



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

April 25, 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, April 25, 2012

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular meeting on **Wednesday, April 25, 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.

I, Christine Wilson, certify that on or before Friday, April 20, 2012, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE to:

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

and other individuals and resident organizations with notification requests on file

Christine Wilson
Executive Administrator



TACOMA HOUSING AUTHORITY

**AGENDA
REGULAR MEETING
BOARD OF COMMISSIONERS
APRIL 25, 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 March 28, 2012 Regular Meeting
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Real Estate Management and Housing Services
 - 7.3 Real Estate Development
 - 7.4 Community Services
 - 7.5 Human Resources
- 8. NEW BUSINESS**
 - 8.1 2012-4-25 (1), Scattered Sites; Roof & Gutter Replacements (walk-on resolution)
 - 8.2 2012-4-25 (2), Write-offs
- 9. COMMENTS FROM THE COMMISSIONERS**
- 10. EXECUTIVE SESSION**
- 11. ADJOURNMENT**

MEETING MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, MARCH 28, 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 March 28, 2012.

1. CALL TO ORDER

Commissioner Banks called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:09 PM.

2. ROLL CALL

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

Present	Absent
Janis Flauding, Chair (by phone)	
Arthur C. Banks, Commissioner	Greg Mowat, Vice Chair
Ken Miller, Commissioner (by phone)	
	Stanley Rumbaugh, Commissioner
Staff	
Michael Mirra, Executive Director	
Christine Wilson, Executive Administrator	
Ken Shalik, Finance Director	
April Black, REMHS Director	
Barbara Tanbara, Human Resources Director	
Nancy Vignec, Community Services Director	
	Walter Zisette, RED Director
	Todd Craven, Administration Director

Commissioner Banks declared there was a quorum present @ 4:10 PM.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Commissioner Banks asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, February 22, 2012. Commissioner Miller moved to adopt the minutes, Commissioner Flauding seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Commissioner Banks asked for any corrections to or discussion of minutes for the Special Session of the Board of Commissioners for Tuesday, March 13, 2012. Michael Mirra stated the word “not” needed to be removed from page 1 and corrected declaring there was a quorum. Commissioner Flauding moved to adopt the corrected 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

Madonna Edlin, Fawcett Street resident, addressed the board. She relayed concerns she has experienced for the past few months including what she said was excessive construction dust that caused her health problems, an accidental fall she had experienced when she tripped over exposed rebar, a dirty unit she was moved into, and harassment from other residents that Ms. Edlin accused THA staff of instigating. Commissioner Banks requested ED Mirra to direct staff to inquire into the issues raised by Ms. Edlin and report back at the April board meeting. Hope Rehn, President of SAFE, addressed the board and reported SAFE is doing well. She stated ongoing challenges with THA staff not being regularly available in the buildings. Ms. Rehn was reminded that staff only keeps certain hours on certain days at each building. Ms. Rehn stated staff is not available during those set days/hours. Commissioner Banks requested ED Mirra direct staff to address the issues raised by Ms. Rehn and report back at the April board meeting.

5. COMMITTEE REPORTS

Real Estate Development Committee – Commissioner Miller reported the committee met and it had been determined the committee will continue to look at the affordability and availability of buildings/projects in the Tacoma area.

Finance Committee – Ken Shalik reported for Vice Chair Mowat stating they met and reviewed the financial documents included in his Finance board report. Vice Chair Mowat found the documents in good order.

6. ADMINISTRATIVE REPORTS

Executive Director

ED Mirra referred the board to his report. He provided an update on the CLPHA meeting he recently attended in Washington, D.C. One of the highlights of the conference included a presentation on ways to convert public housing units into ones funded by Section 8 sources. ED Mirra said that staff will examine the possibilities because it might be a way to address the public housing funding shortfall and free up money for enhanced tenant services. Commissioner Banks requested ED Mirra and staff to work on a draft timeline to write such a conversion proposal and present the draft at the April board meeting.

Finance

Director Shalik directed the board to his report. He reported THA has received HUD funding for 2012. Public Housing received 76% of the anticipated funding level and Section 8 received 99.6% of the anticipated funding level. Director Shalik reported on a series of ongoing discussions he is having with the HUD and THA's MTW attorney. This relates to a difference in interpretation of the MTW baseline funding amount between THA and HUD. HUD could potentially recapture \$600K of a \$1M surplus. Director Shalik's does not agree with HUD's assessment and understanding of our MTW baseline amount and will keep the board informed on any updates he receives.

Commissioner Flauding moved to ratify the payment of cash disbursements totaling \$3,658,986 for the month of February, 2012. Commissioner Miller seconded.

Upon roll call, the vote was as follows:

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

Motion Approved

Real Estate Management and Housing Services

Director Black directed the board to her report. She reviewed the REAC scores included in her report. The overall scores improved by nine points over the 2010 REAC scores. Now that THA is an MTW agency, we are not impacted by the REAC scores.

Commissioner Flauding asked why we continue the REAC inspections. ED Mirra stated that HUD requires the inspections. We do struggle to make them a meaningful way to tell if we are doing a good job with our properties. Director Black noted that our unit turn rate spiked largely because we just leased up a long vacant unit. Overall, however, our occupancy rate is very high and that is the more meaningful measure. She also reported on her department reorganization that will take effect April 1st. She presented the board with copies of the 2011 MTW Annual Report 2011. Christine Wilson will forward electronic copies to those commissioners who were not in attendance. Commissioner Banks inquired if the Hillside Terrace will have an oversight committee similar to Salishan oversight committee . ED Mirra stated he will confer with Director Black and Director Zisette and will report back at the April board meeting. Commissioner Flauding inquired about Director Black's proposed transfer policy plan for those residents who are currently underhoused and overhoused. April reported that new letters will be going out to residents outlining the new transfer plan. Commissioner Flauding underscored the importance of those families with school-age children who will need the ability to remain in their current communities.

Real Estate Development

No verbal report provided.

Community Services

Director Vignec directed the board to her report. She reviewed the employment services table and the increasing numbers of participants due in large part to the growing number of McCarver families who are participating in this program. Director Vignec reported on the case staffing program assisting those households in danger of failing as tenants. She noted that she will soon add the HCV households to this program. The MTW Hardship Exemption Casework participation is very low. She believes this is low because the minimum rent is still low, \$25. Participation may rise as the minimum rent increases on its schedule. Commissioner Miller asked if THA staff finds it difficult to obtain data from the Tacoma School District. Director Vignec stated that our relationship with the district is strong, including our ability to get data. The district does have a schedule for when it compiles and releases data. Much of the data for a school year, for example, is not available until late in the following summer.

7. OLD BUSINESS

None.

8. NEW BUSINESS

8.1 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.

Upon roll call, the vote was as follows:

AYES: 3

NAYS: NONE
Abstain: NONE
Absent: 2

Approved: March 28, 2012

Janis Flauding, Chair

9. COMMENTS FROM COMMISSIONERS

None

10. EXECUTIVE SESSION

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 5:35 PM.

APPROVED AS CORRECT

Adopted: April 25, 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: April 17, 2012
To: THA Board of Commissioners
From: Michael Mirra, Executive Director
Re: Executive Director's Report:

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

1. **HILLSIDE TERRACE REDEVELOPMENT: GOOD NEWS FROM CITY COUNCIL**

On April 17th, 2012, the Tacoma City Council in study session directed staff to prepare a resolution on the allocation of \$16 million worth of bond proceeds. You may recall that these bonds initially set aside \$3 million for the city's purchase and furnishing of space in the Salishan core for a public library branch. The plan for that library delayed when the Tacoma Public Library determined that it did not have the operating budget for the branch and when THA's own development of the building stalled when other tenants pulled out.

We since asked the city to redirect half of amount (\$1.5 million) to help pay for the Hillside Terrace redevelopment. I enclose a copy of my recent email to the city council repeating this request. Commissioners Miller and Rumbaugh and I spoke with councilmembers over the past several months about this request.

I am very pleased to report that at the study session councilmembers listed the \$1.5 million for Hillside Terrace among the uses they will likely approve for the bond proceeds! Councilmembers explained their support with very nice words for this project and its importance to the city. This success denotes the city council's regard for this project, THA for and for THA's development capacity.

2. **SMOKING BAN AND BOARD STUDY SESSIONS**

During the February board meeting, we discussed a proposal that staff is preparing for board consideration to ban smoking throughout our portfolio. I stated a wish to schedule a board study session on the topic. That elicited some lively comments, including a discussion about whether a study session would be useful for commissioners who already have firm views on the question.

I write to renew the staff's request to schedule a board study session on a smoking ban. I appreciate that some commissioners may feel further discussion to be unnecessary for their own deliberation. I feel, however, that a study session will serve the following important purposes:

- The information may allow commissioners to test and reconsider even strong views. It may allow other commissioners to sharpen their ability to explain the reasons for such a ban. The Tacoma-Pierce County Public Health Department will help present the information. I think the presentation will be interesting for all of us.
- If the board adopts a smoking ban, a study session will create a record of the basis for that decision. This record will be useful if THA ever must defend the ban against legal challenge.
- The study session will allow residents and other community partners to offer their views. This is important for two reasons even if the board does not agree with those views. **First**, residents may be more likely to comply with a ban if they at least had reason to think they had a chance to participate in the decision making process. **Second**, THA's statement of values reminds us that such communication is important:

“We value communication. We strive to be open and forthcoming with our customers, employees and colleagues, our partners, and our communities. We will listen to others.”

- Even if a commissioner is certain of his or her views about a smoking ban, and if the board adopts a smoking ban, the board must also consider and decide some ancillary questions whose answers are not so clear, e.g, should the ban cover the entire portfolio, should THA phase in the ban's implementation, should THA help residents to stop smoking. A study session will address these questions as well.

For these reasons, I hope the board will understand and support these reasons for a study session.

3. STRATEGIC PLANNING

By my email of April 4th, I was very pleased to send commissioners the next version of the draft performance measures for THA's strategic objectives. I enclose a copy of that version. I also enclose a copy of that email because it explains the next steps in advance of the board's study sessions later this spring. I also enclose the schedule.

This version of the performance measures show some very good work and thought by staff, commissioners, consultants and partners. Thank you!



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project Number: EX-2008-21
Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: April 4, 2012
Deadline: November 1, 2012
Project Manager: Michael Mirra

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

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: April 4, 2012
Deadline: November 1, 2012
Project Manager: Michael Mirra

	Task or Objective	Who	Deadline	Status
	1.9 Publish Amended Statements of Vision, Mission and Values, and Strategic Objectives	C. Wilson	5/1/2009	Closed
1.9.1	Email to all staff	M. Mirra	12/31/2008	Closed
1.9.2	Share drive	M. Mirra	1/16/2009	Closed
1.9.3	Desk Manuals	T. Craven	2/27/2009	Closed
1.9.4	Post at THA properties	C. Wilson	5/1/2009	Closed
1.9.5	Web site	M. Mirra	1/16/2009	Closed
1.9.6	Send to Community Partners	N. Vignec	12/31/2008	Closed
1.9.7	Send to Media	M. Mirra	1/2/2009	Closed
2.	MODIFY PROJECT DATA BASE DESIGN	M. Mirra	1/28/2009	Closed
3.	PRELIMINARY DISCUSSIONS, CONSULTATIONS AND ENVIRONMENTAL SCAN	M. Mirra	10/1/2011	Closed
3.1	General	M. Mirra	10/1/2011	Closed
3.2	Design Survey Tool	M. Mirra	6/21/2011	Closed
3.3	Arrange Staff Participation	M. Mirra	8/8/2011	Closed
3.3.1	Email to Staff to Sign Up for Committee Work	M. Mirra	6/23/2011	Closed
3.3.2	Email Invitation to Staff to Take Survey	M. Mirra	6/23/2011	Closed
	Monkey Survey			
3.3.3	Convene Committees	M. Mirra	8/1/2011	Closed
3.4	Community Consultation	M. Mirra	9/15/2011	Closed
3.4.1	Compile List of Community Partners to Consult	M. Mirra	6/6/2011	Closed
	Monkey			
3.4.2	Email Community Invitation to Take Survey	M. Mirra	6/23/2011	Closed

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: April 4, 2012
Deadline: November 1, 2012
Project Manager: Michael Mirra

	Task or Objective	Who	Deadline	Status
3.4.3	Close SurveyMonkey	M. Mirra	8/16/2011	Closed
4.	REVIEW STRATEGIC DIRECTIVES	M. Mirra	6/30/2012	Open !
4.1	Draft Chart to Record Discussions	M. Mirra	2/16/2011	Closed
4.2	Cabinet Review of Vision Statement, Mission Statement and Strategic Objectives	M. Mirra	3/7/2011	Closed
4.3	Arrange for Consultant	M. Mirra	6/27/2011	Closed
4.4	General Discussion of Performance Measurement Techniques with Teams	M. Mirra	8/8/2011	Closed
4.5	Staff Draft Performance Measures for Strategic Objectives, Strategies and Performance Measures for Strategies	M. Mirra	1/31/2012	Closed
4.5.1	Housing and Supportive Services	N. Vignec	1/1/2012	Closed
4.5.2	Housing and Real Estate Development	W. Zisette	1/31/2012	Closed
4.5.3	Creating Community	W. Zisette	1/31/2012	Closed
4.5.4	Property Management	A. Black	1/1/2012	Closed
4.5.5	Financially Sustainable Operations	K. Shalik	10/31/2011	Closed
4.5.6	Environmental Responsibility	W. Zisette	1/31/2012	Closed
4.5.7	Advocacy/Public Education	M. Mirra	10/31/2011	Closed
4.5.8	Administration	T. Craven	1/1/2012	Closed
4.6	Compile Drafts for Cabinet Review	M. Mirra	4/4/2012	Closed
4.7	Cabinet Review	M. Mirra	4/30/2012	Open !
4.8	Invite Further Staff Comment	M. Mirra	5/1/2012	Open
4.9	Executive Director Review and Approval	M. Mirra	5/4/2012	Open !
4.10	Board Review	M. Mirra	6/30/2012	Open !

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: April 4, 2012
Deadline: November 1, 2012
Project Manager: Michael Mirra

Task or Objective	Who	Deadline	Status
4.10.1 Board Study Sessions	M. Mirra	5/31/2012	Open
4.10.2 Board Review and Adoption of Statements of Vision and Mission, Strategic Objectives, and Their Performance Measures	M. Mirra	6/30/2012	Open !
5. PRESENT STRATEGIC DIRECTIVES TO STAFF	M. Mirra	8/31/2012	Open
6. DISTRIBUTE NEW STRATEGIC DIRECTIVES TO COMMUNITY PARTNERS	M. Mirra	8/31/2012	Open
7. ENTER NEW DIRECTIVES INTO PROJECT DATA BASE	M. Mirra	10/31/2012	Open



TACOMA HOUSING AUTHORITY

CLEAN COPY, version 4

PLANNING CHART

- **THA PERFORMANCE MEASURES for STRATEGIC OBJECTIVES**
 -

Date of Version: April 4, 2012
Current Date: April 17, 2012

Tacoma Housing Authority
902 South L Street
Tacoma, WA 98406
(253) 207-4421

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1. HOUSING AND REAL ESTATE DEVELOPMENT STRATEGIC OBJECTIVE: **Lead Person: WALTER**

THA will efficiently develop housing and other properties that serve families and individuals unable to find the housing they need in the private market. Its developments will serve a range of incomes and needs. They will be attractive, supported by the community, environmentally innovative and financially sustainable.
~~THA will efficiently develop housing and other properties that are affordable, high quality, suitable to a range of needs and uses, sustainable and attractive.~~

<p align="center">Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g. changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i></p>	<p align="center">Feasibility of Data Collection Easy Moderate Hard</p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection Easy Moderate Hard</p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Total number of unit-years added to THA's portfolio The total number of unit-years added to THA's portfolio.</p> <p>NOTE: The unit-years for a property denotes the number of units in the property multiplied by the years of service that the property will provide at the standards of quality THA seeks for its properties without needing funds beyond its ordinary maintenance budget and the replacement reserves assigned to that property.</p> <p>NOTE: THA can increase its total unit-years in various ways. It can build or buy new units or rehabilitate old ones. Its total unit-years can decrease by an unaddressed decline in the condition of a property.</p>				<p align="center">Annually</p>
<p>Average unit-years of units added to THA's portfolio as compared to the portfolio average</p> <ul style="list-style-type: none"> ● The average unit-years of property added to THA's portfolio. ● The average unit-years of the added property compared to the average unit-years for the entire portfolio <p>NOTE: These measures denote the financial sustainability of the added properties. A high average unit-years of a property shows sustainability. A low average does not. Second, These measures show whether the added properties for the year rengthened or weaken the portfolio's financial sustainability.</p>				

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Number and type of units developed or purchased for THA's portfolio The number of units that THA develops or purchases for its portfolio counted as follows:</p> <ul style="list-style-type: none"> ● total units of any type serving any population ● units affordable and reserved to each of the following income tiers: <ul style="list-style-type: none"> ~ 0 - 30% AMI ~ 0 - 50% AMI ~ 0 - 80% AMI ~ 50 - 80% AMI (workforce housing) ~ > 80% AMI ● units of housing for persons with special needs (e.g, seniors, homeless families, homeless adults) 		<p>January 1, 2012 portfolio size</p>	<p>Average increase of 90 units and two properties per year.</p>	<p>Annually</p>
<p>Quality of development or purchase The distinction of THA developments as measured by awards and community surveys for the following attributes:</p> <ul style="list-style-type: none"> ● design ● affordability ● environmental innovation ● construction innovation ● community acceptance 			<p>One award per development</p> <p>Positive results from surveys of (i) residents; (ii) neighbors and (iii) neighborhood council</p>	<p>Annually</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Efficiency of development</p> <ul style="list-style-type: none"> ● Average cost per unit-year purchased ● Average cost per unit-year developed 				

DRAFT

2. **BUILDING COMMUNITIES: Lead Person: WALTER**

THA, with its partners and residents, will help its communities be safe, vibrant, prosperous, attractive and just. ~~THA, by what it builds and how it builds, will create and strengthen communities and help them be safe, vibrant, prosperous, attractive and just.~~

<p align="center">Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i></p>	<p align="center">Feasibility of Data Collection Easy Moderate Hard</p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Income levels for each of the eight Neighborhood Council areas plus the Hilltop: The purpose of tracking these income levels is to identify those high-income areas that need more housing for very low-income families and those low-income areas that need more work force housing.</p>		<p align="center">•</p>		
<p>Crime levels for each of the eight Neighborhood Council areas plus the Hilltop</p>				

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>THA resident engagement in the community.</p> <ol style="list-style-type: none"> 1. The extent of THA residents's participation in the following community activities, as shown by public records and resident surveys: <ol style="list-style-type: none"> 1.1 % of adults registered to vote 1.2 % adults who actually voted in the previous year 1.3 % of all residents (adults or children) who participated in at least one community activity or meeting in the previous year (e.g resident council, neighborhood council, community event, volunteer service) 2. How these numbers compare with the same metrics for: <ol style="list-style-type: none"> 2.1 city 2.2 neighborhood in which the property is located <p>NOTE: These metrics serve as indicators of a vibrant and engaged community.</p>				<p align="center">Annually</p>

<p align="center">Strategic Objective Performance Measures</p> <p align="center"><i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i></p> <p align="center"><i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection</p> <p align="center"><i>Easy</i></p> <p align="center"><i>Moderate</i></p> <p align="center"><i>Hard</i></p>	<p align="center">Baseline</p> <p align="center">[if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Comparable diversity of residents in THA's properties and programs</p> <ol style="list-style-type: none"> 1. The diversity of residents in THA's portfolio of properties and its rental assistance programs, measured by property and program and in the aggregate, according to the following factors: <ol style="list-style-type: none"> 1.1 income 1.2 race 1.3 ethnicity 1.4 disability 1.5 number of children per household 1.6 persons over age 65 2. How those numbers compare to the same metrics for: <ol style="list-style-type: none"> 2.1 city 2.2 city's low-income residents 2.3 for each property compared to the Neighborhood Council area (and the Hilltop if applicable) in which the property is located 3. Distribution within Tacoma of households receiving rental assistance from THA and the extent that distribution furthers or diminishes economic and racial integration within City neighborhoods. <p>NOTE: Diversity and integration are elements of a vibrant and just community. These performance measures track the extent to which THA's portfolio contributes to or detracts from the diversity and integration within neighborhoods and within the city as a whole.</p>				<p align="center">Annual</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>THA development effect to leverage investments made by others. The changes in the following metrics that occur both within one-half mile of and within two years after the completion of a THA development:</p> <ul style="list-style-type: none"> ● building permit approvals ● business licenses issuances ● changes in assessed property values ● residential vacancy rates ● homeownership and foreclosure rates ● commercial vacancy rates 				
<p>Resident Councils The number of resident councils or equivalent organization of residents that for the year are functioning as shown by the following:</p> <ul style="list-style-type: none"> ● a Board elected pursuant to by-laws ● regular Board meetings 				

3. **PROPERTY MANAGEMENT : Lead Person: APRIL**

THA will manage its properties so they are safe and enjoyable places to live efficient to operate, good neighbors, and attractive assets to their neighborhoods and places where people want to live.

<p>Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i></p>	<p>Feasibility of Data Collection <i>[Is it feasible to collect this data?]</i></p>	<p>Baseline <i>[if available]</i></p>	<p>Target</p>	<p>Review Date</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Operating costs per unit per year (PUPY) The cost per year of operating a THA unit:</p> <ul style="list-style-type: none"> ● average for the entire portfolio ● by property 				
<p>Comparison of THA's property management costs with market Compare THA's property management costs in total and by property with fees that a property management company would charge THA to manage the same properties</p>				
<p>Maximum rent potential realized The following measures for the total portfolio and for each property:</p> <ul style="list-style-type: none"> ● % of maximum rent that THA charges ● % of charged rent that THA collects 				
<p>Net cash flow Net cash flow:</p> <ul style="list-style-type: none"> ● total portfolio ● by property 				
<p>REAC scores for each property</p>		2011: 3 AMPs over 90	2012: 6 AMPs over 85	Annually

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Survey of residents or a sampling of residents on their rating of the following topics on a scale of 1 to 5:</p> <ul style="list-style-type: none"> ● How safe they feel within the property ● How safe they feel within the neighborhood ● How they rate THA's and its staff as a landlord <ul style="list-style-type: none"> ~ maintenance ~ courtesy ~ responsiveness ~ fair treatment ● How they rate the property as a place to live ● Would they choose to live in the property if they did not need its affordable rents 		Data not available	Increase percentage by 5% each biennial cycle	Biennially
<p>Survey of immediate neighbors of the property on the following questions on a scale of 1 to 5: How the immediate neighbors of a property would rate the property on a scale of 1 to 5:</p> <ul style="list-style-type: none"> ● property's maintenance and appearance ● property as a neighbor 				

4. HOUSING AND SUPPORTIVE SERVICES: **Lead Person: NANCY**

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

<p align="center">Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i></p>	<p align="center">Feasibility of Data Collection Easy Moderate Hard</p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>

<p align="center">Strategic Objective Performance Measures</p> <p align="center"><i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i></p> <p align="center"><i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection</p> <p align="center"><i>Easy</i></p> <p align="center"><i>Moderate</i></p> <p align="center"><i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>												
<p>Number of households and persons receiving housing or rental assistance</p> <p>The number of households and persons receiving THA's housing or rental assistance, including rental assistance that other organizations provide with THA funds and project based units owned by other organizations. (Project based voucher tenants in THA properties will count as THA tenants and not recipients of rental assistance):</p> <table border="1" data-bbox="379 586 1338 735"> <thead> <tr> <th></th> <th>THA Tenants</th> <th>Recipients of THA Rental Assistance</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td># of households</td> <td></td> <td></td> <td></td> </tr> <tr> <td># of persons</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		THA Tenants	Recipients of THA Rental Assistance	Totals	# of households				# of persons							
	THA Tenants	Recipients of THA Rental Assistance	Totals													
# of households																
# of persons																
<p>Whom THA serves by income and special needs</p> <p>Demographics of the households receiving THA assistance as tenants, voucher holders or recipients of assistance from other organizations that THA funds::</p> <ul style="list-style-type: none"> ● household income by average amount and AMI: <ul style="list-style-type: none"> ~ all households ~ non-elderly/non-disabled households ~ work-able households ● Special needs populations <ul style="list-style-type: none"> ~ seniors ~ disabled persons ~ homeless families with children ~ homeless adults ~ homeless youth and young adults ~ homeless veterans ~ families receiving state child welfare services ~ persons coming out of corrections 			<p align="center">[HUD's requirements by income]</p>													

<p align="center">Strategic Objective Performance Measures</p> <p align="center"><i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i></p> <p align="center"><i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection</p> <p align="center"><i>Easy</i></p> <p align="center"><i>Moderate</i></p> <p align="center"><i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Community services</p> <p>Number of households receiving supportive services that THA provides or arranges among these populations:</p> <ul style="list-style-type: none"> ● THA tenants ● recipients of THA's rental assistance either directly or through partnerships 				
<p>Change in earned income</p> <p>Change in average earned income among work-able THA households during their tenancy or during their direct receipt of rental assistance</p>				
<p>Educational outcomes</p> <ol style="list-style-type: none"> 1. Changes in the following measures of school performance among the children during their families' participation in THA housing or rental assistance programs: <ul style="list-style-type: none"> ● reading scores ● standardized test scores 2. Rates of high school graduation among children of families in THA's housing or rental assistance programs as compared with graduation rates of low-income students in Tacoma. 				
<p>Successful exits</p> <p>% and number of successful exits from THA housing or rental assistance programs</p>				
<p>Community services costs</p> <ul style="list-style-type: none"> ● average cost per household receiving community services ● average cost per household gaining new found employment 				

<p align="center">Strategic Objective Performance Measures</p> <p align="center"><i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i></p> <p align="center"><i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection</p> <p align="center"><i>Easy</i></p> <p align="center"><i>Moderate</i></p> <p align="center"><i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Assisting development of affordable housing by other organizations</p> <p>The number of affordable housing units owned by other organizations that THA helped to finance or develop through one of the following ways:</p> <ul style="list-style-type: none"> ● project basing vouchers or other subsidy type ● development services 				

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5. FINANCIALLY SUSTAINABLE OPERATIONS: **Lead Person: KEN**

THA seeks to be more financially self-sustaining. It seeks to become less dependent on program income, especially program income from the federal government.

<p align="center">Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i></p>	<p align="center">Feasibility of Data Collection Easy Moderate Hard</p>	<p align="center">Baseline <i>[if available]</i></p>	<p align="center">Target</p>	<p align="center">Review Date</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Operating surplus/deficit Surplus/deficit of operating revenue against operating expenses</p>		Breakeven	Surplus on annual basis	Annually - Close of Fiscal Year
<p>Operating reserves Number of months of operating cash available</p>		Minimal: <ul style="list-style-type: none"> • 1 month HAP • Properties – 3 month Expenses • Section 8 Admin – 3 months expenses. • Business Activities – 1,500,000 minimum 	Benchmarks set up as optimal, with amount desired for future endeavors	Annually - Close of Fiscal Year
<p>Operating efficiency Percentage of total expenses spent on overhead.</p>			TBD	Annually - Close of Fiscal Year
<p>Non-HUD income generation Non-HUD income as % of total income.</p>		TBD	Increasing over time	Annually - Close of Fiscal Year
<p>Change in income Total income relative to prior years.</p>			2% increase per year	
<p>Debt service ratio $\frac{\text{Total income}}{\text{Total liabilities}}$</p>			TBD	

6. ENVIRONMENTAL RESPONSIBILITY: **Lead Person: WALTER**

THA will develop and ~~operate~~manage its propertiesand ~~operations~~ in a way that preserves and protects natural resources. ~~operations to improve the local and global environment. By its example and its expertise, THA will help others do the same.~~

<p>Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i></p>	<p>Feasibility of Data Collection <i>Easy Moderate Hard</i></p>	<p>Baseline <i>[if available]</i></p>	<p>Target</p>	<p>Review Date</p>

<p align="center">Strategic Objective Performance Measures</p> <p align="center"><i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i></p> <p align="center"><i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection</p> <p align="center"><i>Easy</i></p> <p align="center"><i>Moderate</i></p> <p align="center"><i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>Energy and resource consumption</p> <p>Amount of money THA's spends per housing unit in its portfolio on electricity, water, sewer, waste management, and storm water management.</p>		<p>Current expenditure levels on public services.</p>	<p>Expenditures on natural resource management and public services are reduced according to goals and benchmarks established by residents and THA.</p>	<p>Annually</p>
<p>Healthy homes and communities</p> <p>Health of residents in THA properties.</p>		<p>Current levels of air quality and resident health.[what are the metrics]</p>	<p>Improvements in indoor air quality and resident health. [need metrics]</p>	<p>Annually</p>

7. **ADVOCACY/PUBLIC EDUCATION: Lead Person: MICHAEL**

THA will advocate for the value of THA's itswork and for the interests of the people it serves. It will be a resource for high quality advice, data and information on housing, community development, and related topics. THA will do this work at the local, state and national level.

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline <i>[if available]</i>	Target	Review Date
[none]				

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
<p>Public regard for THA The regard for THA's work overall and for its advocacy and public education work in particular as shown in scores from 1 to 5 and comments from the following periodic surveys:</p> <ul style="list-style-type: none"> ● personal interviews with elected officials and senior staff of the City of Tacoma, Pierce County and the elected officials and their staff for the local delegation to the Washington State legislature and the Congress; ● electronic survey of non-profit partners; funders; and community leaders and other "friends of THA". ● focus groups for the general public. 		<p>4.1 out of 5 [for overall work]</p> <p>4 out of 5 [for advocacy and public education work]</p> <p>[These grades are from a Survey-Monkey of stakeholders and officials, August 2011]</p>	<p>Average grade of 4 out of a scale of 5</p>	<p>Yearly</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>THA as an effective advisor</p> <ul style="list-style-type: none"> • appointment to or service on most of the Advisory Groups convened locally on topics and by persons or groups that matter to THA. • effectiveness of THA's participation in these Advisory Groups as evidenced by (i) brief survey of the appointment authority and Advisory Group members to grade THA on a scale of 1 to 5, and (ii) THA's own assessment. 	<p>(1)</p>	<p>(2) 9/10 = 90%</p> <p>(3) 3.5</p> <p>[This is the average grade THA assigns to its efforts on recent, closed, advisory groups projects.]</p>	<p>(1) THA shall participate in 85% of the advisory groups convened on topics and by the groups or persons that matter to THA and its work;</p> <p>(2) A survey of the appointing authority and group members shall grade THA's participation at least a 4 on a scale of 5; THA will grade its own work a 4 on a scale of 5.</p>	<p>Yearly</p>

<p align="center">Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i></p>	<p align="center">Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i></p>	<p align="center">Baseline [if available]</p>	<p align="center">Target</p>	<p align="center">Review Date</p>
<p>THA as effective advocate</p> <ul style="list-style-type: none"> • participation in the local and state focused advocacy efforts affecting public policy on housing, community development, poverty and related matters. • effectiveness of THA's participation in these efforts as evidenced by (i) brief survey of the other members of the effort for a grade on a scale of 1 to 5, and (ii) THA's own assessment. • the extent of desired outcomes among the focused advocacy efforts identified above in which THA participates 		<p align="center">7/10</p> <p align="center">3.8 [This is the average grade THA assigns to its efforts on recent , closed, advisory groups projects.]</p> <p align="center">Of the 7 focused advocacy efforts, all of them were successes.</p>	<p>(1) THA will participate in 85% of the focused advocacy efforts directly pertinent to its work.</p> <p>(2) A survey of the appointing authority and group members shall grade THA's participation at least a 4 on a scale of 5; THA will grade its own work a 4 on a scale of 5.</p>	<p align="center">Yearly</p>
<p>THA clients and voucher landlords participation in advocacy The extent of participation in the focused advocacy efforts identified above in which THA participates with the help of persons from the following groups: (i) THA tenants; (ii) THA voucher holders and (iii) THA voucher landlords.</p>		<p>No THA tenant, THA voucher holder or voucher landlord participated in THA's advocacy efforts.</p>	<p>50% of THA's advocacy efforts enjoy active support from persons in one of the three groups</p>	<p align="center">Yearly</p>

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
<p>THA access to “champions” Number of local, state and federal legislators and officials within each of the following groups THA can consider as its “champions” because they are reliably accessible to it and interested and supportive of its work:</p> <ul style="list-style-type: none"> ● City Council of Tacoma ● City of Tacoma staff ● Pierce County Council ● Pierce County staff ● Local delegation to the Washington State legislature ● State of Washington Executive ● Local congressional delegation and staff ● Local philanthropy ● Regional philanthropy ● National philanthropy ● Local business ● Tacoma Hilltop ● Tacoma Eastside ● Downtown 		<ul style="list-style-type: none"> ● City Council of Tacoma (9) ● City of Tacoma staff (5) ● Pierce County Council (2) ● Pierce County staff (2) ● Local delegation to the Washington State legislature (8) ● State of Washington Executive (0) ● Local congressional delegation and staff (6) ● Local philanthropy (2) ● Regional philanthropy (2) ● National philanthropy (0) ● Local business (1) ● Tacoma Hilltop (2) ● Tacoma Eastside (2) ● Downtown (1) 	40 total; at least one in each group	Yearly

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA participation in advocacy groups Membership and participation in the pertinent and worthwhile advocacy groups on the local, state and federal level.		TPCAHC PC Coalition for the Homeless WSLIA CLPHA NAHRO NLIHC [These constitute about 25% of the pertinent and worthwhile advocacy groups on the local, state and federal level.]	THA shall participate as a member in 75% of the groups it identifies as worthwhile to its work	Yearly
THA's receipt of new funding and gain of new partnerships <ul style="list-style-type: none"> ● new funding of non-formula dollars received ● <u>new funding of non-formula dollars received</u> new funding of non-formula dollars applied for ● new non-formula vouchers received ● <u>new non-formula vouchers received</u> new non-formula vouchers applied for ● new partnerships 				Yearly
THA public events Number of THA public events, such as ribbon cuttings.			2 events 2 press releases	Yearly

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g., number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
THA media mention <ul style="list-style-type: none"> ● number of media mentions of THA or its work. ● percentage of these mentions that THA's considers to be positive. 				
Reach of THA social media number of "hits" on THA's web site and social media tools.				

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8. ADMINISTRATION: **Lead Person: TODD**

THA will have excellent administrative systems. Its staff employees will have skills that make THA highly efficient and effective in the customer service it provides to the public and among its departments.

Strategic Objective Indicators [Optional] <i>[indicators are measures of the problem, e.g, changing extent of homelessness in the city of Tacoma; they are not performance measures because they are too far beyond THA's control; however they are useful to track to help us understand the challenge]</i>	Feasibility of Data Collection <i>Easy Moderate Hard</i>	Baseline <i>[if available]</i>	Target	Review Date

Strategic Objective Performance Measures <i>[performance measures are adequately within THA's control to be a reasonable tool to assess our effectiveness; they will never be completely within THA's control, e.g, number of units developed or purchased]</i> <i>[limit to 70 words if possible]</i>	Feasibility of Data Collection <i>Easy</i> <i>Moderate</i> <i>Hard</i>	Baseline [if available]	Target	Review Date
State of Washington's annual audit scores Audit scores/findings for THA and tax credit properties managed by THA		1 finding 2010	0 findings	Annually
Administrative costs per household served Total number of households served <i>(THA tenants, recipients of rental assistance, from THA or THA funded partners)</i> Total THA administrative support budget <i>(not including the cost of the housing or rental assistance)</i>				
Employee engagement survey Scores on the THA employee engagement survey				

ADMINISTRATION REPORTS

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$3,911,767 for the month of March, 2012.

Approved: April 25, 2012

Janis Flauding, Chairman

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of March, 2012

	Check Numbers		Amount	Totals
	From	To		
A/P Checking Account				
Low Rent Module Checks	Check #'s	2,504 - 2,554	3,998	
Accounts Payable Checks	Check #'s	75,615 - 75,876		
Business Support Center			197,902	Program Support
Moving To Work Support Center			51,912	
Section 8 Programs			8,081	Section 8 Operations
SF Non-Assisted Housing - N. Shirley			85	
SF Non-Assist Housing - 9SF Homes			770	
Stewart Court			15,323	Local Funds
Wedgewood			518	
Salishan 7			17,342	
Tacoma Housing Development Group			370	
Salishan Program Income			52	
Salishan Area 3			2,117	
NSP Grant			10,077	Development
Development Activity			4,602	
Salishan Area 2B-Dev			1,045	
Hillside Terrace Predevelopment			19	
Community Services General Fund			3,426	
Salishan Sound Family			41	
Paul G. Allen Foundation Grant			110	
2006 WA Families Fund			1,231	Community Service
Gates Ed Grant			629	
2008 ROSS Svc Coord			1,031	
2011 WA Families Fund			139	
Pierce Co. 2163 Funds			110	
WA Families Fund - Systems Innovation			480	
AMP 1 - No K, So M, No G			41,421	
AMP 2 - Fawcett, Wright, 6th Ave			32,872	
AMP 3 - Lawrence, Orchard, Stevens			70,741	
AMP 4 - Hillside Terr - 1800/2500			15,392	
AMP 6 - Scattered Sites			6,829	
AMP 7 - HT 1 - Subsidy			7,046	
AMP 8 - HT 2 - Subsidy			3,865	
AMP 9 - HT 1500 - Subsidy			2,365	Public Housing
AMP 10 - SAL 1 - Subsidy			12,148	
AMP 11 - SAL 2 - Subsidy			10,038	
AMP 12 - SAL 3 - Subsidy			9,113	
AMP 13 - SAL 4 - Subsidy			9,377	
AMP 14 - SAL 5 - Subsidy			10,681	
AMP 15 - SAL 6 - Subsidy			9,402	
Allocation Fund			67,024	Allocations-All Programs
THA SUBTOTAL			629,725	
Hillside Terrace 1 through 1500			2,081	
Salishan I - through Salishan 6			(154)	Tax Credit Projects - billable
Salishan Association - Operations			7,146	
TAX CREDIT SUBTOTAL (Operations - billable)			9,073	638,798
Section 8 Checking Account (HAP Payments)				
SRO/HCV/TBRA/VASH/FUP	Check #'s	467,096 - 468,937	1,017,141	
	ACH	32,179 - 33,080	1,595,631	\$ 2,612,772
Payroll & Payroll Fees - ADP				\$ 399,425
Other Wire Transfers				
Heritage Local Funds Semi-Annual Bond Payment			235,223	
Area 3 Revenue Bonds Monthly Interest			25,549	\$ 260,772
TOTAL DISBURSEMENTS				\$ 3,911,767



TACOMA HOUSING AUTHORITY

Date: April 25, 2012

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

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

The Finance Department is submitting the financial statement for the month of February, 2012. As this is only the second financial report for Fiscal Year 2012 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 is the first real period that will identify if there are patterns that need to be addressed. I have again made some adjustments for YTD as appropriate. I am finding the areas affected by the Development budgets are causing the most fluctuation. The areas where capital money may be coming in for either the Capital Fund grant or Hillside Terrace redevelopment grant where contracts have not been executed are not included. For the month of February, we ended up with a \$271,195 surplus, with a projected annual surplus of \$1,297,907 after reserve appropriations. As the year progresses and more accurate information is accumulated, the projections will change.

On a funding note, last month I discussed how HUD funding had come in higher than budgeted for both the Housing Assistance Payments and Public Housing Operating Subsidy. Since last month's report we received word that our Section 8 Administrative fees will be funded at 80% rather than the 75% budgeted amount. This accounts for approximately \$150,000 above budgeted amount.

Last month I discussed the challenge with our Housing Assistance baseline calculation, where HUD has re-benchmarked it to our 2010 expenditures rather than our eligibility as stated in our MTW agreement, this represents an annual reduction in funding of approximately \$600,000. I am continuing to work with HUD and also legal counsel, but as to date there has been no resolution for this issue.

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

There is no update for this area.

4. AUDIT

Matthew Rose from the Washington State auditor's office is conducting the Single Audit portion of the audit effective April 16th. He is auditing our major programs which receive federal funding for compliance to federal guidelines. He will return in July with his team to complete our financial audit in preparation of our September 30th submission deadline to REAC for our audited financials. The final phase will consist of conducting the agency's Accountability audit. No date has been set up for the auditor's entrance conference with our Finance committee yet.

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 has completed Phase A of their contract with THA. Phase A is: Setting Asset Management Outcomes and Metrics. A conference call between the Asset Mgmt. team and HDC was conducted the last week in March and the team began the Phase B portion of the project. 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. HDC will have a report completed by the end of April in which they will have staffing and role recommendations as well as recommendations for the dash board to be used as a tool by Asset Management. The team will meet again the end of April to complete a responsibility template that will aid in determining who does what for our properties as well as our systems. The template also will define what success is on each of the various items. Phase 3 of HDC's contract is assisting THA in Development of a Preservation Plan for Stewart Court. The team has started this last phase with the first step which is the completion of a Capital Needs Assessment (CNA) of the property. The ORB Architects, the A&E team selected for Stewart Court, is performing the CNA in conjunction with HDC. The CNA is expected to be completed by the end of May.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	February, 2012				Thru 12/31/2012			
	CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE	
OPERATING RECEIPTS								
1	Tenant Revenue - Dwelling rent	325,932	644,405	633,137	1.78%	3,866,430	3,798,822	1.78%
2	Tenant Revenue - Other	7,874	11,284	10,147	11.21%	67,704	60,879	11.21%
3	HUD grant - Section 8 HAP reimbursemer	2,869,031	5,728,080	5,588,160	2.50%	34,118,480	33,528,957	1.76%
4	HUD grant - Section 8 Admin fee earned	206,462	414,914	421,143	-1.48%	2,564,484	2,526,859	1.49%
5	HUD grant - Public Housing subsidy	162,361	319,658	302,211	5.77%	1,917,948	1,813,264	5.77%
6	HUD grant - Community Services	11,506	27,892	32,194	-13.36%	167,352	193,161	-13.36%
7	HUD grant - Capital Fund Operating Reve	196,005	274,947	1,150,507	-76.10%	1,745,099	6,903,041	-74.72%
8	Management Fee Income	244,786	487,421	522,192	-6.66%	2,924,526	3,133,152	-6.66%
9	Other Government grants	13,864	39,405	70,446	-44.06%	236,430	422,677	-44.06%
10	Investment income	5,164	10,515	8,845	18.88%	63,090	53,072	18.88%
11	Fraud Recovery Income - Sec 8	4,985	16,037	5,833	174.92%	56,222	35,000	60.63%
12	Other Revenue- Developer Fee Income	0	0	88,333	-100.00%	0	530,000	-100.00%
13	Other Revenue	30,898	79,080	90,107	-12.24%	474,480	540,643	-12.24%
14	TOTAL OPERATING RECEIPTS	4,078,868	8,053,638	8,923,255	-9.75%	48,202,245	53,539,527	-9.97%
OPERATING EXPENDITURES								
<i>Administrative Expenses</i>								
15	Administrative Salaries	277,403	543,649	643,474	-15.51%	3,808,719	3,860,846	-1.35%
16	Administrative Personnel - Benefits	113,813	226,209	279,630	-19.10%	1,457,254	1,677,781	-13.14%
17	Audit Fees	0	4,050	11,313	-64.20%	67,880	67,880	0.00%
18	Management Fees	191,912	383,415	425,779	-9.95%	2,300,490	2,554,673	-9.95%
19	Rent	23,707	47,414	46,835	1.24%	284,484	281,007	1.24%
20	Advertising	0	0	928	-100.00%	4,500	5,565	-19.14%
21	Information Technology Expenses	10,762	25,592	33,098	-22.68%	178,552	198,589	-10.09%
22	Office Supplies	4,062	9,109	10,397	-12.39%	54,654	62,380	-12.39%
23	Publications & Memberships	1,603	29,270	7,544	287.98%	51,270	45,265	13.27%
24	Telephone	6,983	14,012	14,688	-4.60%	84,072	88,125	-4.60%
25	Postage	2,429	4,613	7,580	-39.14%	27,678	45,481	-39.14%
26	Leased Equipment & Repairs	4,509	7,372	8,601	-14.29%	44,232	51,607	-14.29%
27	Office Equipment Expensed	71	7,496	9,258	-19.04%	54,976	55,550	-1.03%
28	Legal	2,283	6,228	9,378	-33.59%	37,368	56,270	-33.59%
29	Local Milage	455	674	1,370	-50.80%	4,044	8,220	-50.80%
30	Staff Training/Out of Town travel	9,791	15,552	19,762	-21.30%	93,312	118,570	-21.30%
31	Administrative Contracts	8,568	17,449	64,712	-73.04%	304,694	388,270	-21.53%
32	Other administrative expenses	(2,153)	10,553	14,322	-26.32%	23,318	85,933	-72.86%
33	Due diligence - Development projects	8,300	8,300	41,667	-80.08%	49,800	250,000	-80.08%
34	Contingency	0		5,833	-100.00%	0	35,000	-100.00%
35	Total Administrative Expenses	664,498	1,360,957	1,656,169	-17.82%	8,931,297	9,937,012	-10.12%

	February, 2012				Thru 12/31/2012			
	CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE	
Tenant Service								
36	Tenant Service - Salaries	58,273	118,291	137,820	-14.17%	768,892	826,920	-7.02%
37	Tenant Service Personnel - Benefits	24,812	49,829	61,962	-19.58%	323,974	371,769	-12.86%
38	Relocation Costs	0	1,210	67,517	-98.21%	7,260	405,099	-98.21%
39	Tenant Service - Other	9,163	10,705	11,717	-8.64%	64,230	70,302	-8.64%
40	Total Tenant Services	92,248	180,035	279,015	-35.47%	1,164,356	1,674,090	-30.45%
Project Utilities								
41	Water	10,649	20,056	20,582	-2.55%	120,336	123,490	-2.55%
42	Electricity	17,918	39,251	33,421	17.44%	235,506	200,525	17.44%
43	Gas	6,519	14,555	11,097	31.17%	87,330	66,580	31.17%
44	Sewer	36,004	65,282	63,712	2.46%	391,692	382,270	2.46%
45	Total Project Utilities	71,090	139,144	128,811	8.02%	834,864	772,865	8.02%
Ordinary Maintenance & Operations								
46	Maintenance Salaries	44,109	88,243	96,418	-8.48%	573,580	578,507	-0.85%
47	Maintenance Personnel - Benefits	13,333	26,569	27,459	-3.24%	159,414	164,752	-3.24%
48	Maintenance Materials	11,244	25,350	32,246	-21.39%	177,100	193,477	-8.46%
49	Contract Maintenance	63,049	138,010	121,825	13.29%	728,060	730,947	-0.39%
50	Total Routine Maintenance	131,735	278,172	277,947	0.08%	1,638,154	1,667,683	-1.77%
General Expenses								
51	Protective Services	13,821	26,124	28,324	-7.77%	156,744	169,946	-7.77%
52	Insurance	13,996	26,525	33,806	-21.54%	189,150	202,837	-6.75%
53	Other General Expense	93,364	177,124	159,761	10.87%	1,002,744	958,568	4.61%
54	Payment in Lieu of Taxes	1,199	2,398	2,025	18.40%	14,388	12,152	18.40%
55	Collection Loss	0	0	6,620	-100.00%	35,000	39,720	-11.88%
56	Interest Expense	73,717	122,459	156,794	-21.90%	934,754	940,763	-0.64%
57	Total General Expenses	196,097	354,630	387,331	-8.44%	2,332,780	2,323,986	0.38%
58	TOTAL OPERATING EXPENSES	\$ 1,155,668	\$ 2,312,938	\$ 2,729,273		\$ 14,901,450	#####	
Nonroutine Expenditures								
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	0	10,823	9,550	13.33%	64,938	57,300	13.33%
60	Casualty Losses	0	0	833	-100.00%	0	5,000	-100.00%
61	Sec 8 HAP Payments	2,545,056	5,059,729	5,184,688	-2.41%	30,358,374	31,108,130	-2.41%
62	Total Nonroutine Expenditures	2,545,056	5,070,552	5,195,072	-2.40%	30,423,312	31,170,430	-2.40%
63	TOTAL EXPENDITURES	3,700,724	7,383,490	7,924,344	-6.83%	45,324,762	47,546,066	-4.67%
64	OPERATING SURPLUS/(DEFICIT)	378,144	670,148	998,910	-32.91%	2,877,484	5,993,461	-51.99%
65	Capitalized Items/Development Projects	(151,369)	(151,369)	(983,096)	-84.60%	(1,680,000)	(5,898,577)	-71.52%
66	Debt Service Principal Payments	(3,288)	(3,288)	(84,411)	-96.10%	(506,465)	(506,465)	0.00%
67	Surplus/Deficit Before Reserve Appropriations	223,487	515,491	(68,597)	-213.62%	691,019	(411,581)	
68	Reserve Appropriations	47,708	101,148	132,701		606,888	796,204	
69	THA SURPLUS/(DEFICIT)	<u>271,195</u>	<u>616,639</u>	<u>64,104</u>		<u>1,297,907</u>	<u>384,623</u>	

TACOMA HOUSING AUTHORITY			
CASH POSITION - March 2012			
Account Name		Current Balance	Interest
HERITAGE BANK			
Accounts Payable		\$ 4,918,653	0.400%
Section 8 Checking		5,853,950	0.400%
THA Investment Pool		285	0.400%
THA LIPH Security Deposits		111,504	0.400%
THDG - Tacoma Housing Development Group		30,325	0.400%
LF - Stewart Court		15,339	0.400%
LF - Stewart Ct Security Deposit Account		7,303	0.400%
LF - SF 9Homes Alaska		170,735	0.400%
LF - SF 9Homes Alaska Sec Dep Acct		6,675	0.400%
LF - SFH No. Shirley		2,666	0.400%
LF - SFH N Shirley Security Deposit Acct		1,002	0.400%
LF - Wedgewood Homes		49,499	0.400%
Salishan 7		607,132	0.400%
Salishan 7 Security Deposit		26,790	0.400%
Payroll Account		5,997	0.400%
General Fund Money Market		3,515,614	0.400%
WASHINGTON STATE			
Investment Pool		\$ 1,421,010	0.140%
CHASE			
IDA Account		74,408	0.01%
TOTAL THA CASH BALANCE		\$ 16,818,884	
Less:			
<i>MTW:</i>			
MTW Reserves		\$ 6,638,065	
<i>Other Restrictions:</i>			
FSS Escrows	203,475		
VASH, FUP & NED HAP Reserves	1,372,991		
Mod Rehab Operating Reserves	50,296		
Security Deposit Accounts	156,138		
Salishan Sound Families - 608	186,235		
IDA Accounts - 604,605	74,408		
Paul Allen Foundation - 609	55,728		
Gates Foundation - 621	31,693		
WA Families Fund - 672 & 711	108,367		
THDG - 048	30,325		
<i>Total - Other Restrictions</i>		\$ 2,269,654	
<i>Agency Liabilities:</i>			
Windstar Loan - 042	322,506		
Citibank Loan for Area 3 - Guarantee (Current)	1,678,398		
Additional Reserve Set Aside for Area 3 Loss on sales	2,400,000		
<i>Total - Agency Liabilities</i>		\$ 4,400,903	
<i>Development Set Aside for Due Diligence:</i>			
		\$ 452,924	
Total Restrictions		\$ 13,761,546	
THA UNENCUMBERED CASH		\$ 3,057,338	
Agency Current Commitments:		Obligated	Balance
Salishan Campus - On hold			
Development Projects			
902 1st Floor Reconfiguration - MTW funds		400,000	358,000
Total Current Commitments outstanding			\$ 358,000

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: April 25, 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

1. PROPERTY MANAGEMENT DIVISION

1.1 Occupancy:

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

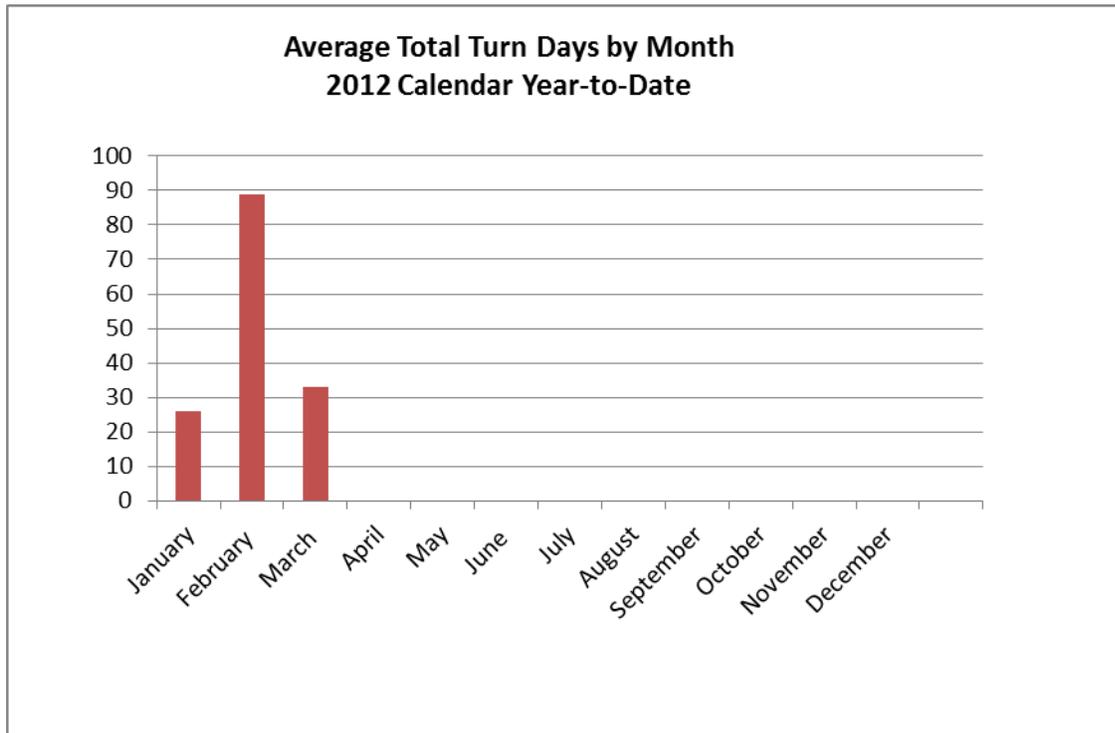
PROGRAM	UNITS AVAILABLE	UNITS VACANT	UNITS OCCUPIED	% MTH OCCUPIED
AMPs 1-19	594	7	587	98.6%
Tax Credit Units	690	9	681	98.6%
Local fund units	67	3	64	95.5%
All Total	1,351	19	1,332	98.6%

1.2 Vacant Unit Turn:

The following page includes a table with all of the units turned in fiscal year 2012. Twelve (12) units were turned and rented in the month of March. The average unit turn for the month of March was 33 days and 52 days FYTD.

The Go to team is now in place. All vacant units will be turned by this team. We have held over our contracted vendors to avoid any vacant turn days that might add up while we are refining some of the processes.

The table below includes additional unit turn information by AMP:



Calendar Year to Date through the end of March, 2012

AMP	Units Turned	Avg Turn Days	Units Currenty Vacant	Avg # Days Vacant
Amp 1 (G ST, K St, M ST)	7	39.4	0	0.0
Amp 2 (6th Ave, Fawcett, Wright)	2	22.0	2	12.5
Amp 3 (Bergerson, Dixon, Ludwig)	7	23.6	4	10.0
Amp 6 (PH Scattered Sites)	1	50.0	0	0.0
Hillside Terrace Tax Credit	1	62.0	2	57.5
Salishan Tax Credit	4	31.0	4	34.3
Local Fund (Stewart, Market Rate Homes)	5	138.8	1	53.0
Agency Summary	27	52	13	28

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 REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
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Below is a listing of all units vacant as of April 16, 2012:

Nbr	AMP	Project	Unit Nbr	Address	Apt Nbr	Beds	Unit Status	Vacate Date	Days Vacant	Maint Turn Date	Applicant Ready Date
1	01	006	00914	911 NORTH K ST	212	1	Repair-Make Ready	4/3/2012	13		03/19/2012
2	01	006	00925	911 NORTH K ST	310	1	Repair-Make Ready	4/3/2012	13		03/19/2012
3	01	008	00976	1202 SOUTH M ST	410	1	Repair-Make Ready	4/2/2012	14		03/19/2012
4	03	012	01124	5425 S LAWRENCE ST	207	1	Repair-Make Ready	4/2/2012	14		03/28/2012
5	03	012	01141	5425 S LAWRENCE ST	310	1	Repair-Make Ready	3/30/2012	17		03/19/2012
6	02	014	01157	2302 6TH AVENUE	115	1	Repair-Make Ready	3/30/2012	17		03/30/2012
7	03	020	01412	5305 S ORCHARD ST	25	3	Repair-Make Ready	3/29/2012	18		04/03/2012
8	06	022	01476	6413 SOUTH PINE STREET		3	Downtime	4/5/2012	11		
9	03	023	01492	5403 SOUTH STEVENS		4	Vacant	3/27/2012	20		03/27/2012
10	03	023	01511	5435 SOUTH STEVENS		3	Vacant	4/2/2012	14		04/03/2012
11	07	028	01542	2341 COURT G STREET	230	2	Repair-Make Ready	3/22/2012	25		04/03/2012
12	09	032	T6578	1512 COURT F STREET	187	3	Vacant	12/16/2011	122	02/03/2012	03/31/2012
13	SC	045	20112	3201 S TYLER	12	1	Vacant	2/7/2012	69		
14	13	34P	01749	4467 EAST Q STREET		3	Repair-Make Ready	3/23/2012	24	04/11/2012	04/02/2012
15	13	34P	01775	4463 EAST R STREET		3	Vacant	2/3/2012	73	03/12/2012	03/05/2012
16	13	34S	08128	4490 EAST Q STREET		3	Repair-Make Ready	3/26/2012	21	04/11/2012	03/19/2012
17	14	35P	01785	3923 ROOSEVELT AVE		2	Downtime	4/12/2012	4		
18	14	35P	01811	3923 EVERETT AVE		3	Repair-Make Ready	2/21/2012	55	03/29/2012	04/02/2012
19	14	35S	08170	3926 ROOSEVELT AVE		1	Repair-Make Ready	3/30/2012	17	04/11/2012	03/28/2012
Average Days Vacant										29.5	

1.3 Work Orders:

In the month of March all 12 emergency work orders were completed within 24 hours. This month, maintenance staff completed 216 non-emergency work orders and a total of 851 for the calendar year. The average number of days to complete a non-emergency work order was 13.23.

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 REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
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Work Order Completion Table:

WORK ORDER COMPLETION REPORT (PHAS/MASS #4)								
	Emergency				Non Emergency			
	MONTH Jan - Mar 2012		YTD Jan - Mar 2012		MONTH Jan - Mar 2012		YTD Jan - Mar 2012	
AMP # *	# Completed	% Completed in 24 hrs	# Completed	% Completed in 24 hrs (99% HUD Std)	# Completed	Avg Completion Days	# Completed	Avg Completion Days (25 days HUD Std)
AMP 1	7	100%	10	100%	33	4.73	198	8.09
AMP 2	1	100%	1	100%	17	3.76	160	15.52
AMP 3	1	100%	4	100%	44	6.34	117	3.35
AMP 4	0	100%	2	100%	11	.18	43	7.74
AMP 6	0	0%	0	0%	7	3.57	23	11.52
AMP 7	0	0%	0	0%	4	1.50	4	1.50
AMP 8	2	100%	2	100%	6	6.17	7	13.86
AMP 9	1	100%	1	100%	2	0.00	2	0
AMP 10	0	0%	0	0%	14	20.43	31	18.45
AMP 11	0	0%	0	0%	25	19.48	41	18.10
AMP 12	0	0%	0	0%	5	11.00	17	19.29
AMP 13	0	100%	1	100%	14	31.71	34	32.15
AMP 14	0	0%	0	0	12	11.08	105	20.25
AMP 15	0	100%	1	100%	8	10.13	55	20.09
AMP 16	0	0%	0	0%	0	0		0.0
Non-AMP	0	0%	0	0%	14	8.50	14	8.50
TOTALS	12	100%	22	100%	216	10.06	851	13.23

Outstanding Work Orders Table:

Below is a breakdown of all outstanding work orders as of March 31, 2012:

Outstanding Work Orders as of March 2012			
AMP #	Open Non-Emergency	<25 Days open	>25 Days open
AMP 1	7	4	3
AMP 2	9	7	2
AMP 3	4	4	0
AMP 4	2	2	0
AMP 6	2	1	1
AMP 7	6	2	4
AMP 8	17	4	13
AMP 9	7	1	6
AMP 10	12	3	9
AMP 11	17	9	8
AMP 12	11	5	6
AMP 13	9	5	4
AMP 14	25	1	24
AMP 15	33	8	25
Non-AMP	1	1	0
TOTALS	162	57	105

The maintenance staff have gone through hands on training on both electrical and plumbing. We will continue to identify areas that we can improve the level of skill to all staff. In our May board report we will be able to report some outcomes of the re-organization with the Maintenance department.

2. RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 97% for the month of March 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

Program Name	Units Allocated	Units Leased	Number of shoppers*
Family Unification Program (FUP)	50	45	2
McCarver Program	50	46	4 shopping
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. 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.

3. FOLLOW UP FROM PREVIOUS BOARD MEETING

During the March Board meeting, two residents provided guest comments that required some investigation. I have provided a synopsis of what I have found in the attached memo.



TACOMA HOUSING AUTHORITY

To: Michael Mirra, Executive Director
From: April Black, Director of Real Estate Management and Housing Services
Date: April 16, 2012
Re: Response to March 28, 2012 Guest Comments

During the March 28, 2012 THA Board Meeting two THA residents provided guest comments. The Commissioners asked that I investigate the claims made during these comments and provide a response at the April Board meeting. Below you will find my responses to Ms. Madonna Edlin and Ms. Hope Rehn.

Madonna Edlin:

Ms. Edlin provided verbal complaints during the Board meeting and later provided written statements. Her primary complaints were:

1. Complaint: There was significant dust and debris during the rehabilitation of Fawcett Apartments that caused Ms. Edlin kidney failure.

Response:

- On August 22, 2011 Pat Patterson received a call from Ms. Edlin reporting concerns about the condition of her unit and hallways during construction. Mr. Patterson forwarded this information to Harvey Adams, THA Project/Construction Manager. Mr. Adams was the THA staff person responsible for overseeing the construction.
- On August 23, 2011 Mr. Adams provided the following information to Mr. Patterson:

I visit the Fawcett site at least once a week and I watch carefully for hazards and site cleanup, as well as the construction work in progress. As of this date, in my opinion, the contractor in charge of Fawcett and Ludwig is doing a good job of keeping the site clean. I have noticed that the interiors are well maintained considering that there is construction work in progress.

I mentioned to Christine that there will be dust and noise during this construction and there is no way to eliminate it. It is not excessive and I would add that it is less than we would see on a similar construction site.

- On or around August 30, 2011 Mr. Patterson visited Ms. Edlin's unit to observe the basis for her complaints. At that time he observed dust but it was not excessive and it was not obvious whether it was dust caused by construction or daily living. He listened to a verbal list of items Ms. Edlin was claiming had been damaged by the construction dust.

- Approximately one week after that meeting, Ms. Edlin provided a written list of items she was requesting compensation for. Mr. Patterson provided that list to Mr. Adams who then forwarded the list to the construction contractor, CDK Construction Services. The list did not include a request for monetary compensation for hospitalization.
 - On September 28, 2011 CDK Construction Services provided THA with a letter stating that it would not reimburse Ms. Edlin for her claims without further documentation.
 - On October 6, 2011 Mr. Patterson forwarded the letter from CDK Construction along with a detailed cover letter to Ms. Edlin. The cover letter outlined the additional information that Ms. Edlin would need to provide in order for the contractor to consider reimbursement.
 - THA did not receive any further documentation from Ms. Edlin. She responded by voicemail to Mr. Patterson that she would have her lawyers pursue the topic.
2. Complaint: Six other residents needed medical attention for the dust generated during construction.

Response: THA held monthly building meetings during the construction and no residents reported health concerns as a result of construction. Also, THA has not received any reports of concerns since then except for Ms. Edlin's report.

On April 17, 2012, I interviewed the Fawcett Apartments S.A.F.E. Building Representative, Justine Archer, and she reported that she did not observe any issues with dust during the Fawcett construction. She also reported that she did not hear any reports of health issues as a result of the construction.

3. Complaint: Ms. Edlin was injured by tripping over an exposed rebar on the patio area at Fawcett Apartments.

Response:

- Ms. Edlin reported that this incident occurred on January 17, 2012
- On January 27, 2012 Mr. Patterson received a voice mail from Ms. Edlin that she had fallen over exposed rebar in the patio area.
- On January 30, 2012 Mr. Patterson visited the Fawcett property and observed that the "rebar" was actually a bolt sticking up ½ inch from the cement patio flooring. The bolt had previously secured a bench in the patio area and the bench had been relocated for construction.

- On January 30, 2012, the area was coned off with caution tape so no one would trip over the bolt.
- On February 7, 2012, Maintenance staff removed the bolt.
- On February 16, 2012 Mr. Patterson called Ms. Edlin to report that the bolt had been removed.
- In the following days Ms. Edlin began calling various other staff members within THA to complain of her injuries. I asked Site Manager Lisa Herrera to call Ms. Edlin to schedule an informal meeting, per THA's grievance procedures, in order to allow Ms. Edlin to formalize her complaints and requests.
- On February 23, 2012 Ms. Herrera called Ms. Edlin to schedule an informal meeting. Ms. Edlin refused to meet with Ms. Herrera and stated that she would have her attorney contact THA.
- On March 28, 2012 Ms. Edlin attended the Board of Commissioner meeting to recount her complaints.
- On March 29, 2012 Michael Mirra visited Ms. Edlin at her apartment to reassure Ms. Edlin of THA's commitment to understand and address her concerns. He told her that staff would be contacting her to set up a meeting.
- On April 2, 2012 Ms. Herrera called Ms. Edlin to schedule a meeting to formalize Ms. Edlin's complaints and requests. According to Ms. Herrera:

I called Madonna and she said that Michael came over to her house the day after the board meeting with flowers and apologizing to her. She said Michael told her that she would have a meeting with April not Pat and now she does not want us to contact her at all. She has requested that all correspondence be through her attorney Mr. Philip Webster 425-482-1111 and then she hung up on me.

- On April 9, 2012 THA received a letter from Phillips Law Firm requesting information regarding Ms. Edlin.

4. Complaint: Ms. Edlin claims that in retaliation for her speaking up about her concerns, THA staff urged other residents to harass her and her property, e.g, put a potato in her car's exhaust pipe.

Response: I have no information to substantiate this claim that either residents behaved in this way or that THA staff urged them to do so. I have contacted TPD to see if there are any police reports available to support the claim.

On April 17, 2012, I interviewed Justine Archer, the THA staff member/resident that Ms. Edlin mentioned during the Board meeting. Ms. Archer denies any involvement in harassing Ms. Edlin or damaging her property. Ms. Archer reported that she has also experienced damage to her vehicle while parked at the Fawcett Apartments. Ms. Archer also reported that she is moving from the building at the end of the month.

5. Complaint: Ms. Edlin said that the senior buildings are dirty except when the board comes to visit.

Response: There is a regular cleaning schedule for each senior building. I make unannounced visits to these buildings at least quarterly and have not noticed that there is an issue with cleanliness.

6. Complaint: When we moved her back into the building, her new unit was dirty with fleas, urine and a dirty carpet.

Response: During the construction, THA moved Ms. Edlin, and all other Fawcett Apartments residents, into temporary lodging at Apex Apartments. We did this in order to complete work in the units. At the end of the unit construction, we moved Ms. Edlin back to a new unit in the same building. Construction was still occurring in the hallway areas for approximately 20 days after Ms. Edlin was moved back into the building.

The contractor was responsible for cleaning the carpet in the unit Ms. Edlin moved into at the end of construction. Mr. Adams has confirmed that the contractor did not have the carpets professionally cleaned but they did vacuum the carpets as part of the construction clean up. The move-in report dated August 16, 2011 notes stains in the carpet but no other issues. Ms. Edlin signed this report without additional comments indicating her agreement with its description of the unit condition.

7. Complaint: THA was unable to provide an incident report form for Ms. Edlin report her injuries.

Response: There were no hard copies of the incident report at the Fawcett site at the time Ms. Edlin made the report and there were no staff members at the site to print a copy. When Ms. Edlin called Mr. Patterson to ask for a form Mr. Patterson asked Ms. Edlin to put her report in writing using regular paper rather than a form in order to expedite the process.

8. Complaint: Poor customer service THA seemed uncaring when Ms. Edlin voiced her complaints and concerns.

Based on the information I gathered through this investigation I am satisfied with the level of attention given to Ms. Edlin regarding her complaints. I cannot attest to words or tones of voice used during interactions. However, Ms. Edlin was provided

with in-home visits by staff, written responses to her claim for reimbursement, phone calls were returned and she was offered two separate formal meetings that she declined. Staff spent at least ten hours investigating and responding to her claims prior to her visit with the Board. Staff has spent at least that much time gathering the information and preparing this memo as requested for the Board.

Hope Rehn:

Ms. Rehn spoke with the Board about four primary concerns:

1. Complaint: Site offices are not staffed and there is no information about who residents should contact.

Response: THA had one staff member per three senior buildings for a period of approximately six months during the hiring freeze and subsequent hiring process. This level of staffing did not enable us to staff the offices at these buildings. However, all of the phones in the offices at those buildings had updated voice messages instructing residents on who to call for assistance, regular work orders and after-hours emergencies.

When Site Manager Lisa Herrera started in late February the messages were again updated and Ms. Herrera attended all building meetings to explain contact procedures.

The final vacant position for these buildings was hired on April 2, 2012.

On April 2, 2012 all office doors were posted with new signs listing office hours and contact information for the Site Manager, Site Assistant, work orders and after-hours emergencies. Letters with this same information will be going out to all residents by the end of April.

2. Complaint: Work orders aren't getting done at the senior buildings.

Response: All work orders that have been reported have been repaired.

3. Complaint: There are "a lot" of unauthorized people in the buildings and THA is not following up.

Response: Every report of unauthorized people that has been reported has been investigated. In some cases people have been added to leases and fellow residents may not be aware of that information. In others, reports of the unauthorized guests cannot be substantiated but residents have been given warnings about their responsibilities as required by their lease.

I must also note that I met with Ms. Rehn prior to the recent Board meeting. I try to do this before every meeting to keep our relationship informed and to learn what concerns Ms. Rehn may have and perhaps address them. In this case, Ms. Rehn told me as she told

the board that “a lot” of unauthorized persons were residing in the buildings. I asked her for details. She mentioned only two units, one in Fawcett Apartments and one in Wright Street Apartments. Staff already knew about each and I told that to Ms. Rehn. I explained some details of each one that could have reassured her. Ms. Rehn did not take the time to mention this conversation during her remarks to the Board. She also did not specify that her reference to “a lot” of units pertained to the two units she mentioned to me. Since the Board meeting, Ms. Rehn has sent emails to Pat Patterson, Lisa Herrera and me about guests and residents propping doors open at Wright Street Apartments. Staff have been following up on those reports.

4. Complaint: THA is not allowing residents to view cameras at Wright St and THA should be using those cameras to curb unauthorized guests.

Response: THA staff has not had the time to regularly monitor the cameras at Wright Street. We will begin to do this as needed once staff are better trained and time is available. For resident privacy, we would prefer not to provide all residents with access to view these cameras.

Mr. Patterson and I have both interacted with residents of the elderly/disabled buildings recently. The feedback that we have both received has been positive. Most residents have been very pleased with their interactions with Ms. Herrera and her staff and are thankful to see staff regularly communicating with residents.

REAL ESTATE

DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: April 25, 2012

TO: THA Board of Commissioners

FROM: Walter Zisette
Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

1. SALISHAN/HOPE VI

1.1 Phase II Construction

1.1.1 Area 2A, Community Core 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 on 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. THA staff continues to meet with community partners to develop the programming component.

Staff is meeting with a several fundraising professionals in the community to “market test” our concept for the core and to determine what skill set is needed for the fundraising consultant we will need to hire. We hope to have that person hired within 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 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 consider an extension of the maturity date on THA's loan from July 1, 2013 for an additional 2 – 3 years, 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 is preparing an application for Tax Exempt Bond Cap to be submitted to the Washington State Housing Finance Commission. The application will request \$12,000,000 in Bond Cap for the Phase I project. In February, 2012, the Board of Commissioners authorized the Inducement Resolution for THA to issue bonds for the project.

Staff is also preparing an RFP to solicit the lender and investor for the Phase I project.

2.1.2 Project Planning: On April 5, 2012 staff presented the street vacation application to the City of Tacoma Hearing Examiner. The disposition of the application will be reviewed and ruled on by the City Council sometime in May. On April 16, THA received notice of the Hearing Examiner's approval of our alley street vacation request. The Hear

Examiner will also recommend to the City Council that the land acquired by THA from the City be transferred to THA at no cost. Both of these rulings made by the Hearing Examiner will now be sent to the City Council as recommendations for final decisions sometime in May.

2.1.3 Procurement: Staff has finalized the contract amendment with GGLO architects and has engaged Foster Pepper, LLLP 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.

Staff is engaging Pacific Rim Environmental from the stable of environmental testing agencies to provide a quote for hazardous material testing and abatement monitoring during demolition.

2.1.4 Architecture: Staff and GGLO have conducted a series of design meetings and have finalized floor plans for the housing and community/education center. GGLO is in the process of finalizing the changes requested by THA in the schematic design set and will shift to design development at the end of April. Demolition documentation will be submitted for permits in May 2012. Staff and GGLO also conducted eco-charrettes and established a baseline for LEED Certifications for Phase I. The baseline is LEED Silver for New Construction (mid-rise building), LEED Gold for Homes (townhomes) and LEED Platinum for New Construction (Community/Education Facility).

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-May 2012. HUD staff has indicated that initial HUD approval on the Environmental Assessment is the last step needed before the agency can approve THA's disposition/demolition request. Staff expects to have final HUD approval on disposition/demolition in May.

- 2.1.7 *Community Meetings:* Staff held a relocation meeting with residents on March 21, 2012. The meeting was well attended with just under 90 participants. Residents signed up for one-on-one interviews with the staff to initiate the benefits process. Site staff followed up with those that did not attend to schedule meetings with them. All residents received written communication regarding the date and time of their meeting.
- 2.1.8 *Relocation:* Staff has formed a relocation team with internal resources. The team officially began relocation activities on April 2, 2012. The team is located at the 2500 block office where one-on-one meetings with residents started on April 16 to assess their needs and to begin seeking comparable units in the community.
- 2.1.9 *Community/Education 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 and closing documents have been prepared.
- 3.1.2. *Public Housing Scattered Site Renovations.* THA RED staff and PM Staff toured several of the scattered sites to gather current information on maintenance and repairs needed on the 34 scattered single family public housing units owned and operated by THA. Bid documents for roof and gutter replacements at THA's Scattered Site homes have been completed, Invitations To Bid were issued on March 28th and bids are due back to THA on April 19th.

Work is underway and will continue on bid documents to complete roof and gutter repairs, painting, fence repairs, deck and patio improvements, kitchen rehab, electrical and structural repairs and misc. carpentry work.

THA staff met with Casey – Dechant Architectural Services to amend A&E services for envelope repairs, including window and siding replacement. Contract documents are pending Board review and approval.

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

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).* We now have two houses on the market, 1669 S. 45th Street and 2107 E. 65th Street. THA continues to look for new houses to purchase.
- 4.2 *THA Administrative Office Space.* Shinstine/Associates LLC mobilized on site April 2. They have completed demolition activities on Phase 1 renovations. Plumbing and mechanical rough in has started as well as construction on the new walls. Phase 1 is anticipated to be completed the last week in May. Habitat for Humanity removed several salvageable items to be resold in their Re-Store. All other demolished items were recycled at Recovery I.
- 4.3 *Stewart Court – Minor Exterior Repairs.* All work is complete to repair damaged siding, faucets, and a sink hole in the parking lot. 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 MannyLights are now preparing an MOU that will define each agency's role in a potential joint venture to develop housing at Hillsdale Heights.
- 5.2 *Stewart Court:* ORB Architects is conducting a Capital Needs Assessment in conjunction with the work being performed by THA's asset management consultant, HDC. This work is assisting THA in developing a Preservation Plan for the

property. This exercise will be a training tool for use on all THA properties. Additionally, THA has learned that Stewart Court is in a list of projects to be funded by the Housing Trust Fund (in the amount of \$480,000), if approved by the Department of Commerce. THA submitted a Stage 1 HTF application earlier and the project is included in the 2012 jobs package list. These projects are first in line to be funded if they meet readiness requirements. THA will need to submit a Stage 2 application for these funds. THA's next step on this depends on the outcome of the Preservation Plan exercise.

5.3 *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. THA staff and City staff are now working on the specific terms of a potential transfer of this property to THA. Once staff is able to complete a draft term sheet for this transaction, the draft will be brought to the City Manager for his review.

5.4 *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.

THA is engaging CSG Advisors to assist staff with financial planning needs of this project. Staff has prepared a disposition/conversion program matrix that describes HUD strategies and options that staff is considering for achieving THA's goals on this project. Staff has also prepared a draft project outline, presenting a project completion timeline. *Both documents – the program matrix and project outline - are enclosed with this memo.*

5.5 *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, master leasing the property to LASA. As part of the State's adopted "jobs package", LASA is fortunate to have received a preliminary allocation of Housing Trust Fund support for this project in the amount of \$3,062,000. Michael Mirra and Walter Zisette met recently with the Executive Committee of LASA's board to talk about the project and to talk about

the structure of the THA/LASA development partnership.

- 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. Other more specific investment criteria, communicated to staff by the Board's Development Committee, include: (1) 20 – 30 units, (2) \$50 - \$60,000 acquisition cost, and (3) suitable for a 3 – 6 year hold.

Properties that meet these goals include HUD-assisted housing, housing located near other THA properties (offering management efficiencies), and market rate housing in strong market areas of the City (such as downtown and the Tacoma Mall area). 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.

THA's real estate brokers are examining current listings and communicating with owners of non-listed properties that meet our buying criteria. Staff expects that the brokers will bring several acquisition opportunities to our attention within the next few weeks.

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

- 6.1 Shinstine/Associates has hired 1 Section 3 worker and they have two MWBE subcontractors: DL Hendrix – sheetrock (7%) and Cambell-Cox – flooring (9%).

7. **OTHER BUSINESS**

None

8. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

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

Grant	Total Grant	Obligation Start Date	Obligated	% Obligated	Obligation End Date	Expended End Date	Expended	% Expended
2008 CFP (P)	\$1,849,412	6/13/08	\$1,849,412	100%	06/12/10	06/12/12	\$1,849,074	99%
2009 CFP	\$2,410,953	9/15/09	\$2,410,953	100%	9/14/11	9/14/13	\$2,334,017	96%
2009 CFP (1 st R)	\$703,863	9/15/09	\$703,863	100%	9/14/11	9/14/13	\$703,863	100%
2009 CFP (2 nd R)	\$54,932	9/15/09	\$54,932	100%	9/14/11	9/14/13	\$54,932	100%
2009 CFP (3 rd R)	\$2,724	4/2/10	\$2,724	100%	4/2/12	4/2/14	\$2,724	100%
2010 CFP	\$2,345,627	7/15/10	\$1,633,383	70%	7/14/12	7/14/14	\$455,561	19%
2010 CFP (1 st R)	\$1,216,978	7/15/10	\$1,216,978	100%	7/14/12	7/14/14	\$196,759	16%
2010 CFP (2 nd R)	\$219,721	7/15/10	\$219,721	100%	7/14/12	7/14/14	\$0	0%
2011 CFP	\$1,721,353	8/3/11	\$77,810	4%	8/2/13	8/2/15	\$0	0%
2011 CFP (1 st R)	\$736,455	8/3/11	\$443,660	60%	8/2/13	8/2/15	\$0	0%
2011 CFP (2 nd R)	\$549,895	8/3/11	\$0	0%	8/2/13	8/2/15	\$0	0%
CFCF**	\$1,881,652	8/3/11	\$0	0%	8/2/13	8/2/15	\$0	0%
2012 CFP	\$1,593,197	3/12/12	\$0	0%	3/11/14	3/11/16	\$0	0%
2012 CFP (1 st R)	\$1,026,290	3/12/12	\$441,922	43%	3/11/14	3/11/16	\$0	0%
2012 CFP (2 nd R)	\$128,701	3/12/12	\$0	0%	3/11/14	3/11/16	\$0	0%

** Capital Fund Community Facilities Grant



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project Number: RD-2012-2
Project: PUBLIC HOUSING CONVERSION
Date: April 17, 2012
Deadline: June 30, 2015
Project Manager: Walter Zisette

	Task or Objective	Who	Deadline	Status
1.	PROJECT CONCEPT DEVELOPMENT	W. Zisette	5/10/2012	Open
1.1	Project Concept Statement	W. Zisette	5/10/2012	Open
1.2	Preliminary Development Budget, Project Schedule	W. Zisette	5/10/2012	Open
1.3	Convene Internal Project Team	W. Zisette	5/10/2012	Open
2.	PROCURE CONSULTANTS, DEVELOPMENT TEAM	W. Zisette	6/27/2012	Open
2.1	Finance Consultant	W. Zisette	4/30/2012	Open
2.2	HUD Legal	W. Zisette	5/15/2012	Open
2.3	Ral Estate Legal	W. Zisette	5/15/2012	Open
2.4	Architect	W. Zisette	6/27/2012	Open
2.5	Contractor	W. Zisette	6/27/2012	Open
2.6	Environmental Consultant	W. Zisette	6/27/2012	Open
3.	SECURE PREDEVELOPMENT FUNDING COMMITMENT	W. Zisette	7/25/2012	Open
4.	PRELIINARY DEVELOPMENT STRATEGY, FINANCIAL ANALYSIS	W. Zisette	5/25/2012	Open
5.	MTW PLAN AMENDMENT	W. Zisette	7/25/2012	Open
6.	THA REVIEW AND AUTHORIZATIONS	W. Zisette	7/25/2012	Open
6.1	Board Authorizing Resolution (initial)	W. Zisette	5/30/2012	Open
6.2	Board Approval Resolution (for Dispo Application)	W. Zisette	7/25/2012	Open

Project: PUBLIC HOUSING CONVERSION
Date: April 17, 2012
Deadline: June 30, 2015
Project Manager: Walter Zisette

	Task or Objective	Who	Deadline	Status
7.	SUPPORTIVE SERVICES PLANNING	N. Vignec	7/25/2012	Open
	7.1 Resident Supportive Services Needs Assessment	N. Vignec	7/25/2012	Open
	7.2 Supportive Services Strategy	N. Vignec	7/25/2012	Open
8.	PROPERTY MANAGEMENT PLAN	A. Black	7/11/2012	Open
9.	REHABILITATION PLAN	T. Hansen	8/22/2012	Open
	9.1 Rehab Scope of Work	T. Hansen	8/22/2012	Open
	9.2 Capital Needs Assessments	T. Hansen	8/22/2012	Open
	9.3 Phase I Environmental Studies	T. Hansen	8/22/2012	Open
	9.4 Relocation Plan	R. Schur	8/22/2012	Open
10.	TENANT ENGAGEMENT	W. Zisette	8/15/2012	Open
	10.1 SAFE Consultations	W. Zisette	7/31/2012	Open
	10.2 Notice to Residents	W. Zisette	6/20/2012	Open
	10.3 Resident Surveys	W. Zisette	7/31/2012	Open
	10.4 Resident Meetings (9)	W. Zisette	8/15/2012	Open
11.	LOCAL CONSULTATIONS, LETTERS OF SUPPORT	M. Mirra	8/29/2012	Open
	11.1 City of Tacoma (Mayor + Consolidated Plan Letter)	M. Mirra	8/15/2012	Open
	11.2 Community Organizations	W. Zisette	8/29/2012	Open
12.	REAL ESTATE STUDIES	W. Zisette	8/31/2012	Open
	12.1 Appraisals	T. Hansen	8/31/2012	Open
	12.2 Market Study	T. Hansen	8/31/2012	Open
	12.3 Offer to Sale (to residents)	T. Hansen	8/31/2012	Open
13.	HUD ENVIRONMENTAL REVIEW	W. Zisette	9/15/2012	Open

Project: PUBLIC HOUSING CONVERSION
Date: April 17, 2012
Deadline: June 30, 2015
Project Manager: Walter Zisette

	Task or Objective	Who	Deadline	Status
14.	DISPOSITION APPLICATION	W. Zisette	4/17/2013	Open
14.1	Prepare Disposition Application	W. Zisette	9/14/2012	Open
14.2	Submit Disposition Application to HUD	W. Zisette	9/14/2012	Open
14.3	HUD Approves Disposition Application	W. Zisette	4/17/2013	Open
15.	TENANT PROTECTION VOUCHER APPLICATION	W. Zisette	5/15/2013	Open
15.1	HUD Approves Tenant Protection Voucher Application	W. Zisette	5/15/2013	Open
16.	DESIGN	T. Hansen	12/16/2013	Open
16.1	Concept Design (i.e., rehab.)	T. Hansen	7/17/2013	Open
16.2	Design Development	T. Hansen	12/16/2013	Open
16.3	Submit City of Tacoma Permit Applications	T. Hansen	12/16/2013	Open
17.	RELOCATION, TEMPORARY	R. Schur	9/30/2014	Open
18.	LENDER AND INVESTOR PROCUREMENT	W. Zisette	9/28/2012	Open
19.	REAL ESTATE FINANCE	W. Zisette	12/16/2013	Open
19.1	Create LLC	W. Zisette	9/30/2012	Open
19.2	Bond Inducement Resolution (BOC)	W. Zisette	6/26/2013	Open
19.3	Bond Cap Application	W. Zisette	9/30/2013	Open
19.4	Tax Credit Application	W. Zisette	10/31/2013	Open
19.5	Close on all Financing	W. Zisette	12/16/2013	Open
20.	CONSTRUCTION	W. Zisette	9/30/2014	Open
21.	PROJECT STABILIZATION	W. Zisette	12/31/2014	Open
22.	CONVERT TO PERMANENT FINANCING	W. Zisette	3/31/2015	Open
23.	PROJECT CLOSEOUT	W. Zisette	4/30/2015	Open

PUBLIC HOUSING CONVERSION PROGRAM EVALUATION SUMMARY

4/9/2012

Program	Description	Leverage Potential (Rehab)	Cash Flow Potential (RR, Services, Improve Operations)	Pros	Cons
Rental Assistance Demonstration	Relaxes several mixed finance and PH rules with goal of preserving affordable housing; focus is a new subsidy formula (ACC + capital fund + rent); replaces PH with HAP.	RAD would increase operating income & NOI by approx. \$2,100/unit/year (i.e., value of ave. CFP annual subsidy per unit); not enough to result in positive NOI at any PH prop., therefore, no debt or equity financing can be leveraged.	Key question: will NOI be high enough to fund RR, Services, and improved operations? Answer: No. NOI will continue to be negative (or only slightly positive), so little potential to fund these items.	no need for dispo approval; leveraged financing ok; HUD favors; demo program (likely to improve with use)	inadequate subsidy formula (less than FMR); very competitive West region for PHAs seeking 2,543 units of RAD assist. Available; no \$\$ avail. To maintain properties.
Voluntary Conversion	Two steps: Conversion Assessment + Conversion Plan. Assessment requires detailed analysis. With both assessment & plan approval, property is disposed of, and PBVs are awarded.	With Conversion approval, rental income is based on FMR generated by PBVs. This will result in NOI adequate to support debt needed to finance long term property improvements.	Key question: will NOI be high enough to fund RR, Services, and improved operations, and debt service? Answer: Yes, in most cases - but depends on level of rehab & amount of debt service required.	no need for Section 18/dispo process; Market based (FMR) rental income subsidy.	Likely cannot get HUD approval on Conversion Assessment - required cost analysis will show Section 8 subsidies to be more expensive than current PH subsidy structure. Program designed more for rural areas where FMRs are lower than ACC subsidies.
Disposition/Conversion	Two steps: apply for Section 18 disposition approval then conversion vouchers, that convert property to PBV subsidy.	Same as Voluntary Conversion. With Conversion approval, rental income is based on FMR generated by PBVs. This will result in NOI adequate to support debt needed to finance long term property improvements.	Same as Voluntary Conversion. Key question: will NOI be high enough to fund RR, Services, and improved operations, and debt service? Answer: Yes, in most cases - but depends on level of rehab & amount of debt service required.	Project has goals consistent with new struict criteria for disposition approval; more sustainable subsidy structure.	Disposition justification, under new rules, very high - HUD is discouraging dispositions; questionable availability of conversion vouchers.
Mixed Finance Rehab	allows projects with public housing units in them to leverage private financing; and blend ACC subsidies with Sctcion 8 subsidies.	Depends on % of units subsidized with PBV - the higher the % of PBVs, the higher the rehab potential	Depends on % of units subsidized with PBV - the higher the % of PBVs, the greater the potential to fund RR, services, operations. Casf flow benefit not likely to be significant.	no need for SAC dispo review; encourages a mixed-income project concept; retain some public housing subsidies.	still dependent on unstable public housing subsidies.
CFFP	new debt that leverages future capital fund allocations	potential to leverage debt (to support rehab needs) without impacting project NOI.	maintenance & operating expenses should be lower as a result of rehab activities financed with CFFP.	explore use of CFFP with 4% LIHTC	more CFFP debt limits ability to conduct future renovations (because larger share of CFP budget needs to be dedicated to CFFP debt service.

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: April 25, 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 March and for the calendar year 2012.

1.1 Employment

Activities	Month	YTD	Annual Goal	% of Goal
Clients referred for employment services	19	39	130	30%
Clients participated in employment services	24	66	100	66%
Clients enrolled in employment readiness soft skills workshops	19	29	80	36%
Clients completed employment readiness soft skills workshops	3	11	50	22%
Enrolled in job readiness training	1	2	20	10%
Job placement	7	11	35	31%
WorkSource Participants Assisted	8	22	35	63%
Entered Apprenticeship	0	0	3	0%
Earned income increased	7	9	35	26%

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 GED classes on-site at the Family Investment Center.

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	19	69	75	92%
Completes one or more GED tests	2	2	8	25%
Attains GED	4	6	6	100%

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	15		2		4	
	Month	YTD	Month	YTD	Month	YTD
Entrances	0	0	0	0	0	0
Graduations	0	0	1	1	0	1
Exits	0	0	0	0	0	0
Terminations	0	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	0	7
Number of successful completions (eviction averted)	1	1
Number terminated	1	1

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.

Activities	Month	YTD
Number of households referred for services	2	4
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 is providing rental assistance to up to 49 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	18	18	30	60%
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 rates 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 is a great resource for our families, both adults and children.

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.

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	0	6	40	15%
Second year cohort 2012 enrolled	10	16	25	64%

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	100	111	153	73%
Graduates	2	4	0	
Removed/Voluntarily Withdrawn	4	7	n/a	
New Contracts Signed	2	2	0	
Escrow Balance	\$246,310.06			

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 April, 2012.

Activities	Month	YTD	Annual Goal	% of Goal
Life Skills Enrollment	0	0	25	0%
Life Skills Completion	0	0	15	0%
Parenting Enrollment	0	12	25	48%
Parenting Completion	0	0	20	0%

1.10 Asset Building

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

Activities	Month	YTD	Annual Goal	% of Goal
Financial Literacy Enrollment	20	24	90	27%
Financial Literacy Completion	2	5	72	7%
Credit Counseling Enrollment	0	0	20	0%
Credit Counseling Completion	0	0	10	0%
Homeownership Counseling	4	20	79	25%
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	8	25	90	28%
EITC Received (PH only)	4	12	95	13%
Tax Returns for all clients served at VITA Site	31	145	170	85%

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)	216	609	1200	51%

1.12 Youth Activities

THA's contracts for youth tutoring and youth mentoring ended in spring 2011. We have two partners who are providing 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%

On March 2, approximately 40 children and parents attended the third annual **Dr. Seuss Read Across America Day** family reading event at Lister Elementary in Salishan. The event was co-sponsored by THA and Tacoma Head Start. The Cat in the Hat and his assistants Thing 1 and Thing 2 led the children in reading together, and then the families selected from a wide variety of books about cats, hats, and other topics to read with the children. Head Start provided juice and snacks.

1.13 Senior and Disabled Services

The Senior and Disabled Services Program Specialist had 166 client contacts (109 unduplicated) in the month of March.

In March, he referred tenants to the following services:

- TACID
- SafeLink – free federal phone program
- Support Services – protective payee service

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	109	204	260	78%
Referrals	3	16	50	32%
Unduplicated situation/wellness counseling	22	45	140	32%
Assistance with correspondence for Entitlement Programs	1	5	40	13%

2. GRANTS

2.1 City of Tacoma Community Development Block Grant (CDBG) Award

In March we learned that THA's application for City of Tacoma CDBG funds to support our Family Self-Sufficiency program was recommended for funding. This is a highly competitive process. Twenty (20) organizations applied for funding. Nine were selected for funding. The average grant award was \$33,875. THA was awarded \$20,000. Public hearing on the City's CDBG grant awards is scheduled for April 24. Final vote on the CDBG recommendations will be May 1.

2.2 2007 ROSS Family and Homeownership Grant Close-Out

Staff submitted the close out report for the 2007 ROSS Family Homeownership grant to HUD on March 22. This was a three-year grant totaling \$350,000. The primary focus of the grant was to provide services to public housing youth. During the grant period, THA contracted with Northwest Leadership Foundation and Girl Scouts to provide services. Our AmeriCorps volunteers also worked with children after school in the computer labs. Overall we were successful in meeting the goals we set out in this grant. We far exceeded the goals to provide after school computer classes, summer camps, life skills training and mentoring.

3. SUMMER YOUTH ACTIVITIES

On March 19, THA and Metro Parks convened youth service providers, school representatives and other interested individuals to review information about activities to be offered on the Eastside for youth this summer. Participants included:

- City of Tacoma
- Metro Parks
- WSU Extension – 4H
- Family Support Centers
- Tacoma 360
- Boys & Girls Clubs
- Boze Elementary
- Blix Elementary
- YMCA
- Projecto Mole – Northwest Leadership Foundation
- Catherine Ushka Hall – TPS School Board
- Councilmember Marty Campbell
- Representative Laurie Jenkins

At separate meetings later in March, we also compiled summer activity information from Lister Elementary and First Creek Middle school.

THA mailed this information to all Salishan households in early April. Metro Parks created a calendar to be distributed through the schools and youth service providers. Metro Parks will also post the calendar on their website. THA and Metro Parks were invited to present the summer youth activities information to the City's Public Safety, Human Services and Education Committee on April 12.

HUMAN RESOURCES



TACOMA HOUSING AUTHORITY

DATE: April 25, 2012

TO: THA Board of Commissioners

FROM: Barbara Tanbara
Human Resources Director

RE: Human Resources Board Report

1. HUMAN RESOURCE DEPARTMENT

I am so pleased to announce that I have a new HR Analyst, Kate O'Farrell, who started work in early April. My former employee left to pursue other opportunities. I had been doing the work of both positions for some time, so her arrival is wonderful. I took this time to find a person who comes with 8 years' experience, predominately in the public sector, and who has a Masters in Organizational Leadership from Gonzaga University. Kate will help our department give better service to the field and become more proactive in our activities.

2. COMPENSATION & BENEFITS

2.1. Compensation Study

Per the request of the board and our ED, we have added nonprofit and for-profit housing organizations to the compensation study. We have received a good response from those organizations asked to participate and will have their information along with housing authorities, cities and the county. We expect to make recommendations for changes by the end of the month.

2.2. Compensation Structure and Pay for Performance Project

One of the important lessons from our 2011 Employee Opinion survey is that our employees are dissatisfied with THA's current compensation structure. The agency does not have a method for employees to move through their salary range and employees have indicated their interest in pay linked to performance. Compensation by itself is not typically the reason why employees are engaged, but it can be one of the reasons why employees consider leaving. In 2012, this will be a big project for me, the committee that helps me, and the two unions. We will explore the options and make recommendations for changes to occur in 2013.

2.3. Overall Compensation and Benefit Statement

For some time now, we have wanted to publish an annual statement that shows all employees their total compensation and benefits. The statement will list employee's salary plus the value of all benefits provided to employees to regularly remind them of

their total compensation package at THA. We plan to publish the first one this year. Kate O'Farrell, my new HR Analyst will handle this project.

3. LABOR RELATIONS

3.1 Collective Bargaining

A good deal of my time has been spent preparing for the OPEIU negotiations. I have held regular meetings with a team of directors and managers to develop the strategies we want for these negotiations. Ken Shalik and I attended an Advanced Contract Costing seminar that we plan to use this year to demonstrate the full value and cost of the contract. We are scheduled to begin the negotiations in early May. The contract expires on June 30.

3.2 Grievances

We had no new grievances in 2012. One 2011 Trades Council grievance remains unresolved. However, we have come to a settlement agreement and plan to meet to finalize the terms.

4. EMPLOYEE RELATIONS

For CY 2012, we have no City of Tacoma Human Rights or EEOC complaints and no lawsuits.

5. PERFORMANCE MANAGEMENT

Janis Flauding and Greg Mowat of our Board are working with the Board to evaluate the ED's performance and establish meaningful performance Objectives for the upcoming year.

6. STAFFING

Our turnover YTD is 11.1%. My new HR Analyst and I will be examining options to lower the turnover and keep it low through better hiring, improved orientation, and employee development.

7. TRAINING

Employee development, or rather the lack of opportunity for employee development, was another big issue in the 2011 Employee Opinion Survey. HR will be working in partnership with the other Directors and the unions to identify the best options for offering more training and development for our employees.

Our Maintenance department now has a regular schedule of training and the record of their training is being entered into our new electronic training database. Thanks to April Black,

Yvonne Ginoulis and Dave Gjerstad, THA will have a database to track all employee training. Once that database is finished and fully tested, we will be able to show employees the regular investments of time and training THA makes for them.

THA Recruitment-Turnover Report 2012

*data reflects regular employees only

	Jan	Feb	March	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec	YTD	Annualized
Total # Employees	107	108	108										108	108
Voluntary Separation	0	0	2										2	8
Involuntary Separation	1	0	0										1	4
Retirement	0	0	0										0	0
Lay-Off's	0	0	0										0	0
Total Separations	1	0	2	0	0	0	0	0	0	0	0	0	3	12
2012 Turnover Rate w/out Lay-off's	0.9%	0.0%	1.9%										2.8%	11.1%
2011 Turnover Rate w/out Lay-off's	0.9%	0.0%	0.0%	0.9%	0.0%	1.8%	0.9%	1.8%	3.6%	0.9%	0.0%	0.9%	11.82%	
Hires/Promotions													YTD	
New or Different Positions	1		1										2	
Replacement due to Separation	1		2										3	
Replacement due to Promotion/ Transfer	1		1										2	
Sunset Positions	0		0										0	
Total	3	0	4	0	7									

NEW BUSINESS

RESOLUTION #1
This is a walk on Resolution

RESOLUTION #2



TACOMA HOUSING AUTHORITY

RESOLUTION 2012-4-25 (2)

DATE: April 25, 2012
TO: Board of Commissioners
FROM: Michael Mirra, Executive Director
RE: Approval of tenant account receivable write offs

Background

THA has established a process of writing off tenant accounts receivable bad debt. THA incurs this bad debt when a program participant leaves the public housing or Housing Choice Voucher program owing a balance. The balance may arise from excessive damage to a public housing unit, unpaid rent, tenant fraud/unreported income or abandonment of an assisted unit.

Until we write off these balances as a bad debt, they stay on the active tenant ledger in our accounting system and General Ledger (GL). The receivable balance also remains as part of our tenant receivables that we report to HUD in our year-end financials. Once we write off the debt we can remove it from THA's receivable balance and assign it to a collection agency for collection. In that event, THA receives 50% of any proceeds that the agency collects.

Each individual included in this tenant account write off has receive a notice of his or her debt. THA mails two notices to the last known address. These notices provide the opportunity for the individual to pay the debt or enter into a repayment agreement with THA. Sending a tenant to collections is the last resort for THA to collect the tenant debt.

Two of the accounts included in this resolution will go to collections because the tenants have passed away. Those accounts are indicated with asterisks (*) below. I am still requesting to write off those debts.

Recommendation

Approve Resolution 2012-4-25 (2) authorizing THA to write off tenant accounts totaling: \$12,495.31.



TACOMA HOUSING AUTHORITY

RESOLUTION 2012-4-25 (2)

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

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

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

1. Approve Resolution 2012-4-25 (2) authorizing THA staff to “write off” the following accounts and send these debts to an external collection agency to pursue collection action:

TENANT #	AMOUNT
143775	\$380.90
146775	\$703.93
144664	\$414.29
137166	\$484.49
143227	\$1,556.10
102947	\$171.14
144455	\$164.84
143271	\$2,214.30
142824	\$480.75
143227	\$677.07
000858	\$352.41
115412	\$2,129.87
xx000259	\$2,244.15
140952*	\$143.82
111976*	\$377.25
TOTAL BALANCE	\$12,495.31

*Tenant is deceased and balance will not be sent to collections

Approved: April 25, 2012

Janis Flauding, Chairman