



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

June 26, 2013



TACOMA HOUSING AUTHORITY

Michael Mirra
Executive Director

BOARD OF COMMISSIONERS

Janis Flauding, Chair
Greg Mowat, Vice Chair
Dr. Arthur C. Banks
Stanley Rumbaugh
Rose Lincoln Hamilton

Regular Meeting BOARD OF COMMISSIONERS

WEDNESDAY, June 26, 2013

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold their Board Regular meeting on **Wednesday, June 26, 2013 at 4:45 PM**

The meeting will be held at:

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

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 June 21, 2013, 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
June 26, 2013, 4:45 PM
902 South L. Street**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING**
 - 3.1 Minutes of May 22, 2013 – Regular Session
- 4. GUEST COMMENTS**
- 5. COMMITTEE REPORTS**
- 6. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 7. ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Real Estate Management and Housing Services
 - 7.3 Real Estate Development
 - 7.4 Community Services
 - 7.5 Administration
- 8. NEW BUSINESS**
 - 8.1 2013-6-26 (1), Approval of Tenant Account Receivable 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, May 22, 2013

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 1202 South M Street, Tacoma, WA at 4:45 PM on Wednesday, May 22, 2013.

1. CALL TO ORDER

Chair Flauding called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:45 PM.

2. ROLL CALL

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

PRESENT

ABSENT

Commissioners

Janis Flauding, Chair (left at 6:43 PM)

Greg Mowat, Vice Chair

Arthur C. Banks, Commissioner (arrive at 5:15,
left at 6:25 PM)

Stanley Rumbaugh, Commissioner

Rose Lincoln Hamilton, Commissioner

Staff

Michael Mirra, Executive Director

Christine Wilson, Executive Administrator

Ken Shalik, Finance Director

Tina Hansen, RED Interim Director

April Black, REM&HS Director

Nancy Vignec, Community Services Director

Barbara Tanbara, HR Director

Todd Craven, Administration Director

Chair Flauding declared there was a quorum present @ 4:45 PM and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Flauding asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, April 17, 2013. Commissioner Stan Rumbaugh moved to adopt the minutes, Commissioner Greg Mowat seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENT

Ms. Karen Scott, G Street tenant, addressed the board regarding the bed bug problem at G Street apartments. She mentioned she would like to see the dog brought in again to ensure the problem has been handled. Ms. Scott also requested that the carpets be cleaned and that she be added to the list to receive meeting minutes. She would also like to receive minutes from the last three Board meetings.

Ms. Areanna Dickerson, Hillside Terrace tenant addressed the board on the meth issue in apartments. Ms. Dickerson asked “what to do if we video tape tenants smoking meth on the property?” It was suggested she call the police and the property manager. She stated she did and there was no response.

Denny Hunthausen of Catholic Community Services thanked Tacoma Housing Authority for the project based vouchers that will help to make the construction of New Navity House possible. He gave an overview of the services to be offered. The ground breaking for the new Nativity House was June 5, 2013, with an estimated project completion time of one year.

Representatives from Sprague, THA’s pest control company, and staff gave a detailed presentation on bed bugs, including their reappearance throughout the nation in the last decade or so. The presentation shared the history and migration of the bed bug, where they are found and how to identify them. They explained that bed bugs are not characteristic of any type of population or housing such as lower income tenants. Bed bugs also do not denote lack of sanitation because they do not eat discarded food or other items. They eat only blood so their presence denotes the presence of humans. The Sprague representatives also explained the methods for preventing an infestation and for killing them. They spoke of the bed bug problem at G Street apartments and the efforts underway that should address it. They did not think THA had a disproportionate bed bug problem throughout its portfolio. Sprague will be conducting additional unit inspections, and tenant meetings at other buildings. Sprague may use dogs as well as visual inspections in some buildings. A THA education meeting is scheduled for June 12, 2013.

5. COMMITTEE REPORTS

Real Estate Development Committee – Commissioner Rumbaugh reported we are moving forward with New Look and the Brown Star grill discussions.

Finance Committee – Commissioner Mowat reported the committee did meet. He stated THA is doing well financially and noted the good news about the MTW and Citibank settlements and their positive affect on THA's finances.

Citizen Oversight Committee – Commissioner Banks reported the committee did not meet.

6. ADMINISTRATIVE REPORTS

Executive Director

ED Mirra referred the board to his report and welcomed questions. There were none.

Finance

Director Shalik referred the board to his report. Director Shalik states THA is in good financial shape considering the current funding levels received from HUD. He notes we had a surplus before capital expenditures and a projected deficit this year that will be the subject of the board's mid-year budget review. He explained how the meth issue is affecting THA's finances. The HUD settlement for Section 8 re-benchmarking is concluding with a settlement offer of \$1.2 million. These settlement dollars will go in the MTW reserves.

Commissioner Mowat moved to ratify the payment of cash disbursements totaling \$3,856,564 for the month of May, 2013. Commissioner Banks seconded.

Upon roll call, the vote was as follows:

AYES:	5
NAYS:	None
Abstain:	None
Absent:	0

Motion Approved

Real Estate Management and Housing Services

Director Black announced the retirement of Ms. Joyce Jones-Miles and thanked her for her years of service to THA. Ms. Black announced the opening of the HOP waitlist the week of June 3rd. For the first time, THA will be receiving applications on-line through its new web site. It will also provide staff help by phone and at THA's offices for those people who do not wish to use the web site. Director Black provided an update on the meth strategy, which has been a preoccupation. At the June Board meeting, she will provide another update. By then discusisons with Health Department and our insurers will have clarified.

Director Black provided an update on the bed bug infestation. There were 20 units and three common areas infected with Bed bugs. Three units at G. Street are currently being treated and the residents at G. street were notified of the infestation about a week ago.

Real Estate Development

Director Hansen reported on Hillside Terrace Phase I. Abatement and demo are underway and most buildings will be down by the end of the month. In June, the contractor will pour the community building's foundation wall. THA will host a ground breaking celebration on July 2, 2013. The Neighborhood Stabilization Program is transitioning from the federal money, which THA is finishing, to a second phase using money from the Washington State's Office of the Attorney General. The LASA project is currently on hold as we wait to learn if we will receive tax credits.

Community Services

Director Vignec referred the Board to her report. She reported on 2013 goals noting that the employment program is behind the goal established for it. In June, she will report on the reasons. Commissioner Lincoln Hamilton requested that the department report include more narrative to better explain our performance in relation to the goals.

7. OLD BUSINESS

None.

8. NEW BUSINESS

8.1 RESOLUTION 2013-5-22 (1), AMENDMENT TO CONTRACT FOR LEGAL SERVICES

Whereas, Tacoma Housing Authority procured for legal services in January 18, 2011;

Whereas, The contracts were signed in February 11, 2011 and was for a duration of one (1) years with an option for three (3) one year extensions;

Whereas, The current contract term with Glogowski Law Firm, LLC has expired and THA is exercising its option to extend the contract one additional year, making the new expiration date of February 11, 2014;

Whereas, The current contract with Glogowski Law Firm, LLC cannot exceed \$100,000;

Whereas, The accumulative budget from services rendered are exceeding the \$100,000 limit authorized by the Executive Director;

Whereas, Current and future legal services are and will be required by the Housing Authority for matters related to THA properties, and

Whereas, The amended contracts will be for Glogowski Law Firm, LLC Not-to-Exceed \$225,000.00;

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

1. The Executive Director be authorized to amend the existing Legal Services contract to increase the contract value to \$225,000 and extend the contract term to February 11, 2014.

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

Upon roll call, the vote was as follows:

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

Motion Approved: May 22, 2013

Janis Flauding, Chair

8.2 RESOLUTION 2013-5-22 (2), PIERCE COUNTY SPECIAL PROGRAM HOUSING CONTRACT—RAPID REHOUSING

Whereas, Tacoma Housing Authority (THA) has an approved Moving to Work (MTW) activity allowing it to use a regional approach for administering its special purpose housing programs;

Whereas, Pierce County has been selected to oversee some of THA's special programs, to select qualified service providers to administer the programs, and to comply with all State and Federal regulations connected with THA's Moving to Work funds;

Whereas, Pierce County has conducted a competitive process and selected qualified service providers to administer these funds for rental assistance for homeless unaccompanied youth and young adults;

Whereas, this contract will have a term of June 1, 2013 through December 31, 2018;

Whereas, the contract amount exceeds the \$100,000 spending limit for the Executive Director.

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

The executive director is authorized and directed to execute a contract with Pierce County in the amount of \$80,000 for calendar year (CY) 2013; \$400,000 for CY 2014; \$650,000 for CY 2015; \$900,000 for CY 2016; \$1,000,000 for CY 2017; \$1,000,000 for CY 2018 for the purpose of providing rental assistance to homeless families with children as part of Pierce County's rapid-rehousing program.

Commissioner Lincoln Hamilton motioned to approve the resolution. Commissioner Rumbaugh seconded the motion.

Upon roll call, the vote was as follows:

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

Approved: May 22, 2013

Janis Flauding, Chair

8.3 RESOLUTION 2013-5-22(3), NEW LOOK PURCHASE AND SALE AGREEMENT

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

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

Whereas, the Authority is authorized by the Housing Authorities Law (chapter 35.82 RCW) to, among other things: (i) "prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof" (RCW 35.82.070(2)); (ii) "lease or rent any dwellings . . . buildings, structures or facilities embraced in any housing project" (RCW 35.82.070(5)); (iii) "make and execute contracts and other instruments, including but not limited to partnership agreements" (RCW 35.82.070(1)); (iv) "delegate to one or more of its agents or employees such powers or duties as [the Authority] may deem proper" (RCW 35.82.040); and (v) "make . . . loans for the . . . acquisition, construction, reconstruction, rehabilitation, improvement, leasing, or refinancing of land, buildings, or developments for housing persons of low income."

Whereas, the phrase “housing project” is defined by RCW 35.82.020 to include, among other things, “any work or undertaking . . . to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks or other living accommodations for persons of low income.”

Whereas, THA legal counsel has drafted a Purchase and Sale Agreement, which has been reviewed by THA staff;

Whereas, The Executive Director and the Board of Commissioners find the terms of the Purchase and Sale Agreement acceptable to THA;

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

1. The Executive Director has the authority to negotiate, and if those negotiations are successful, to execute a Purchase and Sale Agreement with the Martin Luther King Housing Development Authority (MLKHDA), in substantially the same form as attached.
2. The Executive Director has the authority to negotiate a revised Operating Agreement with the National Equity Fund;
3. The Executive Director has the authority to negotiate the terms of the permanent loan with the WCRA or other lender if WCRA cannot provide the terms needed to enhance the financial viability of the project.
5. Acting Officers Authorized. The proper officers of the Authority are and are hereby authorized, empowered, and directed to take such further action on behalf of the Authority as they deem necessary to effectuate the foregoing sections of this resolution. Any action required by this resolution to be taken by the Executive Director of the Authority may in his absence be taken by the duly authorized acting Executive Director of the Authority.

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

Upon roll call, the vote was as follows:

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

Motion Approved: May 22, 2013 _____

Janis Flauding, Chair

9. COMMENTS FROM COMMISSIONERS

None.

10. EXECUTIVE SESSION

None

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 7:15 PM.

APPROVED AS CORRECT

Adopted: June 26, 2013

Janis Flauding, Chair

Finance Committee
Commissioner Mowat

Real Estate and Development Committee
Commissioner Rumbaugh

Citizen Oversight Committee
Commissioner Banks

ADMINISTRATION REPORTS

EXECUTIVE DIRECTOR REPORT



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Date: June 18, 2013

Re: Executive Director's Report

This is my monthly report for June 2013. The departments' reports supplement it.

1. MID-YEAR BUDGET REVIEW

The Board's mid-year budget review will occur in July, first in a study session on July 12th and then at the regular July board meeting. Two topics will appear prominently. **First**, staff will propose uses for our MTW reserves. We have been working on this diligently. I think our proposals will appeal to the Board. **Second**, we need to account for the continuing cost of our meth testing plan. Those costs will decrease with our use of a higher testing threshold that the Health Department has approved. The future costs to THA increased significantly when our insurance pools discontinued all coverage for meth (and mold) claims effective June 13th. We will propose a plan for this as well.

2. CONGRESSIONAL BUDGET NEWS (OF SORTS)

As you know, the President has proposed a budget for FY 2014. I append a chart summarizing his proposals for HUD programs. This budget on its face appears to fund the programs at respectable levels (at least relative to past years). However, informed observers explain the fine print that reveals the budget gets to these levels by contemplating another sweep of reserves.

For the board's mid-term budget review on July 12th we will have strategies to propose that will seek to protect our reserves.

More important than the President's proposal will be those that come out of the House and Senate. The House Budget Committee's subcommittee in charge of the HUD budget is scheduled to consider and pass a proposed HUD budget this week. It is likely to be quite unfavorable to all domestic programs. The Senate's budget deliberations will occur later this Summer. The Senate proposal will likely be more favorable.

However, the main assessment from people who watch Congress is that the budget stalemate will continue and that Congress will likely fail to pass a budget, again, as last year. That means it will have to pass yet another continuing resolution to avoid a government shutdown. A "clean" CR will give us for 2014 the same funding levels we received in 2013. The CR will also have to clarify that continuing "sequestration" will mean.

Also, later this year the Congress will have to raise the government's debt ceiling to avoid a default. That will no doubt add some measure of frustration and uncertainty to the stalemate.

Some high quality and detailed information about the budget is available at www.cbpp.org and www.NAHRO.org.

3. STATE BUDGET NEWS (OF MORE SORTS)

As you also likely know, the House and the Senate of the Washington State legislature also appear to be stalemated over a budget for FY 2014. That budget year begins July 1st. Without a budget, the state government will shut down on that date. There is considerable confusion about what will happen in that event. In our discussions with state officials and knowledgeable observers, we learn that the government will then lose the authority to spend not only state money but federal money that passes through the state. Some authority continues somehow for "constitutional" functions such as the operation of institutions housing people whose care the state has undertaken, e.g., prisons, psychiatric hospitals.

The direct effect on THA of a state government shutdown will be limited. We do not get operational funds from the state so a shutdown will not shut us down. The main direct effect will be a delay or a withdrawal of capital dollars the state has promised us from the Housing Trust Fund for Hillside Terrace Phase 1 and the LASA project. Losing that money for either project would be very serious.

The indirect effects on THA will arise from the dramatic direct effects on our tenants and voucher holders. We are told that a government shutdown will stop public assistance payments, food stamps, Medicaid administration, and child welfare functions. The suspension of public assistance payments will cause many of our tenants to miss their rent payments to THA and to voucher landlords. THA can probably manage well enough during a short shutdown. Landlords will have the ability to evict voucher tenants for failure to pay rent. We will examine if we can or should adjust our share of the rent to cover these defaults. If we did that the expense to THA would be considerable. If a shutdown appears imminent, we will plan for the situation after consultation with our Landlord Advisory Group.

4. STRATEGIC PLANNING: UPDATE

I am pleased to report that the seven strategic planning committees have reconvened. Their new job is to propose baselines and targets for the performance measures that the board chose in February. Their proposals will go to the cabinet and then to me. We hope to have them to the board in August. I attach the schedule for this project. It shows the good progress to date over the past year or so, and the remaining tasks.

I thank the commissioners who have been able to participate in the committee work.

5. SEARCH FOR NEW REAL ESTATE DEVELOPMENT DIRECTOR

Our search is underway for our next director of real estate development. In my May board report I included the list of attributes we seek in the new person. I attach the recruitment brochure our search firm is using. It describes the position, THA and the City. I am optimistic that we will have a good selection of candidates.

NAHRO

Recommended FY 2014 Funding Levels for Selected HUD Programs

[Brackets] and *italicized text* indicate set-asides/sub-accounts.

Program (\$ Millions)	FY 2013		FY 2014	
	Enacted ^a	Sequestration ^b	Proposed ^c	NAHRO ^d
Public Housing Operating Fund	\$4,253	\$4,054	\$4,600 ^e	\$5,168 ^f
Public Housing Capital Fund	\$1,871	\$1,777	\$2,000	\$3,750
<i>ROSS Program</i>	[50]	[47]	\$0	\$50
<i>Emergency Capital Needs</i>	[20]	[19]	[\$20] ^g	\$20
Choice Neighborhoods Initiative	\$120	\$114	\$400	\$400 ^h
Rental Assistance Demonstration	-	-	\$10	
Tenant-Based Rental Assistance	\$18,901	\$17,964	\$19,989	
<i>Section 8 HAP Renewals</i>	[\$17,207] ⁱ	[\$16,349]	[\$17,968] ^j	\$18,540
<i>Ongoing Administrative Fees</i>	[\$1,322]	[\$1,258]	[\$1,635]	\$1,994
<i>Additional Administrative Fees</i>	[50]	[48]	[50]	\$50
<i>Tenant Protection Vouchers</i>	[75]	[71]	[\$150]	\$150
<i>Incremental HUD-VASH Vouchers</i>	[75]	[75]	[75]	\$75
<i>Family Self-Sufficiency (FSS) Coordinators</i>	[60]	[57]	\$75 ^k	\$87
Sec. 8 Project-Based Rental Assistance	\$9,321 ^l	\$8,852	\$10,272	Fully Fund ^m
Community Development Fund	\$3,301	\$3,135	\$3,143	
<i>Community Development Block Grant Program</i>	[\$3,242]	[\$3,078]	[\$2,798]	\$3,300
<i>Neighborhood Stabilization Initiative</i>	-	-	[\$200]	
<i>Integrated Planning and Investment Grants</i>	-	-	[\$75]	
Section 108 Loan Guarantees	\$5.94	\$5.64	\$0 ⁿ	\$12
HOME Investment Partnerships Program	\$998	\$948	\$950	\$1,600
Housing Opportunities for Persons with AIDS	\$331	\$315	\$332	\$365
Homeless Assistance Grants	\$2,029	\$1,933	\$2,381	\$2,381

^a Enacted levels from Consolidated and Further Continuing Appropriations Act, 2013, as signed by the President on March 22, 2013. Figures reflect application of 0.2 percent across-the-board cut as required by the legislation.

^b Figures reflect 5 percent across-the-board sequestration reductions as calculated by the Office of Management and Budget on March 1, 2013.

^c Obama Administration's proposed budget for FY 2014. Figures do not reflect proposed Transformation Initiative set-asides.

^d NAHRO recommendations are for standalone/line-item funding. Blank indicates no position.

^e The budget proposes to reduce eligibility by a total of \$63 million through changes to flat rent and the medical expense deduction threshold.

^f NAHRO's recommendation assumes that eligibility is determined according to current statutes and regulations governing such calculations.

^g Proposes the elimination of safety and security measures as an eligible use of funding.

^h NAHRO's support for this funding level is contingent upon responsible funding levels for the Operating and Capital Funds and the enactment of authorizing legislation requiring that two thirds of each year's funding be awarded to projects where PHAs are the lead or co-applicants.

ⁱ The Act authorizes the use of HAP adjustment fund "for PHAs, that despite taking reasonable cost savings measures, as determined by the Secretary, would otherwise be required to terminate participating families from the program due to insufficient funds."

^j Assumes \$235 million in savings from proposed changes to income targeting, minimum rents, and the medical expense deduction threshold. and the determination of utility allowances. Also assumes an unspecified amount of indirect funding through offsets of "excess" HAP Reserves from non-MtW PHAs and MtW PHAs.

^k The Administration proposes eliminating the Section 8 FSS set-aside in favor of a standalone consolidated program to serve Public Housing and Section 8 HCV residents.

^l The Act authorizes the use of "unobligated balances, including recaptures and carryover, remaining from funds appropriated" for FY 2013 and prior years under the headings of "Housing Certificate Fund," "Annual Contributions for Assisted Housing," and "Project-Based Rental Assistance" for "renewal of or amendments to section 8 project-based contracts and for performance-based contract administrators."

^m NAHRO supports a stable, reliable subsidy stream in the form of full 12-month contract renewal funding.

ⁿ In lieu of appropriations, the Administration proposes collecting a fee from borrowers to cover the program's credit subsidy costs.



Tacoma Housing Authority
Project Database
PROJECT OUTLINE

Project Number: EX-2008-21

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION

Date: June 18, 2013

Deadline: December 31, 2013

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: June 18, 2013
Deadline: December 31, 2013
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
Monkey				

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: June 18, 2013
Deadline: December 31, 2013
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	3/30/2013	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	10/8/2012	Closed !
4.8 Executive Director Review and Approval	M. Mirra	10/8/2012	Closed !
4.9 Board Review	M. Mirra	3/30/2013	Closed !
4.9.1 Board Study Sessions	M. Mirra	2/1/2013	Closed

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: June 18, 2013
Deadline: December 31, 2013
Project Manager: Michael Mirra

Task or Objective		Who	Deadline	Status
4.9.2	Board Review and Adoption of Statements of Vision and Mission, Strategic Objectives, and Their Performance Measures	M. Mirra	2/28/2013	Closed !
5.	DISTRIBUTE NEW STRATEGIC DIRECTIVES	M. Mirra	11/30/2013	Open
5.1	Post New Directives Around THA	C. Wilson	3/29/2013	Closed
5.2	Post New Directives on THA's Web Site and Intranet	C. Wilson	4/15/2013	Closed
5.3	To Media and Friends of THA List Serve	M. Mirra	11/30/2013	Open
5.4	Present Directives to Staff	M. Mirra	5/31/2013	Closed
5.4.1	All Staff Email	M. Mirra	5/31/2013	Closed
5.4.2	Present at All Staff Retreat	M. Mirra	4/24/2013	Closed
6.	CHOOSE BASELINES AND TARGETS FOR PERFORMANCE MEASURES	M. Mirra	9/15/2013	Open
6.1	Committees Proposals	M. Mirra	7/4/2013	Open
6.1.1	Housing and Supportive Services	N. Vignec	7/4/2013	Open
	(a) Convene first meeting	N. Vignec	6/19/2013	Open
	(b) Convene second meeting	N. Vignec	6/26/2013	Open
6.1.2	Housing and Real Estate Development	T. Hansen	7/4/2013	Open
	(a) Convene First Meeting	T. Hansen	6/26/2013	Open
	(b) Convene 2nd meeting	T. Hansen	7/1/2013	Open
6.1.3	Property Management	A. Black	7/4/2013	Open
	(a) Convene first meeting	A. Black	6/19/2013	Open
	(b) Convene second committee meeting	A. Black	6/26/2013	Open
6.1.4	Financially Sustainable Operations	K. Shalik	7/4/2013	Open

Project: STRATEGIC PLANNING PROCESS DESIGN AND INITIAL IMPLEMENTATION
Date: June 18, 2013
Deadline: December 31, 2013
Project Manager: Michael Mirra

	Task or Objective	Who	Deadline	Status
	(a) Convene Committee	K. Shalik	6/13/2013	Open
	(b) Convene Second Meeting	K. Shalik	6/20/2013	Open
6.1.5	Environmental Responsibility	T. Hansen	7/4/2013	Open
	(a) Convene first meeting	T. Hansen	6/27/2013	Open
	(b) Convene second meeting	T. Hansen	7/1/2013	Open
6.1.6	Advocacy and Public Education	M. Mirra	7/4/2013	Open
	(a) Convene committee - first meeting and review performance measures and draft targets	M. Mirra	6/10/2013	Closed
	(b) Second committee meeting - preliminary choices of targets	M. Mirra	6/21/2013	Open
	(c) Final committee meeting - choose targets	M. Mirra	6/28/2013	Open !
6.1.7	Administration	T. Craven	7/4/2013	Open
	(a) Convene first committee meeting	T. Craven	6/24/2013	Open
	(b) Second committee meeting	T. Craven	7/1/2013	Open
6.2	Cabinet Review	M. Mirra	7/19/2013	Open
6.3	Executive Director Review and Approval	M. Mirra	8/5/2013	Open !
6.4	Board Review and Approval	M. Mirra	8/30/2013	Open
7.	DEVISE STRATEGIES AND THEIR PERFORMANCE MEASURES	M. Mirra	10/15/2013	Open
7.1	Committee Proposals	M. Mirra	8/26/2013	Open
7.2	Cabinet Review and Approval	M. Mirra	9/9/2013	Open
7.3	Executive Director Review and Approval	M. Mirra	9/27/2013	Open !
8.	ENTER NEW DIRECTIVES INTO PROJECT DATA BASE	M. Mirra	10/18/2013	Open

Tacoma Housing Authority



Director of Real Estate Development Position Profile

Search conducted by:

JUNE 2013


waldron

TACOMA HOUSING AUTHORITY

VISION | MISSION | VALUES

VISION

THA envisions a future where everyone has an affordable, safe, and nurturing place to live; where neighborhoods are attractive places to live, work, attend school, shop, and play; where everyone has the support they need to succeed as parents, students, wage earners, and neighbors.

MISSION

Tacoma Housing Authority (THA) provides high-quality, stable, and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities become safe, vibrant, attractive, and just.

VALUES

Service

Work in service to others is honorable. We will do it honorably, effectively, efficiently with pride, compassion, and respect.

Integrity

We strive to uphold the highest standards of integrity and ethical behavior.

Stewardship

We will be careful stewards of the public and private financial and environmental resources entrusted to us.

Communication

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.

Diversity of Staff

We value diversity of our staff. It makes us stronger and more effective.

Collegial Support & Respect

The work we do is serious. We seek to create an atmosphere of teamwork, support, and respect. We also value a good humor.

Excellence

We strive for excellence. We will always seek to improve.

Leadership

Everyone at THA, the Board, management, and staff, shares the leadership it will take to extend these values throughout THA's work, to fulfill the mission and advance the vision for our city.





TACOMA HOUSING AUTHORITY - THE ORGANIZAION

Tacoma Housing Authority (THA) is a highly innovative and effective public housing authority. THA seeks to spend its housing dollar in ways that not only house people but also help them prosper and help its city develop. In addition to receiving numerous national, regional, and local awards, THA is a “Moving to Work” (MTW) housing authority. MTW is a status that the U.S. Department of Housing and Urban Development (HUD) has conferred on only about forty housing authorities in the nation. It grants them a special flexibility to use HUD funds in innovative ways.

Established in 1940, THA is governed by a five member Board of Commissioners (appointed by the Mayor of Tacoma). It develops, purchases, and renovates housing and real estate using a range of sophisticated financing, including public housing capital dollars, tax credits equity, bonds, and private debt. THA is also a public development agency and a community development entity. It owns, manages and rents approximately 1,400 housing units, including: multifamily communities, single family homes, high rises for seniors and persons with disabilities, public housing, Project Based Section 8 properties, and bond-funded or tax-credit funded projects. It administers rental assistance programs that help an additional 3,500 households afford housing in the private rental market. THA provides an array of supportive services to help households succeed as tenants, parents, students, wage earners and builders of assets. It does this work in collaboration with a wide range of partners, both public and private. THA strives for administrative and programmatic excellence in service to its social justice mission.

To learn more about Tacoma Housing Authority, please visit its [website](#).





TACOMA - THE COMMUNITY

With majestic Mt. Rainier in the distance, Tacoma, Washington is on Puget Sound, about 35 miles south of Seattle. A progressive and attractive community of about 200,000 people, Tacoma combines the charm and advantages of a smaller city with a full range of urban amenities, including diverse and vibrant neighborhoods, well supported public and private school systems, public transit, libraries, museums, an active arts community and a Triple A baseball team. Its housing market is the bargain of the region. In its governance and community organizations, the city is hospitable and accessible to citizen involvement.

Serving as a gateway to the Pacific Rim, Tacoma is a principal port on the West Coast. The movement of large container ships in and out of Commencement Bay is a constant reminder of the city's growing role in the international economy. The local economy is closely tied to international trade, governmental services, educational and medical institutions, a major military base, and a growing private sector of service and insurance companies.

Local sites and attractions, coupled with a variety of community events, provide a wide selection of cultural and recreational opportunities. Tacoma's residents enjoy convenient access to the city's extensive system of parks, and some of the world's most magnificent natural attractions, including Puget Sound, the Olympic Peninsula and the Cascade Mountains.



SELECT CURRENT DEVELOPMENT PROJECTS & ILLUSTRATIVE POSSIBILITIES

NEW SALISHAN REDEVELOPMENT

The HOPE VI development of New Salishan has been a focused and prideful preoccupation of THA for the past 10 years. This ambitious, award winning \$300 million project has demolished nearly 200 urban acres of public housing and rebuilt a brand new neighborhood of affordable rental housing, single family homes for sale, community facilities, and green spaces, all on brand new infrastructure in an eye catching and environmentally innovative design. It is the largest redevelopment in the city's history and one of the largest of its type in the nation. The affordable rental housing is finished. About a third of the single family homes are built. Most of the remaining finished lots are sold to homebuilders, who will begin construction shortly. The next Director of Real Estate Development will finish New Salishan, including the sale of the remaining lots, the development of market rate rental units, and the completion of the neighborhood commercial core.



HILLSIDE TERRACE REDEVELOPMENT

THA has demolished 104 old, worn out and unsightly public housing units on two urban blocks. In three phases it plans to build 180-200 units in a mix of apartment buildings and townhomes, with a community facility to house a HeadStart program and other activities. Phase 1 financing is complete and construction is under way. THA is discussing with the University of Washington at Tacoma the design and inclusion in Phases 2 and 3 of an intentional community serving full time college students who also work, are parents of young children and are very low-income. The next real estate development director will lead the planning, financing, design, and construction of Phases 2 and 3.

OTHER POSSIBLE PROJECTS

The next Director of Real Estate Development will lead THA's next phase of development. S/he will assess a proposal that THA purchase and redevelop a large 190 unit historic apartment building on a signature corner of Tacoma's downtown into a mixed-use property of housing and commercial uses by the University of Washington at Tacoma, and the Broadway Center for Performing Arts, the premier arts organization in Tacoma. THA is considering a city proposal that THA develop two parcels on the main avenue through the Hilltop neighborhood to provide 50-80 units of housing above retail space in a part of town that needs the investment, to be done in collaboration with a private developer who will redevelop adjacent historic buildings. THA owns 7 acres of vacant, view property in East Tacoma. It is considering a proposal that it develop a portion of that land for a nonprofit organizational as an intentional community of single family homes for families adopting high needs children and town homes of seniors who will provide them with mentoring, respite care and support.





DIRECTOR OF REAL ESTATE DEVELOPMENT

The Director of Real Estate Development will have the exciting and challenging responsibility for directing and managing all aspects of THA's real estate and housing development and rehabilitation activities. S/he will have the following qualities and meet the following challenges:

- identify and help assess purchases or development proposals, assemble the necessary financing using a variety of public and private sources, and manage design and construction;
- have an expertise in the complexities of public and private real estate development and financing;
- have or establish and maintain the many necessary relationships with potential and existing funding sources, local, state and federal officials, partners and community groups;
- coordinate and manage grants, and ensure compliance with funding policies, rules and regulations;
- manage, lead and inspire a staff of five talented, high performing development professionals.

The Director will do this work in close coordination with THA's asset management committee, its finance department, its property management division and its department of community services. Real estate development at THA is decidedly a team effort.

In addition, the new Director will participate in the Executive Director's cabinet and in that advisory capacity, will share in the governance of the agency.



KEY SKILLS

The next Director of Real Estate Development will be able to do the following to a high degree of competency and quality:

Vision & Values

- Share and articulate THA's vision, mission, values, and strategic objectives.

Real Estate Development & Financial Expertise

- Create financially sustainable strategies for THA's real estate development, including major upgrades and rehabilitation of the THA portfolio, property purchases, and new construction. These development strategies must fulfill the Real Estate Department's strategic objectives in a way that accounts for both Tacoma's markets and the city's comprehensive vision for its urban and neighborhood development.
- Create criteria for selecting and prioritizing development projects. Reassess the current set of pipeline projects in order to build a sustainable department-wide project schedule.
- Find and assess, purchase and develop opportunities in the community. THA seeks opportunities that make money through developer fees, rental cash flow, or investment value.
- Manage, direct, and oversee project-funding activities. This includes directing the preparation of funding applications, establishing and maintaining relationships with potential or existing funding sources as well as structuring the financing transactions.
- Represent THA positively with the community. This could include establishing community relationships in current or proposed development neighborhoods, and conducting meetings to elicit community involvement.
- Work collaboratively with local, state, and federal agencies as well as the private sector, in order to find new development opportunities; conduct and/or direct property and marketing analysis, and determine site selection criteria.

- Ensure compliance with funding program policies, rules, and regulations.
- Procure, negotiate and administer contracts for financing, real estate transactions, and professional services (e.g, architectural and engineering services, appraisal services, brokerage services, financial consultants, attorneys and construction contractors); ensure compliance with contractual obligations as they pertain to development.

Construction Management Expertise

- Understand construction management with enough depth to ensure that projects stay on schedule and within budget.

Administration & Supervision

- Manage, develop, lead, and inspire department staff.
- Devise, improve, and implement up-to-date systems to manage, document and track development work, such as digital dashboard systems, project workflow documentation, and THA's project data base system.

Collaboration

- Commit to work in collaboration with THA asset management, finance, property management, and community services, and with community groups.

THA Governance

- Participate in the Executive Director's cabinet and, in that advisory capacity, assist the Executive Director in the governance of the agency and its strategic planning.





KEY COMPETENCIES & IDEAL PROFILE

THA seeks a confident, grounded leader with extensive and creative expertise in public and private financing for the purchase, development and redevelopment of real estate and housing. The successful candidate will have a solid technical understanding of development and real estate finance, a strong ability to lead, and a firm sense of how this work fits within an urban planning and development effort to make Tacoma's neighborhoods attractive places to "live, work, attend school, shop and play" and to make Tacoma "safe, vibrant, prosperous, attractive and just."

In addition, the new Director will be an articulate speaker skilled at communicating effectively with all levels of the organization and with a broad array of community groups, elected officials, government professionals, financiers, funders, and contractors. The ideal candidate will possess cultural awareness and sensitivity for engaging a diverse workforce and a multicultural community. We seek an analytical problem-solver with excellent team building skills, and a good sense of humor.

MINIMUM QUALIFICATIONS

The candidate should have a minimum of six years experience in a leadership role in planning and developing sustainable and attractive affordable housing and real estate, devising or managing office systems to get the work done efficiently and effectively, and managing grants and contracts. Three years of progressive experience as an administrator and supervisor is also necessary. A Bachelor's Degree is required, preferably in the liberal arts, and an advanced degree in banking, finance, community development, or related field is preferred.

TO APPLY

The Tacoma Housing Authority is an equal opportunity employer and encourages all qualified candidates to apply. For immediate consideration, please address a cover letter and resume to Ed Rogan at search@waldronhr.com.



Waldron is honored to partner with Tacoma Housing Authority in the search for a Director of Real Estate Development. We believe in and support the work of the Tacoma Housing Authority and we are doing our best to recruit a talented leader who will accelerate this mission. As the consulting partner strategic leaders choose to help attract, engage, and inspire effective leaders, Waldron provides a unique combination of executive search, leadership development and career transition services across sectors and industries. Our passion is helping people and organizations realize their full potential and increase their impact.



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FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,459,349 for the month of May, 2013.

Approved: June 26, 2013

Janis Flauding, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of May, 2013

		Check Numbers				
		From	To	Amount		Totals
A/P Checking Account						
Low Rent Module Checks	Check #'s	2,741	- 2,743	491		
Accounts Payable Checks	Check #'s	79,447	- 79,709			
Business Support Center				198,238	Program Support	
Moving To Work Support Center				27,258		
Section 8 Programs				13,513	Section 8 Operations	
SF Non-Assisted Housing - N. Shirley				189	Local Funds	
SF Non-Assist Housing - 9SF Homes				57,610		
Stewart Court				52,045		
Wedgewood				666		
Salishan 7				16,941		
Tacoma Housing Development Group				793		
Hillsdale Heights				1,115	Development	
Salishan Developer Fee				526		
Hillside Terrace 2500 Yakima Relocation				5,955		
Salishan Area 3				15,251		
NSP Grant				582		
Development Activity				76,479		
Salishan Area 2B-Dev				4,277		
Hillside Terrace Development				8,042		
Hillside Terrace 2500 Yakima Development				58,587		
Community Services MTW Fund				1,783	Community Service	
Paul G. Allen Foundation Grant				1		
Gates Scholar Incentive Grant				3,462		
Gates Ed Grant				514		
ROSS Svc Coord				146		
WA Families Fund				283		
WA Families Fund - Systems Innovation				1,844		
AMP 1 - No K, So M, No G				47,508	Public Housing	
AMP 2 - Fawcett, Wright, 6th Ave				40,045		
AMP 3 - Lawrence, Orchard, Stevens				34,567		
AMP 4 - Hillside Terr - 1800/2500				6,986		
AMP 6 - Scattered Sites				45,728		
AMP 7 - HT 1 - Subsidy				2,793		
AMP 8 - HT 2 - Subsidy				4		
AMP 9 - HT 1500 - Subsidy				2,351		
AMP 10 - SAL 1 - Subsidy				9,689		
AMP 11 - SAL 2 - Subsidy				8,710		
AMP 12 - SAL 3 - Subsidy				6,733		
AMP 13 - SAL 4 - Subsidy				9,174		
AMP 14 - SAL 5 - Subsidy				11,647		
AMP 15 - SAL 6 - Subsidy				10,431		
Allocation Fund				64,741		Allocations-All Programs
THA SUBTOTAL				847,699		
Hillside Terrace 1 through 1500				2,347	Tax Credit Projects - billable	
Salishan I - through Salishan 6				314		
Salishan Association - Operations				8,897		
TAX CREDIT SUBTOTAL (Operations - billable)				11,558		859,257
Section 8 Checking Account (HAP Payments)						
SRO/HCV/TBRA/VASH/FUP/NED	Check #'s	478,492	- 479,017	748,651		
	ACH	44,712	- 45,680	1,713,181	\$	2,461,832
Payroll & Payroll Fees - ADP					\$	709,605
Other Wire Transfers						
Local Funds Semi-Annual Bond Payment - Heritage				-		
Local Fund Bonds Refinancing Costs				55,200		
Salishan Seven Debt Service - WCRA				19,108		
Area 3 Revenue Bonds - Citibank - Final Payment				1,354,347	\$	1,428,655
TOTAL DISBURSEMENTS					\$	5,459,349



TACOMA HOUSING AUTHORITY

Date: June 26, 2013

To: THA Board of Commissioners

From: Ken Shalik
Director of Finance

Re: Finance Department Monthly Board Report

1. FINANCIAL STATEMENT COMMENTS

I present the May, 2013 disbursement report for your approval.

The Finance Department is submitting the financial statement for the month of April, 2013.

Based on the latest information I have received from HUD, I have adjusted the projected actuals for Section 8 Funds and Public Housing subsidy (Lines 3 – 5). The figures reflect the pro-rations received from HUD, and are calculated using the information that we are operating under a continuing resolution with last year's budget as the base, and reducing further for sequestration.

We are actually in good financial shape considering the funding we are receiving from HUD, along with Meth coverage ending under our insurance policy. At the end of April's reporting period, THA has a YTD surplus of \$374,758 on Line 68, Surplus/(Deficit) before Capital Expenditures. On Line 71, the projected deficit for the year based on current information is approximately \$265,806, as compared to a \$2,685 surplus.

There are some anomalies in the budget I will address later, but I do want to address a concern that we will deal with during the Mid-Year Budget process.

- Unit Contamination Costs- The cost to both test and clean up contaminated units is higher than both anticipated and budgeted. Additionally, effective June 12th, our insurance brokers have discontinued Meth coverage for any of our properties. Insurance premiums will be increasing at the renewal on July 1st. I expect the impact to the agency will be approximately \$400K through the end of the year. Until we fully determine how to make the change to the line items, I have spread the impact between the following line items: Contact Maintenance (49), Casualty Loss (60), Extraordinary Maintenance (59) and Insurance (52).

The following are major anomalies between budgeted and actual numbers.

- Line 2 – Tenant Revenue – By the end of March, we have already exceeded the budget amount. This is due to legal costs passed on the tenant for both legal proceedings

heading towards eviction, as well as significant damages at move out. We did not budget to this level. The challenge with this increase is due to the type of charge, we will most likely never see these funds, and they will be written off.

- Line 10 – Investment Income – The excess amount of Investment Income came from interest payments on THA loans from the Salishan Tax Credit properties, based on the Limited partnership waterfalls after the close of the year.
- Line 11 – Fraud Recovery – This is an estimate based on previous year activity. This is based on unreported income. As we have moved to bi-annual re-certifications, this amount has slowed down.
- Line 28 – Legal – The overage in this category is due primarily to legal assistance regarding the Citi loan, and the Section 8 re-benchmarking issue. This category will be adjusted at mid year, as we will also have legal expenses for the loan reduction on our Bond financed properties and the revised lease.
- Line 32 – Administrative Contracts - Even though we are under budget at this point, it is anticipated this will be fully expended by the end of the year. We have not utilized our MTW contract with John Seasholz yet, and we had \$50K budgeted for Leadership training which we have yet to access. We will also be engaging a search firm for the recruitment of a new Development Director.
- Line 39 – Tenant Service – Other – Approximately \$275,000 of the budgeted amount is on the Sequestration list. As we have our Mid-Year discussions we will revisit these items.
- Line 61 – Section 8 HAP payments – At the end of April, we were approximately \$560K under budget on expenditures. This is due to both a lower occupancy level than budget, along with a lower HAP than budgeted. We delayed implementation of our HOP program until we had more clarity of funding levels, and also to give us more time for it to be a successful implementation. We are currently leasing up HOP units, and that will assist in obtaining our occupancy goals. Additionally, we had budgeted \$600K for Special Program payments (Homeless Youth, Rapid Rehousing). We are in the process of executing the contracts, but as of this report have not expended any funds for these programs yet.

2. INVESTMENTS

Surplus funds are 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 .17%.

3. AUDIT

The auditors started the 2012 audit on May 7th, and have completed the Single Audit portion, which focused our MTW program. The auditors will return in July to complete the financial portion of the audit, and then finally, the Accountability portion. The auditors will aim to complete the audit by the end of August in advance of the September 30th financial submission

deadline with REAC. We have scheduled the auditor's entrance conference to be included in the June Finance Committee meeting.

4. BUDGETS

We have a Mid-Year budget study session scheduled for July 12th. We are in the midst of completing the revision for Cabinet and Executive Director review in advance of the study session. The mid-year budget will reflect the funding reduction due to the Continuing Resolution and Sequestration. We will also include additional funding for Meth clean up with the elimination of Meth coverage from our Insurance company.

We are also aware of the possibility of MTW offsets due to excess reserves in 2014. We will be having an ongoing conversation regarding the appropriate reserve level and how to maintain it. We will be coming forward to the board with a proposal to both reduce the MTW reserves, and to bring additional cash flow into the agency. We will also be looking at our long term goals, and will be coming to the board to restrict MTW reserves for specific purposes.

5. YEAR END CLOSING UPDATE

There is no update at this time.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	April, 2013				Thru 12/31/2013		
	CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS							
1 Tenant Revenue - Dwelling rent	289,627	1,176,152	1,176,926	-0.07%	3,528,456	3,530,777	-0.07%
2 Tenant Revenue - Other	3,011	28,365	5,675	399.82%	75,095	17,025	341.09%
3 HUD grant - Section 8 HAP reimbursemen	2,613,835	10,791,954	11,622,963	-7.15%	33,428,000	34,868,890	-4.13%
4 HUD grant - Section 8 Admin fee earned	202,659	838,316	929,876	-9.85%	2,318,520	2,789,629	-16.89%
5 HUD grant - Public Housing subsidy	182,654	792,588	773,075	2.52%	2,157,764	2,319,224	-6.96%
6 HUD grant - Community Services	8,267	38,009	46,995	-19.12%	114,027	140,984	-19.12%
7 HUD grant - Capital Fund Operating Reve	0	8,969	450,516	-98.01%	1,036,397	1,351,548	-23.32%
8 Management Fee Income	268,147	1,076,862	1,167,043	-7.73%	3,330,586	3,501,128	-4.87%
9 Other Government grants	14,320	57,236	77,144	-25.81%	133,866	231,432	-42.16%
10 Investment income	9,629	346,187	16,983	1938.39%	384,399	50,950	654.46%
11 Fraud Recovery Income - Sec 8	2,760	6,920	20,000	-65.40%	20,760	60,000	-65.40%
12 Other Revenue- Developer Fee Income	379,743	379,743	99,333	282.29%	379,743	298,000	27.43%
13 Other Revenue	24,136	176,293	256,975	-31.40%	528,879	770,926	-31.40%
14 TOTAL OPERATING RECEIPTS	3,998,788	15,717,594	16,643,504	-5.56%	47,436,492	49,930,513	-4.99%
OPERATING EXPENDITURES							
<i>Administrative Expenses</i>							
15 Administrative Salaries	315,798	1,352,450	1,425,795	-5.14%	4,236,906	4,277,385	-0.95%
16 Administrative Personnel - Benefits	124,526	533,203	581,995	-8.38%	1,599,609	1,745,985	-8.38%
17 Audit Fees	3,135	8,021	23,647	-66.08%	70,942	70,942	0.00%
18 Management Fees	219,145	876,186	895,574	-2.16%	2,628,558	2,686,722	-2.16%
19 Rent	23,526	94,104	94,100	0.00%	282,312	282,299	0.00%
20 Advertising	0	161	6,217	-97.41%	9,325	18,650	-50.00%
21 Information Technology Expenses	6,284	64,464	92,076	-29.99%	253,392	276,227	-8.27%
22 Office Supplies	3,812	14,730	27,012	-45.47%	74,190	81,037	-8.45%
23 Publications & Memberships	1,361	31,264	18,088	72.84%	53,792	54,265	-0.87%
24 Telephone	8,445	32,243	39,196	-17.74%	96,729	117,589	-17.74%
25 Postage	2,097	10,767	13,312	-19.12%	32,301	39,935	-19.12%
26 Leased Equipment & Repairs	5,727	21,886	16,695	31.09%	65,658	50,085	31.09%
27 Office Equipment Expensed	4,532	18,532	26,395	-29.79%	55,596	79,184	-29.79%
28 Legal	14,525	53,530	30,865	73.43%	160,590	92,595	73.43%
29 Local Milage	418	1,850	5,128	-63.92%	16,650	15,383	8.24%
30 Staff Training/Out of Town travel	13,178	41,795	67,205	-37.81%	188,078	201,616	-6.71%
31 Administrative Contracts	19,493	80,564	128,637	-37.37%	366,692	385,910	-4.98%
32 Other administrative expenses	13,575	26,441	31,423	-15.86%	89,323	94,270	-5.25%
33 Due diligence - Perspective Development	75,655	154,283	170,000	-9.25%	462,849	510,000	-9.25%
34 Contingency	0	0	33,317	-100.00%	0	99,950	-100.00%
35 Total Administrative Expenses	855,232	3,416,474	3,726,676	-8.32%	10,743,491	11,180,029	-3.90%

		April, 2013				Thru 12/31/2013		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
36	Tenant Service - Salaries	56,499	246,505	317,446	-22.35%	854,015	952,339	-10.32%
37	Tenant Service Personnel - Benefits	23,380	100,639	132,201	-23.87%	326,917	396,603	-17.57%
38	Relocation Costs	17,236	22,153	6,470	242.40%	46,459	19,410	139.36%
39	Tenant Service - Other	1,071	17,969	169,408	-89.39%	153,907	508,225	-69.72%
40	Total Tenant Services	98,186	387,266	625,526	-38.09%	1,381,298	1,876,577	-26.39%
	Project Utilities							
41	Water	10,515	38,440	38,770	-0.85%	115,320	116,310	-0.85%
42	Electricity	17,325	81,769	68,017	20.22%	170,307	204,050	-16.54%
43	Gas	4,758	22,758	21,823	4.28%	68,274	65,470	4.28%
44	Sewer	35,674	127,558	115,542	10.40%	382,674	346,625	10.40%
45	Total Project Utilities	68,272	270,525	244,152	10.80%	736,575	732,455	0.56%
	Ordinary Maintenance & Operations							
46	Maintenance Salaries	32,214	173,727	200,550	-13.37%	606,400	601,649	0.79%
47	Maintenance Personnel - Benefits	11,668	54,562	61,274	-10.95%	173,685	183,822	-5.51%
48	Maintenance Materials	13,475	58,284	68,067	-14.37%	174,852	204,200	-14.37%
49	Contract Maintenance	91,471	300,535	284,334	5.70%	951,605	853,002	11.56%
50	Total Routine Maintenance	148,828	587,108	614,224	-4.41%	1,906,542	1,842,673	3.47%
	General Expenses							
51	Protective Services	15,374	52,719	47,800	10.29%	158,157	143,400	10.29%
52	Insurance	13,450	55,920	56,186	-0.47%	167,760	168,558	-0.47%
53	Other General Expense	75,875	337,178	365,760	-7.81%	1,011,534	1,097,280	-7.81%
54	Payment in Lieu of Taxes	1,198	4,794	4,820	-0.55%	14,382	14,461	-0.55%
55	Collection Loss	42,975	43,806	14,423	203.73%	75,000	43,268	73.34%
56	Interest Expense	65,947	251,306	304,829	-17.56%	726,994	914,486	-20.50%
57	Total General Expenses	214,819	745,723	793,818	-6.06%	2,153,827	2,381,453	-9.56%
58	TOTAL OPERATING EXPENSES	\$ 1,385,337	\$ 5,407,096	\$ 6,004,396		\$ 16,921,733	\$ 18,013,187	
	Nonroutine Expenditures							
59	Ext. Maint/Fac Imp/Gain/Loss Prop Sale	0	0	40,333	-100.00%	400,000	121,000	230.58%
60	Casualty Losses	50,420	80,378	15,683	412.51%	80,378	47,050	70.84%
61	Sec 8 HAP Payments	2,426,640	9,752,504	10,514,003	-7.24%	29,857,512	31,542,010	-5.34%
62	Total Nonroutine Expenditures	2,477,060	9,832,882	10,570,020	-6.97%	30,337,890	31,710,060	-4.33%
63	TOTAL EXPENDITURES	3,862,397	15,239,978	16,574,416	-8.05%	47,259,623	49,723,247	-4.95%
64	OPERATING SURPLUS/(DEFICIT)	<u>136,391</u>	<u>477,617</u>	<u>69,089</u>	<u>591.31%</u>	<u>176,869</u>	<u>207,266</u>	<u>-14.67%</u>
65	Debt Service Principal Payments	(3,616)	(102,859)	(179,948)	-42.84%	(539,844)	(539,844)	0.00%
66	Surplus/Deficit Before Reserve Appropriations	132,775	374,758	(110,859)	-438.05%	(362,975)	(332,578)	
67	Reserve Appropriations - Operations	29,654	106,535	121,754	-12.50%	123,453	365,263	-66.20%
68	Surplus/Deficit Before Capital Expenditures	<u>162,429</u>	<u>481,293</u>	<u>10,895</u>		<u>(239,522)</u>	<u>32,685</u>	
69	Revenue - Capital Grants	(12,639)	130,091	(5,037,700)	-102.58%	298,721	(15,113,100)	-101.98%
70	Capitalized Items/Development Projects	(14,020)	(277,637)	4,579,367	-106.06%	(447,365)	13,738,100	-103.26%
71	Reserve Appropriations - Capital	2,360	121,262	448,333	-72.95%	122,360	1,345,000	-90.90%
71	THA SURPLUS/(DEFICIT)	<u>138,130</u>	<u>455,009</u>	<u>895</u>		<u>(265,806)</u>	<u>2,685</u>	

TACOMA HOUSING AUTHORITY				
CASH POSITION - May 2013				
Account Name		Current Balance		Interest
HERITAGE BANK				
Accounts Payable		\$	355,989	0.400%
Section 8 Checking			8,221,049	0.400%
THA Investment Pool			287	0.400%
THA LIPH Security Deposits			92,413	0.400%
THDG - Tacoma Housing Development Group			59,306	0.400%
LF - Stewart Court			52,928	0.400%
LF - Stewart Ct Security Deposit Account			8,873	0.400%
LF - SF 9Homes Alaska			173,209	0.400%
LF - SF 9Homes Alaska Sec Dep Acct			5,837	0.400%
LF - SFH No. Shirley			8,096	0.400%
LF - SFH N Shirley Security Deposit Acct			1,002	0.400%
LF - Wedgewood Homes			42,477	0.400%
Salishan 7			1,101,588	0.400%
Salishan 7 Security Deposit			25,949	0.400%
Payroll Account			4,992	0.400%
General Fund Money Market			1,081,368	0.400%
WASHINGTON STATE				
Investment Pool		\$	1,624,440	0.150%
CHASE				
IDA Account			20,654	0.01%
1. TOTAL THA CASH BALANCE		\$	12,880,455	
Less:				
2. MTW Cash Balance		\$	7,387,249	
Less MTW Cash Set-Aside				
2.1 Hillside Terrace Redevelopment RHF fund guarantee to Chase Bank			1,232,000	
3. MTW Cash Available		\$	6,155,249	
4. Non MTW Cash				
Other Restrictions:				
4.01 FSS Escrows		138,335		
4.02 VASH, FUP & NED HAP Reserves		160,605		
4.03 Mod Rehab Operating Reserves		22,250		
4.04 Security Deposit Accounts		128,610		
4.05 Salishan Sound Families - 608		173,108		
4.06 IDA Accounts - 604		20,654		
4.07 Paul Allen Foundation - 609		25,902		
4.08 Gates Foundation - 612, 622 & 623		281,448		
4.09 WA Families Fund - 673, 712		85,815		
4.10 Wedgewood Replacement Reserve		703,251		
4.11 Bond Financed Single Family Homes Reserve		90,000		
4.12 Salishan 7 Reserves		425,000		
4.13 THDG - 048		59,306		
4.20 Total - Other Restrictions		\$	2,314,285	
Agency Liabilities:				
4.30 Windstar Loan - 042		314,509		
4.40 Total - Agency Liabilities		\$	314,509	
4.50 Development Advances/Due Diligence Commitments		\$	30,005	
5. Total Non MTW Cash Restrictions (Lines 4.20+4.40+4.50)		\$	2,658,799	
6. THA UNENCUMBERED CASH (Lines 1-2-5)		\$	2,834,407	
Agency Current Commitments:		Board Approval	Expended	Obligation Balance
LASA Development advance		\$ 375,000	\$ 400,828	\$ (25,828)
Salishan Campus (2012 exp plus 2013 budget)		\$ 167,840	\$ 112,007	\$ 55,833
Total Current Commitments outstanding				\$ 30,005
Agency Advances - Reduces Unencumbered Cash				
Hillside Terrace Redevlpmnt - HTF, HOME, CDBG and COT Funds		\$	1,163,348	
Total Agency Advances		\$	1,163,348	

REAL ESTATE MANAGEMENT
AND
HOUSING SERVICES



TACOMA HOUSING AUTHORITY

Date: June 26, 2013

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 May 2013. The high vacancy rate is attributable to THA's meth strategy. I have outlined our plans for improving the occupancy on the following page.

OCCUPANCY SUMMARY REPORT					
PROGRAM	UNITS AVAILABLE	UNITS VACANT	UNITS OFFLINE	UNITS OCCUPIED	% MTH OCCUPIED
All Hillside	62	8	104	54	85.5%
Family Properties	192	16	7	176	90.3%
Salishan	628	77	5	551	88.1%
Senior/Disabled	353	22	0	331	95.5%
All Total	1,249	127	116	1,122	89.8%

1.2 Vacant Unit Turn:

The following page includes a table with all of the units turned in fiscal year 2013. Seventeen (17) units were turned and rented in the month of May. The average unit turn for the month of May was 198.18 days and 160.53 days FYTD. One of the units that were turned in April had tested positive for meth and needed to be remediated.

As of June 11, 2013, 87 of the 165 units that have been tested for contamination have tested positive for methamphetamine. This is a 54% positive rate for the units that have been tested.

The Asset Management Committee (AMC) has recommended a change in THA's methamphetamine testing practice as we move forward. This revised practice is outlined in the attached memo. The new practice will be used for the remaining untested vacant units within THA's portfolio.

The next task for the AMC is to make a proposal regarding future testing and remediation. On June 13th the boards of HARRP and AHRP voted to discontinue all meth and mold coverage effective immediately. This means that future contaminated units will not be covered by insurance. The committee will be evaluating how to reduce the cost of remediation/unit put back, whether the testing strategy should be further modified, and how future losses will be paid for. You can expect to see an initial proposal during the July board meeting.

As of June 7, 2013, there were 120 vacant units in THA's portfolio. Six of those units are offline due to modernization work and are not included in the table below. The following table outlines the units by the month they became vacant and whether they are contaminated, clean or awaiting testing.

MONTH UNIT VACANT	CONTAMINATED	CLEAN	AWAITING TESTING/ RESULTS
Prior to October 2012	13	4	0
OCTOBER	7	2	0
NOVEMBER	6	4	0
DECEMBER 2012	11	1	1
JANUARY 2013	10	3	1
FEBRUARY 2013	9	3	8
MARCH 2013	3	4	6
APRIL 2013	4	1	7
MAY	4	0	8

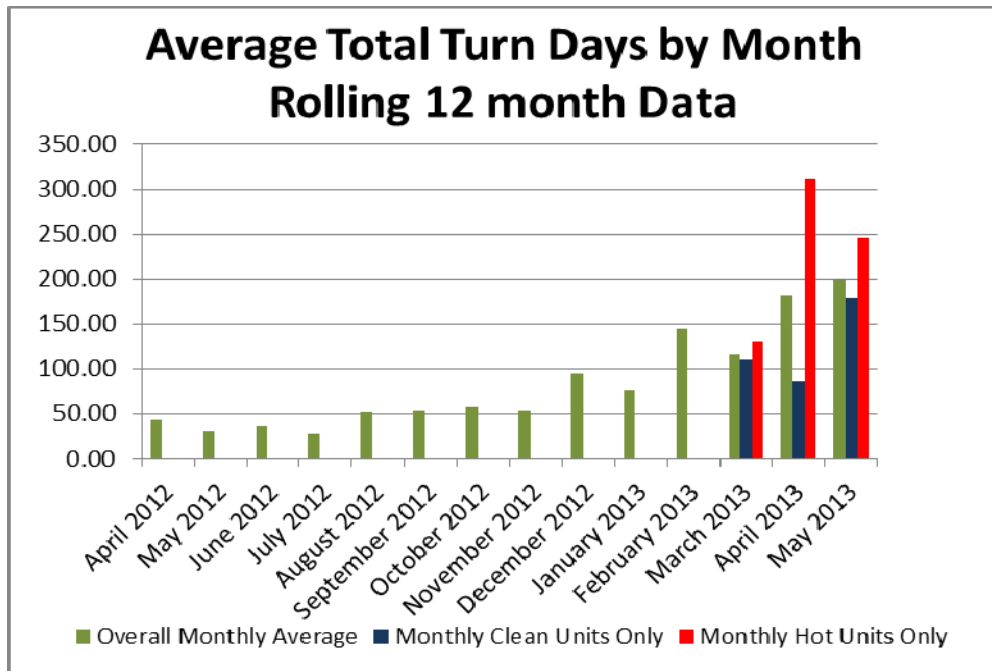
Below is a list of the steps we have taken or plan to take to improve unit turnaround time moving forward:

- Property Management and Leasing staff had set a goal to have all 2012 vacancies (where the units are clean or de-contaminated) re-rented by April 30th. They were 25 such units. Staff was able to lease up 17 of them by April 30th. Out of the remaining 8, 2 have been leased and the remaining units are scheduled to be leased in June.
- Property Management and Leasing staff has set a goal to have all January-April 2013 vacancies (where the units are clean or de-contaminated) re-rented by June 30th. We have leased 2 of these units in the month of May.
- Where units are awaiting testing, THA has asked the contractor to perform analytical tests on all THA-owned units since the change in insurance coverage will impact those units first. Michael Mirra approved a recommendation from the THA Asset Management Committee to change the approach it uses in testing vacant units. We do this in close

consultation with the Health Department, which has approved our changes. The new strategy is attached to this report.

- THA is contracting painting and janitorial services in all tax credit units (Salishan and Hillside Terrace) to free up THA staff time to work in more units.
- For the vacant units at Stewart Court, we have decreased the advertised rent amount to attract more eligible, interest tenants as we manage this period when the prospective purchaser conducts its due diligence.

The table below shows the calendar year trend in average unit turn days each month:



June 26, 2013 Board of Commissioners Meeting
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
REPORT
Page 4

1.3 *Work Orders:* In the month of May not all emergency work orders were completed within 24 hours. This month, maintenance staff completed 276 non-emergency work orders and a total of 1,607 for the calendar year. The annual average number of days to complete a non-emergency work order is 14.08.

Work Order Summary by Portfolio

Portfolio	Completed Work Orders							
	Emergency				Non-Emergency			
	Month		YTD		Month		YTD	
	#	%	#	%	#	Avg	#	Avg
	Completed	Completed in 24 Hrs	Completed	Completed in 24 hrs (99% HUD Std)	Completed	Completion Days	Completed	Completion Days (25 days HUD Std)
All Hillside								
HILLSIDE TERRACE	0	0.0%	0	0.0%				
HILLSIDE TERRACE 1500 Block	0	0.0%	1	100.0%	4	4.50	57	1.63
HILLSIDE TERRACE PH 1	0	0.0%	3	100.0%	11	0.18	79	1.22
HILLSIDE TERRACE PH II	1	100.0%	4	100.0%	17	1.12	95	1.25
	1	100.0%	8	100.0%	32	1.22	231	1.33
Family Properties								
ALL SCATTERED SITES	1	100.0%	1	100.0%	11	48.91	70	69.91
BERGERSON TERRACE	1	100.0%	3	100.0%	17	64.76	91	38.82
DIXON VILLAGE	0	0.0%	0	0.0%	11	21.27	47	28.98
STEWART COURT APARTMENTS	0	0.0%	1	100.0%	9	12.00	55	21.07
	2	100.0%	5	100.0%	48	41.27	263	41.63
Salishan								
SALISHAN I	1	0.0%	4	75.0%	34	20.18	119	12.52
SALISHAN II	1	100.0%	3	100.0%	30	27.03	186	13.94
SALISHAN III	1	100.0%	3	100.0%	17	19.29	99	11.85
SALISHAN IV	0	0.0%	5	100.0%	22	16.68	116	17.47
SALISHAN V	2	100.0%	3	100.0%	20	13.80	121	7.72
SALISHAN VI	0	0.0%	3	100.0%	21	11.29	101	11.32
SALISHAN VII	1	100.0%	5	100.0%	25	9.36	99	8.08
	6	100.0%	26	96.2%	169	17.39	841	12.08
Senior / Disabled Properties								
6TH AVE	1	100.0%	2	100.0%	6	3.83	58	4.64
E.B. WILSON	1	100.0%	17	100.0%	8	4.25	59	3.83
FAWCETT APARTMENTS	0	0.0%	0	0.0%	4	6.25	22	3.55
LUDWIG APARTMENTS	0	0.0%	1	100.0%	6	1.83	34	2.65
NORTH G ST	0	0.0%	3	100.0%	4	8.00	34	7.82
NORTH K ST	0	0.0%	3	100.0%	4	39.25	28	7.68
WRIGHT AVE	3	66.7%	6	83.3%	1	0.00	42	2.60
	5	80.0%	32	96.9%	33	8.55	277	4.52
Agency Totals:	14	85.7%	71	97.2%	282	18.58	1,612	14.06

In the report on the following page you will note that we have over 215 open work orders. The goal is to have all work orders closed that are greater than 25 days in the month of June. Please note that 117 of the open work orders are because of vacancies and will remain open through the month of June.

June 26, 2013 Board of Commissioners Meeting
REAL ESTATE MANAGEMENT and HOUSING SERVICES DEPARTMENT MONTHLY
REPORT
Page 5

Portfolio	Open Work Orders				
	Open Emergency WO	Days Open	Open Non- Emergency WO	< 25 Days	>25 Days
All Hillside					
HILLSIDE TERRACE	0	0	1	0	1
HILLSIDE TERRACE 1500 Block	0	0	0	0	0
HILLSIDE TERRACE PH 1	0	0	0	0	0
HILLSIDE TERRACE PH II	0	0	4	4	0
TOTALS HILLSIDE TERRACE	0	0	5	4	1
Family Properties					
ALL SCATTERED SITES	0	0	5	5	0
BERGERSON TERRACE	0	0	7	7	0
DIXON VILLAGE	0	0	1	1	0
STEWART COURT APARTMENTS	0	0	5	5	0
TOTALS FAMILY PROPERTIES	0	0	18	18	0
Salishan					
SALISHAN I	0	0	26	13	13
SALISHAN II	0	0	31	9	22
SALISHAN III	0	0	24	14	10
SALISHAN IV	0	0	19	7	12
SALISHAN V	0	0	24	8	16
SALISHAN VI	0	0	24	5	19
SALISHAN VII	0	0	27	13	14
TOTALS SALISHAN	0	0	175	69	106
Senior / Disabled Properties					
6TH AVE	0	0	3	3	0
E.B. WILSON	0	0	3	2	1
FAWCETT APARTMENTS	0	0	2	1	1
LUDWIG APARTMENTS	0	0	4	4	0
NORTH G ST	0	0	5	0	5
NORTH K ST	0	0	2	1	1
WRIGHT AVE	0	0	4	0	4
TOTALS SENIOR/DISABLED	0	0	17	5	12
Agency Totals:	0	0	215	96	119

1.4 Bed Bug update:

THA has had 20 units and 3 common areas infected with Bed bugs. THA currently has 2 units that are being treated for bed bugs at 401 N G St. THA will be doing the following over the next 2 months to help control the Bed Bug infestation.

- THA Pest control vendor will conduct training for THA staff that enters units to minimize potential exposure and identify proper PPE equipment.
- THA's pest control vendor will be using the bed bug detection canine to inspect every unit. See below schedule:

Day of Week	Date	Time	Location
WED	6/26	9am	EB Wilson
THURS	6/27	9am	Fawcett Street
THURS	6/27	noon	Wright Street
FRI	6/28	9am	G Street
FRI	6/28	1pm	K Street
WED	7/10	1pm	Ludwig
THURS	7/11	9am	6th Ave

- THA's 902 and FIC lobbies will be inspected by the Bed Bug detection canine in the month of July.
- THA met with The Seattle Housing Authority to discuss their Bed Bug approach as well and its decision to bring its service in house. SHA also provided us with some product material that will help us protect our staff better.

2. RENTAL ASSISTANCE DIVISION

Housing Choice Voucher utilization is reported at 97.9% for the month of May 2013. Rental Assistance continues working towards 100% utilization. The Leasing Department has issued approximately 150 HOP subsidies which have resulted in 72 Request for Tenancy Approval's being turned in, and 39 successful lease-ups. We anticipate being able to conduct several more briefings through June. Resident Services and Leasing have continued their partnership for the briefings which provides a productive and informative experience for the clients.

We had a very successful opening of our HOP waiting list June 3-10. This is the first time THA has opened a rental assistance waiting list since March 2008. We took 7,244 applications by an all on-line electronic process. We anticipate reaching the end of our current waitlist at approximately the same time we will be ready to start pulling names off the new list.

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)	130	104 (including 1 port out)	9 shoppers and 3 referrals pending
Non-Elderly Disabled Vouchers (NED)	100	90 (including 13 port outs)	1 shopper and 3 referral pending
Family Unification Program (FUP)	50	41 (including 1 port out)	1 shoppers and 0 referrals pending
McCarver Program	50	48	2 shoppers
Life Manor	150	150	0

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

The VA continues to make referrals for the regular VASH program as well as the Project Based units for veterans. Yet we continue to discuss the need for more and faster referrals. After providing our report to HUD regarding utilization of these vouchers, the referrals have continued to increase which has been reflected in our lease-up and shopping numbers. They continue to assure us that the referrals are their top priority.

The NED units continue to have a large number of turn over. The turn over average is around 15%. This is due to increased health problems, including deaths of clients, service requirements of the clients, and program non-compliance. DSHS continues to supply referrals quickly. We meet regularly with the DSHS staff. They provide excellent customer service to our clients and continue to be extremely responsive to our requests.

The FUP shortfall continues to be with the youth program and we are working with our partners to identify ways to increase referrals and program stability for that population.



TACOMA HOUSING AUTHORITY

To: Michael Mirra, Executive Director
From: THA Asset Management Committee
Date: June 4, 2013
Re: Meth Policy Revision Recommendation

The Asset Management Committee recommends a revision to THA's methamphetamine testing strategy and policy. The goal of the strategy continues to be addressing the health and safety of THA's tenants and staff. This includes the exposure to methamphetamine contamination within the units, as well as the correlation between methamphetamine use, storage, manufacture and distribution and associated criminal activity within the community. It is our belief that the policy has had a positive impact on the health and safety of tenants and staff. A change in THA's Methamphetamine Policy is necessary because the current rate of testing and remediation is not sustainable for either THA or its Insurers. The intention of the revised policy is to align the health goal with these financial constraints.

The main policy revision is to change the initial screening level that THA uses to assess whether contamination exists in its vacant units. Currently, THA uses a tool that detects residual methamphetamine below Washington State's decontamination standard of 0.1 ug/100cm². The revised policy directs THA to use an initial screening tool that detects residual methamphetamine at California's cleanup standard of 1.5 ug/100cm².

THA does not have to screen its portfolio at all unless there is adequate suspicion, an arrest or other reason to believe that a unit is contaminated. Therefore, the Committee feels that testing units at a higher level (the California cleanup standard) adequately addresses tenant and staff health and safety concerns. The Committee believes that this is adequate because California's standard is based on the development of a children's reference dose¹ for methamphetamine and the derived risk-based cleanup standard². In other words, California's standard is based on health risk data. Washington State's standard, on the other hand, is based on "the detectable level of contamination standard".³

This recommendation is the result of a review of California's peer-reviewed efforts, and was developed in consultation with the Tacoma Pierce County Health Department, THA's remediation contractor, and staff. THA has also consulted with legal counsel; their written legal opinion is attached. The letter from the Health Department supporting our change is also attached.

¹ http://www.oehha.ca.gov/public_info/public/kids/pdf/MethRfDFinal022609.pdf

² http://www.oehha.ca.gov/public_info/public/kids/pdf/ExposureAnalysis022709.pdf

³ Glasgowski, Katrina, May 18, 2013, Legal Opinion Offered to THA titled, *Methamphetamine Remediation Threshold*
902 South L Street, Suite 2A • Tacoma, Washington 98405-4037
Phone 253-207-4400 • Fax 253-207-4440 • www.tacomahousing.org

Background:

As of June 4, 2013, THA has tested 161 units, with 83 units, or 51%, testing positive for contamination. By July 1, 2013, we estimate that we will have tested 200 units, with approximately 100 units testing positive for methamphetamine contamination. Remediation and put back of the units is requiring over 100 days for each unit. While THA and its contractor have made efforts to decrease this timeframe, THA's contractor and staff are at full capacity.

We estimate that, by July 1, we will have an approximate 50% positive rate. This means that of the total units vacated and tested during the entire period we have been testing, 50% of the units will test HOT.

Upon renewal, THA's insurer will change its insurance coverage for methamphetamine claims in order to share more of the cost of the claims with THA. Currently, THA pays a \$1,000 deductible for each claim (i.e., 100 hot units equals \$100,000 in deductible paid by THA). The change in insurance coverage, effective July 1 for HARRP and November 1 for AHRP, will increase THA's deductible to \$10,000, and add a 30% co-insurance. Below is an estimate of the impact the coverage change will have on each entity (note: this table does not account for additional unit put back work that THA is paying for outside of the insurable work).

	Total Impact of New Changes (estimates for CY2014)		
	Impact from Strategy Change	Impact from Coverage Change	Difference
On HARRP	\$ (303,600.00)	\$ (460,980.00)	\$ (764,580.00)
On AHRP	\$ (336,000.00)	\$ (513,000.00)	\$ (849,000.00)
On THA	\$ (670,100.00)	\$ 973,980.00	\$ 303,880.00
Totals	\$ (1,309,700.00)	\$ -	\$ (1,309,700.00)

This chart shows that the change in strategy will save both THA and the insurance companies a total of \$1.3 million dollars in claims in 2014 when compared to what the three entities would have paid under the previous policy with the 0.1 threshold. It also shows that the change in deductible and coinsurance rearranges who will pay what portion of the claims: THA will pay a significantly higher share of the claims and the insurance companies will pay proportionately less.

There are other costs to THA as well, including:

- The agency lost \$62,000 in tax credits, which were repaid to the tax credit investors for units at year end 2012
- The vacancy rates and lost income for the first quarter of 2013 were near 15% and the Salishan properties alone lost approximately \$141,000.

The policy and strategy have had a positive impact on the crime and feeling of safety at Salishan. During this period of time, crimes reported to TPD at Salishan have declined. The number of crimes reported as of April 25, 2013 were 1/3 the number of crimes reported in April, 2012. Between September 2012 and April 25, 2013, the number of crime reports per month at Salishan

declined by 71%. Though we have to be careful linking this decrease in crime to the change in THA policy, it seems reasonable to conclude that there is at least some correlation.

Residents have also reported feeling safer and the community is quieter.

Recommended change:

THA has consulted with the Tacoma-Pierce County Health Department and THA Legal Counsel, Glogowski Law Firm, LLC. Both entities reviewed the background leading to the Washington State and California State decontamination standard. Both entities confirmed that the Washington State decontamination standard (.1) is based on, not on a health standard, but a standard to denote what is detectable a testing standard. Washington State chose the lowest level of contamination that an analytical test could detect at the time the standard was adopted. In contrast, the California standard (1.5) is based on a health-based study that was conducted under the scrutiny of the scientific community. THA has received written communication from both Tacoma-Pierce County Health Department and Glogowski Law Firm, LLC supporting a revision to THA's current testing strategy; raising the testing standard from .1 ug/100cm² to 1.5 ug/cm² on all units except those being tested due to reasonable suspicion. These written documents are attached to this recommendation.

Change in Testing Method

THA identified an initial screening tool product from SKC, similar to the tool we already use. This product tests for residual methamphetamine contamination at California's cleanup standard of 1.5ug/100cm². It provides a positive or negative reading based upon that standard; it is otherwise a qualitative application, not a quantitative analytical test.

The committee proposes that we use this product as an initial screening tool for all vacant units and units where a tenant is pending a transfer to another THA program. If the SKC tests provide a positive result, then the unit would be referred to THA's third party contractor for analytical testing at the Washington State decontamination standard.

THA will continue to test occupied units under the following circumstances:

- When a current tenant is pending a transfer to another THA program.
- When THA has a preponderance of evidence to suspect that a current household is using, selling or producing methamphetamine. This preponderance of evidence exists when THA has written documentation that provides evidence that it is more likely than not that the current resident is engaging in this behavior. This evidence will come in the form of admission by the resident, neighbor complaints substantiated by security or police reports, observations by site staff, etc.
- When THA has sufficient evidence to suspect that an occupied unit is contaminated. This circumstance might present itself if THA receives information that a past resident was using, selling or producing in an untested, occupied unit.

State statute requires that when a property owner has sufficient reason to suspect that contamination exists in the property it is required to report to the health department and would then be required to test at the Washington State .1ug/100cm² standard. If THA suspects that contamination exists, a Pierce County Authorized Decontamination will submit a pre-sample plan for the collection of analytical samples, using the Washington State Decontamination Standard of greater than 0.1 ug/cm². The initial qualitative screening tool at 1.5 ug/100cm² will not be used.

Assumptions Used to Analyze Recommendation

The data we collected suggests that the most heavily impacted locations are kitchens, main bathrooms and master bedrooms. On average, 53% of the analytical tests conducted in the units that were positive with the field test in those three most prominent locations are above 1.5ug/100cm². Going forward, we estimate that 50% of the tests in those rooms will test positive above 1.5ug/100cm². If the trends we have seen already prove true in the future, this change in testing would reduce the number of units testing positive and requiring remediation from 50% of all units tested to 25% of all units tested. That will result in a significant savings.

Additional savings will result as our turnover rate declines. It is important to note, the turnover rate, or number of units tested in the past 10 months (173) is higher than typical. This is a result of aggressive efforts to identify suspicious illegal drug activity, as well as issuing a large number of vouchers in late 2012, generating mobility. However, the average number of turnovers between 2010 and 2012, previous to the meth testing policy, was 122 units. We will assume this lower vacancy rate in our financial assumptions.

In the first ten months of testing, THA tested 34 units due to suspicion. Twenty-seven or 79% of those units tested positive for contamination. For estimation purposes, we estimate that twenty units will be tested in the next year due to suspicion and sixteen will be contaminated. This lower estimate is based on the fact that THA staff feels it has addressed the majority of suspicious activity within its portfolio and the remainder will be activity that we missed or new activity that springs up in the future.

Estimated Financial Impact of Recommendation

Again, in order to be conservative, the chart below estimates the cost to THA and the Insurance carriers for the identification of 30 units testing positive above the 1.5ug/100cm² standard plus sixteen suspicious per year testing above the .1ug/100cm². This chart shows that if THA adopts this new testing strategy and the insurance coverage remained the same, both carriers would see a significant reduction in their costs:

	Impact of Change in Testing Strategy (CY2014)						
	# HOT (suspicion)	# HOT (vacancy) at 0.1 Level	# HOT (vacancy) at 1.5 Level	Remediation \$	Cost at 0.1 Level	Cost at 1.5 Level	Difference
HARRP	6	33	16.5	\$ 19,400.00	\$ 717,600.00	\$ 414,000.00	\$ (303,600.00)
AHRP	10	28	14	\$ 25,000.00	\$ 912,000.00	\$ 576,000.00	\$ (336,000.00)
THA	16	61	30.5	N/A	\$ 1,676,100.00	\$ 1,006,000.00	\$ (670,100.00)

The next chart shows the impact of the coverage changes proposed by THA's insurance carriers. It is clear from this analysis how the intention of this change is to share a greater portion of the cost of these claims with THA.

	Impact of Coverage Changes (CY2014)						
	# HOT (suspicion)	# HOT (vacancy)	Total HOT Units	Remediation \$	\$1,000 ded.	\$10K ded. + 30% Co-Ins.	Difference
HARRP	6	33	39	\$ 19,400.00	\$ 717,600.00	\$ 256,620.00	\$ (460,980.00)
AHRP	10	28	38	\$ 25,000.00	\$ 912,000.00	\$ 399,000.00	\$ (513,000.00)
THA	16	61	77	N/A	\$ 77,000.00	\$ 1,050,980.00	\$ 973,980.00

The next chart adds these two scenarios together to show the total impact on both THA and insurance carriers:

	Total Impact of New Changes (estimates for CY2014)		
	Impact from Strategy Change	Impact from Coverage Change	Difference
On HARRP	\$ (303,600.00)	\$ (460,980.00)	\$ (764,580.00)
On AHRP	\$ (336,000.00)	\$ (513,000.00)	\$ (849,000.00)
On THA	\$ (670,100.00)	\$ 973,980.00	\$ 303,880.00
Totals	\$ (1,309,700.00)	\$ -	\$ (1,309,700.00)

In summary, there will be a significant decrease in financial responsibility for both the insurance carriers and THA if THA moves forward with this recommended policy change. Under both scenarios, THA will see an increased responsibility but the net increase will be significantly less if the revised testing strategy is adopted prior to the coverage changes.

Conclusion

The Committee recommends that we accept the proposal supported by the Health Department and adopt this change in testing strategy. We believe this change enables THA to continue to implement its Meth Policy and Testing Strategy while accounting for budgetary constraints and giving adequate consideration to the health concerns related to methamphetamine contamination.

Further revisions regarding the number and types of units tested may need to be considered as we move forward. Adoption of this memo will not disallow those future considerations; however it will allow THA to begin using an alternative testing tool as outlined in the recommendation above.

REAL ESTATE

DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: June 26, 2013

TO: THA Board of Commissioners

FROM: Tina Hansen
Interim Director of Real Estate Development

RE: Real Estate Development Department Monthly Board Report

1. SALISHAN/HOPE VI

1. Phase II Construction

1.1.1 *Area 2A, Community Core Development*

The Working Group - consisting of potential tenants of the Core, residents, and other stakeholders – met on March 28 to discuss steps being made by each member and to develop a slate of activities for the summer and fall. We are looking to bring a farmer's market, coffee truck, sport/art activities, writing program, and other activities starting in June or July. Our next meeting will be in July.

The Board approved the general Master Plan Concept at its June 2012 meeting.

Feasibility studies related to THA's ability to raise the money necessary to develop the project are now being conducted. THA has procured The Alford Group to assist us in assessing financial feasibility. The Alford group is on their last set of interviews. We should have a report by the end of the summer.

1.1.2 *Area 3 Lot Sales, Citibank Loan*

Benjamin Ryan, LLC, a local builder, has purchased 22 of the 28 lots purchase by Quadrant in 2011. Benjamin Ryan is now actively building and marketing homes along Roosevelt.

We closed on the transaction between THA and DR Horton on May 15th. DR Horton purchased all of the remaining 143 lots in Area 3. The DR Horton sales & marketing staff will be meeting with THA staff in July to discuss their marketing efforts. With this sale THA's indebtedness to Citibank was released. The negotiations with Citibank resulted in them accepting the net sales proceeds and balance of the general revenue pledge in lieu of the full balance due.

2. PUBLIC HOUSING PROJECTS

2.1 1800/2500 Hillside Terrace

2.1.1 *Summary of Project Activities.*

Absher Construction Inc. was issued a Notice-to-Proceed with Phase I construction on April 4, 2013. Construction fencing has been erected and the abatement contractor has mobilized.

Hillside Terrace Phase I ground breaking ceremony is scheduled for July 2, 2013.

2.1.2 *Financing.*

Financial closing was completed on April 2, 2013. Staff has begun studying options for the Phase II financing.

2.1.3 *Project Planning.*

Staff has begun planning and programming for the Phase II project.

2.1.4 *Procurement.*

None

2.1.5 *Architecture.*

GGLO Architects will be providing construction administration activities during the Phase I construction project.

2.1.6 *Construction.*

The Owner, Architect and Contractor (OAC) construction meetings are held weekly at the site. Absher Construction has set up their mobile office on site.

2500 Block; Selective demolition of the interiors and preparation for abatement will be completed by the second week of June. Asbestos abatement is ongoing and scheduled for completion by the middle of June.
1800 Block; Selective demolition and preparation for abatement are scheduled to start the end of June and abatement will follow after.

2.1.7 *Demolition.*

2500 Block; Demolition is well underway and scheduled for completion June 19th.

2.1.8 *Site work.*

Community Center; forming and pouring of the footings and foundation are

ongoing. Utility groundwork is also underway.

Phase I Housing; Building A site has been cleared and drilling for shoring pilings is underway.

2.1.9 *Utilities.*

All temporary power feeds have been completed. Construction of the mainline sewer is underway.

2.1.10 *Community Meetings.*

The Construction Oversight Committee continues to meet on the second Wednesday of each month.

Below is a summary of the outreach goals for the project.

Absher Construction Company's total Resident Employment, WMBE Utilization, and Apprenticeship goal commitment and monthly utilization:

	GOAL	PREVIOUS ACTUAL	ACTUAL AS OF 5-31-13
MBE	14%	8.89%	9.35%
WBE	8%	12.18%	12.18%
Section 3 Business	10%	11.66%	12.12%
Section 3 New Hires	30%	55%	58%
Apprenticeship	15%	1.91%	2.35%

2.1.11 *Community/Education Center.*

Staff has finalized the Memorandum of Understanding (MOU) with Tacoma Public Schools to provide the Head Start program for Hillside Terrace.

2.1.12 *Project Schedule.*

HILLSIDE Terrace, Phase I - MAJOR PROJECT MILESTONES THROUGH 2012, EARLY 2013

Demolition/Disposition approval received from HUD	Complete
Begin Tenant Relocation Process	Complete
Phase I Permit Package Submitted to City for Review	Complete
Section 3 Construction Oversight Committee Convened	September 2012
Construction Bidding Process	Complete
Phase I Project Area Vacated	Complete

Close on all Financing	Complete
Construction Notice to Proceed	Complete
Demolition Begins	June 2013
Infrastructure	
Development Begins	July 2013
Vertical Construction Begins	June 2013

3. CAPITAL FUNDS

3.1 Capital Fund Construction.

3.1.1. *Public Housing Scattered Site Renovations*

MULTI-SCOPE WORK

The Multi-Scope work is being managed in two Phases;

Group A - 120 E. Bismark and 6413 S. Pine; Improvements are complete and final punch in process. 5801 E. Roosevelt; Demolition is finished, window installation is complete and interior improvements are underway. 6438 S. Puget Sound; Demolition is complete, electrical service panel replacement is complete and plumbing rough-in is done. With the additional work added to Group A; Substantial Completion will be in July.

Group B – In Time Renovations began work on May 20th and is currently underway at 4939 32nd St NE. All site work is anticipated for completion in July.

4. OTHER PROJECTS

4.1 *Neighborhood Stabilization Program (NSP 1)*

THA purchased 4825 E L Street on March 20. This will be the last NSP house that THA purchases. THA will be returning the balance of funds to the City of Tacoma. Bids were due May 29th three bids were received and all were responsible and responsive. Libby Builders was the low, responsive, responsible bidder. The Notice of Award was issued June 10th and construction is anticipated to start the end of June.

4.2 *AG Program*

THA is going to receive an additional \$960,000 from the City of Tacoma to continue the foreclosure work. The City received additional funding through the Attorney General's office. We anticipate entering into the contract with the City in June pending the outcome of THA's revised meth policy and contract review. This program will allow us to buy short sales as well as foreclosed houses.

4.3 *LASA Supportive Housing Project*

On June 10 we received notice that the Housing Trust Fund will provide the funds THA expected to receive through the tax credit equity provider. The project will no longer be using low income housing tax credits. In addition to the HTF, funding will come from Pierce County and the City of Lakewood. Staff is working with the development team to revise the schedule and move the project forward. Closing is expected to occur this fall which would result in a late Spring 2014 occupancy.

Estimated Project Schedule

Begin relocation activities	July 2013
Submit for Building Permit	July 2013
Issue ITB for Contractor	August 2013
Award Contractor Contract	September 2013
Financial closing	November 2013
Construction Start	November 2013
Complete Construction	June 2014

4.4 *Stewart Court*

THA has received an offer to purchase the property. The purchase and sale agreement is signed with an effective date of May 24, 2013. The buyer is going through their feasibility period. The closing is anticipated to occur by early October.

4.5 *902 South L Street 2nd Floor Tenant Improvement*

The Board of Commissioners approved \$350,000 for tenant improvements to the 902 South L Street 2nd floor in the 2013 annual budget. Staff has requested that Buffalo revise the conceptual design using a \$500,000 budget which will be included in the Agency's mid-year budget revision. Staff will be reviewing the new concepts the end of June.

5. DEVELOPMENT PIPELINE PROJECTS

5.1 *Intergenerational Housing at Hillsdale Heights*

In March, the Board of the Many Lights Foundation met with staff to extend an offer to THA to serve as the developer of the project they seek to build at Hillsdale Heights. Many Lights also offered to purchase the land it seeks to build upon at Hillsdale Heights. Staff has started discussions with the group this month.

5.2 *City-Owned Brown Star Grill Properties on MLK*

Tacoma Housing Authority (THA) in collaboration with Tacoma Business District Revitalization Group (RG) presented a letter to the City proposing to enter into two Development Agreements with the City of Tacoma (COT) to pursue a feasibility

study for the development of the Brown Star Grill properties. The redevelopment of these properties could be an important spur to the revitalization of the Hilltop.

Staff is currently working on a Purchase and Sale Agreement and Development agreement between THA and the City of Tacoma.

Staff and Kevin Grossman have continued meeting with Hilltop community representatives eliciting their views about this proposal.

5.3 *New Look Apartments/Alberta Canada Building Acquisition*

THA presented a revised PSA to MLKHDA at the end of May. It went to their board for approval in early June. THA expects to have a fully executed PSA by the end of June. THA will have 90 days to conduct its feasibility studies.

5.4 *Dome District Feasibility Grant Opportunity*

In response to an invitation from Enterprise Community Partners, THA submitted and received \$50,000 to finance work needed to evaluate the feasibility of developing a mixed income and mixed use building on a site owned by Pierce Transit in the Dome District. Pierce Transit has agreed to partner with THA in the application and feasibility study should funds be awarded. Funds need to be expended by September. The grant contract was signed in mid-June and feasibility work commenced immediately.

5.5 *Multifamily Investment Opportunities*

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

6. M/WBE CONTRACT COMPLIANCE and SECTION 3 HIRING

6.1 As of May 31, 2013, 7 of 12 new hires at the Hillside Terrace Revitalization Project

are Section 3 Hires. M/WBE, and Section 3 goals for said project are provided in Section 2.1.10 of this report.

7. PHAS INDICATOR FOR MODERNIZATION ACTIVITIES

The following are the schedules as of May 31, 2013 for THA's obligation and expenditure of the public housing capital funds it receives from HUD.

<u>Grant</u>	<u>Total Grant</u>	<u>Obligation Start Date</u>	<u>Obligated</u>	<u>% Obligated</u>	<u>Obligation Deadline</u>	<u>Expended</u>	<u>% Expended</u>	<u>Expended Deadline</u>
2008 CFP	\$1,849,412	6/13/08	\$1,849,412	100%	06/12/10	\$1,849,412	100%	06/12/12
2009 CFP	\$2,410,953	9/15/09	\$2,410,953	100%	9/14/11	\$2,410,953	100%	9/14/13
2009 CFP (1 st R)	\$703,863	9/15/09	\$703,863	100%	9/14/11	\$703,863	100%	9/14/13
2009 CFP (2 nd R)	\$54,932	9/15/09	\$54,932	100%	9/14/11	\$54,932	100%	9/14/13
2009 CFP (3 rd R)	\$2,724	4/2/10	\$2,724	100%	4/2/12	\$2,724	100%	4/2/14
2010 CFP	\$2,345,627	7/15/10	\$2,345,627	100%	7/14/12	\$1,206,658	51%	7/14/14
2010 CFP (1 st R)	\$1,216,978	7/15/10	\$1,216,978	100%	7/14/12	\$808,090	66%	7/14/14
2010 CFP (2 nd R)	\$219,721	7/15/10	\$219,721	100%	7/14/12	\$219,721	100%	7/14/14
2011 CFP	\$1,721,353	8/3/11	\$1,479,736	86%	8/2/13	\$66,266	3%	8/2/15
2011 CFP (1 st R)	\$736,455	8/3/11	\$443,660	60%	8/2/13	\$443,660	100%	8/2/15
2011 CFP (2 nd R)	\$549,895	8/3/11	\$0	0%	8/2/13	\$0	0%	8/2/15
CFCF**	\$1,881,652	8/3/11	\$1,845,702	98%	8/2/13	\$168,501	9%	8/2/15
2012 CFP	\$1,593,197	3/12/12	\$0	0%	3/11/14	\$0	0%	3/11/16
2012 CFP (1 st R)	\$1,026,290	3/12/12	\$441,922	43%	3/11/14	\$0	0%	3/11/16
2012 CFP (2 nd R)	\$128,701	3/12/12	\$0	0%	3/11/14	\$0	0%	3/11/16

** Capital Fund Community Facilities Grant

COMMUNITY SERVICES



TACOMA HOUSING AUTHORITY

DATE: June 26, 2013

TO: THA Board of Commissioners

FROM: Nancy Vignec
Community Services

RE: Monthly Board Report

STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

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

1. 2013 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 May and for the calendar year 2013.

For most activities, the department should have achieved at least 41% of the annual goal by the end of May. Significant variations are noted below and explained in greater detail in the narrative accompanying each section of the report.

- While 89% of the work-able individuals who attended the Housing Opportunities Program (HOP) orientations indicated interest in Community Services programs, only 6% of the work-able attendees had engaged in these programs as of the end of May. (*See section 1.3 below.*) This resulted in a lower than expected number of participants in CS pre-employment and employment activities. Staff will continue outreach to HOP orientation attendees to encourage their participation in self-sufficiency programs.
- Referrals for case staffing increased markedly in May. (*See section 1.5 below.*) We attribute this increase to closer coordination between Property Management and CS. The property manager at one of THA's family developments experienced some notable problems with a number of tenants and asked CS to intervene with these troubled families.
- Referrals for hardship exemption casework also increased in May. (*See section 1.6 below.*) We attribute this increase to closer coordination between REMHS and CS in making the referral process more effective.

1.1 Employment

As of the end of May, the department reached or exceeded 41% of the annual goals for most employment activities. The number of clients in employment readiness soft skills training continues to lag behind the annual goal. We expect employment readiness enrollment and completion to increase as more work-able HOP renters begin engaging in CS self-sufficiency activities.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Clients referred for employment services	27	106	130	82%
Clients who received employment services	23	117	120	98%
Clients enrolled in employment readiness soft skills workshops	8	20	80	25%
Clients completed employment readiness soft skills workshops	3	9	50	18%
Enrolled in job readiness training	0	17	20	85%
Job placement	13	29	45	64%
WorkSource Participants Assisted	14	73	100	73%
Entered Apprenticeship	0	0	3	0%
Work Study/Community Jobs/Internships	8	9	30	30%
Earned Income Increased	4	31	35	89%

Average annual increase in earned income in 2012	\$2761.61
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1.2 Education

1.2.1 Adult Education Programs

The department is making good progress toward most of its annual goals for education activities. The completion rates for ESL levels and GED tests tend to be lower during the earlier months of the calendar year. Typically, these rates increase during the final quarter of the year. We expect to reach the goals for ESL and GED test completion by the end of 2013.

We anticipate that the number of adults completing education programs will increase over the course of the year and we will reach the goal for this activity by the end of 2013.

During tax season, we offered opportunity for assistance with FAFSA applications but none of the participants in our Volunteer Income Tax Assistance site chose to accept our offer for this help. We will increase our efforts to alert participants to this opportunity during next tax season.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Participating in ESL classes	0	17	15	113%
Completes one or more ESL levels	0	1	5	20%
Adults enrolled in education program	15	15	10	150%
Adults complete education program	3	3	25	12%
Participants attending GED classes	16	91	200	46%
Completes one or more GED tests	0	4	25	16%
Attains GED	2	8	15	53%
FAFSA applications completed	0	0	10	0%

1.2.2 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. As of May 2013, 49 McCarver families are enrolled in the Program. Rental subsidies for participating families will decrease to zero over the five year McCarver project period. Each year, all families will pay an additional 20% of their rent and THA will subsidize the balance. Participating families receive intensive case management services and assistance to help the parents improve their education and employment prospects.

Activities	Baseline 2010-2011	2011-2012
Turnover rate at McCarver Elementary	107%	96.6%
Turnover among Program students	n/a	4.5%
Turnover among other McCarver students	n/a	114.2%

Currently 100% of Program families are able to pay the required 20% of the rent.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Families participating	49	50	50	100%
Families able to pay 20% of their rent (50 of 50)	49	50	50	100%
Families able to pay 40% of their rent (43 of 50)	0	0	43	0%
Average school attendance rate	94%	94%	93%	101%
Reduction in referrals for discipline*	n/a	n/a	25%	n/a
% students increase scores on district reading test (K-5)	22%	22%	20%	110%
% students increase scores on district math test (K-5)**	n/a	n/a	20%	n/a
Average increase in state reading test (Gr. 3-5)	24%	24%	20%	120%
Increase in average state math test (Gr. 3-5)	-16%	-16%	18%	-89%

*We are working with the school district to establish a procedure to get discipline data from their new data system.

** We have not received the math data from the school district.

Activities	Baseline Fall 2011	At End of May 2013
Average annual household income	\$5232	\$9180
Employed	7	20
Enrolled in Training Programs	2	14

In May, the Manager for Educational Programs and the two McCarver caseworkers began a monthly consultation with the service providers who are partners in the Program. The May meeting focused on improving coordination of employment services for the McCarver participants. Participating service providers included Goodwill, WorkForce Central and DSHS.

1.3 Housing Opportunities Program (HOP)

THA began HOP orientations in March 2013. REMHS and CS staff collaborated in planning and offering the orientations. While 95 of the work-able individuals who attended the HOP orientations indicated interest in Community Services programs, only six of the work-able attendees had engaged in these programs as of the end of May. We think that HOP participants are pre-occupied, at first, with finding suitable housing and moving into their rental units. This may delay their participation in CS programs. Staff will continue outreach to HOP orientation attendees to encourage their participation in CS self-sufficiency programs.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
HOP orientations	4	10	n/a	
Total orientation attendees	49	154	n/a	
Work-able attendees	27	95	n/a	
Attendees requesting CS	34	85	n/a	
Participants receiving CS	6	6	n/a	

1.4 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. FIT participants are homeless at the time they are admitted into the program and placed in housing at Salishan or Hillside Terrace. In order to be admitted to the program, applicants must agree to participate in FIT case management.

	WFF/Sound Families		Hillside Terrace		Tax Credit	
Total Current Caseload	18		3		3	
	May 2013	YTD 2013	May 2013	YTD 2013	May 2013	YTD 2013
Entrances	2	7	1	3	0	0
Graduations	1	1	0	0	0	1
Exits	0	0	0	0	0	0
Terminations	1	3	0	0	0	0

1.5 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.

Referrals for case staffing increased markedly in May. We attribute this increase to close coordination between Property Management and CS. The property manager at one of THA's family developments experienced notable problems with a number of tenants and asked CS to intervene with these troubled families.

Activities	May 2013	YTD 2013	Annual Goal 2013
Number of households referred for services	9	11	26
Number of successful completions (eviction averted)	0	0	12
Number terminated	0	0	n/a

1.6 MTW Hardship Exemption Casework

In January 2012, THA began Moving to Work rent calculations and biennial recertification cycles for all MTW households. THA anticipated that some households would be unable to pay their new rent and that up to 120 households would 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. A household can be terminated from hardship case management for failure to participate. If a hardship exemption household is terminated from case management, CS staff notifies the appropriate REMHS staff. REMHS staff then terminates the exemption and the household is required to pay the full rent amount determined by MTW.

Referrals for hardship exemption casework increased in May. We attribute this increase to close coordination between REMHS and CS in making the referral process more effective.

Activities	May 2013	YTD 2013	Annual Goal 2013
Number of households referred for services	5	8	10
Number of successful completions	0	0	8
Number terminated	0	0	n/a

1.7 Preparing for Success

Preparing for Success is funded by a three-year grant from The Paul G. Allen Family Foundation. Case management focuses on helping clients overcome barriers to employment readiness. We have begun enrolling the third cohort in this program. We expect the second cohort to complete the program by June 2013. The third cohort will complete by December 2013.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Second year cohort 2012 completed	1	7	15	47%
Third year cohort 2013 enrolled	3	19	25	76%
Third year cohort 2013 completed	0	0	15	0%

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. At this time, we are behind schedule in recruiting new FSS participants. Only 14 new FSS Contracts of Participation have been signed. Our annual goal for new contracts signed is 55. In January, we began a new paypoint system for calculating FSS escrow accounts. As prospective participants become familiar with this new paypoint system, we anticipate the number of new participants (and the number of new contracts signed) to increase.

Status	May 2013	YTD 2013	Annual Goal	% of Goal
Current Participants	101	110	153	72%
Graduates	0	4	17	23%
Removed/Voluntarily Withdrawn	1	6	n/a	n/a
New Contracts Signed	0	14	55	9%
Escrow Balance	\$152,080.24			

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. The current Life Skills class started in May 2013. We anticipate that the majority of class participants will successfully complete the class. Enrollment and completion of parenting class is less than expected. We anticipate higher participation in the future from FSS clients who can count this activity as a pay point.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Life Skills Enrollment	15	23	20	115%
Life Skills Completion	0	3	10	30%
Parenting Enrollment	0	16	75	21%
Parenting Completion	0	7	65	11%

1.10 Senior and Disabled Services

THA's Senior and Disabled Services Program Specialist started May 6, 2013. She attended the monthly SAFE board meeting and tenant meetings in all of the seven senior & disabled buildings. She established office hours in each building and has made significant progress in learning her new position and making contacts in all of the buildings. She is working closely with Property Management to identify residents who could benefit from her services.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Unduplicated client contacts	77	153	260	59%
Referrals	5	11	50	22%
Unduplicated situation/wellness counseling	7	20	140	14%
Assistance with correspondence for Entitlement Programs	0	2	40	5%

1.12 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.

For most activities, the department has reached or exceeded 41% of the goal for 2013. The department has not made progress toward its goals for credit counseling. We hope to achieve these goals through a contract for credit counseling to begin this summer. We are also behind schedule with our pre-purchase counseling and home purchase goals. We expect to soon secure funding that will enable us to fill the vacant adult Asset Building Specialist position. Once this position is filled, we should be able to meet the pre-purchase counseling and home purchase goals.

Although THA's Volunteer Income Tax Assistance (VITA) site did not fully reach its goals this year, it had notable successes. The site coordinator doubled the number of volunteers comparison with last year's tax season. The VITA site helped a total of 192 clients successfully file their tax returns. The total amount refunds was \$358,908. Clients received a total of \$153,441.00 in earned income tax credit received. The THA VITA site saved all clients served a total of \$35,605 in tax preparation fees.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Financial Education Enrollment	2	51	80	64%
Financial Education Completion	4	44	40	110%
Homebuyers Education Referral	0	1	50	2%
Credit Counseling Enrollment	0	0	15	0%
Credit Counseling Completion	0	0	5	0%
Homeownership Pre-Purchase Counseling	0	1	10	10%
Homeownership Post-Purchase Counseling	5	20	30	67%
Individual Development Account Participants Enrolled	7	7	11	64%
Individual Development Account Counseling (other than homeownership)	0	7	28	25%
Qualified Withdrawals	1	3	7	43%
Home Purchase	0	0	4	0%
Other Asset Purchases	1	3	3	100%
VITA Tax Returns for THA clients	0	33	40	83%
EITC Received (PH only)	0	11	20	55%
Tax Returns for all clients served at VITA Site	0	192	200	96%

1.13 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.

Although we are near the half way part of the year, the participation rate at the computer labs is below our goal. The AmeriCorps volunteer at Bergerson Terrace was out on maternity leave for much of May. Participation at Dixon Village has been very low this year compared to previous years. We expect that the participation rate at Bergerson and Hillside will increase during the summer due to

the free lunch program which will begin in mid-June. We are coordinating with the Property Manager and other staff on how improve the program at Dixon Village.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Computer Lab Participation (cumulative visits)	35	213	1200	18%

1.14 Youth Activities

Write@253 began their second year of youth tutoring in Salishan in January. The program will continue through the end of the school year.

Our two AmeriCorps volunteers have expanded their tutoring service to our students by working with them at the neighborhood schools in addition to the computer labs. Courtney Lawson is at McCarver Elementary, and Dina Brown is at Grey Middle School.

Summer youth programming will begin on June 17. Participation in Youth leadership mentoring was below expectations this spring due to Write@253 not including this component this year. We will work with our community partners to increase this activity in the fall.

Activities	May 2013	YTD 2013	Annual Goal	% of Goal
Youth tutoring	20	59	10	590%
Summer youth programming	0	0	40	0%
Youth leadership mentoring	16	16	45	36%

2. FREE LUNCH AND LEARNING THIS SUMMER



Even after school is out the fun and learning don't stop! THA, the Salishan Community Association, and St. Leo's Food Connection will host our third annual *Brown Bags and Books* free lunch program for children again this summer in Salishan. The program will run all summer vacation, from June 17 to August 30. This program included a nutritious

brown bag lunch and an afternoon snack provided by St. Leo's, fun activities provided by community partners such as Tacoma Public Library and the YMCA. Write@253, which provides after school writing help for students during the school year at the Family Investment Center, will provide free academic tutoring two days a week. Special events will be added through the summer.

The free lunch program will also be at Hillside Terrace and Bergerson Terrace in the community rooms. The computer labs will be open during the lunch program hours.

ADMINISTRATION



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: Todd Craven, Director of Administration
Date: June 26, 2013
Re: June 2013 Board Update

Risk Management

Effective June 13, 2013, both of the insurance pools we belong to, HARRP and AHRP have eliminated coverage for methamphetamine cleanup for all member housing authorities, including THA. This means that we will no longer be able to rely on insurance to help with the cost of the cleanup of our units. We are currently reviewing our testing policy and will decide soon what strategy to employ. The end of insurance coverage and the changes in our testing policy will affect our mid-year budget projections that the Board will review in July.

Website

At the end of May, we went live with a new Tacoma Housing Authority website. The style and structure of the new site was designed by Topia Technology, an IT consulting firm located in Tacoma. All of the content was created by our own staff and much of it was simply copied over from the old website into the new one. This means we still have quite a bit of work left to do in order to get it up-to-date. However, it will be much easier with our new, easy to use method for updating content.

The main impetus behind changing our website was so that it could have some capabilities that our old site did not have. The main one is the ability for applicants to complete online applications and submit to us through our website. Some other capabilities of the new website include:

- We no longer need a “webmaster” or “web mistress” to be the only one who is able to make changes to the website; we can now set up accounts for users throughout the agency who need the capability to edit their own pages and allow them to do so.
- The website now integrates with social media such as Facebook, Google+, Twitter, and LinkedIn;
- We have the ability to create custom forms; the online housing application is an example of this; the form we have for requesting rent increases or submitting changes in circumstances are two more;
- Users will have the ability to translate any page on the website into their native language simply by selecting the language from the dropdown menu; note that the translation is not perfect, but it should be adequate for clients for whom English is their second language or who don’t read English;
- We now have the ability to create mail campaigns, send out newsletters, and for viewers of our website to sign up for updates regarding issues that are important to them;
- We can easily set up parts of our website that are only accessible to certain groups of people. An example of this is the employment section. Each THA employee will soon be able to login to the website using their THA login, enabling them to view THA policies, benefit information, the THA employee newsletters, apply for internal job openings, etc.

- We can track statistics page-by-page. These stats will include what site people used to get to our site, which page they clicked on to get to the page they are on, which pages have more views, where (geographically) our viewers are coming from, etc.
- The web site will also make THA more transparent to the public. For example, it will have the board's agenda, motions and resolutions.
- The site now has a robust search engine that can locate any document stored publicly on our website.

Overall, the implementation of the new site went very well and we are excited about the new possibilities it offers.

Network Consulting

In March of this year, we finalized our procurement of a network support company to assist us in maintaining our network. We selected Seitel Systems, with offices in Tacoma and Seattle. We were very impressed with the approach they laid out in their proposal and so far it seems that they are following it well. They are currently working with us on a detailed assessment of our network, installing clients on all of our servers to monitor health and performance, and helping us define better solutions for our disaster recovery efforts. This switch and our approach are all related to our strategy of being more proactive with our network rather than reactive so we can better anticipate network issues before they actually occur.

Application Development

Our programmer, Daniel Clark, has been busy working on several of our custom systems. The following is a brief description of each of these:

- MTW Rent Calculation System: staff throughout the agency use this system to calculate rents using the rules stipulated in our Moving to Work Plan and import this information into our housing software system. Changes this year include programming that differentiates new admissions from current tenants and applies the new MTW rules to the new applicants. These rules include the fixed subsidy rule and the 5-year term limits for work able families.
- FSS System: we began development on this system at the end of 2012 and went live in February of this year. This system is designed to give pay points to FSS program participants based on meeting goals in accordance with our 2013 MTW activity.
- RA Database: staff use the RA database system to track and process reasonable accommodations. We have made some major improvements to the process flow and data collection methods used by the system and will continue to improve it.
- On-Line Performance Evaluation System: this a brand new on-line system that is just going through beta-testing. This system will track performance evaluations for every employee in the agency. Rather than using the current Word document form, staff and managers will go into this system to enter their performance evaluations. The advantage of this is that it will be completely online and all of the data tracked will be recorded in a database, enabling HR to easily answer questions related to performance evaluations. This will help us to achieve better consistency throughout the agency in how we rate our employees, reduce paperwork, provide easy access to current and past evaluations for employees and their supervisors, and help us better track when evaluations are due.

This concludes the June, 2013 report to the Board for the Administration Department.

NEW BUSINESS

RESOLUTION #1



TACOMA HOUSING AUTHORITY

RESOLUTION 2013-6-26 (1)

DATE: June 26, 2013
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 debt may arise from excessive damage to a unit, unpaid rent, or tenant fraud/unreported income. There are also instances where a property owner is overpaid rental assistance payments and the owner has not repaid THA for this amount.

Until we write off tenant accounts receivable balances as a bad debt, these balances 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 from THA's receivable balance and assign it to the collection agency for collection purposes. THA receives 50% of any proceeds that the collection agency recovers.

THA has notified each individual of his or her debt included in this write off. THA mailed two notices to the last known address of the individual. 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.

Some accounts included in this resolution will not be sent to collections because the tenants have passed away. Those accounts are indicated with asterisks (*) below.

Recommendation

Approve Resolution 2013-6-26(1) authorizing THA to write off tenant accounts totaling: \$38,435.36.



TACOMA HOUSING AUTHORITY

RESOLUTION 2013-3-26 (1)

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

WHEREAS, Tacoma Housing Authority (THA) provided housing assistance payments to property owners in excess to the amount the owner is entitled to receive and the owner has not repaid this amount to THA.

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. authorizes THA staff to “write off” the following accounts and send these debts to an external collection agency to pursue collection action:

	Project	Client #	Balance
<i>Write Off- Collect</i>			
	Section 8		
		00004625	\$190.00
		000212	\$558.00
		000322	\$2,628.00
		000411	\$1,302.00
		000468	\$3,970.00
		000580	\$1,152.00
		119628	\$744.00
		125335	\$2,888.00
		127269	\$119.00
		129529	\$478.00
		130395	\$94.00
		135496	\$344.00
		136086	\$194.00
		141881	\$102.00
		712013	\$554.00

712205	\$654.00
712782	\$798.00
712934	\$416.00
713083	\$839.00
713108	\$727.00
713444	\$685.00
714084	\$379.00
714177	\$641.00
714342	\$520.00
714584	\$780.00
714665	\$760.00
714808	\$621.00
714905	\$678.00
714988	\$864.00
715142	\$793.00
715192	\$451.00
715216	\$488.00
716079	\$1,124.00
716309	\$399.00
716399	\$1,112.00
716611	\$464.00
716821	\$1,143.00
717071	\$507.00
717090	\$575.00

Total W-O Collect S8	\$31,735.00
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LIPH

<i>Write Off- Collect</i>	M-O Project #	Client #	Balance
	Scattered Sites		
		125396	\$4,177.93
	Stewart Court		
		XX001094	\$2,027.56
	S M Str (EB Wilson)		
		136346	\$150.00

S Wright Str		
	141616	\$127.16
	142173	<u>\$90.00</u>
		\$217.16
Total W-O Collect LIPH		\$6,572.65
 <i>Write Off- No Collect</i>		
Old Hillside Terrace		
	143240	\$30.00
 Stewart Court		
	XX000224	\$24.71
	XX000275	<u>\$30.00</u>
		\$54.71
 Section 8		
	710608	\$43.00
Total W-O NO Collect		\$127.71

*This total includes accounts where tenant is deceased or the balance is under \$30.

Approved: June 26, 2013

Janis Flauding, Chair