Youth tutoring             | 20    | 20  | 10          | 200%      |
| Summer youth programming   | 0     | 0   | 40          | 0%        |
| Youth leadership mentoring | 0     | 0   | 45          | 0%        |

### 1.13 Senior and Disabled Services

The Senior and Disabled Services Program Specialist had 167 client contacts (130 unduplicated) in the month of February.

In February, he referred tenants to the following services:

- Northwest Furniture Bank – 2 tenants
- SHIBA (State Health Insurance Benefits Advisors) – 2 tenants
- DSHS Long Term Care – COPEs – 1 tenant
- SafeLink – free federal phone program – 1 tenant
- HomeMaid Services – 1 tenant

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.

| Activities  | Month | YTD | Annual Goal | % of Goal |
|---|-------|-----|-------------|-----------|
| Unduplicated client contacts                            | 97    | 174 | 260         | 67%       |
| Referrals   | 7     | 13  | 50          | 26%       |
| Unduplicated situation/wellness counseling              | 22    | 36  | 140         | 26%       |
| Assistance with correspondence for Entitlement Programs | 2     | 4   | 40          | 10%       |

**NEW BUSINESS**

## RESOLUTION #1



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2012-3-28 (1)

DATE: March 28, 2012  
TO: Board of Commissioners  
FROM: Michael Mirra, Executive Director  
RE: Architectural & Engineering (A&E) Services for Public Housing Upgrades-Capital Fund Projects

### **Background**

On May 27, 2009 the THA Board of Commissioners approved Resolution 2009-05-27(1) authorizing the Executive Director to negotiate and award a contract for the ARRA Capital Fund projects to The Casey Group for Architectural and Engineering (A&E) Services in the amount not-to-exceed \$150,000.00. Since 2009, the contract has been amended seven times by resolution to its current maximum total amount of \$712,890.00. A table describing each of the amendments made to this contract to date is enclosed with this memorandum.

Staff is recommending one additional amendment to the A & E services contract that THA has entered into with the Casey Group.

### **Additional Scope of Services**

The revised scope of services in the proposed A & E contract amendment includes structural improvements, asbestos abatement and landscape improvements at THA's seven senior public housing properties. These upgrades are either elective add-ons to the scope of services, or are needs uncovered during previous work. For THA's scattered site public housing, the revised scope of services includes roof removal and replacement, rainscreen installation, and window and siding replacements.

### **Cost and Source of Funding**

The cost of design, drawings, specifications and inspections for the additional A & E services described above are estimated is estimated to be \$60,273.00 including contingencies.

The source of funds to pay for these additional services are the 2009 and 2010 Capital Funds Program Grants already approved and included in the 2012 THA Agency budget.

### **Recommendation**

Approve Resolution 2012-3-28(1) authorizing the Executive Director to increase the A&E services contract by \$60,273.00 for a total amount not-to-exceed \$773,163.00.

3/28/2012

**CASEY GROUP ARCHITECTS**  
**SUMMARY OF CONTRACT AMENDMENTS FOR PUBLIC HOUSING DESIGN RENOVATION DESIGN SERVICES**

| <b>Amendment #</b> | <b>THA Resolution #</b> | <b>Purpose of Contract Amendment</b>            | <b>Increase</b> | <b>New Contract Maximum</b> |
|--------------------|-------------------------|---|-----------------|-----------------------------|
| Contract           | 2009-05-27(1)           | Phase I ARRA Contract                           | \$150,000       | \$150,000                   |
| #1                 | 2009-10-28(1)           | Phase I added work & Phase II authorization     | \$12,000        | \$162,000                   |
| #2                 | 2009-10-28(1)           | Phase II, G Street Improvements                 | \$40,000        | \$202,000                   |
| #3                 | 2009-11-18(1)           | AMPS 1, 2, 3 Renovations                        | \$324,000       | \$526,000                   |
| #4                 | 2010 - 2 - 24 (5)       | Wright Street Improvements                      | \$48,000        | \$574,000                   |
| #5                 | 2010 - 8-25(1)          | Dixon Village; HVAC Improvements                | \$15,890        | \$589,890                   |
| #6                 | 2010 - 8-25(1)          | AMPS 1, 2, 3 Renovations; Additional work       | \$33,000        | \$622,890                   |
| #7                 | 2010 - 8-25(1)          | Phase II Ludwig, Fawcett, K & G                 | \$90,000        | \$712,890                   |
| #8                 | <b>2012-03-28(1)</b>    | <b>Landscaping improvements at 7 properties</b> | \$11,000        | \$723,890                   |
| #9                 | <b>2012-03-28(1)</b>    | <b>Ludwig Asbestos abatement</b>                | \$4,273         | \$728,163                   |
| #10                | <b>2012-03-28(1)</b>    | <b>Scattered Site Roofs &amp; Windows</b>       | \$45,000        | \$773,163                   |

- #3 K, G, Sixth Ave., Wilson, Fawcett, Wright, Bergerson, Ludwig & Dixon; exterior and interior improvements.
- #4 Deductive Bid Alternate #1; Wright Street Siding and Windows.
- #5 Dixon Village; Redesign and replace heating/ hot water system.  
AMPS 1, 2, 3 Additional work; Haz Mat reports and abatement, Deteriorated framing & sheathing, Unforeseen issues with decks, framing, roofs, windows and doors, and permit issues.
- #6 Ludwig & Fawcett; siding, windows. K & G; insulation.



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2012-3-28(1)

Architectural & Engineering (A&E) Services for Public Housing Upgrades (ARRA Capital Fund Projects)

**WHEREAS**, The American Recovery and Reinvestment Act (ARRA) 2009 was signed into law by on February 17, 2009;

**WHEREAS**, The Housing and Urban Developments Office of Capital Improvements (OCI) announced that \$2.985 billion in Capital Fund formula grant funds were awarded pursuant to the ARRA;

**WHEREAS**, Tacoma Housing Authority (THA) received an award of \$4,096,616.00;

**WHEREAS**, THA has funds budgeted for these purposes in our Capital Fund Program grants;

**WHEREAS**, on May 27, 2009 the Housing Authority Board of Commissioners approved Resolution 2009-05-27(1) authorizing the Executive Director to negotiate and award a Phase I Contract for the ARRA Capital Fund projects to The Casey Group for A&E Services in the amount not-to-exceed \$150,000;

**WHEREAS** in October 2009, Resolution 2009-10-28(1) increased the Phase I contract amount by \$12,000 and authorized the first project for the Phase II work for G Street Apartments in the amount of \$40,000;

**WHEREAS** in 2009 and 2010, the Board of Commissioners authorized additional contract amendments, increasing the not-to-exceed contract amount by an additional \$510,000 to \$728.163;

**WHEREAS**, THA staff recommends the approval and appropriation of additional funds to cover added A&E Services for needed Phase II and Scattered Sites Public Housing renovations.

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

1. Approve Resolution 2012-3-28(1) authorizing the Executive Director to increase the Phase II Senior Housing contract and Scattered Sites Public Housing improvements by \$60,273.00, for a total amount not-to-exceed \$773,163.00. The funding is to complete Phase II work at 2010 Capital Fund projects and Scattered Sites Public Housing by The Casey Group for A&E Services.

**Approved:** March 28, 2012

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Janis Flauding, Chair